BEHAVIOUR

A GUIDE FOR MANAGERS

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*And as ye would that men should do to you,
do ye to them likewise.*

(Luke vi. 31)

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Preface

MANAGING WITH PEOPLE

The manager's role is to direct human behaviour at work.

This bare statement acquires a deeper meaning when we consider that an organisation progresses from objectives towards results by employing resources, both material and human. Skills are the human resources most commonly sought for with the contract of employment; but that bargain invariably brings with it attitudes and behaviour. That, according to a witty — and perhaps wise — remark, is the PROBLEM.

The question for the manager is not whether he can ignore the problem, but to learn how to make good use of the whole human potential, to align personal and group performances with organisational performance.

The answer must be found in the manager's willingness to concern himself with the nature of his employees' commitment towards the climate of their organisation. It must lie in his own skills at self-analysis, and with that insight, at interpreting the behaviour of others, observed as individuals and in groups. It requires, from the manager, knowledge and training in effective group membership and leadership, to a degree at least equal to his technical or professional competence.

The manager's role on the organisation's stage is played under many guises; it involves a number of moves across the set representing the place of work. In one instance the manager acts alone or opposite a single protagonist in an informal capacity; in another he is at the head of a department, initiating, ordering the efforts of his subordinates; yet at other times he shares in the action with his colleagues as a member of the management team.

In all these scenes different types of relationships are put into motion, each requiring for good performance a versatile range of social skills. The development of those skills can be accomplished through observation, practice, self-appraisal and knowledge.

These four steps constitute the method we propose to follow in this manual. Within each of its main parts, dealing successively with the Individual, the Group and the Groups in an organisation, we are made to observe the examples of behaviour illustrated by the INCIDENTS; we are asked also to put the theories into practice and attempt self-appraisal by making use of the EXERCISES which complete every chapter; finally, the ability to identify patterns of be-

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haviour, to diagnose their causes and to anticipate their effects should represent the KNOWLEDGE acquired as a result of following the continuous thread showing through the theory.

Acknowledgements and Disclaimer

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The names and characters used in the Incidents are fictitious and any similarity to actual persons or organisations is entirely coincidental.