

m a s t e r c l a s s

**GODS OF
MANAGEMENT**

CHARLES HANDY

Please read the introduction to this guide and complete the questionnaire before watching the programme.



video arts™

GODS OF MANAGEMENT THE VIDEO

guide

originally produced by Melrose

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The book **Gods of management** by Charles Handy is published in hardback by Souvenir Press Ltd and in paperback by Pan Books Ltd. The questionnaire is reproduced by permission of Souvenir Press Ltd.

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INTRODUCTION

This guide is written to help the trainer or team manager use **Gods of management** – programme to the best advantage.

The video is an introduction to a way of thinking about organisations and how they work. It was developed by Professor Charles Handy and is described most fully in his book **Gods of management**.

Charles Handy provides a language for managers to use in talking about themselves and the way they work, about their own organisations and others they have known. It is non-evaluative, descriptive rather than prescriptive, and uses commonplace words, symbols and names of Greek gods to help individuals get a feel for the four different cultures he describes. Every organisation, and indeed, every individual, is a mix of these cultures. The critical question is whether the mix is right and if not, whether and how it can be changed.

This guide contains four parts:

- **Part 1**
Suggestions on how to use the video
- **Part 2**
A summary of the cultural approach
- **Part 3**
Some questions frequently asked and the answers
- **Part 4**
A questionnaire

The course/workshop leader should read chapters 1-3 of the book **Gods of management** after watching the video and before running the event. On a one day workshop, each participant should have a copy of the book, which is available on-line or any good bookshop.

Part 1

Suggestions on how to use the video

SESSION 1: THE QUESTIONNAIRE

SESSION 2: THE VIDEO

SESSION 3: INFORMAL DISCUSSION

SESSION 4: SYNDICATE DISCUSSION

SESSION 5: PLENARY DISCUSSION

SESSION 6: PRIVATE READING

SESSION 7: SYNDICATE DISCUSSION

SESSION 8: PLENARY DISCUSSION

SUGGESTIONS ON HOW TO USE THE VIDEO

The video consists of a recording of a talk given by Professor Charles Handy. It can be used on its own or could be the basis of a half day course or one day workshop.

A suggested half-day programme would be as follows:

Time	Session	Activity
30 mins	1	The completion and self-scoring of a questionnaire
30 mins	2	Watch Gods of Management -The Video
15 mins	3	Coffee and informal discussion of the video
1 hour 15 mins	4	Syndicate discussion on similarities and differences
1 hour	5	Syndicate reports, discussion and conclusions

Total time taken is 3 hours 30 minutes, from 9.00 to 12.30 or from 1.30 to 5.00. If necessary session 4 (*page 8*) can be shortened to 1 hour.

At the outset, the leader should explain the scope of the event in broad terms. By the end, participants will understand better how organisations work, why and how they differ from each other and the effects of these differences on what they do. This understanding can then be applied to the participants' own organisation. The programme is based on the work of Professor Charles Handy, one of the best known experts in the field.

Here are some specific suggestions for introducing each of the sessions.

SESSION 1: THE QUESTIONNAIRE

Make copies of the questionnaire for use on courses or workbooks based on **Gods of management -the video**, but not for any other purpose. (Please see the Copyright notice, *page 2*).

Some people may feel they want to skip the questionnaire and get straight on to the video. Resist the temptation. The video and programme both depend on participants relating Professor Handy's arguments to their own situation. It would be a good idea to fill in a questionnaire yourself before watching the video as part of your preparation.

Explain that the video will make sense of the final scores and emphasise that the questionnaires will be scored by the participants themselves and will remain their private property. Give them only twenty minutes to complete the questionnaire on the grounds that it is first reactions to the statements which matter at this stage.

After twenty minutes check that everyone has completed the questionnaire and added up the scores. Suggest that it would be interesting to get an *overall* impression of the groups' scores, without collecting detailed individual results.

The way to do this is to ask where the *lowest* total scores were for the two categories 'The Organisation' and 'Yourself' and to complete, on a blackboard or flipchart, the following matrix by calling for a simple show of hands, for each box in the matrix, of those who found their lowest total scores in that box. (For this purpose, anyone with two equal lowest scores should raise their hand for each box.)

	(a)	(b)	(c)	(d)
The organisation				
You				

Each box contains numbers of participants recording their low scores in that category.

Explain that the lower the total score the more predominant a particular culture. What those cultures are will be explained by the video. The matrix therefore reveals, in a crude way, what the dominant culture is in the organisation and what the cultural preferences are of the group. In most situations the individual preferences will cluster heavily under (c) while the perceptions of the organisation will range more widely over (a), (b) and (c). If anyone finds that the lowest score for the organisation comes out under (d), check that they have understood the instructions correctly since this is an unlikely, but not impossible, result.