HANDBOOK FOR EFFECTIVE LEADERSHIP

"Leader... ship. The word "ship" is hidden inside the word "leadership," as its derivation. So if this office is, in fact, a ship, as its leader, I am the captain. But we're all in the same boat. Teamwork! "

~Michael Scott

IMPROVING "THE OFFICE"

"Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them."
—Paul Hawken

INDEX

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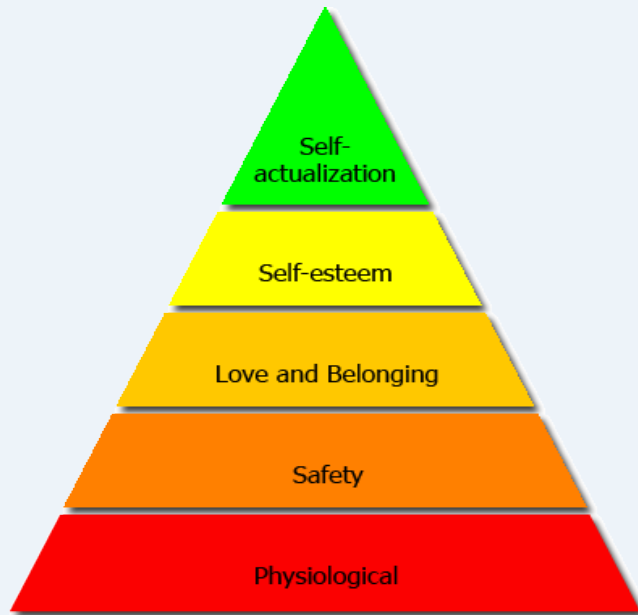6. McGregor D. *The Human Side of Enterprise*. New York: McGraw-Hill Book Co; 1960 .

TABLE OF CONTENTS

Maslow's Theory of Motivation

Basic Human Needs:

Human needs are arranged in a hierarchy. As a lower level need is met, the next level of needs become apparent. Once needs are met, they are no longer motivators for behavior.

Creating Group Loyalty

Group loyalty creates a sense of belonging and unity between group members. With group loyalty, group members will have positive attitudes and be more willing to work in harmony with one another. Loyal group members tend to work more efficiently which leads to greater productivity.

Mangers need to encourage employees to recognize their purpose in a group. With common goals established, the group will provide the greatest output.

Jan: How would a movie increase productivity Michael? How on earth would it do that?

Michael: People work faster after.

Jan: Magically.

Michael: No. They have to, to make up for the time they lost watching the movie.

INCREASING PRODUCTIVITY IN GROUPS

TIPS FOR INCREASING PRODUCTIVITY

- Let employees know that high production is one of the most important aspects of their job.

- Decrease the pressure on the job for employees.

- Give employees the conviction that the tasks they accomplish have value.

- Have sincere concern for employee's personal problems.

- Don't make jobs or tasks excessively routine.

- Have good communication with employees.

- Consider employees as individuals.

- Create effective work groups.

Description of Maslow's Pyramid

Physiological Needs: These needs are the most powerful when unmet. They include shelter, air, food, and so on.

Safety Needs: Humans prefer what is familiar because they need security, stability, and freedom from fear.

Belonging and Love Needs: Humans desire affectionate relationships and a place in a group, as well as the giving and receiving of love.

Esteem Needs: These needs include self-esteem, self-respect, and esteem of others. Independence and recognition are needed to fulfill these needs. When these needs are not met, feelings of inferiority, weakness, and helplessness ensue.

Self-actualization Needs: A self-actualized person, like Michael Scott, has become everything that they are capable of becoming according to their views. Individuals should work in what is best fitted to their needs in order to be at peace with themselves.

Have you met your self-actualized needs?

- Fully exploits your talents, capacities, and potentialities.
- Good at making decisions and at self-governing. You also operate according to a firm foundation of personal values.
- More focused on problems outside yourself, rather than your own needs.
- Focuses on means, rather than ends.
- Can correctly judge people and situations.
- Have deeper interpersonal relations, most likely because you accept yourself and others despite shortcomings.
- Only finds "good" humor funny, which pokes fun at general human foolishness.
- More spontaneous and free-flowing with your thought processes.

Summary of a Self-Actualized Person

1. Individuals are motivated and satisfied as a whole organism.
2. Behaviors almost always have more than one motivation.
3. As humans, we mostly want what we see as attainable.

SITUATION FAVORABLENESS

Favorableness is the degree to which the situation enables the leader to exert influence and control over group processes. Each leadership style performs differently in certain situations.

- **Leader member relations:** the level of trust and confidence your group has in you .
- **Task Structure:** type of task; either clear and structured or vague and unstructured.
- **Leader's Position Power:** the amount of power you have to direct the group.

Everyone is capable of succeeding as a leader. There is not one leadership style that is better than the other. One must be able to deal with both leadership styles and situation favorableness.

	Leadership Situations							
Leader-Member Relations	Good	Good	Good	Good	Poor	Poor	Poor	Poor
Task Structure	High	High	Low	Low	High	High	Low	Low
Position Power	Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak
Favorableness of Situation	Most Favorable			Moderate Favorable			Least Favorable	
Appropriate Leader Behavior	Task-Oriented			Relationship-Oriented			Task-Oriented	

Least Preferred Coworker Scale

(LPC Scale)

	1	2	3	4	5	6	7	8	
1. Pleasant	1	2	3	4	5	6	7	8	Unpleasant
2. Friendly	1	2	3	4	5	6	7	8	Unfriendly
3. Rejecting	1	2	3	4	5	6	7	8	Accepting
4. Tense	1	2	3	4	5	6	7	8	Relaxed
5. Distant	1	2	3	4	5	6	7	8	Close
6. Cold	1	2	3	4	5	6	7	8	Warm
7. Supportive	1	2	3	4	5	6	7	8	Hostile
8. Boring	1	2	3	4	5	6	7	8	Interesting
9. Quarrelsom	1	2	3	4	5	6	7	8	Harmonious
10. Gloomy	1	2	3	4	5	6	7	8	Cheerful
11. Open	1	2	3	4	5	6	7	8	Guarded
12. Backbiting	1	2	3	4	5	6	7	8	Loyal
13. Untrustworthy	1	2	3	4	5	6	7	8	Trustworthy
14. Considerate	1	2	3	4	5	6	7	8	Inconsiderate
15. Nasty	1	2	3	4	5	6	7	8	Nice
16. Agreeable	1	2	3	4	5	6	7	8	Disagreeable
17. Insincere	1	2	3	4	5	6	7	8	Sincere
18. Kind	1	2	3	4	5	6	7	8	Unkind

Results. . .

A lower LPC score indicates a task-oriented leader.
A high LPC score indicates a relationship-oriented leader.

Both behaviors are essential for a functioning organization and must be balanced in order to create an optimal environment.

Remember: Leadership styles that contribute to success under specific situations will not always translate to success in other conditions.

HYGENIC VS. MOTIVATIONAL MODEL

Often job satisfaction and dissatisfaction are thought of as opposites. Managers tend to think they can increase the job satisfaction by removing the factors that lead to job dissatisfaction. However, this is not the case according to the Hygienic vs. Motivational Model.

Employee Satisfaction is increased through feelings of:

Achievement

Recognition

Growth

Advanced Responsibilities

Opportunity for Advancement

Remember: Job satisfaction is not increased by removing un-pleasant stimuli, but it is only increased through encouraging improvement.

Motivation is achieved when employees are given opportunities for achievement, recognition, advanced responsibilities, growth, and advancement.

How Motivation Applies to Management

Motivation

Motivation can be defined as providing employees a reason to act a certain way.

How do you want your employees to act?

Having employees that take initiative and are driven to work hard to help the organization grow is crucial. This type of employee is called a self-actualized employee.

What is a self-actualized employee?

Self-actualized employees will focus on your companies needs rather than their own needs. They will do their best work to the fullness of their capabilities. Their free thinking will allow them to be more creative in problem solving. They will be better at connecting with others and will work better in groups. They will enhance the atmosphere by enjoying life and participating only in "good" humor. Focus should be placed on helping employees achieve self-actualization.

Leadership Style

Task-Oriented vs. Relationship-Oriented

Task-Oriented Leader	Relationship-Oriented Leader
- Satisfied be completing tasks - Very effective at completing tasks - Quick to organize groups	- Recieves sastisfaction by gaining recognition - Good at managing and avoiding conflict - Good with interpersonal relationships

Which leadership style are you?
Fred Fielder believed that your leadership style can be determined by one simple question—**how would you describe your least preferred coworker?**

Try it out
Think of a person with whom you have worked *least* well . On the following page, describe this person by circling the words that best describe them.

EFFECTIVE GROUP MANAGEMENT

BASED ON CONTINGENCY THEORY

The effectiveness of groups depends on the relationship between group members and the group leader.

What is a group?
A group is a set of individuals who share a common goal and interact to achieve that goal.

Who is a leader?
The person that creates the most effective change in the group.

How is a leader's effectiveness measured?
- The group's output
- Group morale
- Member satisfaction

What makes an effective leader?
- Leadership Style
- Situation Favorableness

How do you help your employees become self-actualized?

1. Be sure that the basic needs of your employees are being met. Slowly, they can work up to becoming self-actualized people. For example, if your employee is hungry, he or she will not be able to focus on much else. Give regular breaks and a lunch break.

2. Create a safe environment, where you employees feel stable and secure. Make sure your employees know they can associate with you and other employees without fear.

3. Employees should feel that they belong are an important part of the company. Putting them into smaller groups may enhance this feeling further. Show them respect and encourage respect among employees.

4. Give your employees independence by letting them make decisions and work on their own. (This will take pressure off of you simultaneously). Recognize your employees when they are doing something right, and encourage employees to recognize each other's good deeds. If your employee is feeling inferior or

Helping your employees meet their basic needs to reach self-actualization is critical because self-actualized employees' will be

More productive
More Creative
More independent
Work better in groups

Theory X

The Traditional View of Direction and Control

Assumptions About People That Base Managerial Decisions

1. The typical person doesn't like to work and will avoid it as much as possible.

2. People have to be convinced, controlled and given punishment to motivate them to put forth effort to accomplish objectives of the company or organization

3. In general, people want to be guided, ignore initiative and responsibility, and just seek for security above all.

> **Unless there are opportunities in the work place for the higher needs to be satisfied the employees will be deprived and that will show through in the behavior and attitudes of them. If management focuses only on the physiological needs that are already satisfied they will have to depend on punishment to motivate.**

"We will be unlikely to improve our managerial competence by blaming people for failing to behave according to our predictions."
- Douglas McGregor

Job Loading

Influencing the quality of jobs

According to Herzberg, managers can either delegate horizontal or vertical jobs to their employees. When employees are given horizontal jobs, their personal contribution on the organization is minimized.

TIPS FOR VERTICAL JOB LOADING

- Give employees a range of challenging tasks

- Create meaningful work

- Give encouragement

For example. Michael Scott decides to delegate the task of looking up information on the history of paper to Kevin (who rarely receives any challenging tasks). This task Kevin was given is only keeping him busy and is not essential for the office to thrive. Managers should focus on giving vertical jobs to increase motivation and create a more meaningful experience for the organization.

IMPACT OF MANAGERIAL BEHAVIOR

A large amount of the behaviors in the workplace is determined by the atmosphere of the workplace. The attitudes of the employees are directly affected by the manger. If an employee knows they are valued and that they are working for a respectable organization, the employee will demonstrate positive attitudes in the workplace.

Creating an Optimal Environment

- *Be positive*
- *Value your employees*
- *Reduce stress*

In The Office, Michael creates an unpredictable, relaxed, and goofy environment. Because of this, his employees will often represent the same qualities. If Michael were to create a challenging yet encouraging environment, all the employees of Dunder Mifflin would demonstrate the same attributes.

"I guess the atmosphere that I've tried to create here is that I'm a friend first and a boss second, and probably an entertainer third."

Theory Y

The Integration of the Individual and Organizational Goals

Assumptions Based on Human Nature

1. The typical person doesn't dislike work.
2. Control and punishment from management are not the only source of motivation.
3. The satisfaction of higher needs like ego can be the product of employees effort toward achieving organizational objectives.
4. The average person doesn't avoid responsibility and lack ambition, rather this is consequence from experiences
5. The capacity tor each creativity and imagination while solving problems is found in the population.
6. The intellectual potential of the typical person is only partially realized.

THEORY X & Y SUMMARY

The concept of Theory Y recognizes that the individual's and organization's needs must both be recognized. Theory Y assumes that individuals will self-direct and self-control toward the achievement of the organizational objectives as much as they are personally committed to those objectives. With the focus upon relationships, Theory Y requires management putting more trust in the individual. This independence and trust is what allows the employees to grow and attain satisfaction in their work.

BASED ON THE MANAGERIAL GRID MODEL

Managerial Grid Model
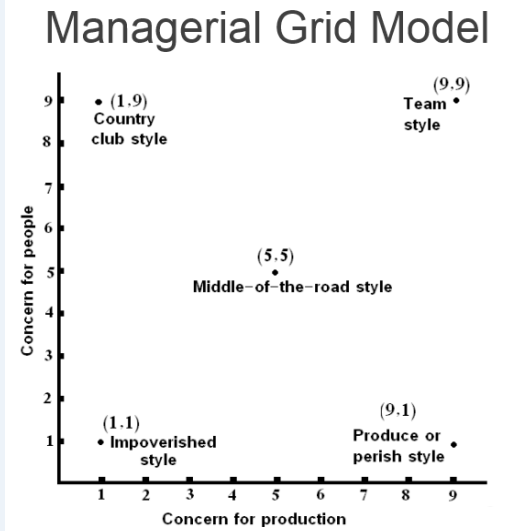
The Managerial Grid defines points, which indicates a specific way of thinking. These are not personality types, but behaviors depending on the situation. In order to solves problems:

1. Managers can identify how their managerial style fits on the grid.
2. Recognize solutions to adjust their style and their employee's style to integrate for a solution.

(1,9) Low concern for production, high concern for people.

- Focuses on the employees and what drives them to work, however the manager has a low concern for being productive.
- Employees are encouraged to avoid trouble because they are loyal and accept their manager.

(1,1) Low concern for production and people

- Managers routing operations exerts minimal influence in contact with other and often puts blame on others
- Criticizes others in self defense because the manager does not want blame for his/her inactivity.

(5,5) Midpoint for both production and people

- Managers assumes people are practical enough where effort is exerted on the job.
- The manager can explain what to do to an employee, which will give the willingness to work.
- Enough communication is giving to employees only to give a general sense in what is going on. Employees will not resist work when plans are set.

(9,9) High concern for production and people

- Aims to promote conditions to integrate creativity, high productivity, and high morale.
- Managers utilize the mental and execution skills of people for goals of accomplishment and as much participation from all.
- The main focus of this managerial style is to improve the organization while utilizing creativity from all individuals.

(9, 1) High concern for production, low concern for people

- Focuses on achievement in competition and direction from control.
- Subordinates are expected to do as they are told, which may prevent them from asking questions.
- The focal point is the manager; there are little interactions between subordinates. Subordinates must meet quotas or must meet consequences.

Which Managerial Style do you think this is?

"How is the new boss? Tough.

Do people respect him? They have to.

Do they like him? Irrelevant. They do not. And I hate them back."

- Dwight