

## Lecture No. 9

### **Methods, principles and styles of workforce management in pharmacy organizations. Approaches to identifying leadership styles.**

Plan:

1. Leadership concept.
2. Characteristics of management styles.
3. Characteristics of an authoritarian management style.
4. Characteristics of a democratic management style.
5. Characteristics of liberal management style.
6. Management grid: caring for people and caring for results.
7. Situational leadership theory or life cycle theory.
8. Requirements for a modern leader (manager).

1. The most difficult element of the work of a manager (pharmacy manager, director of a pharmaceutical enterprise) is the ongoing management of people, providing leadership.

Leadership is the ability of a leader to influence individuals and groups of people.

There are three approaches to understanding leadership:

- from the perspective of personal qualities
- situational approach
- behavioral approach.

#### **Approach from the position of personal qualities.**

This position is a determination of the relationship between personal qualities and leadership effectiveness. True leaders have a set of corresponding personal traits. Let's consider personal qualities:

- level of intelligence and knowledge
- impressive appearance
- honesty
- common sense
- initiative
- social and economic education
- high degree of self-confidence.

A good leader has the following qualities:

- intelligence
- desire for knowledge
- reliability
- activity
- responsibility
- social participation
- socio-economic status.

Skillful leaders exhibit a wide variety of personal qualities in different situations. Ideally, qualities should be related to the personal qualities, activities and tasks of subordinates.

Leadership effectiveness is significantly influenced by additional situational factors.

#### **Situational approach.**

Situational factors include the needs and personal qualities of subordinates, the nature of knowledge, environmental requirements and influences, and the information available to the manager.

In different situations, a leader-manager must behave differently.

#### **Behavioral approach.**

Develops a classification of leadership styles (how a manager behaves with his subordinates ).

## 2. Characteristics of management styles.

Management style is the usual behavior of a leader. This is the extent to which a leader delegates his authority, the types of power he uses, his participation in the task, and the desire to respect human relations.

Each organization represents a unique combination of individuals, goals, and objectives. Consequently, each leader is a unique person with a number of abilities.

Styles determined by one factor include:

- authoritarian
- democratic
- liberal.

### *Characteristics of management methods*

Table 1. "One-dimensional" management styles

Style Features management	Management style		
	Authoritarian	Democratic	Liberal
<b>Decision making methods</b>	Sole leader with subordinates	Based on consultation from above or group opinion	Based on directions
<b>Method of communicating decisions to the executor</b>	Order, instruction, command	Offer	Request, begging
<b>Distribution of Responsibility</b>	Completely in the hands of the leader	In accordance with authority	Completely in the hands of the leader
<b>Attitude towards the initiative of subordinates</b>	Allowed	Encouraged and used	Fully transferred to subordinates
<b>Principles of personnel selection</b>	Getting rid of potential competitors	Focus on business-minded, knowledgeable employees and helping them in their careers	Absent
<b>Attitudes to knowledge</b>	Believes he knows everything himself	Constantly learns and demands the same from subordinates	Indifferent
<b>Attitude to communication</b>	Negative, keeps distance	Positive, actively makes contacts	Shows no initiative
<b>Attitude towards subordinates</b>	In mood, uneven	Equal, friendly, demanding	Soft, undemanding
<b>Attitude to discipline</b>	Rigid, formal	Reasonable	Soft, formal
<b>Attitude towards stimulation</b>	Punishment with rare reward	Reward with rare punishment	Lacks clear orientation

## 3. Authoritarian style.

It is based on issuing orders to subordinates in the form of an order, without any explanation. The manager determines not only the task, but also the specific ways to complete it. Prefers punishment, a harsh tone, and the formal nature of the relationship. Effective in military service, when military personnel are in the power of a leader, or have unlimited trust (actors - the

director, athletes - the coach). With this style, the leader imposes the will of subordinates through coercion, reward, or citing tradition.

It operates on the principle: divide and conquer. According to this theory:

- ✓ Initially, people do not like to work.
- ✓ Often people lack ambition, they strive to get rid of responsibility, and prefer to be led.
- ✓ Most of all, people strive for security.
- ✓ To force someone to work requires coercion, control, and a threat to security.

An autocrat centralizes all his powers and does not give his subordinates the opportunity to make decisions. To ensure the work gets done, he not only exerts psychological pressure, but also threatens.

#### 4. Democratic style.

The manager trusts his subordinates, is interested in their opinions on the problems being solved, organizes discussions, listens to advice, and maintains semi-official relations with employees. This is a modern method of leadership. Subordinates participate in decision making. According to this theory:

- ✓ Labor is a natural process. Under favorable conditions, people will not only take responsibility, but will also strive for it.
- ✓ When engaging with organizational problems, people will use self-esteem and self-control.
- ✓ Involvement is a function of the reward associated with goal achievement.
- ✓ The ability to creatively solve problems is common, but the employee's intellectual potential is only partially used.

An experienced democratic leader avoids imposing his will on his subordinates. In such organizations there is a high degree of decentralization of powers. Subordinates actively participate in decision making and enjoy wide freedom in carrying out tasks.

#### 5. Liberal style

The manager minimizes interference in the management of subordinates, providing the opportunity to independently solve assigned tasks. He is passive. *Pharmacy director to an experienced pharmacist-analyst*. This method is situational in nature and does not apply to all employees equally. It is preferable when it is necessary to stimulate the creativity of performers. The manager poses a problem to the performers, organizes the conditions for work, defines the rules, sets the boundaries of the solution, but he himself fades into the background. He himself acts as a consultant, arbiter, and expert who evaluates the results.

#### "Multidimensional" management styles

They represent a set of interacting approaches, each of which is independent of the others, and therefore is implemented simultaneously with them.

##### *"Two-dimensional" leadership style*

Offers a leader orientation both toward the job (labor productivity) and toward the employees (improving human relations). There is an argument that this style of leadership will be either job oriented or people oriented only. But research has shown that a people-oriented leadership style consistently improves productivity.

6 . The simplest combination of these two approaches is demonstrated by **the "control grid"**.

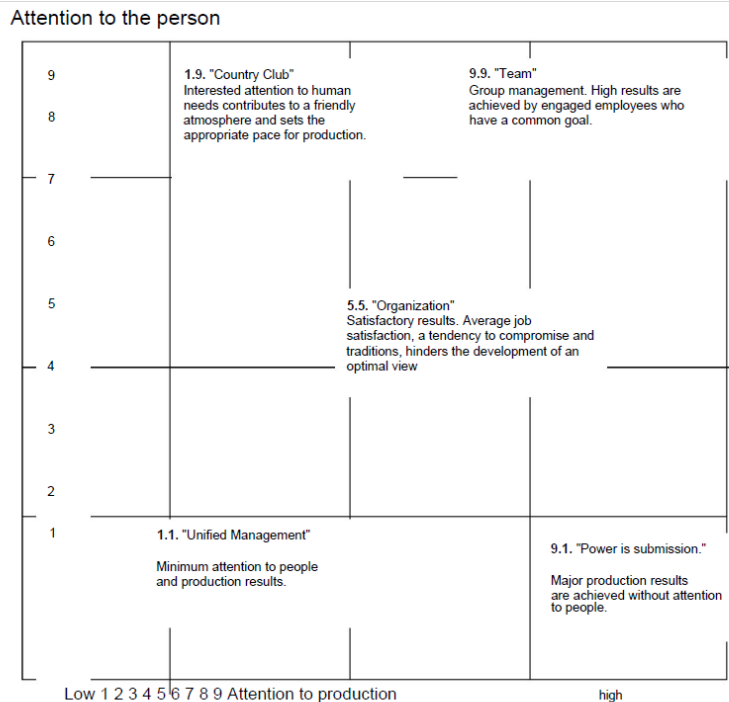
For correct orientation, a clear vision of the goal and advanced training, each manager must have his own "grid".

According to the theory of Robert Blake and Jane S. Mouton, any result is achieved in **the "force field"** between production and man.

**The first "force line"** leads to **maximization of production volume** (a variety of goods and services). In this case, the constant goals are the highest level of profit and cost reduction. If you continue to increase productivity at any cost, without regard to employees, the results will be disastrous.

**The second "line of force"** is directed **towards the person**. Working conditions must fully meet needs and desires. Well-being and job satisfaction are the goals of this line.

There is a contradiction between the two mentioned "lines of force", leading to the formation of a certain "field".



Having identified 9 gradations on each "line of force," Blake and Mouton established five types of managerial behavior, designating each with corresponding numbers.

**Position 9.1. The "hard" course of an administrator** for whom production is everything; a person is, at best, a performer, but essentially a nobody.

Work does not bring satisfaction to anyone; everyone, under any pretext, tries to escape the harsh pressure. The answer of such an administrator is universal control (this takes up most of his time).

The reaction of employees is a refusal to participate in the search for solutions to existing problems and a willingness to share responsibility. As a result, the manager treats employees with disdain, being himself in a stressful situation. Staff turnover is growing, the best leave, get sick, and tend to go on sick leave. **Manager type 9.1. - bad leader.**

**Position 1.9. Human relations come first**, productivity comes second (talk over a cup of coffee, share doubts, shift the burden of responsibility to others). This type of manager has an inappropriate style; conflicts are inevitable in the future. Without incentives, employees lose initiative and interest in creativity.

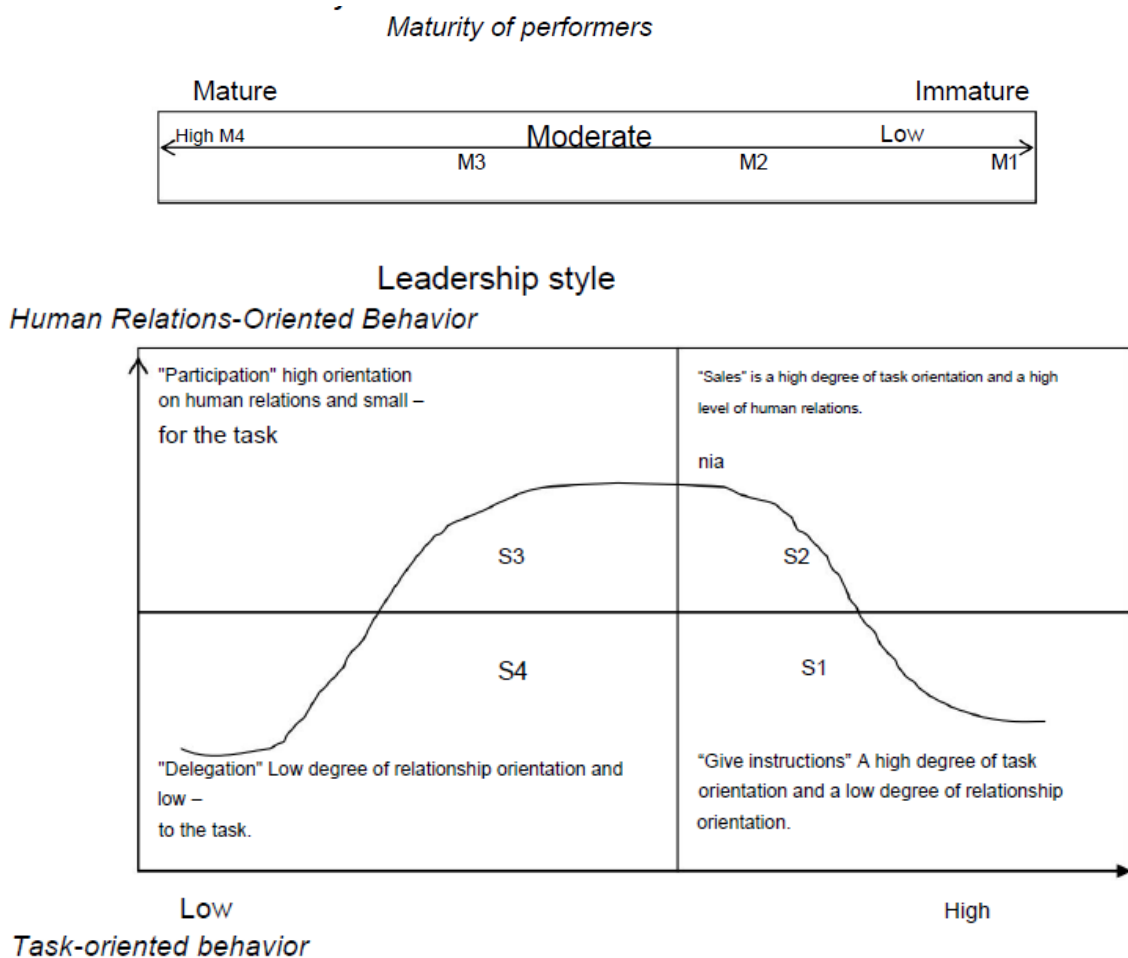
**Position 5.5**. The leader does not strive to grab stars from the sky. Satisfied with **the average level**. The magic word is "compromise". The result of the grid indicates that only half of the employees are interested in work. The production result is also achieved only by 50%.

**Position 1.1.** Managers of this type do not strive for anything: neither production nor humane working conditions interest them. Such managers are not suitable for leadership positions.

**Principle 9.9. Ideal:** Highest productivity while taking people's needs into account. As the American psychologist F. Herzberg proved, success, recognition, optimal organization of work, and growth prospects are the main motives. This management style consists in constructing work in such a way that employees in it achieve self-realization and receive confirmation of their own importance. A person realizes himself in the results of his work.

### 7. "Life cycle theory"

This is a situational theory of leadership proposed by Paul Hersey and Ken Blanchard. The most effective leadership styles are determined by the maturity of leaders, which means not age, but the degree of preparedness. There are four styles corresponding to a certain level of maturity: "instruct", "sell", "participate", "delegate".



**S1** - the first style of "giving instructions" is more task-oriented and less focused on human relationships. Suitable for subordinates with a low level of maturity ( **M1** ), in cases where subordinates do not want or are not able to be responsible for the assigned task, instructions, guidelines, and strict control are constantly required.

The second style, **S2** , is "selling," and is equally task-oriented and relationship-oriented. Subordinates do not shirk responsibility, but are not capable of this because of their level of maturity (average) - **M2** . Therefore, the leader chooses task-oriented behavior to constantly instruct how and what to do. At the same time, he maintains the enthusiasm and desire of subordinates to carry out the task responsibly.

The third style is **S3** - moderately high degree of maturity (**M3** ). Subordinates can, but do not want to, be responsible for implementation. If a leader has a combination of low task

orientation and high orientation toward human relationships, then this style is acceptable. Subordinates participate in decision making because they know what and how to do, they do not need constant instructions (they make decisions together).

The fourth style – **S4** – is characterized by a high degree of maturity ( **M4** ). Subordinates can get the job done and want to take responsibility. The most appropriate style is **delegation** . A leader's behavior may combine a low degree of task orientation and similarly to human relationships. This style is appropriate only with mature performers, when subordinates know what and how to do and are aware of the high degree of their involvement. The leader allows his subordinates to act independently; they do not need instructions or support.

The model of the considered “life cycle” indicates that in everyday life **the most effective is an adaptive style** that takes into account real life situations.

In addition to the one discussed, there is a model of leadership styles (V. Wurm), which includes five management styles:

1. – the manager makes the decision himself (based on information);
2. – the manager informs his subordinates about the meaning of the problem, listens to their opinion, on the basis of which he makes his own decision;
3. – the manager presents the problem to his subordinates, summarizes what they have said and makes a decision;
4. – together with his subordinates, the manager discusses the problem and as a result of the discussion, a common opinion is developed;
5. – the manager constantly works with a group of employees, which either develops a collective decision or accepts the most optimal option, regardless of its author.

Currently, the following criteria for choosing a leadership style are distinguished:

- ✓ availability of sufficient information and experience among subordinates;
- ✓ level of requirements for the solution;
- ✓ clarity and structure of the problem;
- ✓ the degree of involvement of subordinates in the affairs of the organization and the need to coordinate decisions with them;
- ✓ the likelihood of support for the executors of the manager’s sole decision;
- ✓ the interest of performers in achieving the goal;
- ✓ the degree of likelihood of conflicts between subordinates during decision making.

### **Manager in a pharmaceutical enterprise system.**

A manager must know and be able to do almost everything. And since this is impossible, each field of activity, including pharmacy, needs its own specialist managers.

In business management, one has to focus not on standard techniques, but on the ability to quickly and correctly find the desired (correct) exit. Knowledge of the human factor, the desire to make all employees players of the same team, which are the driving factors of the economy (the absence of bureaucracy, informal connections and the environment contribute to the growth of labor productivity).

The term "manager" is used in relation to:

- organizer of a certain type of work in individual departments;
- the head of the enterprise or its divisions;
- the manager in relation to subordinates;
- administrator of any control.

Managers serve in the following roles:

- ✓ **Manager-diplomat.** The ability to negotiate is a significant factor. Top-level managers spend most of their time establishing contact.
- ✓ **Innovative manager.** Labor productivity increases significantly on the basis of new equipment and technologies, rather than through constant repair of equipment.

✓ **Manager-Manager.** The manager-manager is required to: have general knowledge in the field of enterprise management; competence in production technology.

### ***The most important functions of a manager***

Depending on the level of management, managers of pharmaceutical structures need the following abilities:

- Economic from 40 to 45%
- Technical from 10 to 30%
- Administrative from 35 to 50%.

A manager at any level needs the ability **to manage** people. To do this, you need to be a psychologist, understand and know people, and reciprocate. The language of gestures and body movements helps a lot (it is important to achieve trust and mutual agreement).

A good manager should be not only an organizer, but also a friend, a teacher, an expert in setting tasks, a leader, and a person who knows how to listen. Must have perfect knowledge of direct subordinates, their abilities and capabilities to perform the assigned work.

The manager must know the conditions connecting workers and the enterprise, protect the interests of both on a fair basis, and eliminate those who are incapable.

The main qualities of a manager that influence management efficiency:

- ability to manage oneself
- clear personal goals
- emphasis on continuous personal growth
- ingenuity and ability to innovate
- high ability to influence others
- knowledge of modern management approaches
- ability to lead.

### **8. Requirements for a modern manager**

A modern leader must:

1. Have relevant knowledge.
2. Have organizational skills - allows you to create and maintain strong, conscious discipline in the team.
3. Besides economic and technical skills, administrative skills are essential.
4. Operational guidance (quickly find and make a specific decision). A delay will lead to rhythm disturbance.
5. The ability to select closest assistants, clearly distribute the functions, duties and responsibilities of each, providing the opportunity for independent action, while maintaining operational control.
6. Knowledge and understanding of people, the ability to correctly assess the abilities and individual characteristics of workers.
7. Listen to the opinions, advice and revisions of team members, support their initiative and use it in practice.
8. Possession of basic character traits:
  - independence of thinking
  - initiative
  - determination.
9. Be a leader (worthy of emulation, dedication to the company, courage to love people, determination, tact, fairness, honesty, consistency, mentor, confidence).

The success of managerial work is largely determined by analytical skills, flexibility in relationships with people, a responsible attitude to work, and entrepreneurship.

Each manager's abilities are best demonstrated by practical work (the ability to overcome difficulties and achieve success).

The personal characteristics of a leader include such traits as tact, self-control, honesty, decency, humanity, and fairness. These qualities help a manager gain authority. Having authority is the first and most important condition for successful management of an enterprise.

The following requirements for a manager can be identified:

Skills:

- organize and plan
- decisions
- lead (be a leader)
- communicate with people orally and in writing
- encourage people to take action
- resolve conflict situations in a team
- be objective towards people
- recruit, select and train subordinates
- obey and maintain subordination
- negotiate.

Business and personal qualities:

- analytic skills
- breadth of interests
- flexibility in relationships with people
- resistance to stress
- tolerance for other people's opinions
- objective self-esteem
- energy, self-discipline, efficiency