DIRECTING AND COORDINATING
INTRODUCTION

Once planning has been accomplished, then directing and coordinating the various components of the project - and the people involved - can take up a portion of the planner’s time.

In all of this, communication plays an integral role. This is why appreciation of the communication process can only add to a deeper understanding of its role in directing and coordinating food and nutrition programs.
Directing is the heart of management functions.

All other functions of management such as planning, organizing, and staffing have no importance without directing. Leadership, motivation, supervision, communication are various aspects of directing.
DEFINITION OF DIRECTING

Directing refers to a process or technique of instructing, guiding, inspiring, counseling, overseeing and leading people towards the accomplishment of organizational goals. It is a continuous managerial process that goes on throughout the life of organization.
According to Koontz and O’Donnell

“Directing is a complex function that includes all those activities which are designed to encourage subordinate to work efficiently and effectively in both the short and long run”
IMPORTANCE OF DIRECTING

1. Initiates Action
2. Integrate efforts
3. Provides Stability
4. Motivates Employees
5. Coping up with the change
6. Effective utilization of the Resources
1. MAXIMUM INDIVIDUAL CONTRIBUTION

One of the main principles of directing is the contribution of individuals.

Management should adopt such directing policies that motivate the employees to contribute their maximum potential for the attainment of organizational goals.
2. HARMONY OF OBJECTIVES

Sometimes there is a conflict between the organizational objectives and individual objectives. For example, the organization wants profits to increase and to return its major share whereas the employees may perceive that they should get a major share as bonus as they have worked really hard for it.
3. UNITY OF COMMAND

This principle states that a subordinate should receive instructions from only one superior at a time. If he receives instructions from more than one superior at the same time, it will create confusion, conflict, and disorder in the organization and also he will not be able to prioritize his work.
4. APPROPRIATE DIRECTION TECHNIQUE

Among the principles of directing, this one states that appropriate directing techniques should be used to supervise, lead, communicate and motivate employees based on their needs, capabilities, attitudes and other situational variables.
6. USE OF INFORMAL ORGANIZATION

Within every formal organization, there exists an informal group or organization. The manager should identify those groups and use them to communicate information.
7. LEADERSHIP

Managers should possess a good leadership quality to influence the subordinates and make them work according to their wish. It is one of the important principles of directing.
8. FOLLOW THROUGH

As per this principle, managers are required to monitor the extent to which the policies, procedures and instructions are followed by subordinates. If there is any problem in implementation, then the suitable modification can be made.
Many a first time FNP manager eventually discovers that he or she is expected to play the dual role of director-coordinator. For many, it sometimes becomes difficult to distinguish between the two. Manager plays dual role of director and coordinator.

Canave - Anung (1996) argues for a human model of management where the “purpose of management is to enable people to become self-reliant, creative, and self must be replaced by the term ‘coordination’”.
DIRECTING

REINECKE AND SCHOLLE (1980)

Directing is “encouraging subordinates to work towards achieving company (in our case FNP programs) objectives.” They also explain that directing is the human person-to-person aspect of management through which subordinates are motivated, persuaded and led to effectively and efficiently contribute towards realizing the very reason for which the enterprise or company (or FNP program) has been established.

THEORY X

• DOUGLAS MCGREGOR’S (1957) Management Theories: 
  * Theory X and Theory Y.
  * We will use these two theories to differentiate between directing and coordinating on FNP programs.
Management organizes the elements of production towards a particular end.

- People need to be directed, motivated and controlled.
- People need to change their behaviour to meet the needs of the organization.
- People must be persuaded, rewarded, punished, controlled and supervised very closely.
MacGregor observed the following about human nature and THEORY X (CANADEV - ANUNG (1996)):

- The average person is by nature lazy. She/he will work as little as possible if given the chance.
- The average person lacks ambition, dislikes responsibilities and prefers to be led.
- The average person is inherently self-centered, indifferent to organizational needs and goals.
• The average person is by nature resistant to change.
• The average person is not very bright and can easily be led by a dictator.

• THEORY Y

• Decision-making should be shared by those who have the knowledge, skill and ability to help in the process. Thus management be organized to allow this system.
• By nature, people are not passive or resistant to change. The have only become so because of previous experience in educational institutions and other organizations.

• Motivation, ability, capacity for taking responsibility, readiness to meet the needs of an organization are inherent in the people.

• Managers arrange methods and conditions in an organization so that the best goals are achieved. Managers are coordinators.
• Workers goals are similar to and linked with the goals of the organization

THEORY Z
Ouchi published the results of his extensive study of major Japanese and American corporations.

His goal: to determine what made Japanese productivity the highest in the world.
• Theory Z is a management approach “where the key to increased productivity is participation, interdependence and involvement of all members of the organization.

ASPECTS OF DIRECTING

Baltazar et al (1986) cite three aspects of directing:

• Motivating
• Leading
• Communicating.
MOTIVATION

• As director of an FNP program, one of your tasks is motivating your staff and other stakeholders of the program.

• Motivation is an important task for we know that motivated people produce work that exceeds normal expectations.

• Motivated people are tireless and always looking for ways to reach goals they set for themselves.
LEADERSHIP

- A leader does the right thing
- A manager does the things right
- A leader is measured by how much influence he/she has in motivating people towards an objective.
  - A manager is measured by how much he/she has attained an objective using both human and non-human resources at his/her fingertips.
Baltazar et al explain that a leader is a good leader because he/she can direct people towards an objective. But he can be the inefficient manager because he/she is insufficient in using resources. They further explain that leadership refers to those “who provide direction and guidance”
What makes a leader?

Stogdill (1948 in Baltazar et al) listed the following traits of a leader.

- Intelligence and scholarship
- Personality
- Social status and experiences
- Task (or work) orientation.
DEFINITION OF COORDINATION

Integration of activities, responsibilities and command and control structures to ensure that the resources of an organization are used most efficiently in pursuit of the specified objectives. Along with organizing, monitoring, controlling, coordinating is one of the key functions of management.
COORDINATION IS NECESSARY BECAUSE;

1. Coordination is Essence of Management
   Coordination affects all the function of management, planning, organizing, staffing etc.

2. Coordination is a Function of Management

3. Coordination is a Principle of Management
IMPORTANCE OF COORDINATION

1. Encourage Team Spirit
2. Gives Proper Direction
3. Facilitates Motivation
4. Makes Optimum Utilization of Resources
5. Help to Achieve Objectives Quickly
6. Improve Relation of the Organization
7. Leaders to Higher Efficiency
8. Improve Goodwill of the Organization
COORDINATING PROGRAMS

A director, like a conductor, gives cues to the different musicians, keeps control of the pace of the symphony, and rules with an iron hand to maintain discipline in the group.

A coordinator, on the other hand, would be there supporting, building and challenging the musicians to do their best and ensuring that the proper environment for practices and performances is always available.
He/ She would be there bringing together musicians and conductor and helping them iron out problems. Often, an FNP manager is both director and coordinator.

TEAM WORK

When people share responsibility for their work team, efficiency and productivity improve. Thus, teamwork and self management are often used in describing coordination of programs. Coordination.
Coordination takes place on two levels:

- Intra-organization (within the organization)
- Inter-organization (between and among organizations)

**INTRA-ORGANIZATION COORDINATION**

Intra-organization coordination involves taking separate units within a program and integrating their objectives and activities so that goals are achieved efficiently.
INTER-ORGANIZATION COORDINATION

Inter-organization coordination takes the effort of two or more different organizations (commonly with different organizational structures, different resource bases and different clients) and coordinates these.
INTEGRATION is psychological unity and coherence among staff of a program.

Integration refers to the extent that staff is psychologically bound to one another and to the total system. Integration is a condition, an end-state. Coordination is a means to reach a given condition.

COOPERATION is an important element of coordination. People on your FNP program staff cooperate voluntarily so that an individual is enabled to attain his-her goals.
TEAM WORK refers to work done by several staff members or associates. Each is responsible for a clearly defined portion. Team work is important if coordination is to function smoothly.
ROLE OF A COORDINATOR

Coordinator is responsible for coordinating and balancing the relationships among various units of the program.

• Determine responsibility of each unit;

• Ensures that each unit understands its roles and functions in relation to other units;

• Enables each unit to function according to the needs and requirements of the other units and provides overall leadership.
SIGNS OF INADEQUATE INTRA-ORGANIZATION COORDINATION

Derek Pugh (1984) listed few warning signs of inadequate coordination:

1. Regular interdepartmental conflict.
2. Work overload on top management and chief executive.
3. Red tape syndrome.
4. Hiding in a proliferation of committees.
5. Building a coordinator’s empire.
INTER-ORGANIZATION COORDINATION

1. Maximize or optimize use of resources.
2. Reduce overlapping or duplication of work.
3. Evolve more effective programs.
4. Reach new, different client groups.
5. Enlarge program scope.
6. Delineate gaps in service or client systems.
7. Coordinate and integrate organization’s inputs into larger programs.
8. Standardize policies.
9. Eliminate mistrust, competition, and conflict
Inter-organization coordination is responsible for:

1. Providing standards of behavior.
2. Promoting areas of common interest.
3. Communicating pertinent information.

A good coordinator leads his/her team on top.