

DIRECTION (LEADING)

INTRODUCTION

Direction means giving the order to start the operation for the implementation of a policy or a plan.

It is the managerial effort that is applied to guide and inspire the working team to accomplish the objectives of the organization. It therefore includes necessary guidance and instructions, and the removal of any doubts or difficulties which may arise in the course of execution of work. Direction is concerned with seeking the fullest cooperation of the personnel for the realization of economic and other objectives of the organization and also with fulfilling the needs of subordinates. Their work needs, desires and aspirations are to be taken into consideration for creating the will to work in them.

DEFINITIONS OF DIRECTION

Direction is not only issuing orders and instructions by a superior to his/her subordinates, but it includes the process of guiding and inspiring them.

1. Koontz and O'Donnell: Direction is a complex function that includes all those activities that are designed to encourage subordinates to work effectively and efficiently in both the short and long run.
2. Theo Haimann: Direction consists of the process and techniques utilized in issuing instructions and making certain that operations are carried out as originally planned. It is the process around which all performance revolves. It is the essence of operations and coordination is a necessary by-product of good managerial direction.
3. Joseph L. Massie: Direction directly concerns the total manner in which a manager influences the action of subordinates. It is the final action of a manager in getting others to act after all preparations have been completed.

Direction consists of elements such as issuing orders, continuous training activities, motivation of subordinates, maintaining discipline and rewarding those who perform properly.

CHARACTERISTICS OF DIRECTION

The nature and characteristics of direction can be summed up as follows (Fig. 7.1)

1. Direction is one of the important functions of management and it is also considered the essence of management.
2. It is concerned with the direction of human efforts towards enterprise objectives. It deals
3. It helps in achieving coordination among the various operations of the enterprise. Coordination
4. The purpose of planning, organizing and staffing is achieved only after the performance of direction is a necessary by-product of good directing exclusively with people good direction.
5. Direction exists at every level, location and operation throughout the enterprise. It must be performed by every manager at different levels. Hence, it is a pervasive function of management.
6. Direction is a continuing activity. A manager never ceases to direct his/her subordinates and he/she must continuously supervise the execution of his/her orders or instructions by the subordinates.
7. Direction stimulates the staff to execute the desired plans. Hence, it is called management-in action. Earnest Dale has stated that direction constitutes the life spark of the enterprise, which, like electric power sets it into motion.
8. Direction motivates commands. It communicates and helps supervise the staff and control the organization.
9. It also provides the necessary leadership in the business
10. It facilitates in securing the cooperation of employees for attaining the objectives of the

IMPORTANCE OF DIRECTION

1. With the preparation for work performance and it is direction, only planning and organizing are concerned. This alone energises the staff and the organization to implement the plans Therefore, it is also called management-in-action.
2. Direction is an important managerial function. Planning, staffing and organizing are not enough for the efficient execution of any administrative decision. The manager must induce activity by giving direction to his/her subordinates through orders and also monitor their work to ascertain that the plans and policies accomplish the desired results and actions
3. It is also concerned with securing the cooperation of employees for attaining the desired objectives by developing their attitude to work, which depends on good coordination, supervision and motivation. Thus, without direction, the

organization will achieve very little. In view of the important role played by direction in the company organization, it has been said that direction lies at the core of the management process.

PRINCIPLES OF DIRECTION

The principles to be observed by management in direction of its subordinates are as follows

1. Harmony of objectives: The management should bring about coordination of individual objectives of the subordinates working in the organization with those of the enterprise. Directing should be such that it would make subordinates identify themselves with the company and integrate their objectives with those of the company.
2. Maximum individual contribution: The technique of direction adopted by the management should be such that it should be in a position to inspire employees to contribute their maximum for the achievement of the enterprise objectives.
3. Unity of command: This principle requires that the employees should receive orders and instructions only from one superior. The violation of this principle may lead to disorder, confusion and indiscipline, which may affect the efficiency of business.
4. Direct supervision: Every superior must maintain direct contact with his/her subordinates. Personal contact and face-to-face communication with the subordinates ensure successful direction. Further, direct supervision also develops feedback information.
5. Flow of information: Effective direction is largely dependent upon the flow of information and the efficiency with which it is disseminated among subordinates. The management may be helped if it uses both formal and informal channels of communication.
6. Appropriateness of direction technique: The technique that is used by the management for direction should be appropriate so as to ensure effective direction. The techniques that are normally used are (1) consultative, (2) free-rein and (3) autocratic, and these should be
7. Efficiency of direction: This principle requires that there should be an effective network selected according to circumstances of communication, effective supervision, far-sighted leadership and good motivation for ensuring the success of direction
8. Comprehension: As per this principle, how much information is accurately understood by the subordinates is more important than what is said and how it is said. This principle can be honoured only if the management builds provision for a right feedback system of communication.
9. Effective leadership: It is necessary for the boss to possess the qualities of a good leader for getting the work done by subordinates, who would also be happy if they get effective leadership from their boss. The boss should guide and counsel the workers not only on work problems but also on the personal problems of his/her subordinates.
10. Effective motivation: The workers, if they are properly induced and motivated, will volunteer themselves towards accomplishing the desired goals. Hence, direction should be such that it inspires the workers to contribute their maximum with enthusiasm for the purpose of the organization.
11. Follow-through: Direction not only tells subordinates what they should do but also see to it that they do it in the desired way. This requires the management to provide continuous guidance, supervision, advice and help to the subordinates in their activities.

PRINCIPLES OF DIRECTION

- Efficiency of direction
- Comprehension
- Flow of information
- Harmony of objectives
- Unity of command
- Direct supervision
- Effective leadership
- Effective motivation
- Follow-through
- Maximum individual contribution

TECHNIQUES OF DIRECTION (Fig. 7.3)

1. Consultative direction: Under this method, the executive takes a decision and issues a direction only after consulting his/her subordinates regarding the feasibility and workability of a solution. One advantage of this method is that as the subordinate has also been consulted, his/her full cooperation and enthusiasm can be secured.

2. Free-rein direction: Under this method, the subordinate is encouraged and enabled to show his/her own initiative and give independent thought to the solution of the problem. The manager assigns the task in general terms and not in a specific way. The subordinates must take the initiative and find a solution to the task assigned and carry it out. This technique of direction may be profitably used only if the subordinate is highly educated, efficient and sincere.

3. Autocratic direction: Under this method, subordinates are not allowed to take any initiative in solving the problem.

Consultative direction

ELEMENTS OF DIRECTION

The directing functions of the manager include the following:

1. Delegation: Delegation is the process by which the manager assigns specific tasks/duties to a worker with commensurate authority to perform the job. Delegation is an and sharing the responsibilities with others, a manager can work smoothly and effectively. By delegating well-defined tasks and responsibilities, the nurse manager can have free time that can well be spent on planning and evaluating nursing programs and activities.

2. Supervision: Supervision is working together to achieve the organizational goals. It can be defined as a process by which the subordinates make the best use of their abilities, under the direct supervision of their immediate superiors, so as to do their jobs efficiently and effectively, to their and the organization's satisfaction.

3. Leadership: Leadership represents an abstract quality in a man. It is a psychological process of influencing followers or subordinates and providing guidance to them. Leadership is an activity to persuade others to seek defined objectives enthusiastically. It is also a human factor which binds a group together and motivates it towards the predetermined goals.

4. Motivation: Motivation means inspiring the subordinates with zeal to do work for the accomplishment of organizational objectives. Motivation is an effective instrument in the hands of the management for inspiring and creating confidence in the workforce so that they are capable of achieving good results.

5. Communication: Communication is a process of passing information and understanding from one person to another. To become successful, a manager should develop an effective system of communication so that he/she may issue instructions, receive the reactions of the subordinates and motivate them. Communication is the basic element of human interactions. It is one of the most vital components of all nursing practice. A great deal of nursing practice involves interpersonal communication skills.

6. Coordination: It is the synchronizing of people and activities so that they function smoothly in the attainment of organization objectives. Coordination is more important in the health services organization, because functionally they are departmentalized. For example, in a hospital, the activities of doctors, nurses, ward attendants and lab technicians must be properly synchronized if the patient is to receive good care. Similarly, in a modern enterprise, which consists of a number of departments, such as production, purchase, sales, finance personnel, etc., there is a need for all of them to properly time their interdependent activities and to efficiently reunite the subdivided work.

ISSUING ORDERS

The issuing orders and instructions are essential steps in the process of directing subordinates. An order or instruction initiates, modifies, guides and terminates activities in the organization. The terms order, instructions, directive and command are used interchangeably in management literature. According to Koontz and O' Donnell, order is defined as directional techniques. An instruction is understood to be a charge (command) by the superior requesting a subordinate to act or refrain from acting in a given circumstance.

CHARACTERISTICS OF GOOD

1. The order should be clear and complete so that it is easily understood by the subordinates.

2. The order should be reasonable and attainable, i.e., within the authority of subordinates.

3. The order must be complete with the objectives of the organization and in the interests of subordinates.

4. The order should be appropriately worded so that it does not appear offensive.

5. The order should specify the time within which it should be carried out and completed.

6. Face-to-face suggestions are preferable to long distance orders. If an order should be created in

7. Attitudes and habit patterns necessary for the carrying

8. An order should be depersonalized and made an integral part of a given situation.

IMPORTANCE OF DIRECTION

1. Direction initiates action
2. It integrates the efforts of the members of the group.
3. Direction attempts to get maximum out of individuals.
4. It facilitates healthy changes in the organization & Direction makes it possible to achieve the mission and objectives of the organization. It is to these points that Marshall Dimock has called it 'the heart of administration. He finds a high correlation between direction and productivity.