

OPITO - The Oil & Gas Academy - Brief

Management styles in the oil and gas industry

Introduction

OPITO - The Oil & Gas Academy is the focal point for skills training for employers in the oil and gas industry. It promotes learning and development for a variety of job roles within this industry. This case study looks at how different management styles are needed to support the roles.

Management and leadership

Management is about getting things done. Managers work in many ways to achieve their aims. Writer Henri Fayol said that a good manager is able to:

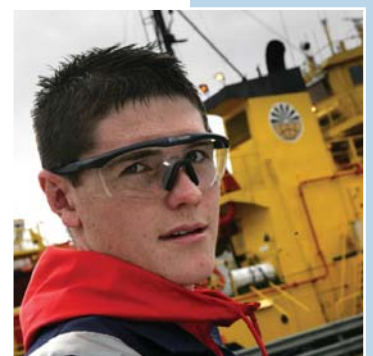
- plan
- organise
- command
- co-ordinate
- control.

Leadership is different from management. It involves inspiring others to reach goals. Many managers are also leaders. Leaders:

- suggest solutions
- have a positive outlook
- tend to be creative
- are often experts in an area of work
- can sense and respond to changes.

Management style

Every manager has aims. Managers need their employees to help achieve these. Using the right management style is important for getting the best out of people.



Douglas McGregor said that managers were one of two types:

- Theory X managers feel workers are lazy. They feel they work only for the money and avoid responsibility.
- Theory Y managers feel workers enjoy work and want to do well. They feel they like to make decisions. Workers are motivated by things like respect and esteem.

In the oil and gas industry different styles may be used in different situations.

Autocratic and democratic

Autocratic management is when decisions are made by managers at the top level. Other employees are not involved. A senior manager decides what is best and instructs others. This style is often needed in the oil and gas industry because of health and safety reasons.

Democratic management asks for employees to contribute to decisions. OPITO – The Oil & Gas Academy uses an employer-led Skills Forum to get feedback from people who work in the industry. This ensures that its work matches the needs of the workplace. This is a proactive democratic style which can help to bring about change. It also provides current information about its work to find out what skills are needed within the industry. This is known as a responsive democratic style.

Paternalistic

A paternalistic management style means managers have their employees' best interests at heart – acting like a father to them. Employees are less likely to feel unhappy about decisions made in this way. The Academy sometimes uses a paternalistic style to identify each employee's learning needs. This helps all staff to develop confidence and grow within the business.

Conclusion

The oil and gas industry employs people in a wide variety of roles. Different management styles are needed for different situations. OPITO – The Oil & Gas Academy helps young people to consider the oil and gas industry as a good career choice. This provides an ongoing supply of people to the industry. The Academy also ensures that industry standards reflect the needs of the workplace.

