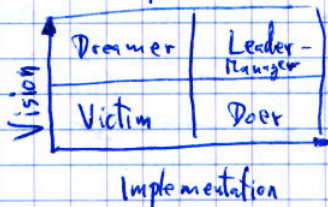


THE LEADER-MANAGER — Guidelines for Action

William D. Hitt

1. The Nature of Leadership



pp 7

Abraham Maslow hierarchy

pp 10

- 1) Physiological needs
- 2) Safety needs
- 3) Belongingness needs
- 4) Self-esteem needs
- 5) Self-actualization needs

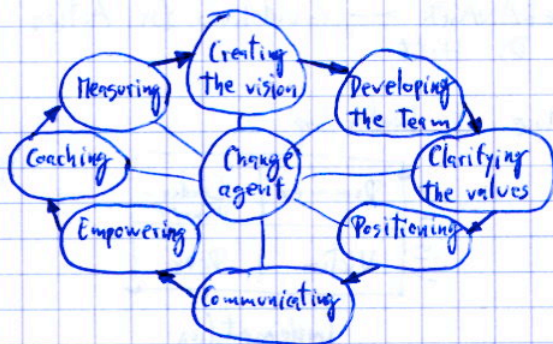
Core characteristics

pp 11

- 1) Clear vision of what the group might become
- 2) Ability to communicate the vision to others
- 3) Ability to motivate others to work toward the vision
- 4) Ability to "work the system" to get things done

Basic functions of leadership

- 1) Creating the vision — Mental picture of what the group should become
- 2) Developing the team — Highly qualified people responsible for achieving goals.
- 3) Clarifying the values — Identify and communicate organizational values (actions and words)
- 4) Positioning — Strategy to move the group toward the vision
- 5) Communicating — Achieving a common understanding with others
- 6) Empowering — Motivating others to reach their "better selves"
- 7) Coaching — Helping others develop skills
- 8) Measuring — Identifying critical success factors associated with the group's operation and gauging progress with them.



pp 12

Criteria for effective leadership

pp 13

- 1) Produce results
- 2) Achieve results in an acceptable manner
- 3) Produce both short-term and long-term results

Basic functions of management

pp 14

- 1) Planning
- 2) Organizing
- 3) Staffing
- 4) Directing
- 5) Controlling

Principles

pp 15

- 1) Effective leadership is a continuum
- 2) Leadership is vision plus implementation
- 3) Leadership is delineated from eight basic ~~values~~ functions
- 4) Managers that carry out the eight basic functions satisfy the three criteria

THE LEADER-MANAGER — GUIDELINES FOR ACTION

2. THE LEADER AS CHANGE AGENT

[Change] is the norm. pp 18

The day when we saw the need for managers who could maintain the organization in a state of equilibrium has long passed. pp 20

Barriers to change in employees pp 21

- 1) Habits
- 2) Comfort zone — comfortable ideas and psychological security
- 3) Fear of the unknown

Barriers to change in managers pp 22

- 1) Vested interests — how will the change affect me?
- 2) Don't rock the boat — It's not broken, don't fix it.
- 3) Managers, not leaders

Barriers to change in organizations pp 22

- 1) Conformity to norms — How things get done around here
- 2) Systemic coherence — Changing one element without considering the effect on others.
- 3) Rigidity of the infrastructure — Systems and procedures

Characteristics of change agents

pp 24

- 1) View change as a friend
- 2) Have power tools and know how to use them
— information (knowledge, expertise), resources, support
- 3) Deal with both logical and psychological aspects of change
- 4) Establish a climate for change, rapid improvement for excellence
- 5) Start the change process with themselves, not others
- 6) Do not force change, but facilitate change.
- 7) Create their own enthusiasm
- 8) Let go of old ideas and experiment with alternative concepts
- 9) Seek out and accept criticism of their ideas
- 10) Get others to "buy into" their ideas for change

Becoming an effective change agent

- 1) Establish your power tools
- 2) Develop a change strategy
- 3) Involve your people in the change process
- 4) Help your people become change agents
- 5) Establish some anchors in the changing environment

1) Power tools

pp 28

- Information, critical success factors and variables affecting them
- Resources, select people with potential to grow
- Support, rely on achievement, ensure achievement is visible

2) Change strategy

pp 28

- 1) Clear understanding of mission, goals and strategies of larger org.
- 2) Describe present state of your organizational unit
- 3) Vision of desired future for your unit
- 4) Identify discrepancies
- 5) Write plan to reduce or eliminate discrepancies
- 6) Implement plan
- 7) Evaluate and revise

3) Involve your people in the change process

pp 29

- In analyzing the strengths and weaknesses of the unit
 - In refining and embellishing the vision for the unit
 - In developing a specific plan for change
 - In implementing the plan
- ... will enhance quality and commitment to plan.

4) Help people become change agents

pp 30

- Change is a way of life
- Job requirements mention change and innovation
- Education and training programs
- Reward system

5) Establish anchors

pp 30

- Communicate organization values
- Concern with long-term career development of employees
- Maintain stability in selected elements
- Promote from within

— The individuals who will succeed and flourish in the future will be masters of change: — Rosabeth Moss Kanter adept at reorienting their own and others' activities in untried directions to bring about higher levels of achievement

pp 37

THE LEADER-MANAGER — Guidelines for action

3. Creating the Vision

Taking charge

pp 42

- 1) Paid attention to what was going on
 - 2) Determine what parts are important for the future
 - 3) Set a new direction
 - 4) Concentrate everyone's attention on the new direction
- ... vision ties day-to-day activities to significant future goals.

Develop the vision

pp 48

- 1) Study the mission, goals and strategic plans of larger org.
Mission = reason for existence
Goals = broad goals that support mission
Strategy = thrust areas, priorities, planned changes in direction, new skills required. How your unit contributes.
- 2) Analyze your organizational unit
Past: significant experiences and learning
Present: unit's strengths and weaknesses
Future: future demand for unit's services?
- 3) Draft preliminary vision
— include mission, major thrust areas, type of organizational structure, type of people,
— How should we be viewed by clients
- 4) Review draft with others
— Review with manager, with your people
- 5) Revise as appropriate
- 6) Incorporate vision in unit's plans and systems
— Leitmotif for annual plan
— Organizational structure supports vision
— Staffing and staff development supports vision
— Reward system reinforces "good" behaviors
- 7) Measure progress in light of vision
- 8) Periodically evaluate vision for possible modifications

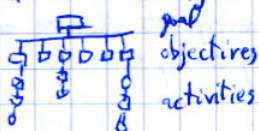
He who has a why to live for can bear almost any how.

pp 53

Escape the Activity Trap

pp 59

- 1) Formulate overarching goal of unit
- 2) Write three to five performance objectives
- 3) Systematically record how you spend your time
- 4) Align activities with objectives



- 5) Identify barriers and how to overcome them
- 6) Implement

Managers and employees must know

pp 60

What is the overarching goal of my unit and how are my activities related to this goal?

THE LEADER-MANAGER — Guidelines for action

4. DEVELOPING THE TEAM

Limitations of heroic managers

pp61

The Lone Ranger, an imposing masked figure, rides up on a white horse to overcome great odds in solving the problem of the day. This model of the vanquishing leader — a bit mysterious, generous but aloof — is a very common theme.

— In *Managing for Excellence*, David Bradford and Allan Cohen — pp 26

Heroism sets-up a self-defeating cycle: the more the manager accepts the responsibilities for departmental success, the greater the likelihood that subordinates will yield it, forcing the manager to take more, and so on. — pp 17

pp62

Undesirable outcomes

pp63

- 1) Makes poor use of human resources.
- 2) Fails to develop the potential of the members of the group.
- 3) Fails to develop synergy within the group
- 4) Fails to develop a backup for his or her position.

Team leadership is not:

pp64

- 1) Not pure democratic leadership.
Democracy splits the group into subgroups protecting their turfs.
- 2) Not management by committee
Lack of clear responsibility, authority, accountability.
- 3) Not mean involving the staff in every decision
Staff members contribute to key decisions that influence their work.
- 4) Not manipulative management

Team leadership is the welding of individuals of diverse backgrounds, experience, and personalities into a productive working group.

— William Dyer

Salient characteristics of team ~~building~~ leaders

pp 68

- 1) Place considerable emphasis on team building
 - ... through team goal setting
 - team decision making
 - team problem solving
 - organizational development activities
- 2) The whole is greater than the sum of the parts
 - ... promote linkages among members
 - ... catch people working cooperatively
- 3) Sharing power with staff increases their own power
 - ... If the team members are stronger, the leader will be stronger.
- 4) Not threatened by the sharing of power
 - ... surround themselves with excellent people
 - ... develop backups

Team leader needs

pp 69

- e) Understand the system to be managed
- 1) Two-way communication (strong listening)
- 2) Know human behavior
- 3) Know group dynamics

pp 70

Teams are collections of people who must rely on group collaboration if each member is to experience the optimum of success and goal achievement. — William Dyer in "Team Building"

Productive team

pp 71

- 1) Achieves results
- 2) Achieves results in an acceptable manner
- 3) Achieves results both in the short term and the long term

THE LEADER-MANAGER — Guidelines for action

Attributes of the productive team

pp 71

- 1) Common agreement on high expectations for the team
Until something meets our standards of excellence, we won't ship it.
- 2) Commitment to common goals
All members have a clear understanding of the goals, and they accept the goals. They realize that the goals can only be achieved through a team effort.
- 3) Assumed responsibility for work that must be done.
If something needs doing, then see to it that it gets done.
- 4) Honest and open communication
No intrigue and no "playing games"
- 5) Common access to information
Except for a few highly sensitive matters, the leader's files are open to all team members.
- 6) A climate of trust
Each team member has an instinctive unquestioning belief in the other team members.
- 7) A general feeling that one can influence what happens
Members are listened by the leader and their ideas are taken into consideration
- 8) Support for decisions that are made
On key decisions, the affected parties are given an opportunity to express their thoughts and feelings on the matters at hand.
- 9) A win-win approach to conflict management.
Parties jointly explore alternatives to achieve their goals while helping others achieve their goals.
- 10) A focus on process as well as results.
~~The~~ Focus both on results and how the results are achieved.

Surveys:

- Good teams are productive and have fun.
- The team leader has a major impact.

pp 74

Developing a productive team

pp 75

- 1) Decide on type of team
... like baseball, American football, or basketball
individual manager directs all flexible team of specialist
- 2) Communicate your vision
... don't keep the vision a secret.
- 3) Communicate your philosophy of management
... Philosophy with values, goals and strategies
- 4) Communicate your position on key issues
- 5) Involve team members in setting unit objectives
 - group formulates unit objectives
 - Individual meetings w/ manager to agree on performance objectives that support the unit objectives
- 6) Involve team members in developing strategies
... meeting to develop strategies on a team basis.
- 7) Involve team members in solving problems
... involve people when they can make a significant contribution
... involve people when they should "own" the solution
- 8) Involve team members in key decisions
... involve team when decision impacts significantly on their jobs
Approach to meeting (tell people up front which one)
 - 1) Present problem, solicit ideas, you decide
 - 2) Present tentative decision, subject to change based on input
 - 3) Present several alternatives, let them choose the best
 - 4) Present problem, generate alternatives, let them choose best
- 9) Involve team members in reviewing process and deciding upon corrective action
... ideas of people in "firing line" improve quality of decisions
... motivation of people in "firing line" improves
- 10) Involve team members in team-building program

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pp 76

→ From "Game Plans: Sports Strategies for Business"
by R. Keidel, 1985, pp 6-10

Baseball - The employees operate independently
- Sales, research

American Football - Manager calls all the plays
- McDonald's, automobile assembly

Basketball - Employees coordinate themselves, manager is catalyst.
- Computer companies, project teams.

A STRATEGY FOR SOLVING PROBLEMS

pp 78

from → "Leader's Manual: Solving Problems and Planning for change", 1985

- 1) Clearly state the problem
- 2) Describe the situation (including relevant history)
- 3) Describe the outcome if the problem is solved
- 4) Describe the outcome if the problem is not solved
- 5) List the benefits of success
- 6) List the necessary resources
- 7) List the driving forces that may help solve the problem
- 8) List the restraining forces that may prevent to solve the problem
- 9) Develop strategies
- 10) Develop an action plan

A TEAM BUILDING PROGRAM

→ from "Strategies for managing Change" by W. Dyer 1984 pp 124-125

- 1) Get away from the work site for one day pp 80
- 2) Each person writes answers to these questions:
 - a) What keeps you from being as effective as you would like to be in your position?
 - b) What keeps the staff (unit or department) from functioning as an effective team?
 - c) What do you like about this unit that you want to maintain?
 - d) What suggestions do you have for improving the quality of our working relationships and the functioning of our department?
- 3) Responses are recorded on flipcharts
- 4) group sets priorities on problems they want to address
- 5) group begins working on high-priority problems
- 6) A time is set for follow-up.

Benefits of a team approach

pp 82

- 1) Team leadership improves communication
- 2) makes better use of human resources
- 3) generates more creativity
- 4) brings about better leadership development
- 5) leads to improved job satisfaction

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CLARIFYING THE VALUES

pp 85

Values not in harmony

pp 87

- 1) Inequity between the statement of organizational values and the real understanding of these values on the part of the members. pp 87
- 2) Inequity between the values of one unit and those of another within the same organization.
- 3) Inequity between the statement of organizational values and the behavior of the organization's leaders
... main problem: lack of trust of upper management.

Identifying the critical success factors

pp 95

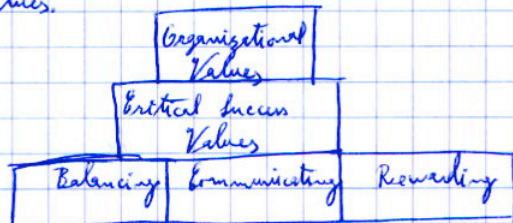
Critical success factors are the limited number of areas in which satisfactory results will ensure successful competitive performance for the individual, department, or organization. CSFs are the few key areas where "things must go right" for the business to flourish and the manager's goals to be attained.

— "A primer on Critical Success Factors", Christine Bullen and John Rockart, pp 7

How shared values affect performance

pp 100

- 1) Develop a written statement of organizational values
- 2) Identify the critical success factors associated with each value
- 3) Maintain a balanced view of all the organizational values
- 4) Communicate the values on an ongoing basis through words and actions
- 5) Establish a reward system that reinforces those behaviors that support the values.



POSITIONING

pp 105

= the most demanding part of planning

Organizations goes through four distinct phases:

- 1) Anti-planning
- 2) Planning is an "academic exercise"
- 3) Piecemeal (partial) planning
- 4) Integrated planning

... Adopting appropriate strategies is the most demanding part of planning

Consequences of action without strategy

- A great deal of undirected activity
- Lack of coordination across organizational units
- Crisis management
- Lack of confidence in management
- Low employee motivation and morale
- Inefficient use of resources
- Low productivity

... you may end up someplace where you don't want to be.

strategy is the way the organization positions itself in order to be successful in translating its vision into reality.

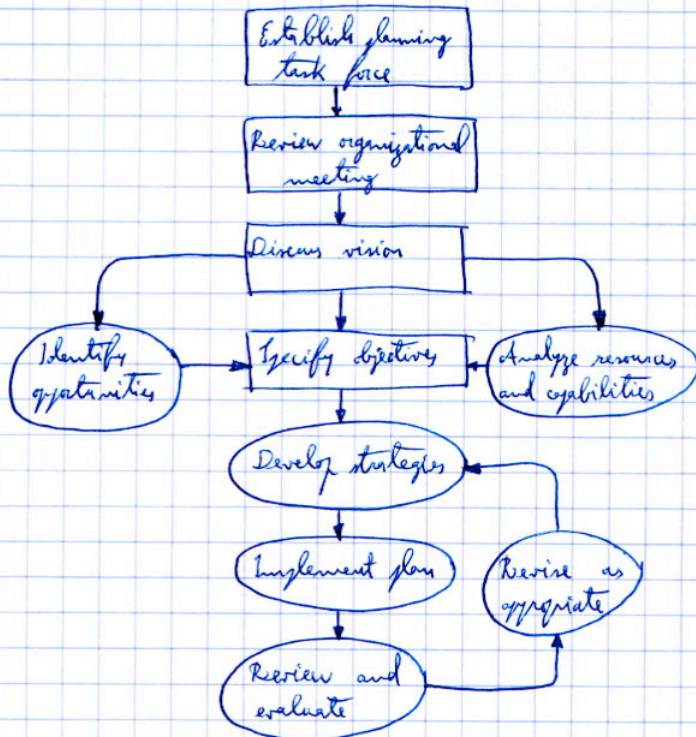
- "strategies for change," by James Quinn

pp 112

Attributes of effective strategy

- 1) Responsiveness to the customer
- 2) Focus on priorities, reject others
- 3) Coherence among units
- 4) Flexibility, plan optimistic and pessimist outcomes
- 5) Commitment, involve implementers in planning

A systematic approach to planning



How to evaluate the strategy

- 1) Is the strategy identifiable and has it been made clear in words or practice?
- 2) Does the strategy take advantage of perceived opportunity?
- 3) Is the strategy consistent with corporate competence and resources, present and future?
- 4) Are the provisions and policies internally consistent?
- 5) Is the level of risk feasible in economic and personal terms?
- 6) Is the strategy appropriate to the personal values and aspirations of key managers?
- 7) Is the strategy appropriate to the desired level of contribution to society?
- 8) Does the strategy constitute a clear stimulus to organizational effort?
- 9) Are there early indications of the responsiveness of markets and market segments to the strategy?

— in "Business Policy: Text and cases", Christensen, Andrews, Bower
1979, pp 136-139

Benefits of a clear strategy

pp 125

- 1) Focusing of action on purposes
- 2) Better coordination across organizational units
- 3) More proactive management
- 4) Greater confidence in management
- 5) High employee motivation and morale
- 6) Better use of resources
- 7) Higher productivity

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