



ВЫСШАЯ ШКОЛА ЭКОНОМИКИ
НАЦИОНАЛЬНЫЙ ИССЛЕДОВАТЕЛЬСКИЙ УНИВЕРСИТЕТ

«Управление в рекламе/ Advertising Management»

Обязательная дисциплина направлению «Реклама»,
2018 -2019 учебный год; 3 курс,

Лекции 8-9: «Advertising Management: Dealing with People» / «Managing Yourself»

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О чем будем говорить сегодня:

Part VI. Advertising Management: Dealing with People

Chapter 11. Organizational Conflict, Power, and Communication in Advertising

Managing Conflict

Using Power

Management Communication

Chapter 12. Advertising Personnel Management

Personnel Management

Personnel Evaluations

Office Politics

Coaching

Productivity

О чем будем говорить сегодня:

Chapter 13. Advertising Personnel Management: Specific Approaches

MBO (Management by Objective)

MacGregor's **Theory X** and **Theory Y**

TQM (Total Quality Management)

The **Hawthorne Studies**

Argyris's **Immaturity-Maturity Theory**

Maslow's Hierarchy of Needs

Herzberg's **Two-Factor Theory of Motivation**

Vroom's **Expectancy Theory**

Behavior Modification

Likert Theory of Management

Leadership Grid

Fiedler's Leadership and Contingency Model

Japanese Management Styles and Quality Circles

Contingency Approaches to Management

Talent-Focused Management

О чем будем говорить сегодня:

Part X. Managing Yourself

Chapter 20. Advertising Management Concerns

Managerial Time Management

Paperwork

Scheduling

Management Theory

Management Philosophy

Management Coordination and Control

Managerial Planning

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Managing Your Career

Career Goals

Planning for a Management Career

Measures of Success

Part VI. Advertising Management: Dealing with People

Chapter 11. Organizational Conflict, Power, and Communication in Advertising

Managing Conflict

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Management Communication

Managing Conflict: Reasons, Approaches to Managing

- **Reasons** for conflicts:
 - People are **incompatible**
 - Individual or groups are working towards **conflicting goals**
 - Some persons just **don't like to cooperate** (sometimes or on some issues)
- Conflict is **inevitable** (happens to every person, in every organization, most often to managers)
- **Generally** conflict is perceived as **negative**, but some research suggests it **may be used** by management **to improve effectiveness**
- Major **approaches to managing** conflicts:
 1. **"Pacific settlement"** (people should first air differences and then work to mutually satisfactory solutions)
 2. **"Forced settlement"** (power is used to overcome conflict, win/lose situation, manager as **arbitrator**)
 3. **"Bargaining"** (trying to get conflicting views to work out their problems; "win/win" situation, helped by **mediators**)
- Important! Solutions for conflict usually involve **finding the root issue**
- **Solutions** should **include the subject of conflict** (structure-structure, authority-authority)
- **Office politics** should not be controlled rather followed and counter with good listening and open communication

Managing Conflict: **Common Reasons for Conflict**

определение

Sidebar 11.2

Managing Conflict

Conflict is a state of discord caused by the actual or perceived opposition of needs, values, and interests. A conflict can be internal (within oneself) or external (between two or more individuals). Conflict as a concept can help explain many aspects of social life and social death: social disagreement, conflicts of interests, and fights between individuals, groups, or organizations. Some of the common reasons for conflict include:

причины

- Needs—Conflicts can occur when our needs differ from those of another person or group or organization, or when we ignore the needs of others.
- Perceptions—Interpretation of reality is different for all of us. This difference in perceptions of actions and reactions of individuals and organizations by individuals and organizations can lead to conflict.
- Power—How power is used and defined can lead to conflict. On the other hand, power can also be a very effective tool in conflict management.
- Values—Conflicts can occur when people's values are not clear or they are different from the values held by others. Most values-related conflicts occur when individuals do not accept that others have their own values.
- Feelings and Emotions—Conflicts can occur when people have very strong feelings and emotions about a subject that are different from others, or when people ignore the feelings of others.

- **Конфликт** – состояние **несогласия**, вызванное действительным или мнимым **противоречием** в **потребностях, ценностях** или **интересах**

Managing Conflict: 5 Ways of Managing Conflict

способы
разрешения
конфликтов

There are five basic ways of managing conflict:

1. Avoidance—Avoiding the problem or ignoring it. It only works as a temporary measure and for very small problems. However, it can lead to unhealthy future relationships between individuals or within groups.
2. Collaboration—Working together to find mutually beneficial solutions. It is the most desired way of dealing with a conflict but it can be exhaustive and its effectiveness depends upon the amount of trust, respect, and communication between conflicting parties.
3. Compromise—The process of finding a middle ground for conflicting parties to agree upon and end the conflict.
4. Competition—When conflicting parties agree that one cannot win without the other losing. It is a strategy that lays more emphasis on ending conflict than on maintaining relationships.
5. Accommodation—When one conflicting party surrenders to end the conflict and/or maintain the relationship.

It is important to understand that conflict does not always lead to negative outcomes. Effective conflict management can not only end the conflict without severing relationships, it can also lead to growth and innovation, new ways of thinking, and additional management options.

Sufyan Baksh-Mohammed teaches communications at the University of Scranton and worked in corporate communications in India and New York.

Chapter 11. Organizational Conflict, Power, and Communication in Advertising: Using Power

✓ Sidebar 11.1

Using Power

The newly hired senior account executive was being shown around the advertising agency. As he was introduced to the office receptionist, he looked carefully at the receptionist's nameplate, then stuck out his hand and said, "Hi, Stephanie! I'm Bill Boxer, and I'm new here." The receptionist was a bit startled but shook Bill's hand and said "Nice to meet you, sir." Bill replied, "Please, don't call me 'sir.' Just call me Bill. So, Stephanie, how long have you worked here?"

She said that she'd been the office receptionist for three years. Then Bill asked, "Do you like what you're doing?"

And again, after the receptionist answered, Bill continued to ask a series of questions.

"What do you like best about your job?"

"What could we do to make your job better?"

"What did you do before you came to work here?"

"What made you want to come to work for us?"

Then Bill asked, "Do you have any questions you'd like to ask me?" Stephanie did, and Bill answered each one in turn.

As he left the area, Bill said to Stephanie, "Nice to meet you today. Keep up the good work. You're important to us, because you're the first person our visitors meet when they come in. We need you!"

Why did Bill make such a fuss over the receptionist? Because the receptionist meets and talks to almost everyone who visits or calls. She is the first point of contact, and how she does her job is critical to the success of the agency. The agency's reputation, in many ways, depends on her.

There is another reason, too. As you climb your way to the top of your business, be nice to people—because you may meet them again if you are forced to go back down through the organization someday.

- **Power** can be **elixir or poison**
- Power may be used to **exploitation** of others or to put **fear** into subordinates – this is **poor use of power**
- But the **best Power** comes **from respect** of subordinates
- Power **doesn't arise from position**, it **arises from relationship** we develop with stakeholders (see the above story)



Management Communication: Major Skills

- Good managers are **good communicators**
- **Advertising managers** especially must be **good at:**
 - **Speaking** : it's an art – it can be improved; to one person, a small group, large groups, often without preparation;
 - **Writing**: can also be improved through practice; mind the grammar, style (especially in documents) and be condensed;
 - **Reading**: should be inherent to any educated person, but is not always the case; improve the fast reading – as a manager you 'll have to read a lot;
 - **Listening**: corp . employees listen 60% of their time on job, managers – 63%! Don't take it for granted – practice to be a good listener!

Chapter 11. Organizational Conflict, Power, and Communication in Advertising: Management Communication: **How to Be a Good Listener**

Sidebar 11.4

How to Train to Be a Better Listener

- Keep an open mind.
- Generate interest and concentrate on the speaker's topic.
- Adapt to the speaker's appearance, personality, delivery.
- Concentrate on concepts and central ideas, not facts.
- Curb and overcome distractions.
- Avoid pretending to listen, faking attention.
- Listen to the entire message without judging or refuting.
- Listen carefully to unfamiliar and difficult material.
- Listen when it is silent.

Listening behavior:

- Lean forward.
- Look into the speaker's eyes and face.
- Respond to the speaker's message.
- Avoid other tasks.
- Avoid making plans.
- Avoid daydreaming.
- Avoid making judgments.



Part VI. Advertising Management: Dealing with People

Chapter 12. Advertising Personnel Management

Personnel Management

Personnel Evaluations

Office Politics

Coaching

Productivity

Chapter 12. Advertising Personnel Management: Personnel Management

An Advertising Agency Perspective:

Personnel

The biggest danger in an advertising agency is that of hiring too many people who are alike. Unless you get a different perspective, your advertising will look like it came from one person. Hiring people different from you is perhaps the most difficult management task. To do so puts you out of your comfort zone.

- Communication agency should be as good **Orchestra** and a good manager perform as a **Conductor**
- Hiring **people different from you** is a real **CHALLENGE** for a top manager!

Почему это
challenge?



Chapter 12. Advertising Personnel Management:

Personnel Management: **What Do They Want From Their Jobs?**

Employees' perspective

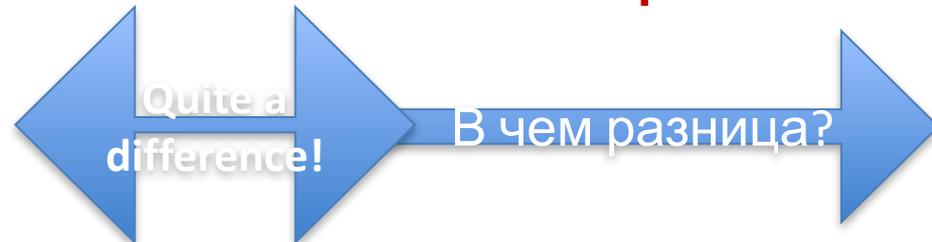
(when employees asked what they want from their jobs – in decreasing order)

- **Interesting work**
- Full **appreciation** of work done
- Feeling of **being informed**
- **Job security**
- **Good pay**
- **Promotion** and growth

Employers' perspective

(but when employers asked what they think their employees want from their jobs – in decreasing order)

- **Good pay**
- **Job security**
- **Promotion** and growth
- Good **work conditions**
- **Interesting work**
- **Tactful discipline**



Chapter 12. Advertising Personnel Management:

Personnel Management: Promotion to Managerial Ranks

List A

Intelligent
Hard-working
Ambitious
Skeptical
Argumentative

List B

Argumentative
Skeptical
Ambitious
Hard-working
Intelligent

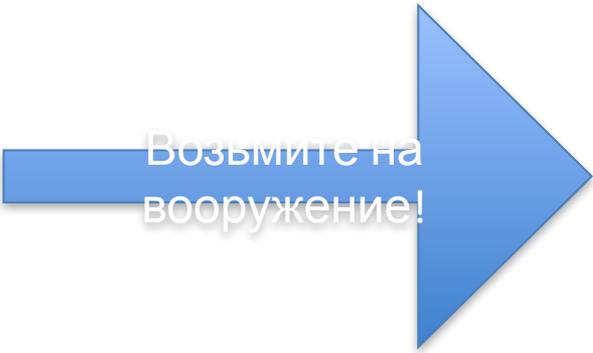
- Think about **promoting a person to a managerial ranks...**
- Two lists describe **possible characteristics of a business executives** (List A & B)



- Most managers agree that **characteristics in A would fit them** and they also say that would hire someone with those characteristics
- However they would **hesitate about list B** (though characteristics are the same, simply in different order)

Chapter 12. Advertising Personnel Management:

Personnel Evaluations: Good Interviewing Questions



Возьмите на
вооружение!

Sidebar 12.1

Behind the Job-Hunting Façade

Most managers, when they're interviewing prospective new employees, ask questions like "Are you honest? Do you drink to excess? Did you get good grades in school? Why did you leave your last job?"

Such a waste of time. Do you expect someone to admit being a dumb alcoholic thief who got canned for incompetence and sloth?

Good interviewing combines an element of surprise with some offbeat questions that probe beyond the obvious.

Here are some I use:

- If you come to work here, what do you expect to be doing in five years? In 20 years?
- What did you do last Saturday and Sunday? Take me through those days.
- What do you most admire about your wife (husband, tentmate)?
- In your opinion, what's the best museum in town? Why?
- What were the last two books you've read?
- Who are your two closest friends? Tell me about them.
- Here's paper and pencil. Take five minutes to write down the adjectives that best describe you.
- What school would you rather have gone to than the one you did? Why?
- What do you think the economic situation will be a year from today?
- If you could just get in a car and drive for thirty days, where would you go?
- What's the greatest honor you've ever had?
- What did you learn from the last person you worked for on how to get along with people?
- What would you hope your children would do when they're grown?
- Can you type?
- What television programs interest you the most?
- Of all the people you've been associated with, whom did you dislike the most? Why?
- What do you remember most happily from your childhood?
- If you were me, why would you hire you?

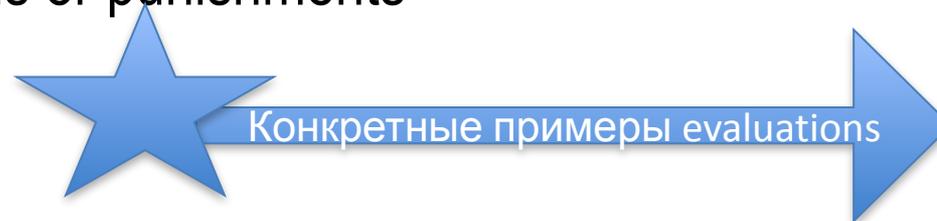
Now aren't you glad I didn't interview you?

One of the wisest and most successful advertising managers was the late William Marsteller, founder of the eponymous advertising agency. Mr. Marsteller wrote a monthly column for his agency's internal newsletter, and this is one such article.

Chapter 12. Advertising Personnel Management:

Personnel Evaluations

- **Hiring** and **promoting** – the **most important tasks** of a manager
- **Evaluating employees** will rate right behind
- Most companies have **periodical evaluations** at least annually, recent practice is to do it more often (to judge the improvement)
- To make evaluation (appraisal) more effective **supervisors** and **subordinates should agree on the purpose and value of the appraisal** system.
- **Emphasis** should be on **developing the employees' career** rather than on rewards or punishments



Chapter 12. Advertising Personnel Management:

Personnel Evaluations: Evaluation of Manager Performance

Evaluation of Manager Performance Characteristics

Rating Scale

- | | |
|-----------------------|---------------------------|
| 1—Superior | 4—Unsatisfactory |
| 2—Highly Satisfactory | 5—Needs Major Improvement |
| 3—Satisfactory | |

Rating

- ___ ACTIVITY: The degree to which a person demonstrates directed energy and a fast-moving approach toward things.
- ___ ADAPTABILITY: Quickness to adjust to instructions, methods, procedures, and changing situations.
- ___ AGGRESSIVENESS: The degree to which a person shows positive initiative, forcefulness, and willingness to assert himself or herself with others.
- ___ *ANALYTICAL AND EVALUATIVE ABILITY: The ability to size up a situation, get, and evaluate the facts.
- ___ APPEARANCE: The visible physical impression a person makes which includes cleanliness, grooming, neatness, and poise.
- ___ APPLICATION: Close attention to all aspects of the job.
- ___ ATTENDANCE: The faithfulness in coming to work and one's availability during work hours to insure that the person's job and the jobs of others are covered in a regular and workmanlike manner.
- ___ *ATTITUDE: A consistently positive, cordial, courteous, and tactful mood in dealing and working with superiors, fellow staffers, subordinates, and the public.
- ___ *COMMUNICATION: The ability to effectively communicate thoughts orally and in writing so that people understand who, what, where, when, why, and how.
- ___ COST CONTROL: Constant surveillance and control of costs to insure effective operation consistent with company philosophy, goals, and objectives.
- ___ CREATIVITY: The ability for finding new, imaginative, and better ways of doing things.
- ___ *DECISION-MAKING: The willingness to make timely popular and unpopular decisions and the degree to which decisions or actions are sound.
- ___ *DEVELOPMENT OF PEOPLE: The ability to identify, develop, challenge, and employ the full talents of people to achieve excellence.
- ___ FLEXIBILITY: The ability to turn with ease from one project to another.
- ___ HONESTY: The quality of demonstrating truthfulness, openness, and integrity.
- ___ HOUSEKEEPING AND SAFETY: A person's ability to keep his or her work area clean, orderly, and safe.
- ___ INITIATIVE: The ability to get things started and to take charge when orders are lacking.
- ___ JUDGMENT: The ability to discriminate effectively between alternate actions.
- ___ KNOWLEDGE OF WORK: Understanding of all phases of the job position, areas of responsibility, and related matters.
- ___ *LEADERSHIP: The ability to lead the thoughts and actions of others to achieve consistent positive results.
- ___ LOYALTY AND DEDICATION: The quality of being faithful and committed.
- ___ *OBJECTIVITY: The ability to view something independently of one's own personal or human feelings.
- ___ PERSEVERANCE: Finishing what a person starts.

(continued)



Chapter 12. Advertising Personnel Management:

Personnel Evaluations: **Evaluation of Manager Performance - ctd**

Exhibit 12.1 (continued)

Rating

- _____ PERSONAL WORTH: The degree to which a person has a positive image of himself or herself; that is, a high level of self-respect.
 - _____ *PLANNING AND ORGANIZING: The ability to plan, establish priorities, and organize, schedule, and lay out work.
 - _____ PROMPTNESS OF WORK: The ability to complete work assignments ahead of or on time.
 - _____ QUALITY: The degree of accuracy, neatness, and excellence of work performed in light of what is reasonable to expect.
 - _____ QUANTITY: The volume of acceptable work compared with what is reasonable to expect.
 - _____ *RESPONSIBILITY: The willingness to assume and follow through on responsibilities.
 - _____ SELF-AWARENESS: The ability to recognize one's own strengths and shortcomings.
 - _____ SINCERITY: The quality of being genuine in what a person feels, thinks, and intends.
 - _____ STEADINESS: The ability to maintain productivity, emotional control, and judgment in pressure situations. (Deadlines, unusual workloads, sudden developments, emergencies, dealing with angry or insulting people.)
 - _____ STAMINA: The capacity for enduring.
 - _____ *TEAMWORK: A person's willingness to work and cooperate with and for others, but not as a star.
 - _____ THOROUGHNESS: Completeness and stick-to-itiveness with all aspects of the job.
- *Most important job functions.*

Chapter 12. Advertising Personnel Management:

Office Politics: **Whom to Promote?**

- **Office politics** are often involved when deciding **whom to promote**...
- We cannot promote a good copywriter to a managerial position without special training because the required **traits are different!**

ADVERTISING PERSONNEL MANAGEMENT

Exhibit 12.2

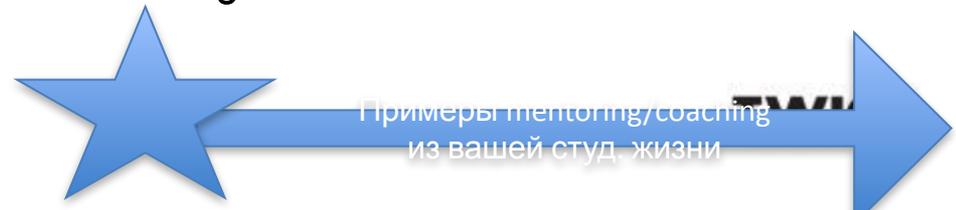
Copywriter's Traits versus Manager's Traits

Copywriter's Traits	Manager's Traits
1. Nontraditional	1. Traditional
2. Cynical, skeptical	2. Open-minded
3. Unique	3. Organized
4. Individualistic	4. Charismatic
5. Creative	5. Analytical
6. Questioning	6. Diplomatic
7. Egoistic	7. Paternal
8. Biased	8. Fair
9. Challenging	9. Receptive

Chapter 12. Advertising Personnel Management:

Coaching

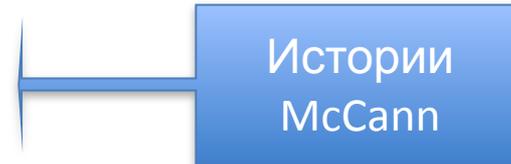
- **Coaching is** providing feedback and sharing useful advice about how to maximize an employee's organizational role
- Coaching is rooted in **mentoring**;
- But beyond mere mentoring **coaching implies** relationship where the coach **supplies information** and **encourages actions** that result in a **better understanding of one's strengths and weaknesses**, issues and opportunities and organizational behavioral style
- Coaching **works best** when it becomes a **part of the organizational culture**
- Coaching is most effective when it is done at just the **right moment for maximum effect**
- Coaching is a 'hands on' approach that **may not match** the personality of **every manager** or of **every employee**
- **Engagement** is a current advertising trend, therefore coaching may be an appropriate approach to personnel management in advertising



Chapter 12. Advertising Personnel Management:

Productivity

- People **do not work for money alone!**
- They also work **in and for their peer groups**
- Often **money is a yardstick not motivator** since it is seen as a reflection of **management's evaluation of the employees' worth**
- So **how** can an advertising manager **motivate employees** to be more productive?
 - High morale
 - Supportive workplace environment
 - Recognition of achievement
 - Friendly conversation with gratitude
- In advertising it is also very important **to measure productivity**; it is done from three perspectives:
 1. **Management** (expects each department to maintain certain level of productivity)
 2. **Client** (expects the agency to respect deadlines and quality)
 3. **Personal** (personal output, normally assessed through special time-management systems - eg Maconomy)



Chapter 13. Advertising Personnel Management: Specific Approaches

MBO (Management by Objective)

MacGregor's **Theory X** and **Theory Y**

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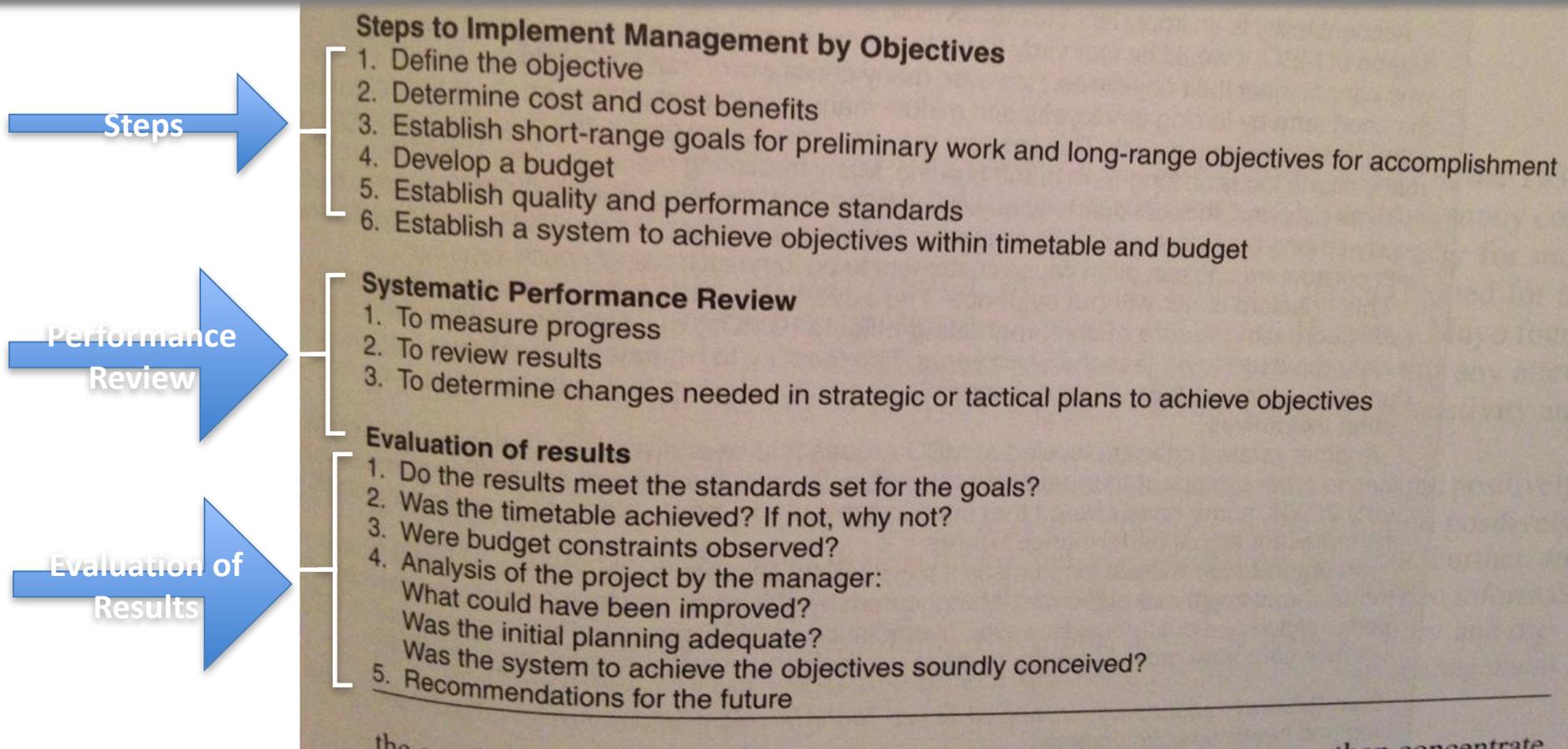
Chapter 13. Advertising Personnel Management: Specific Approaches

MBO (Management by Objective)

- **MBO** has been used **for many years as a successful** management approach to personnel issues and evaluations
- **MBO** tries to:
 - Set a **realistic goals** for individual employees
 - Establish a **plan of action**
 - Provide for a **systematic review** of personnel
- **Benefits** of MBO:
 - **Avoid confusion** and overlapping instructions
 - Enable management to **spot strengths and weaknesses in employees'** concepts and achievements
 - **Centralize responsibility** for planning, performance and results
 - **Provide evaluation** by managers of employee performance (for meeting company's standards & in initiatives anticipating future problems)
 - Implement a system **to eliminate waste and inefficiency** and to control costs
- **KPI's** – как конкретная форма МВО будет подробно изучена в 4-м модуле УИК

Chapter 13. Advertising Personnel Management: Specific Approaches

MBO (Management by Objective): Steps-Review-Evaluation



Chapter 13. Advertising Personnel Management: Specific Approaches

MacGregor's Theory X and Theory Y

- **Douglas MacGregor** developed **both MBO** and **Theory X** and **Theory Y**
- Under **Theory X**:
 - Managers **assume that people are lazy** and shun work
 - They must be driven toward their goals by **the carrot and the stick** approaches
 - People cannot take responsibility for themselves and **need looking after**
- Under **Theory Y**:
 - Managers believe that people **like to work** and **can plan** and control **their future**
 - What is **needed** from managers is **input and support**
- When a **Theory X manager** tries to use the **MBO** approach:
 - Goals look **like budget elements in a production contest**
 - Goals **must be met - or else!**
- When a **Theory Y manager** tries to use the **MBO** approach:
 - He understands that MBO **objectives belong to the employees**
 - Has to keep in mind that people have **the right to try and, perhaps to fail**

Chapter 13. Advertising Personnel Management: Specific Approaches

TQM (Total Quality Management)

- **Total Quality Management (TQM)** is what the name implies: a comprehensive approach to **doing everything well** (with no mistakes); sometimes is also referred to as **Zero Defects**
- **Walter Shewhart** (in the 1920s): at that time in the U.S. no corporation was willing to test it (they believed they were doing fine)
- **Edwards Deming** (his student) tried to refine the ideas of TQM and tested this approach to management in Japan in 1950s (later also picked up by some U.S. companies)
- Basically **TQM tries to do everything right the first time**, without the need for corrections and repeated procedures

Chapter 13. Advertising Personnel Management: Specific Approaches

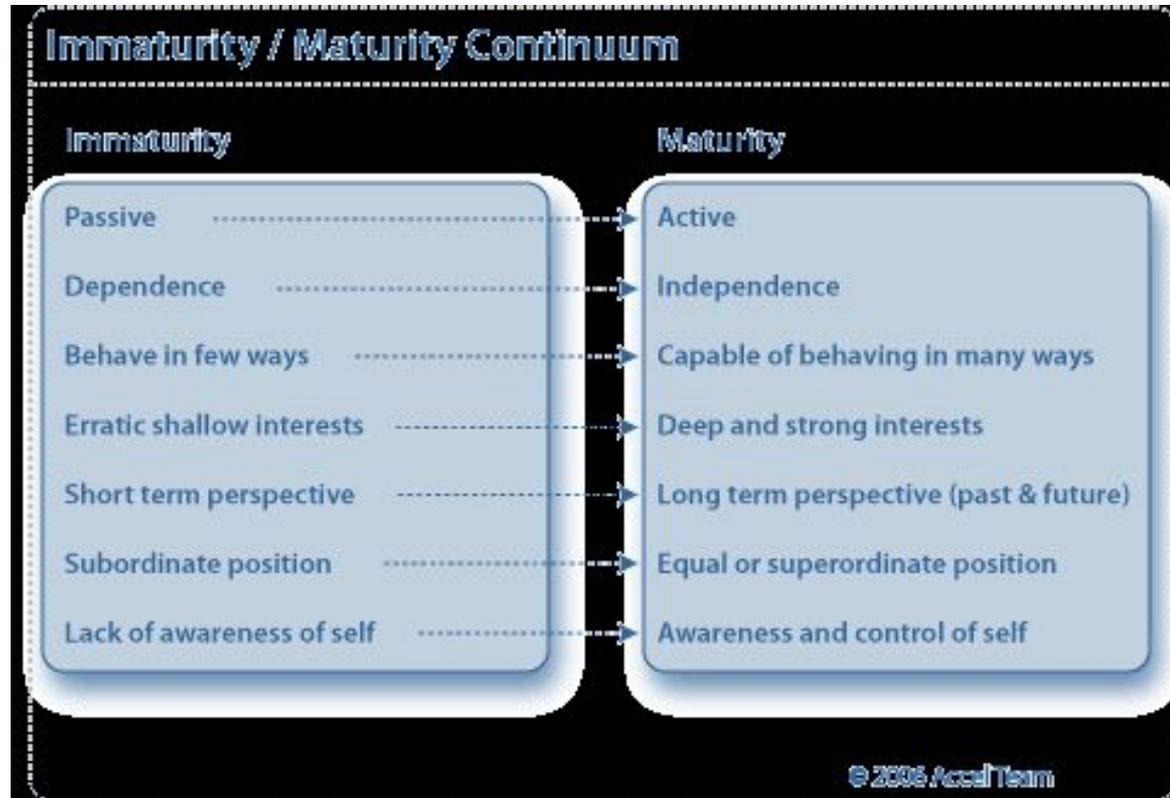
The Hawthorne Studies

- Research conducted by **Elton Mayo at Harvard University in the 1930s** (at Hawthorne production facility of Western Electric in Cicero, Illinois)
- In the times **when most companies** employed **incentive pay systems** (more pay for more production, yet with limited production)
- **Studies demonstrated** that employees respond positively by increased production:
 - To **improvements in working conditions**
 - When they have **authority over their own job** behavior and work patterns
 - To **informal group initiatives** that are recognized as contributing to productivity (through more responsibility and dignity to individual workers)

Chapter 13. Advertising Personnel Management: Specific Approaches

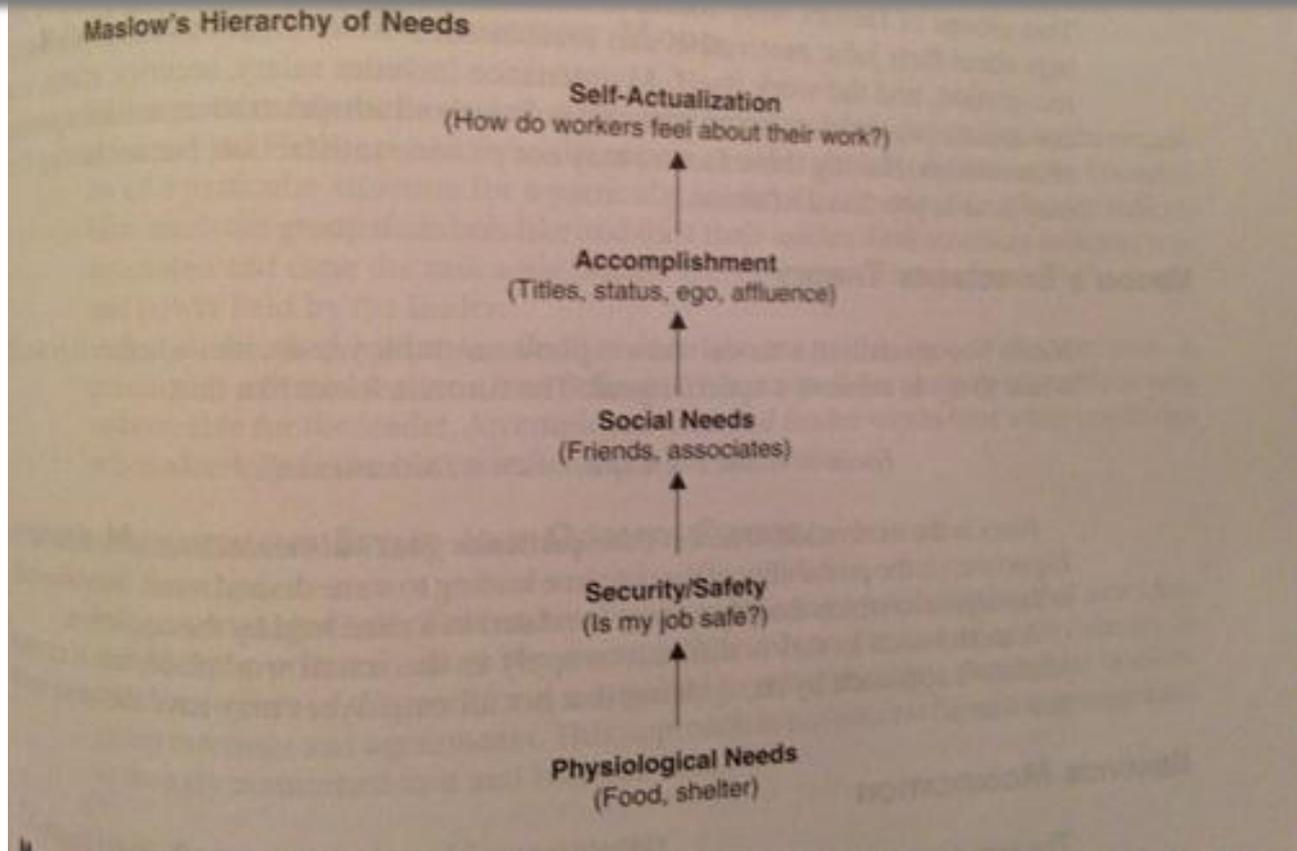
Argyris's Immaturity-Maturity Theory

- **Chris Argyris** (1923-2013) believed that **as people mature** their **personalities change**
- They **move from passive to active states**
- **As they mature** in their jobs, **workers move** from subordinate to equal and to **superior positions**
- Using this approach **managers** are encouraged **to give their employees an opportunity to grow and mature**, both as individuals and as employees



Chapter 13. Advertising Personnel Management: Specific Approaches

Maslow's Hierarchy of Needs



- **Abraham Maslow**, well known in human motivation studies, recognized that all human beings have needs and wants
- Once our **lowest-level needs are satisfied**, they no longer seem as important and **we move upward**
- **Peter Drucker** used Maslow's theory to conclude that while the ability of **money to motivate decreases**, its ability **to create dissatisfaction increases**

Chapter 13. Advertising Personnel Management: Specific Approaches

Herzberg's Two-Factor Theory of Motivation

- According to Herzberg's theory there are two **groups of factors** for positive feelings toward the job:
 1. **Motivators** (achievement, recognition, and the work itself)
 2. **Maintenance** (salary, security, status, work conditions, supervision, organizational policies and administration, and interpersonal relationships)
- **Having** these factors **may not provide satisfaction**, but **not having** them may **lead to job dissatisfaction**

Chapter 13. Advertising Personnel Management: Specific Approaches

Vroom's Expectancy Theory

- **Victor Vroom** created a **model showing** how an employee decides whether it is **worthwhile trying to achieve** a specific goal

FORCE x VALENCE x EXPECTANCY x INSTRUMENTALITY

Where:

Force – motivation to achieve this particular goal

Valence – extend of the desire

Expectancy – probability of the outcome leading to some desired result

Instrumentality – degree to which the expectancy is related to a need

- **Difficult to apply** at the actual workplace, **but expands Maslow's approach** by recognizing that not all employees may have the same needs and wants

Chapter 13. Advertising Personnel Management: Specific Approaches

Behavior Modification

- The noted psychologist **B.F. Skinner** experimented with **altering people's behavior**
- He used:
 - **Positive reinforcement** for desired behavior
 - **No reinforcement**
 - **Actual punishment** for undesirable behavior
- **Positive reinforcement** found to be **more effective**
- **Negative reinforcement and punishment** can induce the **wrong behaviors** (dysfunctional, inflexible), can produce only temporary changes or even create a fear of the manager

Chapter 13. Advertising Personnel Management: Specific Approaches

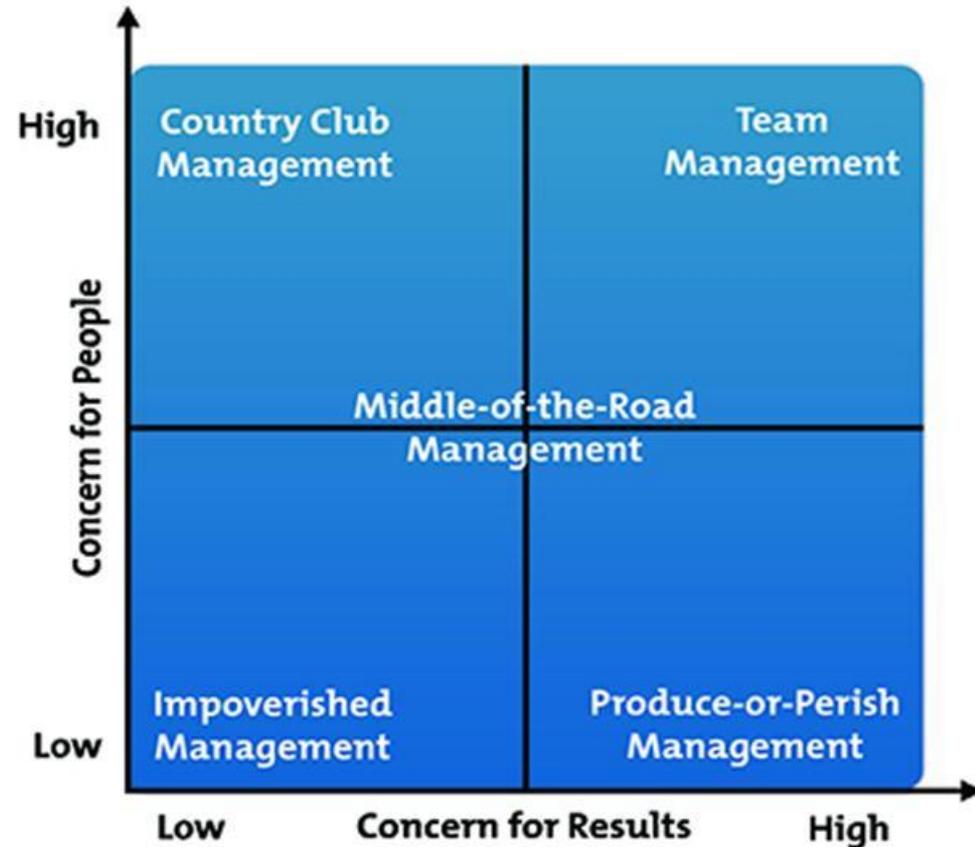
Likert Theory of Management

- **Rensis Likert** developed a theory of **four styles of management** (“**Systems**”):
 1. **System 1** management is exploitative-authoritative
 2. **System 2** management is benevolent-authoritative
 3. **System 3** management is consultative
 4. **System 4** management is participative
- Most firms operate on 2 & 3

Chapter 13. Advertising Personnel Management: Specific Approaches

Leadership Grid

- **Leadership Grid** is a trademarked theory developed by **Robert Blake and Jane Mouton**
- Based on two primary elements in most organizations:
 - Concern for **productivity**
 - Concern for **people**
- The Grid is a matrix that enables managers and firms **to rate themselves on their leadership styles and abilities**



Chapter 13. Advertising Personnel Management: Specific Approaches

Fiedler's Leadership and Contingency Model

- Leadership **methods and styles** may be appropriate **according to the circumstances**
- **Fred Fidler** posed **three situational variables** to determine favorability of a particular situation for a particular leader:
 1. **Leader-member** relations indicate how much the group members like and trust their leader
 2. **Task structure** indicates how structured and clear the task assignments are
 3. **Power position** indicates the authority and power held by the leader
- A **task-oriented leader** is effective in situations at the end of the spectrum
- A **production-oriented leader** is most effective when situations are very favorable or very unfavorable for him
- An **employee-oriented leader** works best when conditions are moderately favorable or unfavorable for him

Chapter 13. Advertising Personnel Management: Specific Approaches

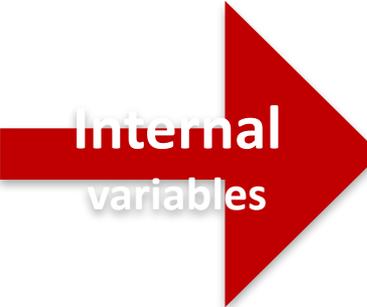
Japanese Management Styles and Quality Circles

- In Japan, management often makes **decisions by consensus**
- They also believe that **new ideas should come** primarily **from the workers** themselves
- The use of **quality circles**, in which members of the workforce are trained to solve problems themselves, involves group meeting and agreements.
- This approach is successful only **when management is** strongly **committed** and believes in it

Chapter 13. Advertising Personnel Management: Specific Approaches

Contingency Approaches to Management

- **Success** of a manager may **depend on his flexibility** in various situations
- **Howard Carlisle** identified **9 factors** that are **significant in most management situations**:
 1. Purpose of the organization
 2. Tasks involved
 3. Technical needs for completing those tasks
 4. Workers themselves
 5. Structure of the organization
 6. Legal and political forces
 7. Technological forces
 8. Sociocultural forces
 9. Economic forces
- **McKinsey** proposed different approach **“7S”** (**S**trategy, **S**tructure, **S**ystems, **S**taff, **S**tyle, **S**kills and **S**hared values)



Internal
variables



External
variables

Chapter 13. Advertising Personnel Management: Specific Approaches

Talent-Focused Management

- **Only 20%** of the personnel in large U.S. companies **feel that their talents are being utilized** in their jobs
- Management would be **wise to develop workers based on their natural talents** and abilities – their strengths
- This provides a **sense of satisfaction** and helps **maximize performance**
- NB! Not all employees need to be well rounded in all the workers' strengths; it is **good when** in the group **people complement one another**

Part X. Managing Yourself

Chapter 20. Advertising Management Concerns

Managerial Time Management

Paperwork

Scheduling

Management Theory

Management Philosophy

Management Coordination and Control

Managerial Planning

Chapter 20. Advertising Management Concerns:

Managerial Time Management

- **Time management** is especially **important in advertising** because, at the end, **the time is all you have to sell** (plans, research, campaigns all involve time!)
- **Old saying:** in the advertising agency business, the raw materials goes home at night ;)
- People in advertising normally **work longer hours** than foreseen by labor law; these hours can all be **billed to the clients**, thus increasing gross income for your agency
- Although most people **waste as much as 80%** of their time, we **still have enough time** to do **what we want**
- Symptoms of **time wasting:**
 - Too many meetings
 - Interruptions by unscheduled visitors
 - Telephone calls
 - Too much paperwork
 - Time spent communicating with subordinates
 - Socializing in the office

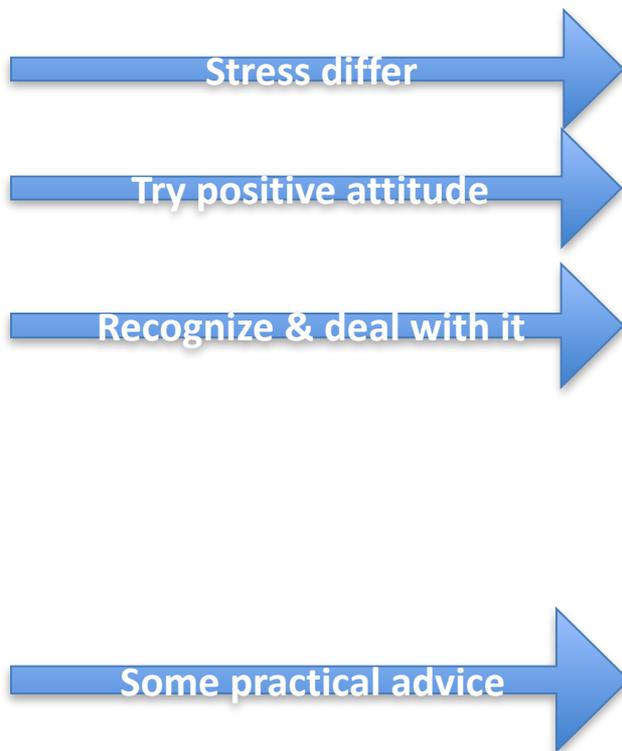
Chapter 20. Advertising Management Concerns: Managerial Time Management: **Timewasters**

The Top Five Timewasters for Managers

1. Doing work beneath your capabilities.
2. Tolerating too many interruptions.
3. Handling trivial assignments while delaying a big project.
4. Working without a plan.
5. Saying "yes" too much.

Chapter 20. Advertising Management Concerns:

Managerial Time Management: **Dealing with Stress**



Dealing with Stress

As a manager, you will more than likely encounter stress. Stress is with us all the time. It comes from mental or emotional and physical activities. Each of us develops and deals with stress differently; what may be stressful to one person may be enjoyable or even relaxing to someone else. For example, if you are a busy executive who enjoys being busy all the time, taking it easy may be stressful when you'd rather be dealing with the problems back at work.

Try to use stress in a positive manner. Become aware of your own body and measure how you are evolving through the three stages of stress, from alarm to resistance and finally to exhaustion.

When stress does occur, it is important to recognize and deal with it. Try physical activity. Leave work and take a walk. Remember that your body and your mind work together, so getting out of the office for a few minutes may allow your brain to think of new solutions. Take a minute to stand up and stretch.

Share your stress. Talk with someone else about it. If your problem is serious, you may want to seek professional help.

Know your limits. If you have a problem at work that is beyond your control, instead of fighting it, learn to accept it, at least for the moment. As a learned manager once said, "If you have a problem and cannot find the solution, change the problem."

Take care of yourself. Eat well and get enough rest.

Make time for fun. Schedule breaks in your workday and plan some recreation.

Be a participant. Do not sit alone worrying or fretting about problems. Get involved in other activities, such as volunteer work. Maybe mowing the lawn will help; you'll forget work and you'll feel like you accomplished something, even though minor.

Check off your tasks. Do not try to handle everything at once. Deal with one problem at a time and when you finish, cross it off your to-do list. It will make you feel like you have accomplished something today.

Do not feel that you must always be right. Try cooperation instead of confrontation. A little give and take will reduce strain.

Create a quiet scene. Leave the hustle and bustle of work and go sit in the park. Envision a calm scene. Read a book or listen to music.

Avoid self-medication. Drugs do not remove the conditions that caused the stress in the first place.

Learn to relax. Unfortunately, many people try to relax at the same pace that they lead the rest of their lives. Find satisfaction in just being, not striving. Find activities that are good for your mental and physical well being. Forget about always winning. Focus on relaxation, enjoyment, and health.

Chapter 20. Advertising Management Concerns:

Managerial Time Management: **Paperwork**

- Actual paper or on a computer document you must deal with - paperwork
- Good advise – **sort your “papers”** into three categories:
 - A = most important** (handle each paper only once; respond or sign it right away)
 - B = less urgent** (handle them when you get to them)
 - C = lowest priority** (put them in the bottom of your pile or list: mark them ‘temporary hold’ in case anybody asks about it)
- Handle **each piece** of paper **only once**, until you have dealt with it, don’t put it down or move along to another task
- Imagine that your job is to get the paperwork off your “desk” to someone else’s (**«раскидать бумаги»**) – it helps!
- Remember the **80/20 golden rule**: only 20% of the items will produce 80% of the value

Chapter 20. Advertising Management Concerns:

Managerial Time Management: **Scheduling**

- When do you do your best work, the most productive 2 hours? It's **your prime time**, when you concentrate best
- On the other hand, **availability time** is when you can attend to other people's needs
- For many people, their prime time is the **first two hours of the day**, if so why to waste it for something unimportant?!
- If you have to work on the **important project** schedule it for your **prime time**, all the rest – around it

Chapter 20. Advertising Management Concerns: Management Theory

- **Theories** are **not necessarily true** – they are simply someone’s idea of how things might work
- Most **active managers** do **not have time to think** about **theories**
- Still, even though you may **not have time to theorize**, you **still need to dream**, from time to time, about the future, about how things might, about new phase of your department...

Chapter 20. Advertising Management Concerns: Management Philosophy

Ten Rules for Managers

1. Define responsibilities.
2. Give authority with responsibility.
3. Never change the responsibilities of a job without informing all concerned.
4. No person should have more than one boss.
5. No boss should give orders to another person's subordinates.
6. Criticize subordinates only in private.
7. Settle promptly any dispute over authority or responsibility.
8. A boss should always approve promotions, raises, and disciplinary acts.
9. Never ask a subordinate to criticize the boss.
10. Give every executive enough help to check on the quality of his or her work.

Source: Based on The Ten Commandments of Management, originally developed by the American Management Association.

- **A philosophy constitutes a systematic look at the principles for guiding your work**
- **You can adopt someone' else's philosophy of management, devise your own – or use a combination**
- **Some practical advise for managers (candidate for principles):**
 - Hire good people with skills different from yours
 - Be concise in speech and in writing
 - Don't waste time trying for perfection
 - Treat people right
 - 3 common ills of a manager: procrastinating, getting distracted, being disengaged

Chapter 20. Advertising Management Concerns: Management Coordination and Control

- **Coordinating** what other people do is a **real art**, one that **must be practiced** for a constant improvement
- In advertising getting **various people with diverse skills** and interests **work collaboratively** is essential
- Managers must also **maintain control**, make sure **quality is** consistently **high**, keep **people** “on their toes” and **work productively**

Chapter 20. Advertising Management Concerns: Management Coordination and Control – **Methods**

Delegation

Evaluation

Financial statements

Performance review

Policies & procedures

Quality control

Policies on risk, safety,
and liability

- *Delegation*: Delegation is the act of assigning responsibility to an employee to complete a task and giving the employee sufficient independence, authority, and resources to do the ensuring the task is completed.
- *Evaluation*: Evaluation is the process of formal and informal collection and analysis of information in order to make decisions. Evaluation could be of many types and done on many levels, such as employee performance evaluation, marketing strategy evaluation, and the like.
- *Financial Statements*: The review of financial statements is a way of monitoring the progress of implemented plans and strategies and tracking the utilization of budgets set aside for achieving those plans. It is also an effective way of measuring the success of goals.
- *Performance Management or Performance Review*: Performance management involves measuring the performance of the organization at all levels. Performance reviews are a way for supervisors and their employees to communicate about goals, how well those goals should be met or are being met, and any other changes or modifications required at either end.
- *Policies and Procedures*: These exist generally to guide behavior in the workplace. They are of three main types; federal, state, and organizational, and they are a very effective form of management coordination and control, especially in specific situations.
- *Quality Control and Operations Management*: Control of quality enables the coordination of the entire operations base of the organization. Quality includes establishing a performance standard, evaluating results, comparing the results to the established standard, and finally making any adjustments if necessary.
- *Policies on Risk, Safety, and Liability*: Modern organizations lay emphasis on policies and practices that reduce risk, avoid liabilities, and increase the safety of their employees as means of increasing coordination.

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Chapter 20. Advertising Management Concerns: Management Coordination and Control – Elements

Elements of Control

There are many ways that a manager can control the operations, plans, and output of the department or firm. The two basic approaches are *procedural control* and *individual control*, and each of these has two ways of operating.

1. *Procedural Control*: the establishment of a system to regulate activities and evaluate results.
 - a. *Control by Report*: maintaining awareness of activities and evaluation of results by means of regular reports indicating the status of a particular project or process.
 - b. *Control by Exception*: maintaining awareness of activities and evaluation of results by requiring reports only when there is a deviation from an established standard.
2. *Individual Control*: regulation of activities and evaluation of results by personal direction.
 - a. *Circumstantial Control*: direct communication to a subordinate requiring specific regulatory activity or evaluation within a time framework.
 - b. *Observational Control*: maintaining awareness of activities and evaluation of results by personal inspection and observation.

Procedural control

Individual control

Chapter 20. Advertising Management Concerns: Managerial Planning: Theodore Levitt's Concepts

Managerial Planning

Theodore Levitt, in his work *Thinking about Management*, identified three main management concepts: *thinking*, *changing*, and *operating*. Those concepts could be integrated into everyday planning. While developing a plan, a manager should be ready to address the following questions:

Why do we do it?
Why that way?
What are the alternatives?

An effective plan should never overload the manager and employees with information. According to Levitt, the easiest way to destroy a person's ability to make a good judgment is to bombard him with enormous amounts of information.

When creating a plan, a good manager always has to think deeply for himself about the purposes of the organization, functions, strategies, tactics, technologies, and people. A good manager will never entirely rely on her staff to do her analysis and thinking.

An effective plan includes real work objectives, not rhetoric or wishfulness; it provides a direct contact with everyday reality. A successful plan should also encourage and foster innovation by addressing the following questions: Why not to do it in a different way? What else could be done differently?

Svetlana A. Rybalko is a former Fulbright graduate student.

Management concepts

Questions to ask

Effective plan

Part X. Managing Yourself

Chapter 21. Personal Management

Managing Your Career

Career Goals

Planning for a Management Career

Measures of Success

Chapter 21. Personal Management:

Managing Your Career

- If you can manage an advertising campaign or an advertising department, you should also be **able to manage your own career!**
- **Do not expect anyone else** to manage your career!
- Continually **practice the traits** that make a **good manager**
- Make sure you can put your thoughts down on paper (**writing skills**) and can express yourself to a group (**speaking skills**)
- Also **practice persuading** others: you must know how to convince your superiors and colleagues in the wisdom of your suggestions and directions
- **Motivate** people **through communicating**

Chapter 21. Personal Management:

Career Goals

- **If you don't plan** where you want your career to go, it will be unlikely to go where you would like it to go
- **Establish your lifetime lists of goals**, one for your career, another for your personal life; **look at them** at least **weekly** and **make sure you are doing something to progress** towards those objectives, update them annually
- **Analyze your Strengths and Weaknesses** as you do for the brands that you advertise

Chapter 21. Personal Management:

Planning for a Management Career: **Factors**

Везет сильнейшему!

Career Planning

Working in advertising does not automatically guarantee an eventual management position. Good things seem to happen when you plan for them, and an advertising management career is no exception. As Thomas Jefferson once said, "I'm a great believer in luck, and I find the harder I work the more I have of it."

Evaluate Yourself

Examine yourself. Conduct product, consumer, and market research, just as you would for an advertising campaign plan. Use the first two steps of the SWOT technique to assess your strengths and weaknesses. List your avocations, skills, and interests. Consider your personality and how you relate to others and to certain kinds of responsibilities and duties. Don't forget your life-purpose, because some people want to work in nonprofit or charitable situations, giving back to the world.

Work Experience

Gain all the experience you can. Even selling shoes at the mall is good marketing experience and will provide you with insights into buyer behaviors. Get an internship in the advertising business. Schedule a "shadow day" when you follow around somebody who works in advertising. Interview people who have the job you think you might find interesting.

Research Careers

If you talk to a dozen people in advertising, each one will have followed a different career path—and each will also tell you that was the perfect approach and that you should also follow it. So talk with professionals about how they got their starts in the business but also make your own plans. Check into the preparation for certain jobs: special training, aptitude tests, job experience, a certain major in college, or anything else that appears to be required or helpful.

Develop a Plan

Chapter 21. Personal Management:

Planning for a Management Career: **Factors/ctd**

Develop a Plan

Plan for your career. Get the schooling you need, including an advanced degree if it seems useful. In addition, try to build a network of friends, family, and job contacts, because networking is important in the advertising business and especially at the managerial level.

Get Help

Help with career planning is available from many sources. Most college campuses have a career center with experienced staff and extensive services. There are plenty of books on careers and career planning, as well as some very helpful Internet sites. There are also some commercial services, but be sure you know what services you will be receiving before you commit to a contract and payments.

Other Factors

Some other factors also come into play when planning your career. At what location do you want to work, and can you work only there? If location is important, can you start somewhere else and then move or must you start there? In advertising, you can find good careers with advertising agencies and with the advertiser companies as well as with the mass media that carry advertising, so keep your options open so you don't restrict your opportunities.

Brittany Barkley works in advertising for NCC (National Cable Communications) in Dallas, Texas.

Chapter 21. Personal Management:

Planning for a Management Career: 12 Truths

Twelve Truths That Make Some People Uncomfortable

1. It is easier to get new business than to hold on to old business.
2. It is far more profitable to grow old accounts than to get new ones.
3. No one will be interested in your business unless you are first interested in his.
4. If you don't understand the grammatical use of I, me, we and us, always talk about someone else.
5. Corporate/industrial accounts are just as profitable as consumer accounts.
6. Corporate/industrial accounts are just as unprofitable as consumer accounts.
7. It is not particularly difficult to write a good 60 sec. TV commercial. It is four times as hard to write a good 30 sec. commercial. It is 10 times as hard to write a good 10 sec. commercial. It is at least 500 times as hard to write a *great* commercial of any length.
8. It is much more difficult to write excellent industrial advertisements or news stories than consumer. It is much easier to write lousy industrial advertisements or news stories than consumer.
9. Nearly four-fifths of the *best* students getting advanced degrees in the *best* journalism and advertising colleges in the U.S. today are women.
10. The public relations business will truly come of age when it develops results-related communications research.
11. Eighty percent of all surprises are unpleasant. This includes bills, estimates, unkept promises, firings, birthday parties, and pregnancies.
12. No matter how many things have gone wrong in your life, be of good cheer because you ain't seen nothing yet.

One of the wisest and most successful advertising managers was the late William Marsteller, founder of the eponymous advertising agency. Mr. Marsteller wrote a monthly column for his agency's internal newsletter, and this is one such article.

Chapter 21. Personal Management:

Measures of Success

- Your **career is like a product**, you need to **promise a benefit**, think from the perspective of the **buyer (your employer)**
- **Do not measure** your career success **solely on money**
- You also want to live a **successful life**
- And do not forget your **personal life**, your relationships, and how other people think of you

Chapter 21. Personal Management:

Measures of Success: **Final Tips for Ad Managers**

Final Tips on Advertising Management

1. A manager leads, rather than pushes.
2. When delegating, do it with an explanation.
3. Circulate; get out of your office and meet the people who work for you. It is the only way to know what is going on.
4. Keep an open line of communication between your employees and yourself.
5. Be consistent with all employees.
6. Morale is shattered by uncertainty.
7. Listen to your employees—carefully. Listening and observing are your basic learning tools.
8. Always be truthful—with clients, vendors, and employees; always.
9. Avoid cheap praise, but recognize those who achieve something special.
10. At least once a year, evaluate yourself and the other members of your management team.