



**SCIENTIFIC  
PROCEEDINGS**  
*OF THE SCIENTIFIC-TECHNICAL UNION OF  
MECHANICAL ENGINEERING*

Jan XIII

Volume 2 (85)

June 2006

**IV INTERNATIONAL SCIENTIFIC  
CONFERENCE  
“MANAGEMENT AND ENGINEERING’06”**

**June 19-23, 2006  
Sozopol, Bulgaria**

**ISSN 1310-3946**

## Preface



On behalf of the Organizing Committee we have the pleasure to welcome your participation to the IV<sup>th</sup> International Scientific Conference on Management and Engineering – ISCME'2006, held in Sozopol, Bulgaria, June 19-23, 2006.

The ISCME'2006 addresses academics and researchers working in the Management and Engineering field. The conference offers the possibility to scientists and specialists meet together and to present recent scientific results in the areas of General Management, Operations Management, Industrial Management, Marketing, Human Resources Management, Financial Management, Economics of Business Organizations, Information Systems in Management and Engineering, Operational Research in Management and Engineering, Business Processes Re-engineering, Technology and Management and Innovations Management.

The papers presented to the IV<sup>th</sup> Conference on Management and Engineering and reviewed by the Scientific Committee of the Scientific-Technical Union of Mechanical Engineering are included in this volume of Scientific Proceedings.

We would like to acknowledge the contribution of all authors that have presented papers as well as to thank for the support to:

The Rector of the Technical University of Sofia, Prof. Kamen Veselinov, Ph.D.;

The Section for Scientific Research of Technical University of Sofia;

SAP – Bulgaria Ltd.

Megatex Ltd.

Biometal Plast Ltd.

Sofia, June 2006

Prof. Georgy Tsvetkov, Ph.D.

President of the Organizing Committee of ICME 2006



Assoc. prof. Kiril Anguelov, Ph.D.

President of the Scientific Committee of ISCME

# The managerial and Sociological Aspects of the Diversification in the Management Styles

Elenica Sofijanova<sup>1</sup>

**Abstract** The contemporary way of managing created by the privatization process and the increased competitiveness, plays substantially important role in the increasing of the managing process expanse. The style of managing gives a complete mark to the organization. The manager influences the other members of the organization through the managing style. The principle of relativity is the beginning point. The success and the effectiveness depend on several situational factors and determinants.

The emotional support, the aggression and the projection of the subjective differences which lead to conflicts, are indicators which need attention in order to hinder their destructive effects. These mental conditions lead to boredom, monotony and personal disorganization. They are surpassed by the technique of “administrative astuteness”, following the stream of the current changes of the public opinion and interest.

**Key words:** Conflict, Destructive conflict, Managing style,

The contemporary way of managing created by the privatization process and the increased competitiveness, plays substantially important role in the increasing of the managing process expanse. The style of managing gives a complete mark to the organization. The manager influences the other members of the organization through the managing style. The principle of relativity is the beginning point. The success and the effectiveness depend on several situational factors and determinants.

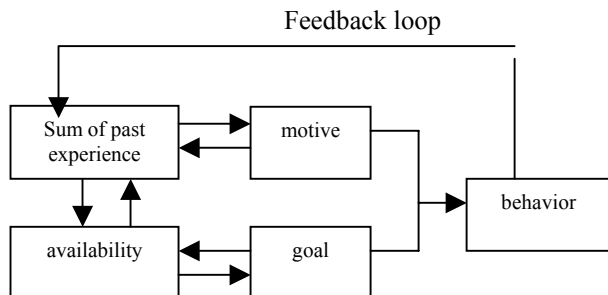
## Changing Style

One of the most difficult changes to make is a complete change in the style of a person, and yet industry invests many millions of dollars annually for training and development programs that are concentrated on changing the style of its managers.

## Changes in Expectations versus Changes in Style

We can begin to explain why it is so difficult to make changes in manager’s style in a short period of time.

Feedback model



<sup>1</sup>Elenica Sofijanova, Ph D in progress, Institute for Sociological, Political and Juridical Researchers, Skopje, Macedonia

As discussed earlier, when a person behaves in a motivating situation, that behavior becomes a new input to the individual’s inventory of past experience. The earlier in life that this input occurs, the greater its potential effect on future behavior will be. At that time, this behavior represents a larger portion of the individuals total past experience than the same behavior input will be later in life. In addition, the longer a behavior is reinforced, the more patterned it becomes and the more difficult it is to change. That is why it is easier to make personality changes early in life. As a person gets older, more time and new experiences are necessary to effect a change in behavior.

## Changing Situational Variables

Recognizing some of the limitations training and development programs that concentrate only on changing managers styles, Fiedler has suggested that “it would seem more promising at this time to teach the individual to recognize the conditions under which he can perform best and to modify the situation to suit his managers style” This philosophy, which he calls “organizational engineering,” is based on the following assumption: “It is always easier to change a man’s work environment than it is to change his personality or his style of relating to others.” Although we basically agree with Fiedler’s assumption, we want to make it clear that we feel changes in both are difficult but possible. In many cases, the best strategy might be to attempt to make some changes in both the style of managers and the expatiations of the other variables of their situation rather than concentrate on one or the other. Fiedler is helpful, however, in suggesting ways in which a manager’s situation can be modified to fit the manager’s style. As you will recall, Fiedler feels there are three major situation variables that seem to determine whether a given situation is favorable or unfavorable to managers: (1) *manager member relations* – their personal relations with the members of their group, (2) *position power* – the power and authority that their position provides, and (3) *task structure*- the degree of structure (routine versus challenges) in the task that the group has been assigned to perform.

When the expectations of various key variables do not intersect, it is not possible to use a generalized style but will require that managers use different style with each of the important situational variables in their environment „In a hierarchy every employee tends to rise to his level of incompetence.,,

The importance of a manager’s *diagnostic ability* cannot be overemphasized. Edgar H. Sheen expresses it well he contends that “*the successful manager must be a good diagnostician and must value a spirit of inquiry*. If the

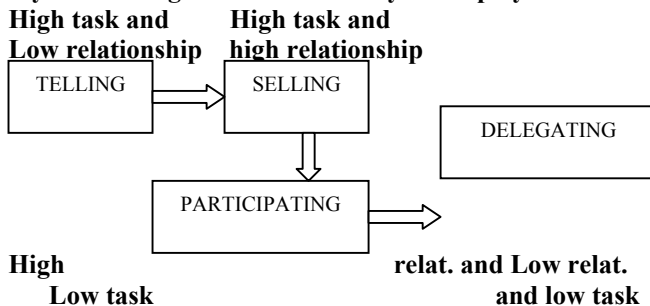
abilities and motives of the people under him are so variable, he must have the sensitivity and diagnostic ability to be able to sense and appreciate the differences.” In other words, managers must be able to identify clues in an environment. Yet even with good diagnostic skills, managers may still not be effective unless they can *adapt* their manager’s style to meet the demands of their environment“ He must have the personal flexibility and range of skills necessary to vary his own behavior. If the needs and motives of his subordinates are different, they must be treated differently.”

## Situational Managing style

Situational Managing is based on an interplay among (1) the amount of guidance and direction (task behavior) a manager gives; (2) the amount of socio-emotional support (relationship behavior) a manager provides; and (3) the readiness (“maturity”) level that employees exhibit in performing a specific task, function or objective. This concept was developed to help people attempting managers, regardless of their role, to be more effective in their daily interactions with others. It provides managers with some understanding of the relationship between an effective style of manager style and the level of maturity of their employees.

Employees in any situation are vital, not only because individually they accept or reject the manager, but because as a group they actually determine whatever personal power the manager may have.

### Style of Manager Versus Maturity of Employees



Each of the four manager styles - “telling,” “selling,” “participating,” and “delegating” is a combination of task and relationship behavior.

Task behavior is the extent to which a leader provides direction for people: telling them what to do, when to do it, where to do it, and how to do it. It means setting goals for them and defining their roles.

Relationship behavior is the extent to which a manager engages in two-way communication with people: providing support, encouragement, “psychological help,” and facilitating behaviors. It means actively listening to people and supporting their efforts.

The appropriate managing style for each of the four maturity levels includes the right combination of task behavior (direction) and relationship behavior (support).

**“Telling,, is for low maturity.** People who are both *unable* and *unwilling* to take responsibility to do something are not competent or confident. In many cases, their unwillingness is a result of their insecurity regarding the necessary task. Thus, a directive “telling,, style that providing clear,

specific directions and supervision has the highest probability of being effective with individuals at this maturity level. This style is called “telling,, because it is characterized by the managers defining roles and telling people what, how, when and where to do various tasks. It emphasizes directive behavior. Too much supportive behavior whit people at this maturity level may be seen as permissive, easy and most importantly as rewarding of poor performance. This style involves high task behavior and low relationship behavior.

**“Selling,, is for low to moderate maturity.** People who are unable but willing to take responsibility are confident but lack skills at this time. Thus, a „selling,, style that provides directive behavior, because of their lack of ability, but also supportive behavior to reinforce their willingness and enthusiasm appears to be most appropriate with individuals at this maturity level. This style is called “selling,, because most of the direction is still provided by the leader. Yet, through two-way communication and explanation, the manager tries to get the followers psychologically to “buy into,, desired behaviors. Employees at this maturity level will usually go along with a decision if they understand the reason for the decision and if their manager also offers some help and direction. This style involves high task behavior and high relationship behavior.

**„ Participating,, is for moderate to bight maturity.** People at this maturity level are able but unwilling to do what the manager wants. Their unwillingness is often a function of their lack of confidence or insecurity. If, however, they are competent but unwilling their reluctance to perform is more of a motivational problem than a security problem. In either case, the manager needs to open the door (two-way communication and active listening) to support the employee’s efforts to use the ability he already has. Thus, a supportive, nondirective “participating,, style has the highest probability of being effective with individuals at this maturity level. This style involves high relationship behavior and low task behavior.

**“Delegating,, is for bight maturity.** People at this maturity level are both able and willing or confident too take responsibility. Thus, a low-profile “delegating,, style which provides little direction or support, has the highest probability of being effective with individuals at this maturity level. Even though the manager may still identify the problem, the responsibility for carrying out plans is given to these mature employees. They are permitted to run the show and decide on the how, when and where. At the same time they are psychologically mature and therefore do not need above average amounts of two-way communication or supportive behavior. This style involves low relationship behavior and low task behavior.

### Reference:

- [1] Paul Hersey, Kenneth H. Blanchard, Management of Organizational Behavior, Prentice – Hall Englewood Cliffs, New Jersey
- [2] Fiedler. A Theory of Leadership Effectiveness
- [3] Laurence J Peter, Raymand Hall The Peter Principle Why Things Go Wrong, New York, 1969
- [4] Edgar H Schein, Organizational Psychology, Prentice Hall, 1965
- [5] Paul Hersey, Kenneth H. Blanchard, The Family Game, 1979