



UNIT-1

Understanding Management

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Understand the characteristics of Management and Leadership

Unit 1

Understanding Management

About Leadership

There are several very strong models for leadership which have been developed after many years of study, and with the help of many companies and their leaders. (See the recommended reading list at the back of this manual for more information.) All of these models share some things in common that we can certainly learn from in our own quest to become the best leaders that we can be. Whether you have “leader” in your job title or you are a leader without a team, developing the characteristics of strong leaders will help you in your work.

First, let’s explore what kind of a leader that you are. In the work done by Paul Hersey and Ken Blanchard on the Situational Leadership II® model, they recognize four leadership styles that tend to resonate with us. As you read about the different styles, think about where your comfort zone is.

Director’s Style

Someone with a director’s style does well with new employees, who seem to easily respond to being told what is expected, having processes and procedures outlined for them, and having someone they can report to or ask questions of regularly. The director’s style is defined by a high emphasis on directing tasks and being able to account for results.

Coach’s Style

Coaches are able to blend supporting people and directing tasks. This is available to a leader when employees understand what is expected, but need some range of support in order to take independent steps and make things happen. A coach’s style has a high degree of involvement in directing tasks, with an equally high emphasis on supporting people.

Supporter’s Style

This style encourages people to come up with solutions and solve problems on their own. It provides them with the support they need in terms of tools and resources. The supporting style shows a low degree of directing tasks and a high emphasis on supporting people.

Delegator's Style

Delegating means that the delegator holds responsibility for results, but that the work is done by others. We delegate to individuals who have high levels of related skill and the experience it takes to locate their resources and tools. Then they can report to the delegator at defined intervals. This style is one with a low emphasis on directing tasks, and an equally low emphasis on providing people support.

Understanding Your Comfort Zone

We all have a comfort and ease with one style, but there are times when staff performance, our own confidence, or a crisis demands that we behave differently.

When new people join the team, they understandably will need a level of **direction** that can be quite high and will leave little time for supporting people. As they gain skill and confidence, the leader can progress to a **coaching** style where they are still directing tasks but also able to offer additional support. As the employee makes progress, the leader provides more support and less hands-on direction until the direct report has the ability to accept delegated tasks.

This process can be cyclical. For example, a team that you can easily delegate to might go through a significant change or have a new system being implemented. You might have to start again with directing behavior before moving on to coaching, supporting, and then a return to delegating.



Fig. 1.1

We also might encounter structures that do not allow us to delegate, which can be a tough job for someone who is a capable and effective delegator.

Managing Performance

When you consider different aspects of leadership, you can learn from the insights of global business leaders and research in order to make your own foray into leadership as effective as possible. One of the areas that many leaders struggle with is **performance management**. We are very good at identifying the things that people do wrong (or the gaps in their performance), but we may not be as good at recognizing their success. For example, if you complete a project and 90% of the work is exceptional, a typical leader will ask why you missed the other 10%.

Instead of looking for gaps and managing performance from a negative perspective, think of our job as leaders as one to help people do more and do better. Empowerment means that leaders make sure that people have what they need to do their work, while still being accountable for what they do. Often, leaders will congratulate themselves when things are going well, and then look for people and outside factors to blame when things are going wrong. This is unfortunate, and a sign of how our egos can stop us from being truly effective.

In Jim Collins' bestseller *Good to Great*, he talks about humility in leaders. Humility allows a leader to realize that it's not about him or her; leadership is about making sure that people have what they need in order to do their best work. Humility is best demonstrated by action – and not the self-serving kind of actions either! Humility is doing what needs to be done without fanfare. It's not demonstrated by updating social networking sites and bragging about the things that you have done.

Servant Leadership

Robert Greenleaf first used the term **servant leadership** in 1970, although the principles have been in use for more than two thousand years. Servant leaders are those who can see a larger picture, and make a commitment to serve their own people. In a traditional organization, employees respond to what their boss needs. Servant leaders, however, know that their role is to help people reach their goals, and they keep the bigger picture in mind. Rather than wanting their own needs met, servant leaders want to make a difference for others, and the outcome is the impact that this approach has on the organization.

While servant leadership has a long history, standard business practice has been to focus on results in terms of profit and put “bosses” in positions of authority and accountability. Servant leadership, however, is about heart. When leaders pay attention to what their people need and engage their hearts as well as their minds, they are able to get a level of commitment that is much higher than in traditionally led organizations. The results can be measured in terms of profit, but also in terms of employee engagement and commitment.

Are you called to lead?

What do you love about leadership?

What challenges do you have?

If your organization is not exemplifying servant leadership now, what do you think would have to change for it to become a serving organization?

Onboarding and Orientation

Here is one of our favorite success stories.

Ann started a management job a couple of years ago where the welcome was remarkable. Her team had a banner saying “Welcome!” hung up, and there was a vase with daisies on her desk. Her new cell phone was there, all ready to go. Her computer was set up with all the applications she needed. Her new boss even took her out for lunch and answered all her questions, and provided her with insight on the company’s culture. Ann was captivated by the place, and felt very good about her decision to accept the job.

But this is not the way many people start a new job. Can you relate to any of these stories?

- Ñ No one knew the person was starting on Monday because the boss was off on vacation and had not made any arrangements.
- Ñ New members of a road crew showed up and there was no safety gear for them.
- Ñ A sales representative started a new job with no computer access, business cards, computer, or phone.
- Ñ An organization assigned a buddy for a new staff member to show him the ropes. No one thought of the fact that the buddy doesn’t start work until an hour after the new employee was told to.
- Ñ A receptionist starts in a veterinary office on Monday. On Wednesday, someone tells her that each Thursday she’ll be working from noon to 8:00 p.m. instead of the day shift she was hired for.
- Ñ No one has been assigned to show a new employee around the building, which is set up like a labyrinth. Where do they go to the washroom, store their lunch, or report to their supervisor?

These may seem like some extreme examples, but they have all actually happened to people that we know. Imagine how Ann felt on her first day of that job, in contrast to the people in the other examples.

If you are the leader that the new person works for, it is your responsibility to make sure that your new team member is welcomed, and that they feel that they made the right choice in accepting the job offer. Balance your need to get started with the pace that this person can take in what is new: avoid an information dump or negative comments about the orientation process or the company. Your role is to engage the heads and hearts of new people, and to realize the benefits of the decision you made to hire them.

Five Practices

Introduction

James Kouzes and Barry Posner are two other well-known researchers who have done a tremendous amount of work on leadership, and their findings complement Peter Senge’s work.

They have identified five practices they feel should be a part of every leader's skill set.

- Ñ Challenge the process
- Ñ Inspire a shared vision
- Ñ Enable other to act
- Ñ Model the way
- Ñ Encourage the heart of employees

Let's take a quick look at what these mean to us.

Practices One, Two, and Three

Challenge The Process.

Leaders venture out. Leaders don't sit idly by waiting for fate to smile upon them. They seek and accept challenge. Leaders are pioneers who are willing to step out into the unknown. They are willing to take risks, innovate, and experiment to find new and better ways of doing things.

But leaders need not always be the creators or originators of new or different products, services, or processes. These innovations tend to come from customers, vendors, people in the labs, and people on the front lines. The leader's contribution is in recognizing the good ideas, supporting innovation, and challenging the system to get new processes adopted. They know that they are taking a risk, but they proceed anyway. They learn from their failures as well as from their successes.

Inspire A Shared Vision.

Leaders have absolute and total personal belief in their dreams, but in some ways, leaders live their lives backwards. They can see pictures in their mind's eye even before the end is in sight.

Yet if a vision is only seen by the leader, it can't create an organized movement, or a significant change in a company. A person who doesn't have followers is not a leader, and people do not follow until they can accept a vision as their own. Leadership is a dialogue, not a monologue. (Sound familiar? This was the idea behind shared vision in the work by Peter Senge.)

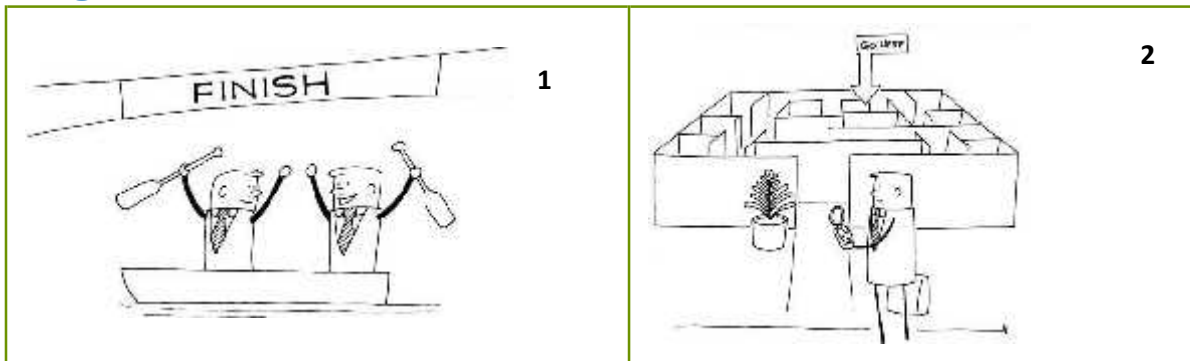
Enable Others To Act.

Leadership is a team effort. Leaders know that nobody does their best if they feel weak, incompetent, or alienated; they know that those who are expected to produce results must feel a sense of ownership. Leaders enable others to act not by hoarding the power they have, but by giving it away. When people have discretion, authority, and information, they are likely to use these resources and their energies to produce extraordinary results. Leadership is a relationship founded on trust and confidence. Without trust and confidence, people don't take risks. Without risks, there's no change. Without change, organizations die.

Think of a time when you felt especially powerful as a result of something a manager said or did. Specifically, what did the manager do or say? Aside from empowered, how did you feel?

Think of a time when you felt powerless as a result of something a manager said or did. What specifically did he or she do? How did these actions make you feel?

Image Identification



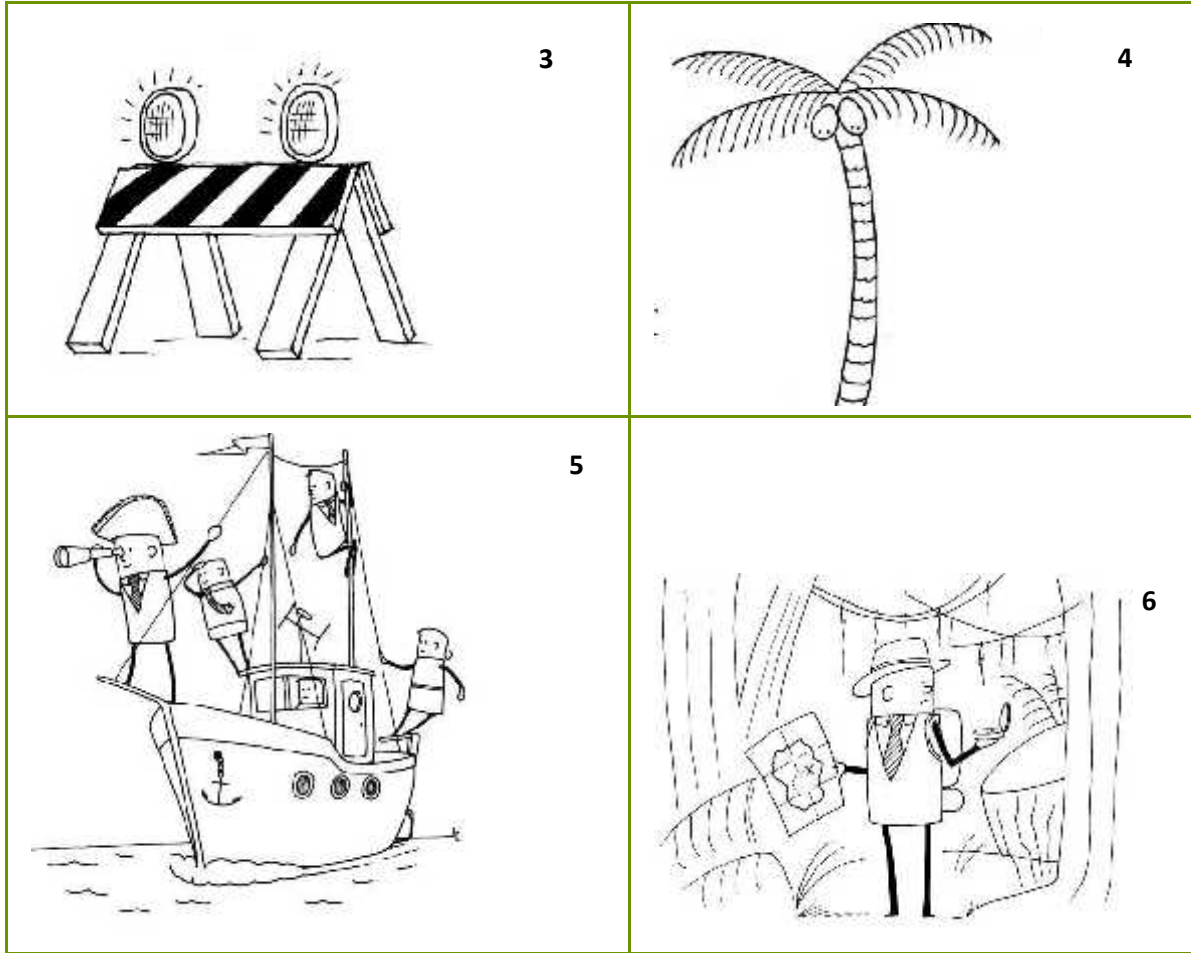


Fig. 1.2

Image Number	How does it relate to leadership?	Rate the appeal of the photo.
1		
2		
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5		
6		

Practices Four and Five

Model the Way

Leaders go first. Never ask your team to do something you are not willing to do. You set an example and build commitment through simple daily acts that create progress and momentum.

Leaders stand up for their beliefs, so you'd better have some beliefs to stand up for. Your deeds are far more important than your words. Leaders need operational plans. They must steer projects along a purposeful course, measure performance, give feedback, meet budgets and schedules, and take corrective action.

Encourage The Heart

Of all the leadership practices, encouraging the heart is the hardest to plan. Why? For one thing, you don't know in advance what people will do that merits recognition. For another, you want your recognitions and celebrations to be spontaneous, genuine, and heartfelt. Too much planning can make recognition feel routine or forced.

To get started on encouraging the heart through effective recognition, here are two possible commitments for you to accept.

Ñ One person I'll recognize in the coming week: _____

➤ Why: _____

➤ How: _____

Ñ One celebration I'll hold in the next month: _____

➤ Why: _____

➤ How: _____

Practices In Practice

Activity	Practice Number(s)
Communicate often. Make sure communication runs both ways.	
Be aware of changing environment.	
Make sure everyone understands the end results & their role & and how they will benefit.	
Plot a procedure. Break it down into its parts.	
Ask for help from others.	
Constantly evaluate current products and procedures.	
Reserve judgment until you have the facts & but be willing to come to decisions.	
Give employees projects for which they can take responsibility.	
Lead and direct the process, but make it an “us” collaboration.	
Measure your deliverables.	
Create a collaborative basic plan for growth.	
Demonstrate integrity in your own actions.	
Recognize individuals the way they want to be recognized.	
Trust and provide visible evidence that you do.	
Celebrate success together.	
Make sure others see what’s in it for them; how they will benefit.	
Help others understand why they must innovate and be competitive, viable, and marketable.	
Share how you see the business/organization in 10 years.	

Activity	Practice Number(s)
Benchmark and find out how “X” is doing it.	
Explore risks. Be willing to take small risks to innovate.	
Do a SWOT analysis.	
Provide people with both opportunities and resources.	
Develop effective strategies for resolving conflict.	
Really delegate. Live with mistakes and learn from them.	
Be visible and accessible.	
Set reasonable short term goals.	
Demonstrate random acts of kindness.	
Celebrate and post external accomplishments.	
Recognize strengths and recognize victories over challenges.	
Find ways to recognize teams: verbally, in writing, and with tokens of appreciation.	

Managers Vs. Leaders

Leaders can be managers, but all managers are not necessarily leaders. Within your organization, you will find job titles that are associated with leadership roles, and we also have people who are not formally in a management role, but they are certainly leaders. This section will discuss the elements of leaders and managers. Decide what kind of role you fulfill, and consider whether you will further develop your leadership and management skills.

Who are people that you would consider to be great leaders of today?

Who are some leaders in your particular industry, organization, or geographic location?

What qualities make these leaders stand out among their Peers?

Workplaces need people who can **both lead and manage**. Being an authentic, strong, and successful leader is not easy, and we should not expect it to be. Becoming a good athlete, physician, or musician is not easy. While you may see leaders who make the journey look easy, it's important to recognize that they have to work at it.

Often, you will see managers defined as looking after administration, systems, or a particular structure; being accountable; and getting things done correctly. All of these things are absolutely essential in business success. However, the leader is observed as an innovator, a visionary who inspires trust, someone who has a long term view, and someone who is able to empower managers and others to get the work done. When the leader sets a direction and shares a vision, the manager is responsible for implementing it.

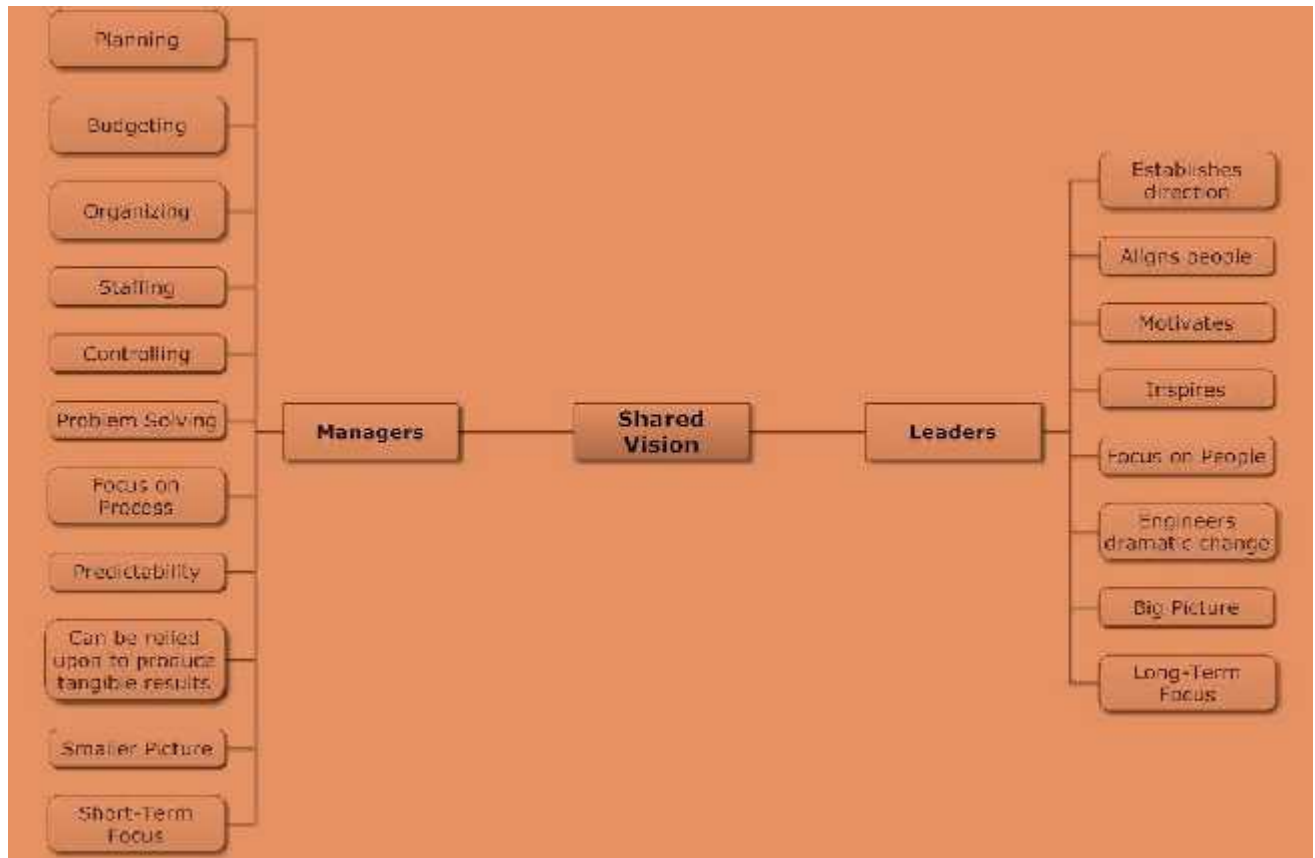


Fig. 1.3

Perhaps Peter Drucker said it best: “Management is doing things right; leadership is doing the right things.”

Types Of Thinking

Directional Thinking

Directional thinking is the thought process that a person goes through, whether individually or within an organization, that ultimately produces a vision or establishes a direction.

The process consists of two major steps:

- Ñ A direction-setting opportunity.
- Ñ A direction-setting decision.

A **Direction-Setting Opportunity (DSO)** is an event that occurs in a person’s life. It may be ordinary or it may be extraordinary. But it does present an opportunity to change a particular course of action.

In general there are two types of DSOs: those that occur arbitrarily through forces outside your control and those that are intentional.

A **Direction-Setting Decision (DSD)** occurs when you choose between the existing pattern and a new direction. Once you make a DSD, it will change your course and put you on a road that leads in a different direction.

We can create this new direction by using several different techniques.

Paradigm Shifts

One example of a paradigm shift is the story Stephen Covey told in his book *The Seven Habits of Highly Effective People*. He was on a subway train early one Sunday morning. All was quiet as people read their paper, sipped their coffee, or caught a few more minutes of sleep. At one stop, the quiet was broken as a man and his three small children got on the train. Within minutes the children had disrupted the calm as they jostled people, threw things, and yelled back and forth. The atmosphere was charged with unspoken anger toward this man and his children.

Covey's own resentment grew, and since the father was sitting next to him, Covey brought the children's behavior to the man's attention. The stranger replied, "We just came from the hospital where their mother died about an hour ago. I don't know what to think, and I guess they don't know how to handle it either."

Here is the paradigm shift: people's anger and resentment shifted to sympathy and compassion as the magnitude of what had taken place registered for each individual. People expressed an interest in the children as Covey spoke with their father, and the shattered peace was no longer important.

Mind Mapping

This technique is an example of creative or lateral thinking versus linear thinking. Linear thinking is sequential and orderly. However, this is not always the way our minds work. For example, say you were thinking of starting a garden in your backyard. Your mind might think about these things:

- Ñ Lights
- Ñ Perennials/annuals
- Ñ Soil
- Ñ Layout

Write these ideas in a list. Then under or beside "Lights" write what comes into your mind as in: up lighting, motion sensors, etc.

Soon you have a mind map that is anything but sequential, but which can be made sequential when the time comes.

Reframing

Think of how these phrases might be reframed to sound more positive:

Negative	Positive
It's them	
It's a problem	
We don't have enough time	

Reframing an idea or problem can give us a new perspective on it and help us come up with new insights.

Consequential Thinking

Consequential Thinking is the process of identifying the risks associated with a particular action and then considering whether to continue in pursuit of that goal.

No one is immune from risk. Choices create risk. We all live with risk on a daily basis and leaders encounter risks with every decision they make, and every action they pursue. The difference between the risks you take as an individual and the risks you take as a project leader is the number of people who are affected.

In *Managing Risk*, author Vernon L. Grose argues there is no such thing as an accident. He feels that what we call accidents are actually the result of choices. For leaders, the question before proceeding in a certain direction should not be, "How likely is an accident?" but rather, "What are the risks associated with my choices? Which risks can be eliminated? Which risks can be avoided?"

Since your decisions will change things from the way they are to the way you think they should be, consider the process and the outcomes carefully.

Consequential thinking is a logical extension of directional thinking. The greatest enemy to a successful decision is your own impulsiveness. What are some of the ways you can structure your thinking to minimize risk?

Whenever you make a decision, think about its consequences. You can use the Rotary four-way test to help you:

- ñ Is it ethical?
- ñ Is it legal?
- ñ Is it fair and balanced?
- ñ Will it pass a test of public scrutiny?

You can also consider the pros vs. cons and costs vs. benefits of your decision.

Ethics 101

You start a new job where you have the discretion to choose the charity to which your company donates. The charity with which your company has had a long association, however, contravenes your political

There are several things to consider when we talk about influencing others:

- Ñ An individual's resistance to change
- Ñ Maslow's Hierarchy of Needs
- Ñ The types of strategies that manipulate
- Ñ The type of strategies that persuade people to change (usually based on principles of fairness and mutual gain)

In *Influence: The Psychology of Persuasion*, Robert Cialdini has identified six influence strategies.

Reciprocity

This refers to an obligation to return what we get. When people remember our birthday, anniversary, or an event we feel obligated to give them or do something of equal value in return.

Commitment

Once we have made a commitment to do something, we feel both internal and external pressure to follow through. For example, if I made a commitment to look after your pet goldfish for the weekend, I would feel pressure in my own mind to do so, even if circumstances made it very difficult to follow through.

Social Proof

One way we can determine what is the correct or best way to do something is to find out what others are doing and then do the same thing. This influencing factor is even more effective when we are uncertain what the standard should be and we seek opinions from people that we know and trust.

Likeability

People generally prefer to do business with people they know and like, rather than people they don't know or don't like. Successful sales people usually have excellent interpersonal skills that help them connect with people. This might be remembering their name or their birthday, the ability to find some common ground with them, or simply the ability to make others feel good about themselves. Remember, we catch more flies with honey than we do with vinegar.

Authority

People will be more apt to comply with requests if they think the request comes from a figure of authority. We rarely question police officers, fire officials, doctors, or professors when they ask us to comply with their requests.

Scarcity

If stores are about to run out of something, we feel the urge to stock up whether we need the item or not. We don't want to lose our sense of being in control. This opens the door to unfair price-gouging during times of stress, like major storms or disasters.

Building Trust

The Cycle Of Trust And Performance

Trust may very well be one of the most important determiners of employer-employee relationships. Research has determined that if employees trust their managers, they are much more likely to be open in their communication. High trust on the part of a manager stimulates high worker performance, which in turn reinforces trust and thus becomes a self-fulfilling prophecy. This makes a constructive cycle of trust between the employee and employer.

However, in a destructive cycle, low trust on the part of the supervisor/manager contributes to low worker performance, which then reinforces a manager's low trust.

To improve trust, either the manager or the employee can initiate a break from the destructive cycle. Using the reciprocal nature of relationships as justification, a manager can react to a low-producing employee by giving back more trust and responsibility, hoping to motivate better performance. Or the employee can react to low trust with increased productivity, hoping to persuade the manager that he or she is deserving of trust.

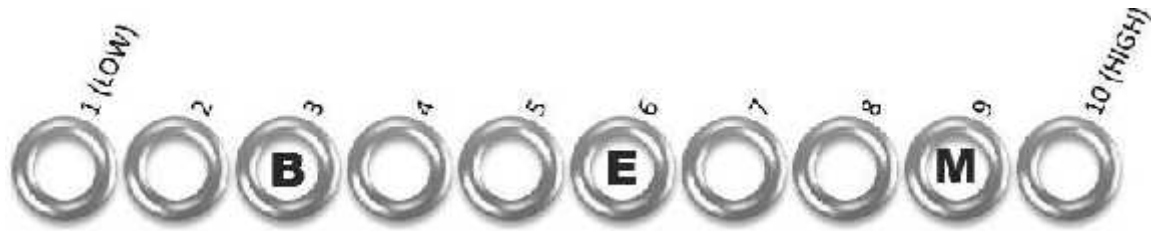
Although there is an element of risk in these methods, the destructive cycle will continue until one or the other does something to break it.

Trust Exercise

Many authorities on leadership, communication, and management assert that a trusting relationship is basic to leadership effectiveness. On the scale below enter data at three points on it to indicate the degree to which:

- Ñ You trust your employees (M)
- Ñ You trust your boss (B)
- Ñ You believe your employees trust you (E)

Here is a sample of a completed rating:



Here is the scale that you are to use:



Fig. 1.4

Further Reading:

- ✓ *Understanding Management, (2010) ,By Richard Daft, Dorothy Marcic*
- ✓ *Understanding Management, (2006), By Richard L. Daft, Dorothy Marcic*