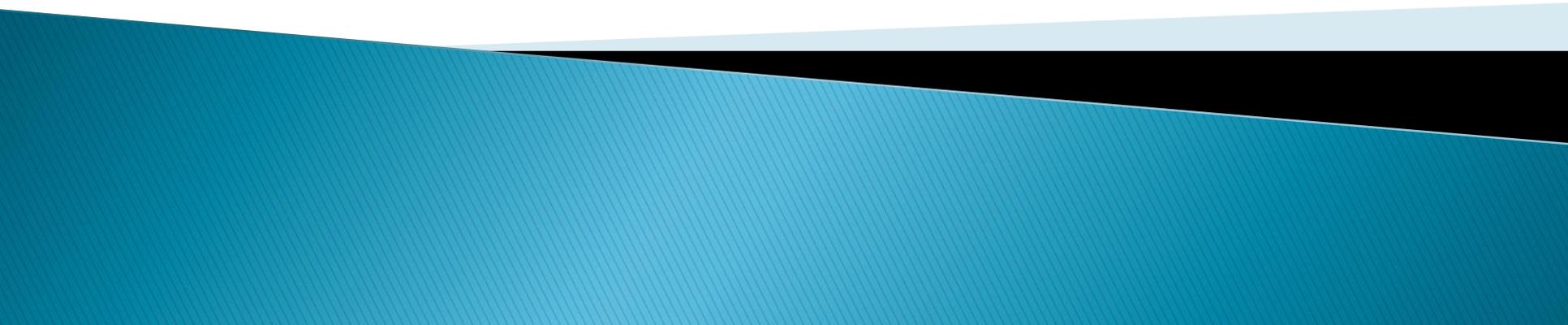


Thinking and Managerial Skills



Synopsis

- ▶ Thinking meaning and nature
- ▶ Thinking styles
- ▶ Functions of thinking
- ▶ Forms
- ▶ Levels
- ▶ Scope
- ▶ Lateral thinking and 6 thinking hats
- ▶ Errors in thinking

- ▶ Managerial skills
 - Functions of a manager
 - Managerial roles
 - Managerial skills
 - Effective v/s successful managers

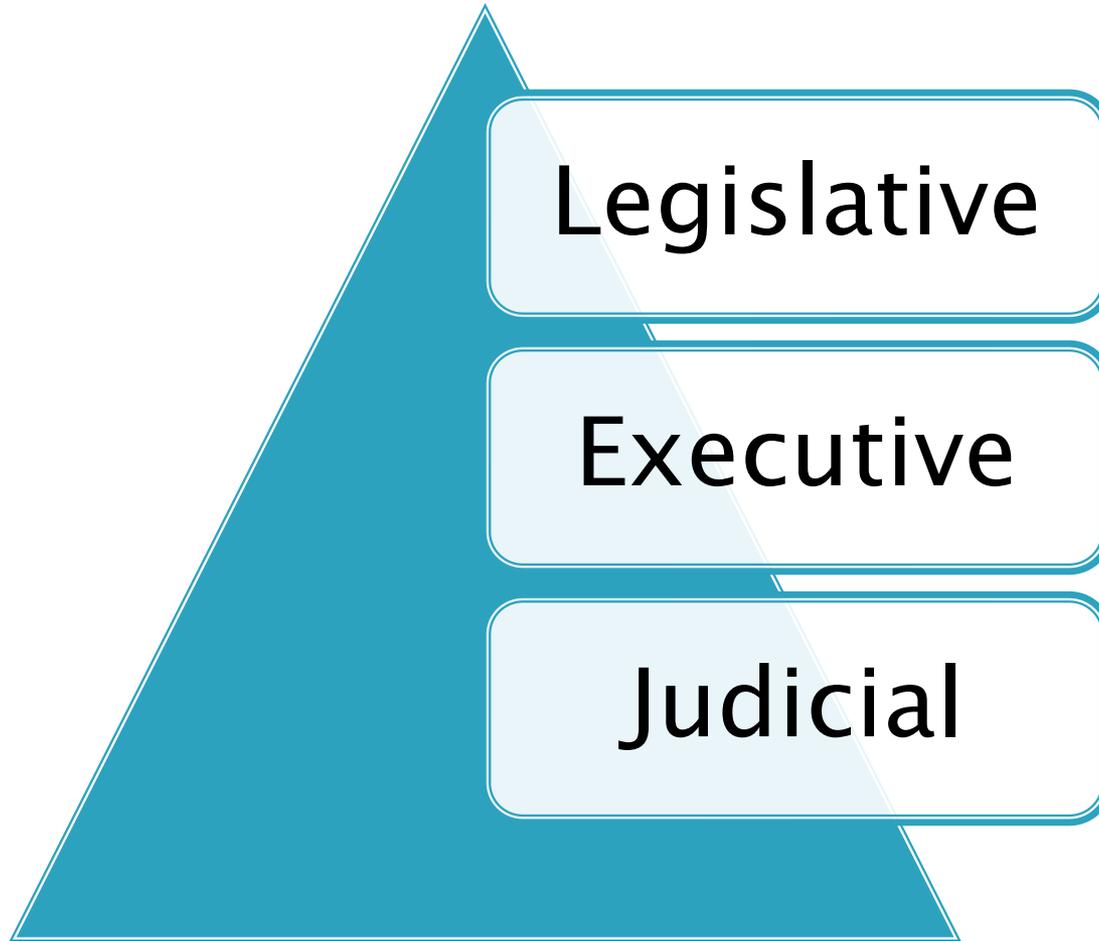
Thinking meaning and nature

- ▶ Mental processing of information
 - ▶ It takes place in many forms—daydreaming, fantasizing, reasoning, problem-solving
 - ▶ Voluntary or involuntary
 - ▶ Voluntary thinking may lead to voluntary actions
 - ▶ Culture, environmental experience moulds thinking
- 

Thinking styles

- ▶ A style is a way of thinking
 - ▶ It is an ability but rather a preferred way of using the abilities
 - ▶ A thinking style is a preferred way of thinking
- 

Functions Of Styles



Legislative

Executive

Judicial

Functions of thinking styles

- ▶ Legislative style–
 - Doing things in their own way
 - Creating, formulating and planning things
 - They tend to make their own rules
 - Favors creativity–desire to do something new
 - Creative writings, inventing new things, starting new business
 - Schools and work environment discourages legislative style

▶ Executive style

- These type of people prefer being given guidance as to what to do, what needs to be done
- They like following rules and prefer to deal with problems that are structured
- Solving well defined mathematical problem, applying rules, giving lessons based on other people's ideas etc
- Schools and public organisations

▶ Judicial people

- Prefer evaluating rules and procedures and judging situations
- Favor problems which are analyzed and evaluated
- Giving opinions, writing critiques, judging people and their work and evaluating programs

Forms Of Thinking Styles

Monarchic form

- Tend to be motivated by a single goal or need at a time
- They are single minded concentrate only on one issue and assess a situation only from their point of view

Hierarchic form

- Motivated by hierarchy of goals
- They reorganize that not all goals can be fulfilled equally well and some are more important than others

Oligarchic form

- Motivated by several goals, but have difficulties in deciding which goals to give priority to
- Problems with allocating resources and hence feel pressured

Anarchic form

- Random approach and often have difficulty in adapting to their organization if the organizations is very rigid

Levels of thinking

Global thinking style:–prefer dealing with broad concepts as well as with relatively large and abstract issues.

Local level thinking style:–prefer dealing with details, sometimes minute ones.

Scope of thinking style

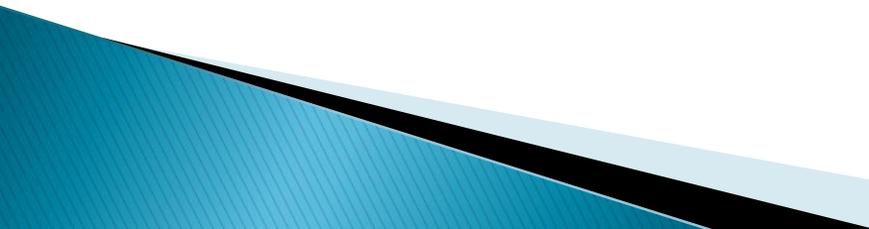
Internal
thinking
style

External
thinking
style

Leanings of thinking styles

- ▶ Liberal people
- ▶ Conservative leaning

Errors in thinking

1. People believe that thinking is conditioned by the extent of education a person has received. If he is more educated, he must be a better thinker
 2. People who haven't received any education or have been educated marginally can never become good thinkers
 3. People with lower IQ possess lesser thinking ability than those with higher
 4. The ability to think, take decisions and solve problems cannot be guided as people are born with it.
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Thinking hats

