



Control-Oriented Managers Create Weak Teams

Gaurav Goswami,

a hospitality professional with nineteen years of experiences at various International and domestic chains.

How to Cite this Article:

Goswami, G. (2026). Control-Oriented Managers Create Weak Teams. International Journal of Creative and Open Research in Engineering and Management, <i>02</i></i>(05).
<https://doi.org/10.55041/ijcope.v2i5.662>

License:

This article is published under the terms of the Creative Commons Attribution 4.0 International License (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, provided the original author(s) and the source are credited.

© The Author(s). Published by International Journal of Creative and Open Research in Engineering and Management.



<https://doi.org/10.55041/ijcope.v2i5.662>

This article examines how control-oriented management negatively impacts team strength and leadership development within organizations, particularly in the hotel industry. While many managers believe excessive supervision ensures discipline and operational efficiency, the long-term consequences often include reduced employee confidence, lack of initiative, low morale, high attrition and poor leadership growth.

The study emphasizes the importance of trust-based leadership, delegation, employee empowerment and professional coaching in building strong and sustainable teams. It concludes that organizations achieve long-term success not through excessive control, but through leadership practices that encourage responsibility, confidence, and teamwork among employees.

In today's corporate world, especially in the hotel industry, leadership is often misunderstood as control. Many managers believe that constantly monitoring employees, checking every small detail and interfering in every decision will improve discipline and operational standards. In reality, excessive control weakens teams instead of strengthening them.

The hospitality industry runs on people. No hotel can operate smoothly only because of systems or SOPs. The real strength of any

hotel lies in its employees — the front office executive handling difficult guests, the chef managing kitchen pressure, the housekeeping associate preparing rooms during peak occupancy or the service staff managing banquet operations late at night. When these people are trusted and empowered, operations become smooth. When they are excessively controlled, confidence slowly disappears.

One common issue seen in many hotels is the culture of approval for everything. Even experienced employees are often unable to make small operational decisions independently. For example, a guest arrives tired after a long journey and requests an early check-in. The front office executive understands the situation and also knows that rooms are available, but still hesitates to make a decision because management may later ask unnecessary questions. Instead of solving the issue instantly, the employee waits for approval from senior management. The guest gets irritated, the employee becomes nervous and eventually the same approval is granted after unnecessary delay.

This is not discipline. This is operational dependency.



A control-oriented manager unknowingly creates fear inside the team. Employees stop taking initiative because they worry more about avoiding criticism than delivering results. Over time, the workplace becomes robotic. Staff simply follow instructions without emotional involvement or creativity. In hospitality, this is dangerous because guest satisfaction depends heavily on human interaction and quick decision-making.

Another area where this becomes visible is food and beverage service. In some hotels, service staff are not even allowed to handle basic guest complaints independently. A delayed order, wrong dish or quality issue often requires managerial intervention even when the solution can be a simple one. By the time approval comes, the guest experience and satisfaction is already damaged.

A strong team should be capable of handling small operational situations without panic. But excessive supervision weakens problem-solving ability.

The same issue is visible in kitchen operations. Young chefs often bring fresh ideas, modern presentation styles or fusion concepts, but controlling managers sometimes reject suggestions simply because they prefer traditional methods or want complete authority over the department. After repeated rejection, employees stop contributing ideas altogether. Creativity disappears and work becomes mechanical.

This affects not only employees but also organizational growth. Hotels that fail to innovate eventually struggle to compete in the modern market where guest expectations change rapidly.

Control-oriented management also damages employee morale. Hospitality employees already work under pressure — long shifts, peak occupancy stress, guest complaints, staff shortages and operational emergencies are part of daily life. In such an environment, continuous monitoring through calls, WhatsApp messages, CCTV observation and unnecessary reporting creates mental exhaustion.

Many hotel employees today feel they are never truly off duty. Even after shift hours, they continue receiving operational calls and messages asking for updates, photographs, explanations and reports. Slowly, frustration builds up. Employees may continue working physically but mentally they disconnect from the organization.

This is one of the major reasons why attrition in hospitality remains high.

People rarely leave only because of salary. In many cases, they leave because they no longer feel respected.

One of the biggest damages caused by controlling managers is the failure to create future leaders. A true leader develops people who can eventually handle responsibilities independently. A controlling manager, however, often wants everything to revolve around them. They avoid delegation because they believe nobody else can do the work correctly.

As a result, supervisors remain dependent, assistant managers fail to gain confidence and departments become weak without the presence of one individual. The organization may appear stable externally, but internally it becomes fragile.

This becomes very visible whenever a department head goes on leave. Operations suddenly become slow because the team was never trained to think independently. Every decision, even minor ones, had always depended on one person.

Strong organizations do not function like this. Strong organizations build systems where teams can operate confidently even in the absence of senior management.

Of course, hotels require discipline, standards, grooming checks, audits and supervision. Hospitality cannot function without operational control. But there is a major difference between maintaining standards and creating fear.



Employees perform best when they know management trusts them. Trust increases accountability. When employees feel respected, they naturally become more responsible toward guests and the organization.

Some of the best hotel leaders are those who guide silently rather than controlling aggressively. They train employees properly, set expectations clearly and then allow teams to perform. They correct mistakes professionally without public humiliation. They focus on coaching rather than intimidation.

Modern hospitality leadership is no longer about authority alone. It is about emotional intelligence, communication, mentorship and team-building.

The hotel industry is changing rapidly. Guest expectations are evolving, service standards are becoming more personalized and employees today seek workplaces where they can grow professionally. Organizations that continue operating through fear and excessive control may maintain temporary discipline but they will struggle to retain talent and build long-term leadership.

A manager may control operations for a day, but only a leader can build a team that performs consistently for years.

In the end, hotels become successful not because one person controls everything, but because every employee feels confident enough to contribute meaningfully. Leadership grows where trust exists. Weak teams grow where fear dominates.

Source:

- The 7 habits of Highly effective People- franklincovey.com
- Leaders eat last- simonsinek.com
- Examples of Hotel- from the real life experiences of Gaurav Goswami