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DIRECTING

Elements of Direction

The process of directing involves guiding, coaching, instructing, motivating, leading the people in an organisation to achieve organisational objectives. Consider the following examples:

- (i) A supervisor explains a worker about operations to be carried by him on a lathe machine,
- (ii) A mining engineer explains about safety precautions to be followed while working in a coal mine,
- (iii) A Managing Director declares share in the profits to the managers for their contribution to enhance profits of the company, and
- (iv) A manager inspires his/her employees by playing a lead role in performing a work. All these examples and many other activities related to directing may broadly be grouped into four categories which are the elements of directing. These are:

- (i) Supervision
- (ii) Motivation
- (iii) Leadership
- (iv) Communication

To know more about directing, these elements are discussed in detail.

Supervision

The term supervision can be understood in two ways. Firstly, it can be understood as an element of directing and secondly, as a function performed by supervisors in the organisational hierarchy. Supervision being an element of directing, every manager in the organisation supervises his/her subordinates. In this sense, supervision can be understood as the process of guiding the efforts of employees and other resources to accomplish the desired objectives. It

means overseeing what is being done by subordinates and giving instructions to ensure optimum utilisation of resources and achievement of work targets. Secondly, supervision can be understood as the function to be performed by supervisor, a managerial position in the organisation hierarchy at the operative level i.e., immediately above the worker. The functions and performance of the supervisor are vital to any organisation because he is directly related with workers whereas other managers have no direct touch with bottom level workers.