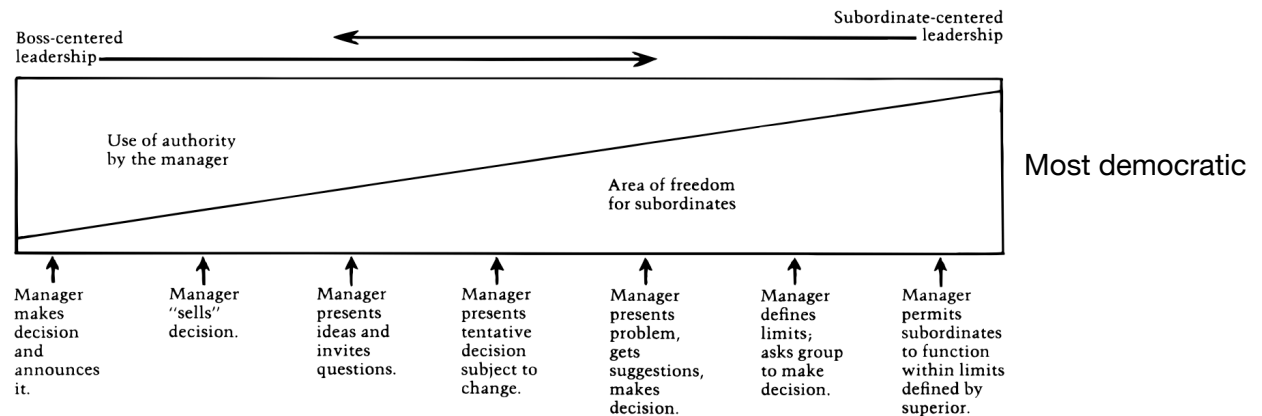


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## Reading — How to Choose a Leadership Pattern, Tannenbaum & Schmidt.

- When should a boss make a decision or consult or leave it up to their employees?
- People tended to think of the world as being divided into “leaders” and “followers”
- Group dynamics: Focus on *members* of the group rather than solely on the leader

**EXHIBIT I Continuum of Leadership Behavior**



- Each type of action is related to the degree of authority used by the boss and to the amount of freedom available to subordinates in reaching decisions. Neither extreme is absolute; authority and freedom are never without their limitations
- The manager makes the decision and announces it:
  - The boss identifies a problem, considers alternative solutions, chooses one of them, and then reports this decision to the subordinates for implementation
  - Coercion may or may not be used or implied
- The manager “**sells**” the decision:
  - Rather than simply announcing it, he or she takes the additional step of persuading and convince the subordinates to accept it
  - The boss recognizes the possibility of some resistance among those who will be faced with the decision, and seeks to reduce this resistance
- The manager presents ideas, invites questions:
  - Seeks acceptance of his or her ideas provides an opportunity for subordinates to get a fuller explanation of his or her thinking and intentions
  - Give and take enables the manager and the subordinates to explore more fully the implications of the decision

- The manager presents a tentative decision subject to change:
  - Boss permits the subordinates to exert some influence on the decision.
  - Initiative for identifying and diagnosing the problem remains with the boss
  - *“I’d like to hear what you have to say about this plan that I have developed. I’ll appreciate your frank reactions but will reserve for myself the final decision.”*
- The manager presents the problem, gets suggestions, and then makes the decision:
  - The subordinates now get the first chance to suggest solutions. The manager’s initial role involves identifying the problem
  - *“We are faced with a number of complaints from newspapers and the general public on our service policy. What is wrong here? What ideas do you have for coming to grips with this problem?”*
  - Function of the group becomes one of increasing the manager’s repertory of possible solutions to the problem
  - From the expanded list of alternatives developed by the manager and the subordinates, the manager then selects the solution that he or she regards as most promising
- The manager defines the limits and requests the group to make a decision:
  - The manager passes to the group (usually another member) the right to make decisions
  - Before doing so, however, he or she defines the problem to be solved and the boundaries within which the decision must be made
- The manager permits the group to make decisions within prescribed limits:
  - Occasionally encountered in formal organizations, usually seen in **research groups**
  - The team of managers or engineers undertakes the identification and diagnosis of the problem, develops alternative procedures for solving it, and decides on one or more of these alternative solutions
  - Only limits directly imposed are those specified by the superior of the team’s boss
- There are a number of alternative ways in which managers can relate themselves to the group or individuals they are supervising
- At the extreme left of the range, the emphasis is on the manager (what *he* or *she* is interested in, how *he* or *she* sees things, how *he* or *she* feels about them)
- At the extreme right of the range, the emphasis is increasingly on the subordinates (what *they* are interested in, how *they* look at things, how *they* feel about them)

- 4 questions arise:
  - If the subordinates make the decision, is the manager responsible?
    - **Managers must expect to be held responsible** by their superiors for the quality of the decisions made, even though operationally these decisions may have been made on a group basis
  - Should the manager participate with subordinates once he or she has delegated responsibility to them (should manager be a member of team or an authority figure)?
    - Bosses should ask if their presence will inhibit or facilitate the problem-solving process. There may be some instances when they should leave the group to let it solve the problem for itself
    - It is important that he or she **indicate clearly to the group beforehand** that he or she is in a member role or an authority role
  - How important is it for the group to recognize what kind of leadership behaviour the boss is using?
    - Many relationship problems between bosses and subordinates occur because the bosses fail to make clear how they plan to use their authority
    - It is highly important for managers to be honest and clear in describing what authority they are keeping and what role they are asking their subordinates to assume in solving a particular problem
  - Can you tell how “democratic” a manager is by the number of decisions the subordinates make?
    - The sheer *number* of decisions is not an accurate index. More important is the *significance* of the decisions which the boss entrusts to subordinates
- 3 factors or forces a manager should consider in deciding what leadership pattern to choose:
  - Forces in the manager:
    - **Their value system:** How strongly do they feel that individuals should have a share in making the decisions which affect them? behaviour will also be influenced by the relative importance that they attach to organizational efficiency, personal growth of subordinates, and company profits
    - **Their confidence in subordinates:** In viewing his or her particular group of subordinates, the manager is likely to consider their knowledge and competence with respect to the problem. They may or may not have more confidence in their own capabilities than in those of subordinates
    - **Their own leadership inclinations:** There are some managers who seem to function more comfortably and naturally as highly directive leaders and

other managers seem to operate more comfortably in a team role, where they are continually sharing many of their functions with their subordinates

- **Their feelings of security in an uncertain situation:** Managers who release control over the decision-making process thereby reduce the predictability of the outcome. Some managers have a greater need than others for predictability and stability in their environment
- Forces in the subordinate (Managers can permit subordinates greater freedom (more democratic ) if the following conditions exist):
  - If the subordinates have relatively high needs for independence
  - If the subordinates have a readiness to assume responsibility for decision making
  - If they have a relatively high tolerance for ambiguity
  - If they are interested in the problem and feel that it is important
  - If they understand and identify with the goals of the organization
  - If they have the necessary knowledge and experience to deal with the problem
  - If they have learned to expect to share in decision making
- Managers will probably tend to make fuller use of their own authority if the above conditions do *not* exist
- Forces in the situation:
  - **Type of organization:** Managers who are newcomers to a company quickly discover that certain kinds of behaviour are approved while others are not
  - **Group effectiveness:** Bosses evaluate the experience the group has had in working together. A group of people with experience together or with similar backgrounds and interests will work more quickly and easily than people with dissimilar backgrounds, because the communication problems are likely to be less complex
  - **The problem itself:** The nature of the problem may determine what degree of authority should be delegated by managers to their subordinates. The key question to ask is: "Have I heard the ideas of everyone who has the necessary knowledge to make a significant contribution to the solution of this problem?"
  - **The pressure of time:** When the time pressure is less intense, it becomes much more possible for a boss to bring subordinates in on the decision-making process
  - **Long-run strategy:**

- **Objectives to be attained:**
  - Raise level of employee motivation
  - Increase the readiness of subordinates to accept change
  - Improve quality of managerial decisions
  - Develop teamwork and morale
  - Further the individual development of employees
- **Successful leaders are those who are keenly aware of the forces which are most relevant to their behaviour at any given time.** They accurately understand themselves, the individuals and groups they are dealing with, and the company and broader social environment in which they operate. And certainly they are able to assess the present readiness for growth of their subordinates.
- **Successful leaders are those who are able to behave appropriately in the light of these perceptions.** If direction is in order, they are able to direct; if considerable participative freedom is called for, they are able to provide such freedom
- Successful managers of people can be primarily characterized neither as strong leaders nor as permissive ones. Rather, they are people who accurately assess the forces that determine what their most appropriate behaviour at any given time should be and in actually being able to behave accordingly

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### Reading — Becoming the Boss. Hill, L.

- **Executives are shaped irrevocably by their first management positions**
- New managers describe the transition from an employee job to a leadership job as “getting harder all the time”
- The first step to leadership is to understand the essential nature of their role — what it truly means to be in charge
- One of the first things new managers discover is that their role is even more demanding than they’d anticipated. There is a gap between their current capabilities and the requirements of the new position
  - In their prior jobs, success depended on their personal expertise and actions. As managers, they are responsible for setting and implementing an agenda for an entire group, something for which their careers as individual performers haven’t prepared them

- **Managing is a craft primarily acquired through on-the-job experiences**— especially adverse experiences in which the new manager, working beyond his current capabilities, proceeds by trial and error
- The transition is often harder than it need be because of new managers' misconceptions about their role
  - They assume the position will give them more authority and, with that, more freedom and autonomy to do what they think is best for the organization. Instead of feeling free, they feel constrained by people who make relentless and often conflicting demands on them
- The people most likely to make a new manager's life miserable are those who don't fall under her formal authority: outside suppliers, managers in another division, etc...
- **Most new managers mistakenly believe their power is based on the formal authority** and adopt a hands-on, autocratic approach, not because they are eager to exercise their new power over people but because they believe it is the most effective way to produce results. In reality, authority emerges only as the manager establishes credibility with their subordinates, peers, and superiors
- Managers gain credibility by demonstrating their:
  - Character: Intention to do the right thing
  - Competence: Knowing how to do the right thing
  - Influence: The ability to deliver and execute the right thing
- Managers fall into the trap of relying too heavily on their formal authority as their source of influence. Instead, they need to build their influence by creating a web of strong, interdependent relationships, based on credibility and trust, throughout their team and the entire organization
- **Managers must control their direct reports.** Most new managers, in part because of insecurity in an unfamiliar role, long for compliance from their subordinates. They fear that if they don't establish this early on, their direct reports will walk all over them
- Compliance does not equal commitment. If people aren't committed, they won't take the initiative. And if subordinates aren't taking the initiative, the manager can't delegate effectively. The direct reports won't take the calculated risks that lead to the continuous change and improvement required by today's turbulent business environment

- **The more power managers are willing to share with subordinates in this way, the more influence they tend to command.** When they lead in a manner that allows their people to take the initiative, they build their own credibility as managers
- **Managers must focus on forging good individual relationships.** Managing interdependencies and exercising informal authority derived from personal credibility require new managers to build trust, influence, and mutual expectations with a wide range of people
- Beginner managers mistakenly equate the management of their team with managing the individuals on the team. They attend primarily to individual performance and pay little or no attention to team culture and performance. By doing so, they neglect a fundamental aspect of effective leadership: harnessing the collective power of the group to improve individual performance and commitment
- **Managers must ensure that things run smoothly.** Therefore, they need to realize they are responsible for recommending and initiating changes that will enhance their groups' performance
- Another misconception: The boss is supposed to have all the answers, so seeking help is a sure sign that a new manager is a "promotion mistake." Therefore, they might feel scared to ask for help from their boss