

## **Behavioural Theory**

### **Management as Leading, Motivating and Communicating**

#### **Leading**

- Influencing and encouraging people to enthusiastically achieve
- Encompassing motivating and communicating

#### **Motivating**

A key behavioural function

- Providing workers with desire to perform above expectation
- Requires: attractive environment, involvement in management
- Multi-skilling
- Effective job rotation

#### **Communicating**

- Essential in implementing change and overcoming resistance
- Involvement in decision making as an example
- Increased flexibility in management

#### **Flat Organisation structure and Teams**

- Behaviouralists contradicted the rigid supervision of Classic Scientific
- Productivity would increase if employees had greater accountability
- Advocated a wider span of control
- less middle management
- Advocated controlled flattening
- Teams: major trend towards teamwork in large business especially
- Group members share common goals and purpose
- Response to increasing complexity of jobs to be performed by large business

#### **Participative/Democratic Leadership Style**

- Managers encourage a high degree of participation by employees in decision making that affects them
- Open (2-way) communication channels
- Intended decisions are discussed with those who will be affected
- Participative rather than truly democratic (no voting etc)