

SUBJECT REVIEW: MANAGING PEOPLE INEFFECTIVELY "MICROMANAGER"

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ABSTRACT

This paper spotlights the concept of "micromanager" with regards to managerial relationship between managers and employees. Micromanager can lead its co-workers to be less productivity. Monitoring each and every working detail results a daunting mission and a bad habit. Intervening and setting job priorities for employees could create a convulsive relationship between the manager and the followers. The aim of this subject review is to clarify the characteristics or symptoms of micromanager and what effects that can bring on the functional relationship in the long term. That can be perceived through knowing at what level of involving, collaborating, directing, communicating, and monitoring become micromanagers from the perspective of employees. The significance of this paper includes some advice and guidance about how to deal with micromanager to avoid engaging in functional conflicts. The review concluded what the micromanager should do in order to instill confidence within his or her staff.

Key words: *Micromanager; managerial relationship: outstanding performance.*

1. INTRODUCTION

Fryer, a contributing editor at Harvard Business Review (HBR), tried to address the concept of "micromanager" by scrutinizing the conflicting relationship between micromanagers and their subordinates (2004:1). Micromanager is defined by Cambridge Dictionary.org as an individual who attempts to be in charge and responsible for entire aspects and phases of overall-organizational operation processes. Fryer took George Latour, Chief Executive Officer (CEO) of Retronics, as a case study of the model of a micromanager style. Fryer tried to describe the managerial relationship between George and Shelley Stern, recently hired by George as a marketing director, as a contradictory-managerial relationship. George

reflects a "hands-on manager style" who attempts to interact consistently during the daily job time by working on tasks closely with his subordinates and regards it as a way to get ahead and advanced at workplace. On the other hand, Shelley sees that type of managing style is a wrongful approach, because it leads to an exhausting working atmosphere through making employees feel their view points and judgments are untrusted and doubted. These kinds of managers persevere to do work better than others constantly through getting rid of any pitfall that can be an obstacle in their successful way.

The obvious characteristics of micromanagers rely on hating having problems at work, doubting about the competency of employees by driving them to commit errors, wanting to be updated about all team members of

the organization through examining work process, concentrating exaggeratedly on details of managerial operations and process rather than organizational overall findings and outstanding achievements (Fryer, 2004: 1-3).

Jenny Chatman, a professor of management at Haas School of Business at UC, stated that micromanagers are "more about bosses' level of internal anxiety and need to control situations than anything about you" (as cited in Gallo, 2011:p.1). Furthermore, Jean-Francois Manzoni who is a professor of management at INSEAD clarified that if employees or directors attempt to be in opposed to micromanager style, they will confront harsh managerial relationship (Gallo, 2011:p.1).

In this subject review, we tried to focus on some previous studies to examine the negative effects of the micromanager style on the management system process. Then, we reviewed some symptoms of the micromanager approach. Finally, we came up with ultimate advice to cope with micromanaging approach.

2. LITERATURE REVIEW

Shuford underlined that most prevalent cases that employees choose to quit a correctional service job, caused by the micromanaged style impacts, are having unstable relationships with colleagues, perceiving weak directions of managers, and feeling discouragement (2019:37).

Mahoney(2019) stated that "micromanagers feel the need to control every minute detail obsessively. They need to tell you how to do something you're perfectly capable of doing, and they hover over you as you work, waiting for a moment to critique any and all imperfect moves" (1). That will lead to a very intensive and stressful work environment.

Fryer addresses the results of being a micromanager from George toward his new marketing director Shelley. The managerial relationship between George and Shelley was unstable and faced both side confronting. George

thought that Shelley needed to gain more experience in the business by participating in few training programs in order to get advanced at work and tried to set the Shelley's priorities. That is because George drew a negative impression about Shelley's passion and motivation to learn and be unsuitable for new position. On the other side, Shelley felt upset by George's additional workloads like doing sales calls rather than focusing on her marketing stuff. She also sensed her suggestions and opinions are untrustworthy (2004:4).

The managers who behave in the micromanager style tend to have some weaknesses such as, lacking of trust, culture, capabilities, training, self-esteem, and realistic model (Shuford, 2019:38-39).

Mulholland mentioned some characteristics that distinguish micromanager style from other managing styles which not preferring to delegate their responsibilities to others, involving themselves in any decision making, and focusing on details rather than overall performance. He added that micromanagers also consume their time by observing co-workers, not paying enough attention to other's opinion or experience, requesting update to mission or project plans even though they are not critical to current work conditions (2018:3).

Hymowitz (2003) stressed that micromanagers want to make sure that all employees have a clear picture about their current duties, responsibilities, and future expectations. He illustrated ambiguous duties, unclear instructions, inaccurate performance appraisal, and insufficient accomplishments of micromanagers which lead to raise micromanaging style at workplace (2003:1). Rajkumar et al. mentioned that micromanagers by interfering themselves in the employees' duties of daily work can result in poor employees' engagement and more workloads. That will lead to creating undesirable attitudes toward the managing style as shown in the following figure (1) (2016:41).

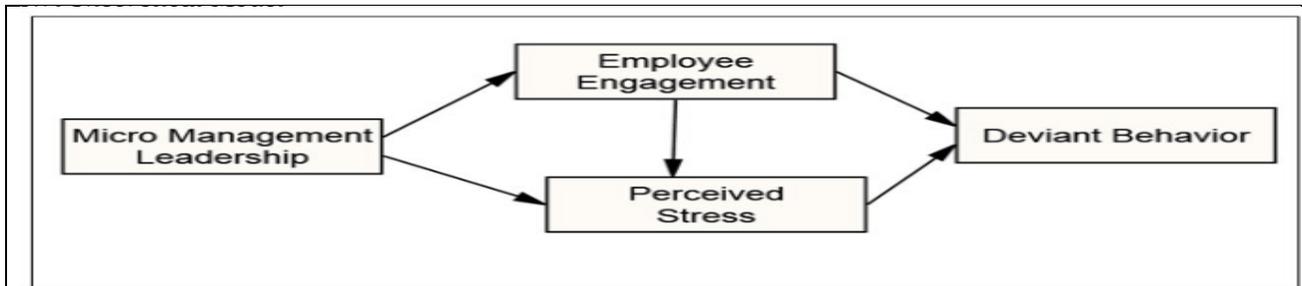


Figure (1) Micromanagers impacts on employee engagement, stress perceived, and deviant behavior.(Rajkumar, . M.; Venkataraman, A, and Gayathri, M, (2016), Micromanagement: An Employee’sAdversary, p. 41)

Therefore, it is significant for employees to explore and understand the obvious behaviors of micromanagers and applied procedures in each and every situation in order to be self-dependent in correcting their unacceptable attitudes and behaviors (Chambers, 2004:1).

The following table (1) shows the common symptoms of micromanagers based on some scientific researches:

Table (1) shows the common symptoms of micromanagers

Authors	Year	Symptoms of Micromanagers
Chambers	2009	1- Control and manipulation of time 2- Inability to subordinate self 3- Control and domination of methodology 4- Excessive demands for approval 5- Dysfunctional monitoring and reporting 6- Refusal to delegate/collaborate on substantive Work
Berry and Lumpur	2010	1- Previous errors of judgment 2- Overloaded with routine progress or administrative reports 3- Decisions are often deferred and additional data is requested 4- Greater autonomy and less oversight 5- Consumed with detail and wanted to decide on small issues while failing.
White	2010	1- Control freaks 2- Irritated when others make decisions without consulting them 3- Obsessed with meaningless details 4- Creating deadlines for deadlines sake 5- Dislike mistakes
Li & Khalid	2015	1- Excessive control over methodology 2- Excessive reporting and updates 3- Control and manipulation of time 4- Failure to subordinate self 5- Excessive approval requirement

3. SUGGESTIONS TO ALLEVIATE MICROMANAGER IMPLICATIONS:

Jacobs advised employees who deal with a micromanager style to express empathy by offering assistance through sharing 'micromanagers' responsibilities, work barriers, and duties. That will makes you look like a role model (2012:1).

Fryer concluded that a micromanager should alter approach by adopting more open and trustful managing style such as seeking realistic feedback from various members of the organization and colleges. In other words, a micromanager should have a feedback system through 360-degree review with third-party consultants. In comparison with, employees ought to be open and honest about their feeling from the micromanager style by clarifying through recent situations and defined instances that they have encountered recently (2004: 6).

Furthermore, if employees do have a micromanager at workplace they should as Gallo proposed the following suggestions:

- Obtain the trust of the micromanager through doing what makes him or her feel satisfied with.
- Assuage the micromanager concerns by exploring his or her most motivation and worrying at an internal and external work environment.
- Impress the micromanager by your outstanding performance through keep him or her updated with daily procedures and work details (2011:5).

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Successful directors are described by those who can set clear direction maps, plans, have self- confidence, and oversight (Berry and Lumpur, 2010: 1-2).

4. CONCLUSION

Throughout what have been discussed above, we think the micromanager is discouraging managing style because it creates unhealthy and unstable managerial relationship between different levels of management. Monitoring and examining employees work and wanting to be detail-oriented management approach will lead to shake employees' confidence and trust and create controlled and lack of personality followers. Therefore, we suggest that managers with micromanaging phenomenon should spend most of their time on critical issues of organization such as setting an office time for decision making process and seeking for ways to authorize tasks and responsibilities for eligible and capable individuals "less hands-on" rather than spending time on the daily working details. Furthermore, micromanagers should make employees feel that their voice is being heard. Mahoney suggested that employees should talk to micromanagers about their internal feelings and what concern them most at work to come up with solutions that benefit both side and create interactive workplace (2019:1).

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