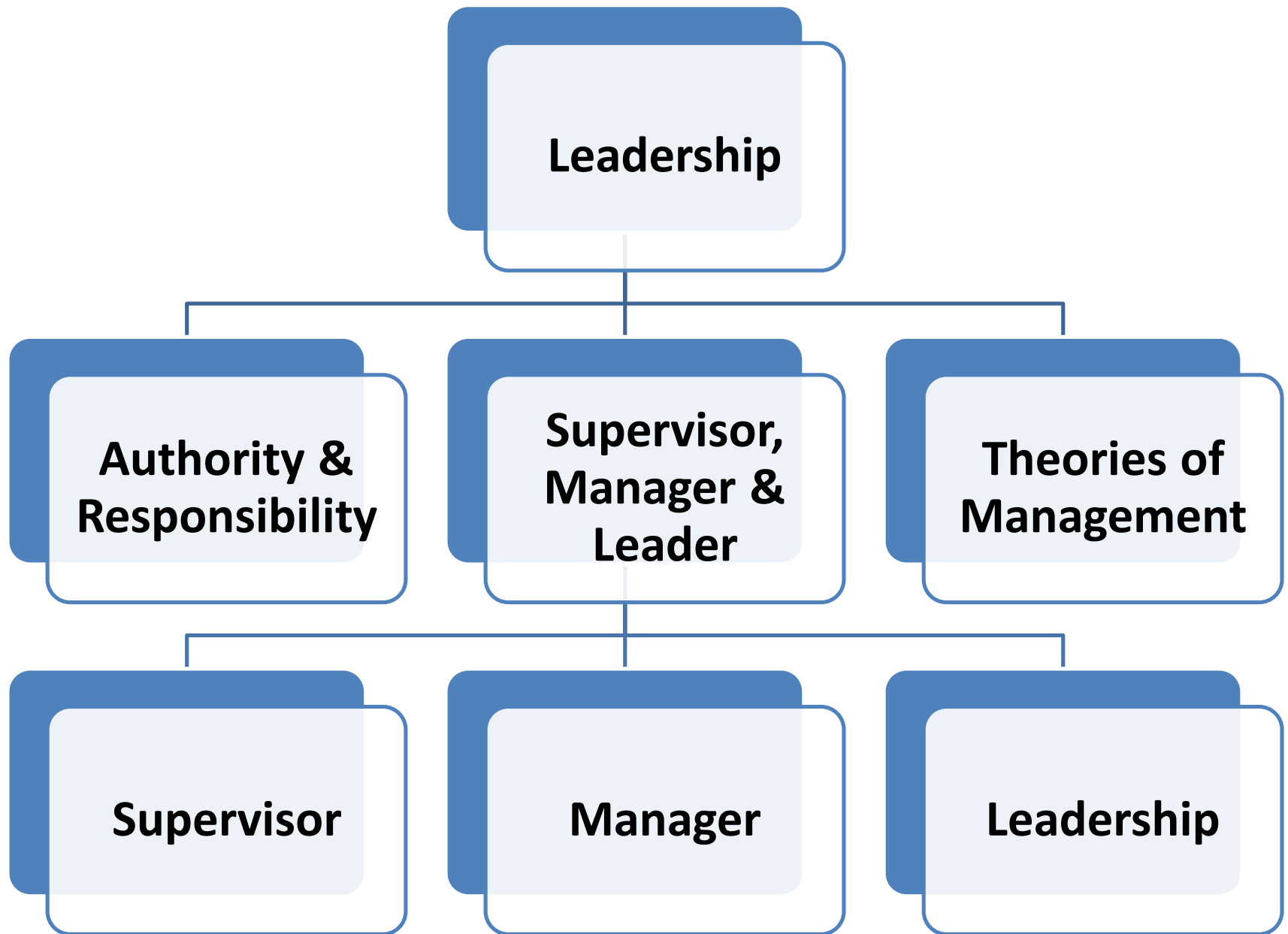


Leadership and Supervision

Chapter#4



Authority & Responsibility

Authority refers to the relationship between the participants in an organization.

“Authority is the right to give orders and the power to exact obedience”

“Authority is the right to do something, or ask someone else to do it and expect it to be done.”

“Authority is thus another word for legitimate power.”

Types of Authority

Line Authority: the authority a manager has over a subordinate, down the vertical chain (or line) of command.

Staff Authority: is the authority one manager or department may have in giving specialist advice to another manager or department, over which there is no line authority. (HR department advising the accounts manager on interviewing techniques.)

Functional Authority: is hybrid of line and staff authority, whereby a manager setting policies and procedures for the company as a whole has the authority in certain circumstances, to direct, design or control activities or procedure of another department.

Responsibility

“Responsibility is the obligation to use delegated powers.

“Responsibility expresses the obligation a person has to fulfill a task, which he or she has been given. A person is said to be responsible for a piece of work when he or she is required to ensure that the work is done.”

John French and Bertram Raven identifies five resources or bases of power.

- **Reward power** – is based on one person having the ability to reward another person for carrying out orders or meeting other requirements.
- **Coercive power** – is based on one person's ability to punish another for not meeting requirements, is the negative side of the reward power.
- **Expert power** – is based on the perception or belief that one person has some relevant expertise or special knowledge that others do not.
- **Referent power** – is based on one person's desire to identify with or imitate others.
- **Legitimate power** – the power derived from being in a position of authority within the organizational structure – according to the position they hold within the organization.

A- Supervision:

The supervisor is part of the management team.

- Supervisor is a person given **authority for planning and controlling** the work of their group,
- A supervisor is a type of manager whose main role is to **ensure that specified tasks are performed correctly and efficiently** by a defined group of people.
- **Supervisor will also doing a operations** work and giving advise to others to help solve the problem.

The duties and responsibilities may be translated into functions in the following ways

- **Planning** – preparing schemes for achieving the targets that have been set by either themselves or the management
- **Organizing** – allocating tasks, delegating and arranging the work and resources in such a as to enable the realizations of the plan.
- **Controlling** – ensuring that the workers performance in terms of cost, quality, and quantity of output matches the plan, if necessary by correcting deviations.
- **Communication** – keeping all concerned adequately informed and keeping themselves in touch.
- **Problem solving and decision taking** – handling day-to-day difficulties and problems and deciding what needs top be done to ensure the effective performance of the supervised.
- **Motivating and maintaining discipline** – encouraging people to give their best within the rules that govern their employment.

B- Manager

The effective use and co-ordination of resources such as capital, plant, materials and labor to achieve defined the objectives with maximum efficiency”.

Management can be considered as

- **Function** – the responsibility for directing and running an organization.
- **Process** – it incorporate activities by which internal and external resources are combined to achieve the objectives of the organization.
- **Discipline** – there is a substantial body of knowledge on management and its functions, which enables managerial competence to be achieved in a short time.
- **Profession** –.....well-defined area of study or concern and providing a definite service after advanced training and education.

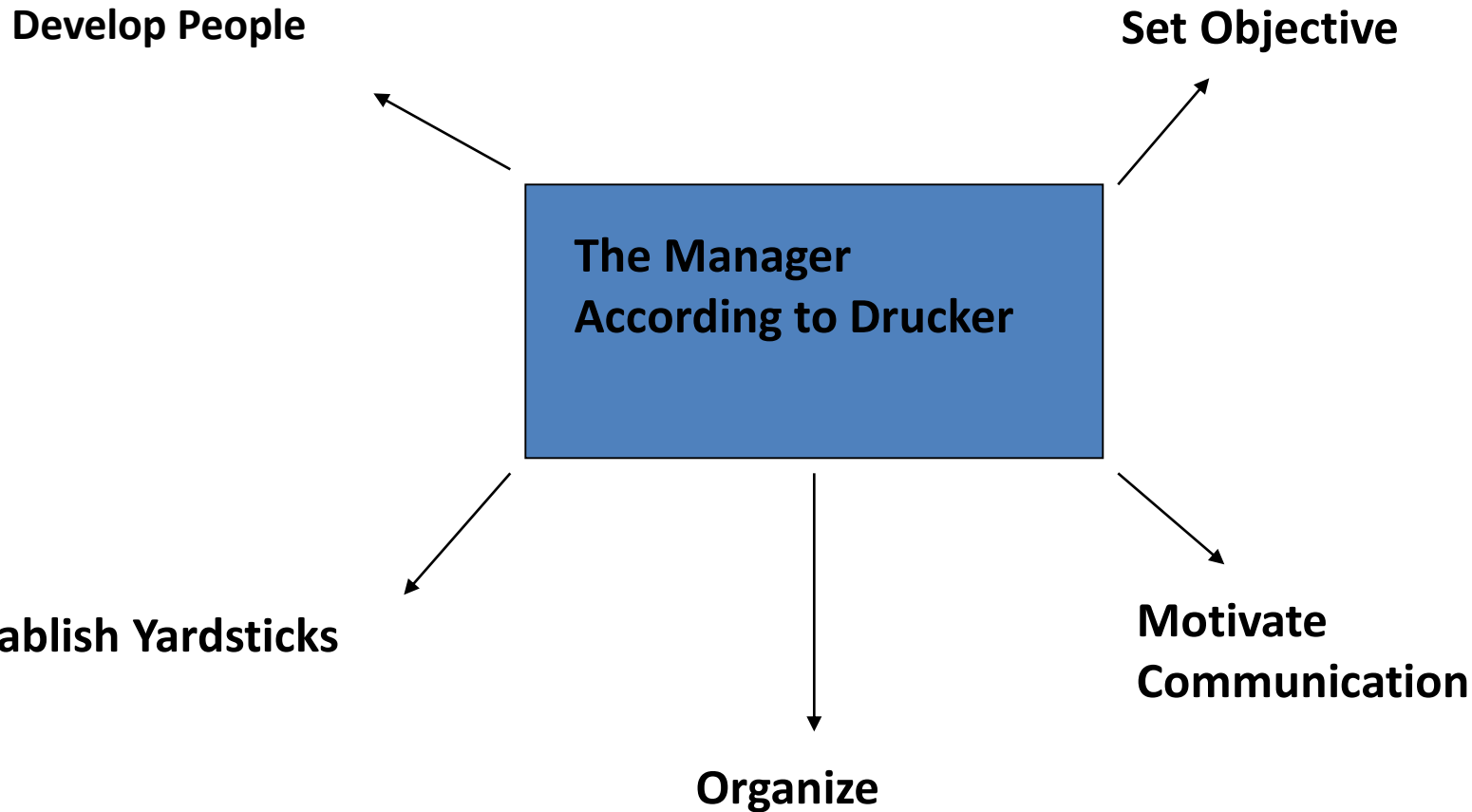
Fayol Point view for Management or Manager

Fayol argued that management may be split into five broad areas that are

- **Forecasting & Planning:**
 - Set objectives
 - Evaluation & choice of action to reach objective
- **Organization:**
 - Divide the work into tasks and projects
 - Appoint subordinates responsible for each element of work
 - Ensure staff have the necessary skills and resources they need
- **Control:**
 - Setting targets
 - Measure the outcomes and compare with target
 - Taking remedial action to deal with divergences to actual from target performance
- **Co-ordination**
 - Ensure all staff are working towards common goals (goal congruence)
- **Command:**
 - Give instruction to subordinate to carry out the tasks
 - Delegate authority to subordinate so that they can command others

Managers' Responsibilities in Peter Drucker's View Point

- Drucker identifies five basic operation in the work of a manager.
Managers:



Mintzberg

Mintzberg identifies ten skills which managers need if they are to develop greater effectiveness, and grouped them together under three categories: interpersonal, informational and decisional.

a- Interpersonal

Figurehead	Symbolic role, manager obliges to carry out social, legal and ceremonial duties	E.g. Receive visitors and making presentation.
Leader	Manager's relationship with subordinate, especially in allocating tasks, hiring, training and motivating staff.	E.g. seeking to build teamwork and foster employee commitment.
Liaison	The development of a network of contacts outside the chain of command through which information and favors can be traded for mutual benefits.	E.g. lunches with suppliers or customers

b) Information

Monitor	The manager collects and sorts out the information which is used to build up a general understanding of the organization and its environment	e.g. reading reports and interrogating subordinate
Disseminator	To be a Disseminator means to spread the information	e.g. passing privileged information to subordinates
Spokespersons	Managers transmit information by various external groups by acting in a PR capacity, lobbying for the organization, informing the public about the organization's performance, plans and policies.	e.g. a sales presentation to prospective the customers.

c) Decisional

Entrepreneur	Managers should be looking continually problems and opportunities when situations requiring improvement are discovered	e.g. launching a new idea or introducing procedures such as a cost reduction program. .
Disturbance handler	A manager has to respond to pressures over which the department has no control.	e.g. strikes
Resource allocate	Choosing from among competing demands for money, equipment, personnel and management time.	e.g. approving expenditure on a project.
Negotiator	Manager takes a charge when their organization must engaged in negotiating with others. In these negotiations, the managers participates as figurehead, spokesperson and resources allocate.	e.g. drawing up contracts with suppliers

Leadership Definition

Leadership is interpersonal influence directed towards achievement of goal/s

Theories of Leadership approaches

- **Trait Theories:**
- **Style Theories of Leadership**
- **The Contingency approach (Fiedler):**
- **Transformational leadership (Bennis):Managing change (Kotter)**

Trait Theories:

Early studies of leadership were based on the assumption that leaders were born and not made.

- They tried to pick out the common personality characteristics so that they had a basis on which to recognize actual and potential leaders by knowing their traits and comparing with them the traits of known leaders.
- Lists of leadership qualities were compiled that included.
- Physical traits – drive, energy, appearances
- Personality traits – adaptability, enthusiasm and self-confidence
- Social traits – co-operation, tact, courtesy

Next: Style Theories of Leadership

Blake and Mouton

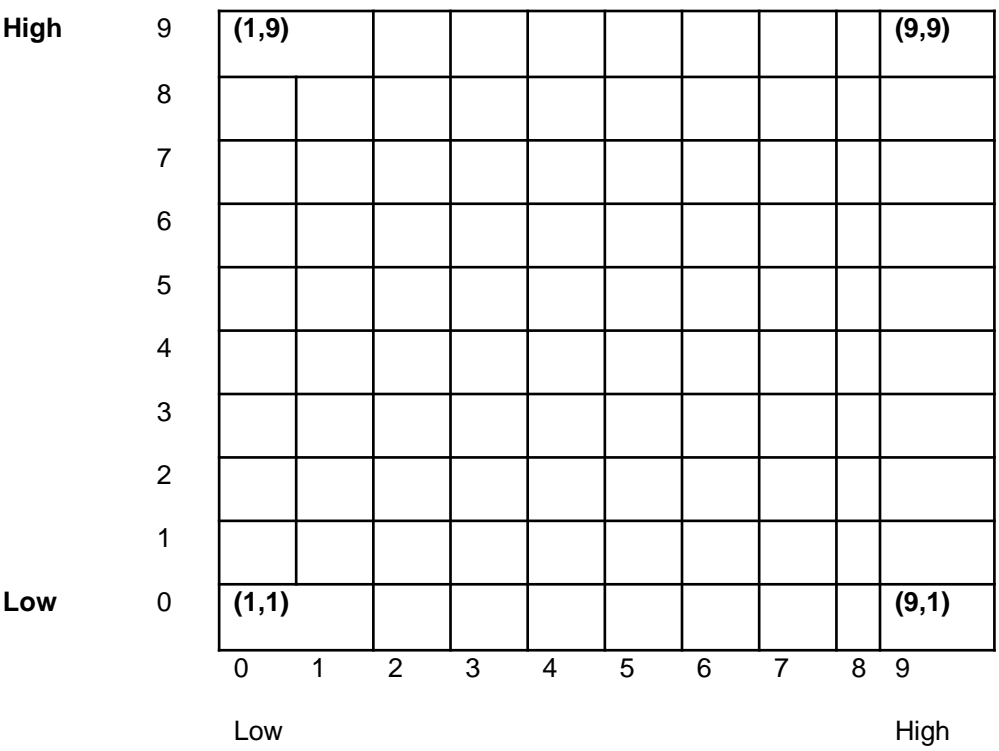
Robert Blake & Mouton carried out research into managerial behavior and observed two basic dimensions of leadership: **Concern for Production** and **Concern for People**.

*1.1 Management

Impoverished:- This manager only makes minimum effort in either area and will make the smallest possible effort required to get the job done.

*1.9 ‘Country Club’

Management:- This manager is thoughtful and attentive to the needs of the people, which leads to a comfortable friendly organization atmosphere but very little work is actually.



***9.1 Task Management:-** This manager only concerned with production and arranges work in such a way that people interference is minimized.

***9.9 Team Management:-** This manager integrates the two areas to foster working together and high production to produce true team leadership.

Benefits or Practical Applications:-

Ashridge:

The research unit at **Ashridge Management College** distinguished four different management styles.

Tells (autocratic) – the manager makes all decisions and issues instruction which must be obeyed without question.

Strengths:

1. Quick decisions can be made when required
2. The most effective type of leadership for highly- programmed work.

Weaknesses:

1. Communication are one-way, neglecting feedback potential for upward communication or team member input
2. Does not encourage initiative or commitment from subordinate, merely compliance.

Sells (persuasive) - the manager makes all decisions but believe that team members must be motivated to accept them in order to carry them out properly.

Strengths:

1. Team members understand the reason for decisions
2. Team members may be more committed
3. Team members may be able to function slightly better in the absence of instruction.

Weaknesses: 1. Communications are still largely one-way.

2. Team mem bers are not necessarily motivated to accept the decision.

Consults (Participative) – the managers confers with the team and takes their views into account, although still retains the final say. (**According to research it is the most favourite and liked method of workers of their leader**)

Strengths:

1. Involves team members in decisions, encouraging motivation through greater interest and involvement
2. Encourages upward communication

Weaknesses:

1. May take longer to reach decisions
2. Team members input may not enhance the quality of the decisions.
3. Consultation can be a façade for a basic 'sells' style.

Joint (democratic) – the leaders and the team members make the decision together on the basis of consensus.

Strengths:

1. Can provide high motivation and commitment from team members.
2. Empowers a Team member to take the initiative

Weaknesses:

1. May undermine the authority of the manager.
2. May further lengthen the decision – making process.
3. May reduce the quality of the decisions because of the politics of decision making.

Rensis Likert

Tells	Sells	Consults	Joints
Exploitative Authoritative	Benevolent Authoritative	Participative	Democrative

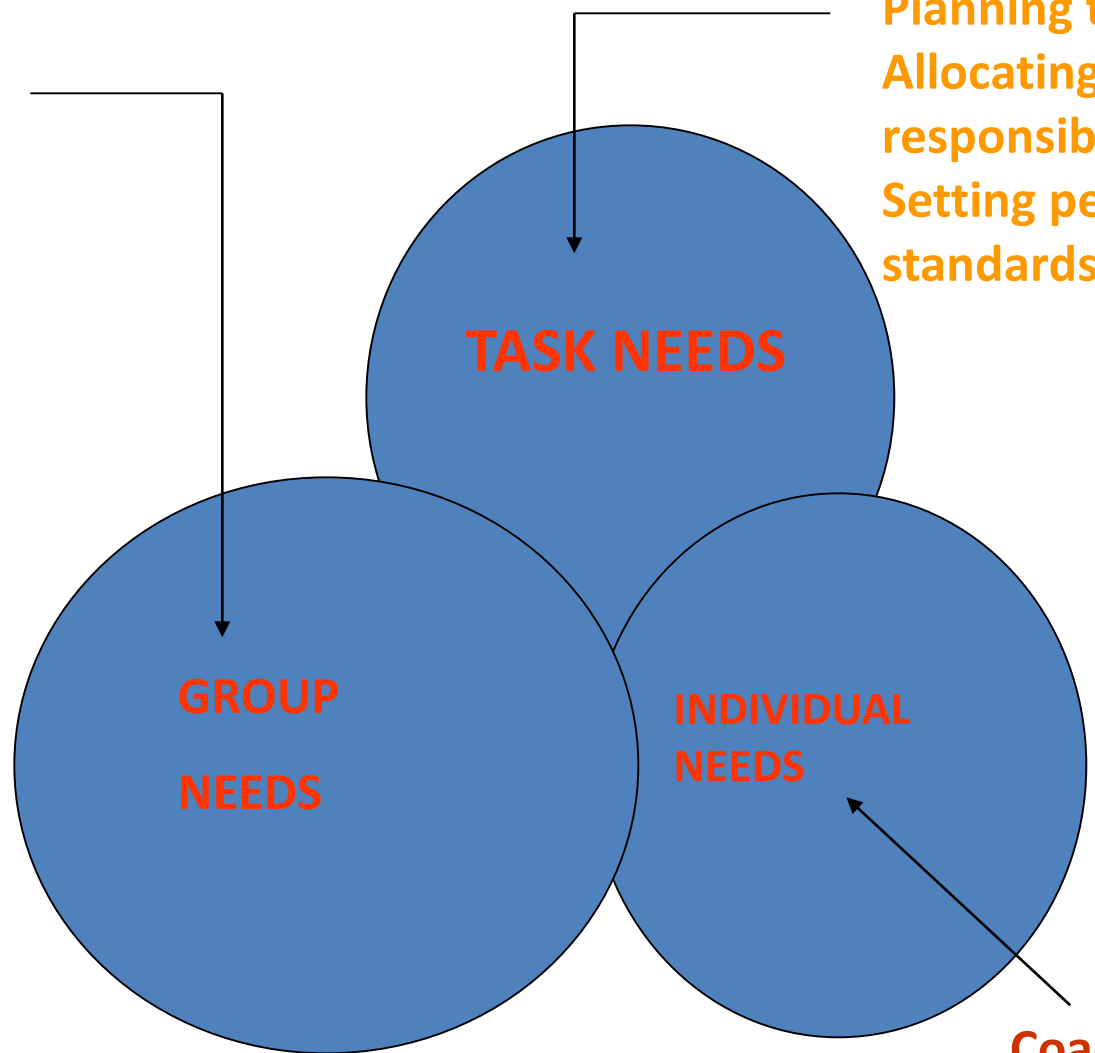
Contingency Leadership

The action-centered approach:

- **Adair** suggests that any leader has to strive to achieve three major goals while at the same time maintaining a position as an effective leader.
- **Adair's** action – centred leadership model look at leadership in relation to the needs of the task, individuals and group.

Communication
Team building
Motivating
Discipline

Setting objectives
Planning tasks
Allocating of responsibilities
Setting performance standards



Coaching
Counseling
Developing
Motivating

The Contingency approach (Fiedler):

Contingency approach sees effective leadership as being dependent on a number of variable or contingent factors. There is no one right way to lead that will fit all situations; rather it is necessary to lead in a manner that is appropriate to a particular situation.

Fiedler's contingency theory

- **Fiedler** studied the relationship between style of leadership and effectiveness of the work group. Two styles of leader were identified.
- Psychologically distant managers (PDMs)
 - Maintain distance from their subordinate by formalizing roles and relationships within the team.
 - Are withdrawn and reserved in their interpersonal relationships.
 - Prefer formal communication and consultation methods rather than seek informal opinion.
 - Judge subordinate on the basis of performance and are primarily task-oriented.
 - **Fiedler** found that leaders of the most effective work groups actually tend to be PDMs.
- Psychologically close managers (PCMs)
- Do not seek to formalize roles and relationships
- Prefer informal contacts to regular formal staff meetings
- They are more concerned to maintain good human relationships at work to ensure that tasks are carried out efficiently.

Transformational leadership (Bennis):

Some of the values used to distinguish between managers and leaders have also been identified as;

Transactional leaders – see the relationship with their followers in terms of trade: they give followers the rewards they want in exchange for service, loyalty and compliance.

Transformational leaders – see their role as inspiring and motivating others to work at level beyond mere competence.

Bennis is an influent American author on leadership and change. He focuses on the need to inspire change rather than imposing it. He identifies five ‘avenues of change’:

Dissent and Conflict – top management imposes changes by means of their position of power, the result being rancor amongst those affected.

Trust and truth – management must gain trust, express their vision clearly, and persuade other to follow.

Cliques and cabals – cliques have power, money and resources; cabals have ambition, drive and energy. Unless the cliques can co-opt the cabals, revolution is inevitable.

External events – forces of society can impose change; e.g. by new government regulation or through overseas competition.

Culture or paradigm shift – changing the corporate culture is the most important avenues of change.

Managing change (Kotter)

Kotter set out the following changes approaches to deal with resistance:

Participation and involvement	E.g. this approach aims to involve employees, usually by allowing some input in to decision making.	Employees are more likely to support changes made and give positive commitment as they 'own' the change.
Education and communication	E.g. this approach aims to keep employees informed, usually through presentations about the reasons for the required change.	This approach relies on the hopeful belief that communication about the benefits of change to employees will result in their acceptance of the need to exercise the changes necessary.
Facilitation and support	E.g. training, counselling	Employees may need help to overcome their fears and anxieties about change.
Manipulation and co-optation	E.g. the information that is disseminated is selective and distorted to only emphasize the benefits of the change.	Involves covert attempts to sidestep potential resistance.
Negotiation and agreement	E.g. this approach enables several parties with opposing interests to bargain	This bargaining leads to situation of compromise and agreement.

Leadership to Mobilize (Heifetz)

Heifetz argues that the role of the leader is to help people face reality and to mobilize them to make change. **Heifetz** suggests that the old approach to leadership was that leaders had the answers, the vision and then needed to persuade people to sign up for the change. **Heifetz** believes that the leaders provide direction but do not have to offer definite answers and should mobilize people to tackle the tough challenges for themselves.

Leaders have two choices when resolving a situation

Technical change – the application of current knowledge, skills and or tools to resolve a situation

Adaptive change – is required when the problem cannot be solved with existing skills and knowledge and requires people to make a shift in their values, expectations, attitudes or habits of behavior.

A- The classical school

Fayol shared the belief that individuals must subordinate themselves to the needs of the organization.

- **Fayol** believed in 'one best way' the optimum way to
 - Organize the firm
 - Do the individual job
- **Emphasis on the task to be done rather than the person** doing it.
- Some of the main features of their approaches were as follows
 - **Belief in one controlling central authority**
 - **Specialization of tasks**
 - **Clear lines command**

Fayol applied 14 rules of managerial conduct. These are

- **Specialization of labour.** Specializing encourages continuous improvement in skills and the development of improvements in methods.
- **Authority.** The right to give orders and the power to exact obedience.
- **Discipline.** No slacking, bending of rules. The workers should be obedient and respectful of the organization.
- **Unity of command.** Each employee has one and only one boss.
- **Unity of direction.** A single mind generates a single plan and all play their part in that plan.
- **Subordination of Individual Interests.** When at work, only work things should be pursued or thought about.

- **Remuneration.** Employees receive fair payment for services, not what the company can get away with.
- **Centralization.** Consolidation of management functions. Decisions are made from the top.
- **Chain of Superiors** (line of authority). Formal chain of command running from top to bottom of the organization, like military
- **Order.** All materials and personnel have a prescribed place, and they must remain there.
- **Equity.** Equality of treatment (but not necessarily identical treatment)
- **Personnel** Tenure. Limited turnover of personnel. Lifetime employment for good workers.
- **Initiative.** Thinking out a plan and do what it takes to make it happen.
- **Esprit de corps.** Harmony, cohesion among personnel. It's a great source of strength in the organisation. Fayol stated that for promoting *esprit de corps*, the principle of unity of command should be observed and the dangers of divide and rule and the abuse of written communication should be avoided.

Scientific Management

The implications of Taylor's scientific management as follows

- Workers should be set high targets, but should be well rewarded for achieving them.
- Working methods should be analyzed 'scientifically' including the time work
- Management should plan and control all the workers efforts/

While there are may be areas where these principles are still relevant, most modern theorists would argue that a more progressive approach is needed where;

- it is recognized that there is not always a 'best' way of doing a particular job.
- Employees can often have considerable insight into a job and can make important suggestions for improvements.
- Many workers can be motivated by others methods than tight control and financial reward.

The human relation school

This began through the work of **G Elton Mayo** (1880 – 1949) who conducted a series of experiments at the Hawthorne plant of the General Electric Company in Chicago during the years 1927 – 32. **Mayo** sought to evaluate the effects of the changes in physical working conditions which according to scientific management, should cause significant variations in productivity.

- Further research established the following propositions of the human relation school
- Employees work hard if they are given a wide range of tasks to complete.
- Leadership style and job satisfaction are major determinants of the output of the working group.
- Employee behavior depends upon the social and organizational circumstances of work.

Modern writers

Contribution made by modern writers on management include;

- **Behaviouralism** – concerned with the personal adjustment of the individuals within the work organization and the effects of group relationships and leadership styles.
- **Contingency approach** – Contingency theorists do not ignore the lessons learnt from earlier theorist but adapt them to suit particular circumstances.
- Expresses a manager role as **being a co-coordinator** of the elements of a system, of which people are only one part.
- Takes the view that an **organization is a social system**, consisting of individuals who co-operate together within a formal framework drawing resources from their environment and putting back into that environment the products they produce or the services they offer.

- In doing so the input is converted into the final product or service, hopefully with value being added
- An organization does not exist in a vacuum. It depends upon its environment and is part of larger systems, such as society, the economic system and the industry to which it belongs.