WELCOME!

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Managerial Psychology
Prof. Mare Teichmann

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Change management, Delegating authority, and Leaders' image

Content: **Change management** in professional organizations; Arguments pro and contra; Workers' behavioral reactions to change: paralysis, loss of identity, negativism and anger, disorientation; Resistance to changes; Causes of resistance at organizational and employee level, at management level; Overcoming resistance and manipulation. **Delegating authority**: Delegating; Why? Why does followers accept it? How to start delegating responsibilities? Why do some managers do not delegate? Errors. **Managers' / Leaders' image**; Johar" conception; Effects of perception – person' positive image; errors of perception; Managers' negative image; the ideal leader; Images of organization.

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Kurt Lewin's Change Management Model

Unfreezing the *status quo* forces seeking to maintain influence

Change - activities of new attitudes, values   and activities, and still in force in attitudes, values, behaviors replacement

Refreeze of new attitudes, values, actions anchoring

| UNFREEZING | ACTION | REFREEZE |

Unfreeze

This first stage of change involves preparing the organization to accept that change is necessary, which involves break down the existing status quo before you can build up a new way of operating

Key to this is developing a compelling message showing why the existing way of doing things cannot continue. This is easiest to frame when you can point to declining sales figures, poor financial results, worrying customer satisfaction surveys, or suchlike: These show that things have to change in a way that everyone can understand

Unfreeze

To prepare the organization successfully, you need to start at its core – you need to challenge the beliefs, values, attitudes, and behaviors that currently define it. Using the analogy of a building, you must examine and be prepared to change the existing foundations as they might not support add-on stores; unless this is done, the whole building may risk collapse

This first part of the change process is usually the most difficult and stressful

Change

After the uncertainty created in the unfreeze stage, the change stage is where people begin to resolve their uncertainty and look for new ways to do things

People start to believe and act in ways that support the new direction

The transition from unfreeze to change does not happen overnight: People take time to embrace the new direction and participate proactively in the change

Refreeze

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When the changes are taking shape and people have embraced the new ways of working, the organization is ready to refreeze creating a new sense of stability

As part of the Refreezing process, make sure that you celebrate the success of the change – this helps people to find closure, thanks them for enduring a painful time, and helps them believe that future change will be successful

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Arguments *pro* and *contra*
Why new is better than old?

- ✓ Knowledge, theories, arguments that the new one is "better"
- ✓ Feeling, an intuition that is "better" emotional reasoning
- ✓ Success-stories that can be "better" - productivity, quality, earnings rises, nothing gets better
- ✓ Success stories, similar to the change brought about in a similar company, which is "better"
- ✓ Consultants, experts (external consultants)
- ✓ Company the authority, the heroes think so

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Arguments *pro* and *contra*
Why new is worse than the old one?

- ✓ Additional work must be done
- ✓ Tempo of work will rise
- ✓ The work quality and quantity norms are changing - pay may be reduced
- ✓ The prescribed time limits are too short
- ✓ Resources are too small
- ✓ There is no reason to change anything because we already work well and everything is going to get better
- ✓ Time is not yet ripe for change
- ✓ Failure-stories, "We are here until we changed and ...."

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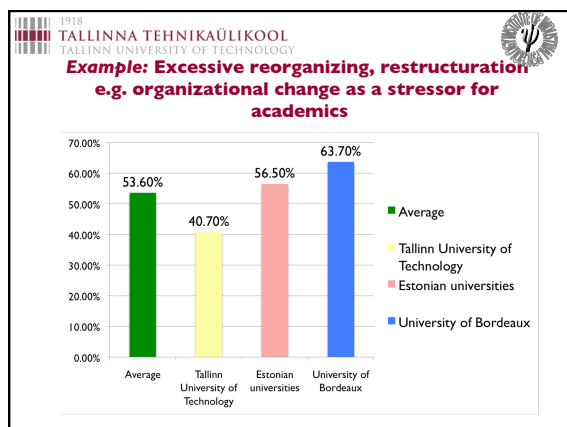
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***Example:* Excessive reorganizing, restructuration**
e.g. organizational change as a stressor for
academics

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Employees' behavioral reactions to change

✓ paralysis
✓ loss of identity
✓ negativism and anger
✓ disorientation

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Workers' behavioral reactions to change

✓ ***Paralysis*** - the staff do nothing and hope that it does not change, does not concern, perhaps going all around them
While the employee is physically at work, but mentally absent. A typical verbal expression: "It is perhaps not with me"

✓ ***Loss of identity*** - the staff are very anxious, often remembers how well everything was before the change, and if he committed was nicely
The expression: "I'm used to ...", "My job is totally changed ...". Employee feel they are a victim of change and trying to get sympathy from others

Workers' behavioral reactions to change

✓ **Negativism or anger** - the staff find that the past is over and feel because of anger. Can begin to actively return for the past - struggle to form of groups, coalitions, associations. There may be destructive behavior (rally, sabotage, etc.). Translates: "This is not going to never work properly! "," I'm going to go out here about the company and you will still see! "Expressed their anger whenever possible, and in such form organizational culture as far as possible.

Workers' behavioral reactions to change

✓ **Disorientation** - an employee experiences a sense of loss and dismay, the unstable in their feelings and behavior. Plays a lot of questions and to fine-tune the rummage, emphasizes negligible. Replies to hear, but do not accept (the so-called analytical paralysis), interprets the sort of explanations. Translates: "What you can do now?", "What am I supposed to do?", "What I should I do first? "

Employee becomes helpless

Resistance to change
Organizational level

✓ Excessive force - the organizational structure was created under different conditions and after the change can not be no longer useful

For example, job descriptions, control system, mass recruitment of new staff, or redundancy

✓ A very narrow area of change

✓ Competence - when an employee is transferred to work outside his competence boundaries

✓ Power - if the leaders do not want to give more power and decision-making powers

✓ Resources - miscalculations, the unexpected, the growing need for professionals after the change

Resistance to change
Individual level

- ✓ Habits - known and unknown functions with the same work every day, task is repeated enough, and they can be successfully implemented
- ✓ Learning and the use of new techniques can make the job more difficult
- ✓ The same wage, people prefer to do rather routine, but not to learn something new
- ✓ The feeling of security
- ✓ Economic factors - the change could reduce the salaries / bonuses
- ✓ Selective attention and attitudes - the staff will note only that confirming his own mindset, everything else (facts) is ignored

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Fears

- ✓ fear of the unknown
- ✓ fear not cope with the new conditions
- ✓ fear of being in front of coworkers laugh at me
- ✓ fears that I am (seem) foolish, incompetent
- ✓ fear of loss of some bonus

Social factors need to coordinate their approach with other's opinion, in order to be included in the team and not be different from the others

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Overcoming resistance on
management level

- ✓ Educated and communication - too much information, or too little inaccurate information, a one-way communication
- ✓ Participation and involvement - those drivers who change not directly affected may feel marginalized or disadvantaged favored ones
- ✓ Consultations for all employees who are directly affected by changes
- ✓ Negotiation and conciliation - workers whose "Losses" has the greatest resistance
- ✓ Cooperation - a variety of works in various project management organization structures and levels

Overcoming resistance on management level

✓ Teamwork
✓ Work/job enrichment
✓ Training - learning organization
✓ Changing organizational culture
✓ Inter-groups and interpersonal conflict resolution

Manipulations

✓ Friendliness (S)
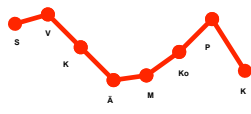✓ Persuasion (Veenmine)
✓ Compelling, introduction
✓ Threats (Ä)
✓ Entice (Meelitamine)
✓ Coalition (Ko)
✓ Justification (Põhjendamine)
✓ Dealing (Kauplemine)

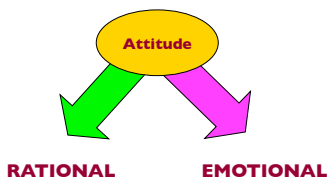**Higher Public Sector Officiers**
(Managers Manipulation Style Test)

Attitude change

Attitude

RATIONAL   **EMOTIONAL**

Delegating the tasks, authority, power and responsibility

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Managerial power and autonomy of followers
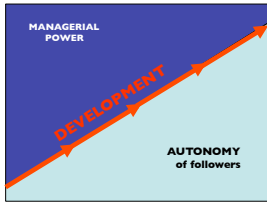
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MANAGERIAL POWER

DEVELOPMENT

AUTONOMY
of followers

Modified by Tannenbaum, Schmidt

Managerial power and autonomy of followers

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1. level – Manager makes own decisions himself and informs followers about it
2. level – Manager makes own decisions himself and "sells" these ideas to followers
3. level – Manager makes own decisions himself and organizes the discussion meeting, and gives argumentation (facts, logic etc.) why he decides of so
4. level – Manager makes own decisions himself, offers this decision for discussion to the followers

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Delegating: Why?

- ✓ The manager is able to do another work
- ✓ Delegating develops subordinates
- ✓ Delegating means that subordinate' responsibility increases
- ✓ Delegating improves the manager's side of control and attention

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Managerial power and autonomy of followers

Delegate your routine work
Do not forgot to control

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Why does followers accept delegated tasks?

- ✓ Delegating is a recognition of the subordinate and shows that their job is well done
- ✓ Delegating to subordinates raises the status of followers
- ✓ The employee who takes an extra task might learn something new
- ✓ Delegated work brings variety to everyday work routine
- ✓ Delegated work provides more satisfaction

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Managers' duties

	TIME	
	So-so manager	**Successful manager**
Traditional management	32%	13%
Exchange information	29%	28%
Paperwork	20%	11%
Motivating people	19%	48%

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DAY

PRESIDENT	30%	25%	20%	25%
TOP-MANAGEMENT	25%	20%	30%	25%
SUPERVISOR	25%	15%	20%	40%
Lower level supervisor	20%	15%	20%	45%
SHOP-FLOOR MANAGEMENT	15%	15%	15%	55%

Thinking
The work, which can not be delegated to subordinates
Working with the same level of staff
Working with the followers

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Supervisor	Time
Controlling	15%
Solving problems	12%
Planning	11%
Communication with subordinates	11%
Communication with superiors	11%
Feedback to subordinates	10%
Coaching, teaching subordinates	10%
Paperwork	6%
Motivating	5%
Time planning	3%
Attending the meetings	3%
Self-improvement	1%
Subordinates' evaluation	1%
Representation tasks	1%

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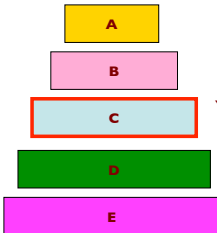
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Delegation

A	You MUST to do it yourself
B	You should do, but someone else has to help you
C	You might want to do, but others must do so
D	Others should do, but you may help them
E	Others MUST to do

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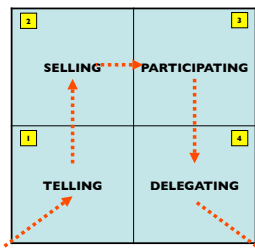
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Situative leadership model

2 SELLING	3 PARTICIPATING
1 TELLING	4 DELEGATING

Modified by Hersey, Blanchard

One important managerial responsibility is the development of own team

1. **TELLING** – problem formulation, finding possible solutions, WHAT WE HAVE TO DO?
2. **SELLIG** – WHY WE HAVE TO DO SO? WHY IT IS REASONABLE TO DO SO?
3. **PARTICIPATING** – organize activities, goal setting, describe the result (success)
4. **DELEGATING** – delegate the task and responsiblity to followers

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How to start delegating responsibilities?

✓ Create in your unit the atmosphere that shows the delegated work would be valued (raising the status, job satisfaction, recognition, etc.)

✓ Checking to do the work myself, which is my responsibility and can not duplicate someone else work

✓ Create feedback and control mechanisms

✓ Create the conditions for job performance

✓ Describing the work results which are expected

✓ Work out criteria for performance evaluation

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Why some managers do not delegate?

- ✓ Fears that a subordinate can not handle it, make mistakes, leaves the deadline
- ✓ Do not trust anyone but myself
- ✓ A shame that I can not do everything myself
- ✓ Excessive dominance
- ✓ Doubt that in case of delegation I'll lose the power or respect
- ✓ The manager knows that a subordinate can not do the task without the guidance and the guidance is very time-consuming

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How to delegate responsibilities?

- ✓ Explain clearly the task and outcome
- ✓ Detail of power limits
- ✓ Make sure subordinates involvement
- ✓ Describe the expected results
- ✓ Show the confidence (but control)
- ✓ Show the confidence
- ✓ Support
- ✓ Be stable
- ✓ Know your subordinates
- ✓ Teach, develop and train your subordinates

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Subordinate's roles

- ✓ To take the initiative and to be active
- ✓ To listen instructions carefully
- ✓ To provide detailed questions
- ✓ To ensure that the task that is delegated is possible to perform
- ✓ To analyze and provide feedback on problems encountered
- ✓ Periodically to report the progress of the activities
- ✓ To take responsibility
- ✓ To develop own knowledge / skills

Typical errors & mistakes

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✓ Manager delegates only boring, routine work that does not allow subordinate to develop his knowledge / skills

✓ Too many delegated tasks for one (best) subordinate

✓ Manager delegates the task to subordinates that exceeds the boundaries of their knowledge and abilities

✓ Manager forces to be subordinate responsible for things which he can not be responsible

✓ Manager does not control subordinates or does not give feedback

✓ Manager forget the delegated task and does not show no longer interest

✓ Too much control or constantly controlling manager (impatient)

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Leader' image

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Managers' / Leaders' image

The image is the imagination, a myth of itself as a leader that manager tries to create (or creating unintended) for its subordinates

Popular Self = idealized image that the person himself likes to create for other people according with their expectations

COMMUNITY REPORT

JOHAR' Window

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FOR HIMSELF

	KNOWN	UNKNOWN
KNOWN	Open area	Blind area
UNKNOWN	Hiddened area	Unknown area

FOR OTHER PEOPLE

Managers' positive image

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- ✓ A good communicator
- ✓ Managerial competence
- ✓ Friendly attitude towards people
- ✓ Successful
- ✓ Has and manages information
- ✓ Takes responsibility
- ✓ Makes decisions (problem solving)
- ✓ Moves to get things accomplished
- ✓ Leads by the other people
- ✓ Educated
- ✓ Self-confident

Managers' positive image
(US research, 1990)

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- ✓ Communication capacities of 98.7%
- ✓ College of education 97.4%
- ✓ Decision-making of 94.4%
- ✓ Self-confidence is 96.8%
- ✓ Benevolence 92.1%
- ✓ Ability to push things go 97.9%
- ✓ Great performance 97 3%
- ✓ Responsibility 98.0%

Ideal Manager

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- ✓ Mental-physical balance
- ✓ Ability to involve and convince superiors
- ✓ The ability to listen the advice
- ✓ Potential for growth in career
- ✓ Create and build on it, which is the best for others
- ✓ Understanding attitude of criticism
- ✓ High ethical values
- ✓ Understanding their own weaknesses and personality
- ✓ The desire to see their work as part of the company's core operations
- ✓ innovation

Managers' negative image

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- ✓ Trying to use any and all personal success of 89.1%
- ✓ Poor understanding of organizational culture (especially standards), and knowledge of the rules of 88.0%
- ✓ Rumors of 87.7%
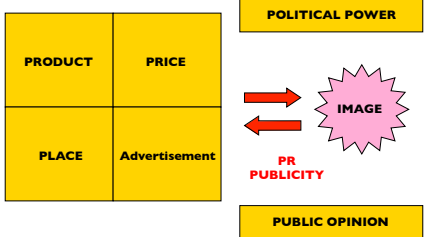- ✓ Debts and credit 86.8%
- ✓ High aggressiveness of 75.3%

Images of organization

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PRODUCT	PRICE
PLACE	Advertisement

POLITICAL POWER

IMAGE

PR PUBLICITY

PUBLIC OPINION

Organization' positive image

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- ✓ A good neighbor
- ✓ A good job
- ✓ The product / service is in high quality
- ✓ Represents the high values
- ✓ Takes into account the interests of clients
- ✓ Friendly staff
- ✓ Interesting and fun promotional
- ✓ Good work organization
- ✓ Honest and independent service
- ✓ Helpful staff
- ✓ Pleasant place

Organization' negative image

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- ✓ Polluter
- ✓ Unfriendly
- ✓ Old-fashioned product / service
- ✓ Low quality
- ✓ Bad service
- ✓ Poor neighborhood
- ✓ Always crowded
- ✓ Offensive advertising
- ✓ Dirty
- ✓ Do not trust // do not like their attitudes

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Thank You!

mare@pekonsult.ee