

# Directing People

"Directing" is the managerial function that managers find the most difficult, because it concerns itself with human beings - and human beings are very complex creatures.

## What is Directing?

"Directing" means all the things a manager does in guiding and motivating the people working under him.

While all managers do some directing the function is performed more often by the lower levels of management because these are the people who supervise day to day work.

All of the things involved in directing fall into one of three groups: **leadership, communications or motivation.**

Therefore, if we, as managers, understand the techniques connected with these three things we should be more successful in our jobs. However, since this whole subject revolves around people, we had better consider them first.

## Competing Objectives

One of the first, and in many cases the most frustrating thing the manager comes to realize, is that the objectives of his direct reports are different from the objectives



of the organization.

For instance, the company's overall objective is profit or service for non-profit organization, and to meet this objective it must provide quality products or services at reasonable prices, by utilizing efficient production and good service.

On the other hand, the em-

ployees' objectives are: a job that has some meaning, a feeling of achieving, a chance for recognition, and a sense of responsibility and promise of promotion. The manager must reconcile these differences.

What we as managers have to realize is we can't force the workers to change his objectives.

## Reconciling Objectives

But, if we can help him to realize his objectives, the company will also realize its objectives.

It all boils down to the fact that, if our people don't want to work hard and efficiently, we can't expect to accomplish much. One of the actions in directing, then, is to create a drive within the individual.