

# The relationship between management practices and employee behaviours

Industry  
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Diagnostic tool  
LSI

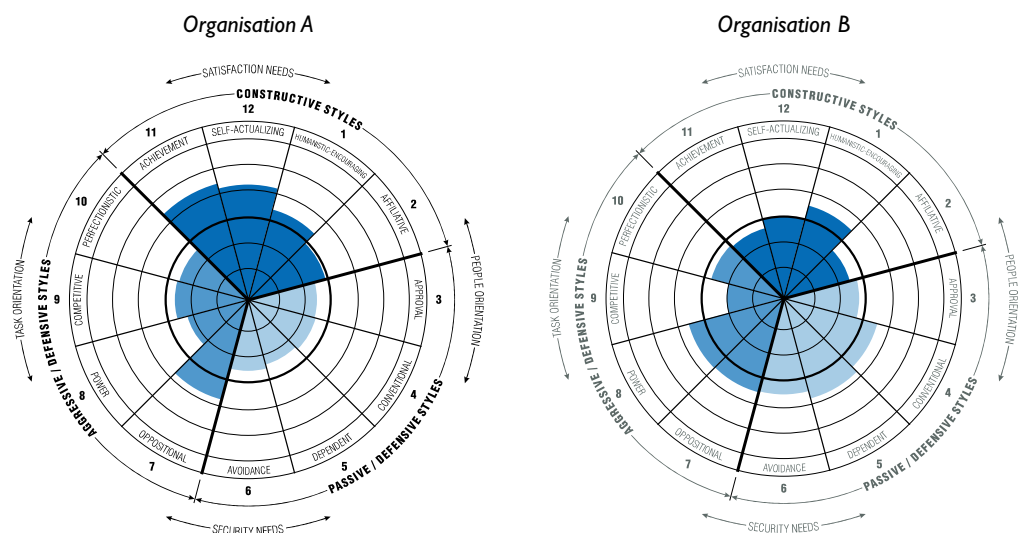
## Introduction

This case study emerges from a project involving the post acquisition merger/integration of customer service and sales operations in a large ‘retail’ type business.

## Management Practices

The management practices within each business group were quite different. These are listed over the page.

In essence, where one had concentrated on developing a constructive culture of personal responsibility, reinforcing the behaviours of Achievement, Self-Actualising, Humanistic-Encouraging and Affiliative, the other organisation had focused on a more ‘control’ paradigm of management.



Organisation A took over Organisation B

# The relationship between management practices and employee behaviours

**Key differences in managerial practices between these two organisations were:**

## Acquiring Organisation

- A management style that promoted individual responsibility
- Focus on developing the 'whole person'
- Team goals and targets
- Flat management structure
- Performance focused at the team level, with Team Leaders being the key level of management
- Emphasis on culture - in particular; one that reinforces constructive behaviours
- Encourages self-set goals
- Rewards outputs (sales etc)
- Celebrates success

## Acquired Organisation

- A management style that emphasised control and procedure
- Focus on developing job skills
- Individual goals and targets
- Hierarchical management structure
- Performance focused at the total business unit level, with all power invested in managers
- Emphasis on tasks, with managers responsible for control and workers responsible for outputs
- Managers set goals for individuals
- Rewards inputs (time etc)
- Stoical about success

**As a result, the profiles (see page 1) show that staff behave in the following ways:**

## Acquiring Organisation

- Goal oriented
- Analytical - examining options before acting
- Prepared to learn
- Supportive of each other
- Prepared to take responsibility
- Striving for standards of 'excellence'
- Creative
- Friendly
- Encourage each other
- Use own initiative
- Be fairly critical
- See that your own personal effort makes a difference

## Acquired Organisation

- Low goal orientation
- Follow procedures only
- Avoid unfamiliar circumstances
- Supportive of each other
- Avoid responsibility
- Do what is expected
- Non creative
- Superficial relationships
- Focus on individual effort
- Seek decisions from superiors
- Be fairly critical
- Personal effort does not make much difference



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