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Selected Management Articles

Leadership: Quality Management For The Future



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LEADERSHIP: QUALITY MANAGEMENT FOR THE FUTURE

SEPTEMBER 1989

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LEADERSHIP: QUALITY MANAGEMENT FOR THE FUTURE

INTRODUCTION

Good leadership skills are essential to strategic development and effective management. Leadership styles evolve from situational needs and individual characteristics. Increased awareness of leadership components and desire to achieve are first steps in becoming a leader.

This bibliography, **Leadership: Quality Management for the Future**, was developed for use by EPA managers to aid in improving leadership skills. It includes citations and descriptive abstracts, organized by the following topics: Keys to Good Leadership, Leadership in the Public Sector, Leadership Styles, Leaders As Motivators, and Organizational Impact.

Citations were selected for their relevance to the special interests of EPA staff. This bibliography was compiled using the following databases, accessed through DIALOG, a commercial database vendor: ABI/INFORM, MANAGEMENT CONTENTS, NTIS and PSYCHINFO.

Other EPA Headquarters Library Management Bibliographies are listed at the back of this bibliography. For additional management information services, contact Anne Twitchell, Head Reference Librarian, EPA Headquarters Library, 382-5922, or e-mail address LIBRARY.HQ.

I. KEYS TO GOOD LEADERSHIP

Mastering the Fine Art of Leadership.

Gardner, John W.

Business Month v133 n5 May 1989 p.77-78

Most managers exhibit some leadership skills, and most leaders, on occasion, find themselves managing, but while the 2 functions overlap, leadership and management are not the same thing. Leaders can be distinguished from managers by the way they: 1. think longer term, 2. look beyond the unit they are heading and grasp its relationship to larger realities, 3. reach and influence constituents beyond their jurisdictions, 4. put heavy emphasis on the intangibles of vision, values, and motivation, 5. intuitively understand the nonrational and unconscious elements in the leader-constituent interactions, and 6. think in terms of renewal. The aspects of leadership that might be described as management include planning and priority setting, organizing and institution building, keeping the system functioning, agenda setting and decision making, and exercising political judgment. Graphs. Tables. (ABI/INFORM)

The Seven Keys to Business Leadership.

Labich, Kenneth; Ballen, Kate

Fortune v118 n9 October 24, 1989 p.58-70

According to management consultants, business school professors, and top corporate executives, there are 7 guidelines that, in total, produce effective leadership. These are: 1. Trust subordinates. 2. Develop a vision for the company. 3. Demonstrate grace and calm under pressure. 4. Encourage risks. 5. Be an expert in the field. 6. Invite dissent. 7. Focus on what is important and find simple answers to complex questions. In a poll, 206 chief executive officers of Fortune 500 and Service 500 companies named the following as the 3 most effective leaders in US business: 1. Donald E. Petersen of Ford Motor Co., 2. Lee A. Iacocca of Chrysler Corp., and 3. Jack Welch of General Electric Co. The majority of respondents (84%) do not believe US business has a leadership crisis, and 97% believe their companies employ as many effective leaders today as 10 years ago. Seventy-three percent think that effective leadership qualities can be taught. Tables. (ABI/INFORM)

What Kind of a Leader Are You, Anyway?

Buhler, Patricia M.

Supervision v49 n10 October 1988 p.3-5

There are many kinds of leaders. The primary leadership theory is that of the "great person," which states that one is considered a leader when displaying great person attributes. However, this method of defining the qualities of a leader is weak and ambiguous. An effort to improve upon the great person theory is the "great trait theory," which purports that leaders possess a single distinguishing characteristic. In other theories, leaders can be distinguished by an outstanding physical characteristic or the ability to function in a specific environment. It is clear that there are both formal and informal leaders and that leadership is defined differently according to what the situation is and who is proposing the definition. In evaluating leadership, the most important criterion is that of effectiveness, combined with the ability to influence others. The best leaders are flexible and adaptable. (ABI/INFORM)

Identifying the Right Leader for the Right Situation.

Rodrigues, Carl A.

Personnel v65 n9 September 1988 p.43-46

Organizations in a dynamic environment experience 3 stages of change: 1. problem solving, 2. implementation of solution, and 3. stable. At each stage, a leader with different traits, abilities, and behavior is most effective. The environment creates the situation influencing the dominant traits, abilities, and behaviors a leader needs in order to be effective in that situation. Three types of leaders serve the 3 stages -- the innovator, the implementor, and the pacifier, respectively. The innovator is characterized by such traits as the need for competition, the implementor by the need to control and influence situations, and the pacifier by the need for a friendly atmosphere and the capacity to decentralize decision making. A questionnaire is presented that will help human resources managers match individuals by their dominant characteristics with the requirements of the organization. This questionnaire is simply a tool to assist managers in the selection process; the manager will also have to rely on personal intuitive decision-making abilities. Charts. (ABI/INFORM)

The Tasks of Leadership: Setting an Example.

Gardner, John W.

Personnel v63 November 1986 p.41(6)

The second part of a two-part series on leadership focuses on the role of the leader as a symbol of an organization, and on how a leader can create an atmosphere of trust and bring about a renewal of purpose. Although leaders must be willing to engage in conflict when necessary, one of the most important leadership skills is the ability to resolve both internal and external conflicts. Given the pluralistic nature of our society, the leader who can reduce divisiveness (by inspiring trust and explaining problems) has the best chance of making constructive changes. To bring about constructive change, leaders must develop a capacity for change. (Management Contents)

Leadership and Multidimensionality.

Streufert, Siegfried

Milton S. Hershey Medical Center, Hershey, PA., April 1986.
62p.

This report explores the rationale for the following suggestions: that leaders must be able to empathize (i.e., perceive and understand employees and relevant others appropriately), that the executive leader should be able to communicate effectively, and that appropriate and effective leadership action generally has to be based on differentiative and integrative thinking, perceiving, and planning. Questions about how differentiation and integration are useful, when and where multidimensionality is needed, and what must be differentiated to achieve leadership excellence are all addressed. (NTIS)

Ten Principles of Business Leadership.

Bellman, Geoffrey M.

FE: the Magazine for Financial Executives v2 January 1986
p.31(5)

Geoffrey Bellman outlines 10 principles that managers can use to become more effective leaders. The leadership role includes risk taking and decision making, having a vision and a strong commitment to it, adapting to change, recognizing the importance of organizational politics, being accountable, and knowing when to say 'no' and when to say 'yes'. (Management Contents)

II. LEADERSHIP IN THE PUBLIC SECTOR

The Leadership Environment of Public Sector Executives.

Olshfski, Dorothy; Jun, Jong S.

Public Administration Review v49 n2 March/April 1989
p.134-136

The political executive's environment is characterized by 3 distinctive elements: 1. in the public sector, a recruitment and selection process that almost guarantees lack of knowledge by the executive in at least one area, 2. a leadership environment characterized by broad discretion, and 3. successful leadership in a high-level position in the public sector that operates with partisan issue and partisan electoral definitions of politics. A model is presented that conceptualizes politics as a function of incentive to act and focus of influence. The model would dictate 2 different leadership styles - leadership in the partisan-issue arena as influence, and leadership in the partisan electoral arena resembling performing art. Jun states that Olshfski's attempt to generalize limited research findings into a few conceptual categories is unsatisfactory. Interpretation is not sufficient to change the existing organizational culture and to improve the action skills of political executives. Charts. Tables. References. (ABI/INFORM)

Can Federal Agencies Be Led?

Worthen, James

Bureaucrat v17 n1 Spring 1988 p.45-48

Management and leadership are 2 very different conditions. Individuals who occupy jobs of leadership while unequipped may do so at the expense of organizational goals, morale, and discipline. The problem of leadership is especially acute in the government's multitiered bureaucracies. This is because leadership is personal, while government agencies are impersonal. Some students of large organizational behavior argue that leadership is irrelevant in certain agencies. This proposition can be examined by drawing attention to those leadership components that transfer most readily into a bureaucratic environment. These include: 1. organizational purpose, 2. delegation, 3. humility, and 4. intelligence and competence. Leadership in the federal agency is hindered continually by the common defects of the large organization, such as: 1. poor communication, 2. uneven goal consensus, 3. rigid hierarchy, 4. authority leakage, and 5. time constraints. Prescriptions to the problem include: 1. recruitment into leadership, 2. ad hoc forums, and 3. informal organizations. (ABI/INFORM)

Leadership Change and Action Planning: A Case Study.

Young, Frank E.; Norris, John A.

Public Administration Review v48 n1 January/February 1988
p.564-570

In 1984, the US Food & Drug Administration (FDA) was faced with a dramatically increased workload, severely decreased budget appropriations, and a total change of leadership. In any organization, a number of reactions to new leadership can be anticipated, such as increased rigidity, a decrease in effective communication, and less commitment to the organization. Within federal agencies, employees also can be expected to tend toward less agreement on agency goals. To address the near-crisis situation, the new leadership and career employees of the FDA planned and implemented an action planning process. The action plan established that: 1. the planning process would be an open, rather than closed, system, 2. the plan would be based on experience and empirical evidence rather than theory and ideology, and 3. the plan would be built on existing agency structures, practices, and assets. The planning process consisted of 6 major components, among them employee input, public input, and the development of a workable design. Tables. Charts. References. (ABI/INFORM)

An Interview with Tom Peters: Contrasting Public and Private Leadership.

Simon, Lucinda

Journal of State Government v60 n6 November/December 1987
p.241-244

Tom Peters, a best-selling author and management expert, answered questions about both private and public leaders in a recent interview. Peters believes the leaders from both sectors must be consensus builders, possessing an ongoing desire to listen to and serve their customers/constituents. Whether in the corporate world or in the state legislature, leadership is a daily challenge. To be effective, legislators must pay attention to the people in their districts, assure their own reelections, and quietly work to gain status on important committees and in other leadership positions in order to influence others. Any leader gets off to a good start by: 1. learning the system and its history before trying to change it, 2. dealing with real possibilities, and 3. only moving on to bigger agenda items once all the groundwork is complete. (ABI/INFORM)

Managing for Excellence in the Federal Government.

Porter, Elsa A.; Sargent, Alice G.; Stupak, Ronald J.
Bureaucrat v16 n2 Summer 1987 p.17-21

Although it may be difficult to achieve, excellence can be grown and developed in the public sector just as in the private sector. A recent survey of federal agencies revealed evidence that, in terms of leadership, productivity, and performance, excellence does occur in the government. The Federal Executive Institute, for example, has become the premier educational/development institute for high-level career public servants. Factors contributing to excellence include: 1. a clear mission and vision, 2. effective top-level leadership, 3. close involvement with clients and employees, 4. development of management skills, and 5. promotion of a partnership between political appointees and careerists. Federal agencies are more difficult to manage than private organizations due to the system's complexity, unclear mission and vision, more open decision making, accountability to many layers of review, and an unclear bottom line. Other examples of excellent government agencies include the Treasury Executive Institute and the Office of Fusion Energy. (ABI/INFORM)

Leadership: Role of Federal Career Executives.

Shaw, G. Jerry
Bureaucrat v15 n3 Fall 1986 p.31-33

Career public employees and their professional associations and unions play a key role in refining laws and in developing regulations. Public employees individually and together evaluate new proposals to educate and inform the executive and legislative branches about what is possible, what is practical, and what will happen. By being involved with public employee associations, career managers can exercise their own leadership abilities to affect the work of government. Development of the new retirement system for federal employees is perhaps the best example of public employee groups working in cooperation with the Congress. Although career executives were once isolated in their own agencies, they can no longer afford that isolation because government executives are blamed collectively for individual mistakes. The attributes and training needed for effective government leadership have changed, and leaders must now work in coalition with others to achieve their goals. (ABI/INFORM)

Leadership: Doing the Right Thing.

Nanus, Burt

Bureaucrat v15 n3 Fall 1986 p.9-12

Leadership in the public sector means managing complexity and change. Public leaders focus on effectiveness, foresight, and innovation; public managers emphasize efficiency, current issues, and the current budget. At a recent meeting of state governors only, leadership was discussed. Some governors defined leadership as achieving the mandate expressed by the people. Others argued that leaders should help frame the issues initially and anticipate societal needs. Interviews with 90 well-known leaders from business and the public sector led to the identification of 4 major skills shared by effective leaders: 1. having agendas and being results-oriented, 2. articulating and communicating meaning to help others in the organization understand what is occurring, 3. earning trust by taking positions, making those positions known, and sticking to them, and 4. knowing one's own strengths and weaknesses. There is a need for much more leadership in the public sector. (ABI/INFORM)

III. LEADERSHIP STYLES

A Laboratory Study of Charismatic Leadership.

Howell, Jane M.; Frost, Peter J.

Organizational Behavior & Human Decision Processes v43 n2
April 1989 p.243-269

A study examines 3 different leadership styles: charismatic, structuring, and considerate. The study investigates the interactive influence and uses 2 levels of group productivity norms. The results indicate that leadership style has significant effects on the number of courses of action, quality of task performance, role ambiguity, and adjustment to the leader. Group productivity norms have significant effects on participants' adjustment to the group. Individuals working under a charismatic leader have high task performance, task adjustment, and adjustment to the leader and to the group. The structuring leader's impact on individuals' task adjustment is modified by group productivity norms. Tables. References. (ABI/INFORM)

Vision and Leadership.

Roberts, R. J.

Canadian Banker v96 n2 March/April 1989 p.30-33

By combining 2 important leadership dynamics, 4 distinct leadership styles emerge. These are: 1. the top-down, task-oriented leader, a traditional style in which a powerful person hands down a set of tasks to be completed within a certain time period, 2. the bottom-up, task-oriented leader, who relates to employees on a first-name basis and focuses on short-term goals, 3. the bottom-up, process-oriented leader, who has charisma and promotes a common vision, and 4. the top-down, process-oriented leader, who has a superior ability to establish a unique corporate or situational culture and concentrates on transforming vision into reality. Today's most successful top-down, process-oriented business leaders include Canadians Murray Koffler, who became one of the earliest advocates of franchising a business idea, and Jimmy Pattison, chairman of Expo 86, who has turned a highly leveraged investment in a Vancouver car lot into a multifaceted billion-dollar business empire. Graphs. Tables. (ABI/INFORM)

Relationship of Transformational and Transactional Leadership with Employee Influencing Strategies.

Deluga, Ronald J.

Group & Organization Studies v13 n4 December 1988

p.456-467

Compared manager-employee influencing dynamics within the framework of transformational and transactional leadership theory. 117 employees of a manufacturing firm anonymously completed a multifactor leadership questionnaire and a profile of organizational influence strategies. Multiple regression analyses supported the predictions that (1) perceived transactional leadership would be more strongly inversely related to reported employee upward influencing behavior than transformational leadership and (2) transformational leadership would be more closely associated with leader effectiveness and employee satisfaction with the leader than transactional leadership. Results are examined in terms of the apparent volatile nature of transactional leadership-employee influencing systems. Transformational leadership-employee influencing interactions are viewed as more effective in promoting organizational productivity. (PsycINFO)

Technical Leadership: Much Discussed but Little Understood.

Farris, George F.

Research-Technology Management v31 n2 March/April 1988

p.12-16

Studies of leadership follow 3 broad approaches: 1. trait, 2. behavioral, and 3. contingency. Recent approaches to leadership, though, have tried to include such factors as ability to focus on a vision and creativity. Research and development (R&D) leadership studies can be classed in 3 categories: 1. those studying leadership directly, 2. those studying characteristics of the organizational climate which is attributed to the leader, and 3. those studying the informal organization in R&D. Studies of technical leaders have shown that technical skills are related to group performance and may well affect the organizational climates in which their people work. Future studies on technical leadership need to determine such things as how technical leaders spend their time, the importance of administrative skills, and relationships with other parts of the organization. Studies to date show that effective technical leaders possess such characteristics as leadership and organizational ability, responsiveness, and the ability to create stimulating climates. (ABI/INFORM)

Mr. & Ms.: How Different Are Their Leadership Styles?

Blanchard, Ken

Today's Office v22 n10 March 1988 p.30-31

According to Pat Zigarmi, coauthor of Leadership and the One Minute Manager (1986), men and women can learn leadership skills from one another because of their different backgrounds. While women understand the effectiveness of immediate praise and tend to be more supportive of one another and the people who work for them, men are results-oriented and wait for proof of achievement before praising. In addition to learning the value of praise along the way instead of waiting until a job is complete, men should take another lesson from women and become better observers and listeners. Assuming a strong leadership position and learning to delegate are 2 areas where women do not do as well as men, due mainly to the difficulty subordinates have in viewing women as directive and to their lack of experience in delegating. Women must see themselves as strong leaders who are willing to assume responsibility. This means women must understand their roles as managers and leaders, then learn to delegate authority. Supporting subordinates requires a balance between coaching and neglect. (ABI/INFORM)

Should You Change Your Leadership Style?

Wiberg, Lars-Erik

Management Solutions v33 n1 January 1988 p.5-12

The 4 basic leadership styles are: 1. founding, 2. managing, 3. developing, and 4. inspiring. The founder (pioneer) uses concepts and theories to make decisions, works well in a scientific setting, likes to experiment, and is adept in strategy. The manager is grounded in practicality, emphasizes controls and rules, and is a bureaucrat by nature, with a low tolerance for ambiguity and a high regard for efficiency. The developer places a premium on precedent and tradition, allows issues of character and conviction to overrule analysis and testing, and is a team builder who places his faith in teaching and coaching. The inspirational leader depends upon impulse and has a highly personal style, based on intuition. The inspirational leader leads by example and makes decisions almost instantaneously. In practice, people often exhibit a combination of styles rather than just one. For an enterprise to excel, a balance of leadership styles is necessary. (ABI/INFORM)

Developing a Leadership Strategy.

Niehouse, Oliver

Management Solutions v32 August 1987 p.21(6)

Strategic management helps managers avoid being too task-oriented or too relationship-oriented. Managers can select the appropriate leadership style by determining tasks to be accomplished, determining subordinates' readiness to perform tasks, and matching the level of readiness with the proper level of manager intervention. Supervising employees too closely can be even more destructive than not giving enough direction. The keys to developing strategic management skills are to think strategically, keep a journal of employee task readiness, and be sensitive to ways in which employees respond to different leadership styles. (Management Contents)

Entrepreneurial Leadership: A Performing Art.

Lippitt, Gordon L.

Journal of Creative Behavior V21 n3 1987 p.264-270

Contents that different kinds of leaders and different kinds of leadership may be needed periodically throughout an organization's lifespan. Characteristics of the entrepreneurial leader are discussed. It is suggested that persons who seem to function best as leaders appear to be characterized by actions that tend to support the art rather than the science connotation of entrepreneurial leadership. (PsycINFO)

The Strategic Nature of Leadership.

Niehouse, Oliver

Management Solutions v32 July 1987 p.27(8)

Managers employ leadership styles that blend two elements, task behavior and relationship behavior. Task behavior concerns the extent to which a leader offers input and focus toward task accomplishment. Relationship behavior includes one or more of the following: two-way communications; the leader's active listening; explanations; supportive behaviors; facilitating behaviors; and psychological support. Four leadership behavior style types are described : high task emphasis - low relationship emphasis; high task - high relationship, low task - high relationship; and low task - low relationship. Management decisions about the proper leadership behavior to use depends on two types of employee readiness to follow, job readiness and psychological readiness. (Management Contents)

IV. LEADERS AS MOTIVATORS

On Leadership.

Dimma, William A.

Business Quarterly (Canada) v53 n3 Winter 1989 p.17-20

For the most part, leaders are made, not born; training, learning on the job, and growing through experience can help most people. The qualities required for successful leadership will not be much different 50 years from now from what they are today or from what they ever were. The best leaders have always understood intuitively that to inspire loyalty through words and deeds is to bring out the best performance from those led. Leadership means achieving worthwhile goals through other people. There should be visceral energy, almost a sense of mystery in leaders. Another requirement is the combined ability to conceptualize and to execute; having a mission and communicating it effectively is essential. One of the qualities found almost universally in great leaders is the ability to grow with experience. Leaders also try to create an atmosphere, an esprit de corps, that brings out the best in others. Leaders are also magnanimous, committed, and professional. Charts. (ABI/INFORM)

Leadership Is Earned Authority.

Huth, Robin

Canadian Manager v13 n4 December 1988 p.18-19

Companies empower certain people with authority, but those empowered are not necessarily the best leaders. The primary quality of a good manager is an understanding of what motivates people. A Canadian company suffered such problems as high accident rates, illegal strikes, and poorly motivated workers who occupied boring, tedious jobs. A primary problem was that supervisors never communicated except to complain. Supervisors had to be trained to regain their authority, and part of the strategy was reserving time just for talking to workers and learning their concerns. However, earning and retaining respect involves more than just listening; words must be backed up by action. Supervisors must be able to identify employee needs and then take action to satisfy them. (ABI/INFORM)

How to Position Yourself as a Leader.

Austin, Nancy K.

Working Woman v13 n11 November 1988 p.140-144

Frederick Taylor, the father of "scientific management," felt that the boss was paid to figure out the best way to do a job and to make sure workers perform. Taylor's scientific management crumbled in the 1970s when worldwide competitive challenges forced US companies to become more flexible. In today's competitive landscape, great bosses have recast the role of manager from chief rule-enforcer to builder, adventurer, coach, and relentless tester of the unconventional. Traits that make good bosses great in 1988 and beyond include: 1. expecting --even welcoming -- the turbulence of change, 2. paying almost obsessive attention to one or 2 leading themes, 3. knowing that some eccentricity is an asset, 4. unleashing the power of team leadership, 5. finding ways to engender "hustle," 6. investing heavily in training, and 7. not fitting into a single mold. All great bosses engage; they capture imagination and energy and, by doing this, get people to move mountains. (ABI/INFORM)

Transformational Leadership in a Management Game Simulation: Impacting the Bottom Line.

Avolio, Bruce J.; Waldman, David A.; Einstein, Walter O.

Group & Organization Studies v13 n1 March 1988 p.59-80

The practices of transformational and transactional leadership are examined in a management simulation game spanning a 3-month period in the spring semesters of 1984, 1985, or 1986.

Transactional leadership is either passive (management by exception) or active. Transformational leaders achieve maximum performance due to an ability to inspire followers.

Transformational and transactional leadership are measured using Bass' (1985) Multifactor Leadership Questionnaire (Form 4). The 190 participants are 2nd year masters of business administration students working in teams made up of 7-9 members. Each team represents the senior management of a hypothetical manufacturing firm. Based on market share, stock price, earnings per share, return on assets, and debt-to-equity ratio, the 27 teams report on the perceived leadership of team presidents and financial performance of teams. Analysis of leadership data gathered independently of financial performance show significant and positive links between active transactional leadership, transformational leadership, and organizational effectiveness. Tables. References. (ABI/INFORM)

Leading by Expectation.

Batten, Joe D.

Management World v17 January-February 1988 p.35(2)

Management-by-expectations means having very high standards for oneself, one's employees, and one's company. The manager-by-expectations expects employees to do well and communicates this. Employees should feel that serving the company's goals serves their own. Qualities to bring out in employees include flexibility, toughness, initiative, and individuality. Continuous feedback and appropriate compensation are also important. True leaders encourage leadership in others, by example and by expectation. (Management Contents)

What Makes a Leader?

Beck, Felix

Mortgage Banking v48 n1 October 1987 p.62-70

Good leaders can be described as inspirational, enthusiastic, sensitive, and charismatic. In their interpersonal relationships, they exude confidence and earn loyalty. One can develop leadership by aspiring to be a leader, by copying leadership aspects in others, and by taking the risks of leadership. Successful motivation of others is a key leadership ingredient. A true indication of leadership involves the decision-making process. Leaders must be fully prepared when setting alternative solutions in motion. A sense of timing also is a must. By listening more than speaking, leaders capitalize on what others say or do not say. They also encourage people to set realistic goals. How people conduct themselves in difficult situations is another aspect of leadership. Leaders defend executives against complaints or charges of incompetence. Those who are flexible are respected more than those who believe that everything must be similar. Some guidelines for leaders include: 1. be tough, but fair, 2. inspire by action, as well as by words, 3. expect more than enough, but not too much, 4. be enthusiastic, 5. understand each executive and be sensitive to special needs, and 6. develop a team concept. (ABI/INFORM)

Management by Example: Developing Transformational Leaders.

Waldman, David A.

Business v37 n3 July/August/September 1987 p.23-28

A dynamic theory of leadership called transformational leadership involves: 1. making dramatic organizational changes, 2. creating a vision of what the organization can be, and 3. inspiring others to make the vision a reality. Although perhaps best observed at the executive level, this type of leadership should be present in some form at all management levels. Day-to-day leadership is considered transactional and supports the organization's status quo. A transformational leadership model has 4 basic components: 1. antecedents, which concern the past experiences and the individual strengths and weaknesses of the would-be transformational manager, as well as consideration of whether there is support by the organization in the form of role models and culture, 2. leadership characteristics, which include consideration of each individual employee, and a leader's charismatic inspiration, 3. the match between the leader and subordinates, and 4. the payoff, which often is significant in that employees exceed performance expectations and shift their focus from individual concerns to departmental excellence. Charts. References. (ABI/INFORM)

Producing Results: Using Power With Your Employees.

Patrellis, A.J.

Supervisory Management v30 n3 March 1985 p.32-37

The power communicated by one's speech and actions is analyzed as a potent managerial tool for motivating subordinates and meeting organizational goals. While many managers fear using their power because they believe it will harm others, proper use of this approach actually helps other employees reach their full potential. In order to use power effectively, one must first have a clear understanding of the job that must be done and how it fits into the organization's objectives. This knowledge must then be effectively communicated to others through the consistent use of a results oriented approach to employee relations. Such an approach creates a favorable climate for production, encourages employees to excel in their efforts and generates strong loyalty from subordinates. (Management Contents)

V. ORGANIZATIONAL IMPACT

Does Leadership Make a Difference to Organizational Performance?

Thomas, Alan Berkeley

Administrative Science Quarterly v33 n3 September 1988

p.388-400

The research on the impact of chief executive officers on corporate performance is evaluated. Conventional views of organizational leadership have usually assumed that leaders have a significant impact on the performance of the organizations they head. This individualist view is being increasingly challenged by contextualists who emphasize the constraints that are placed on leaders by situational factors. Lieberman and O'Connor's (1972) study is commonly regarded as the main source of empirical support for the contextualist view. However, it is argued that this study and its derivatives have provided consistent and compelling evidence that individual leaders do make a difference. The results of a study of large retail firms in the UK, which is designed to overcome the methodological problems of earlier investigations of leadership and performance, support this argument. Leadership has little impact on performance at the aggregate level, but it has a substantial impact at the level of the individual firm. Tables. References. (ABI/INFORM)

Executive leadership and organizational performance: suggestions for a new theory and methodology.

Day, David V.; Lord, Robert G.

Journal of Management v14 September 1988 p.453(12)

Popular and academic positions regarding the impact of top-level leadership on organizational performance differ, and an examination of recent executive succession studies is presented. It is proposed that a theory of executive leadership be developed in order to enhance understanding of how top-level leaders affect organizational performance. Guidelines for developing such a theory, including methodologies to consider, problems to avoid, and places to look for relevant theory, are presented. (Management Contents)

When Power Distorts the Manager's Mind.

Thorne, Paul

International Management v42 March 1987 p.20(6)

Today's business world is characterized by substantial changes, larger corporate structures, and globalization of business activity, all of which disrupt old ways of developing governing business elites. In this atmosphere, the temptations for abuse of power are stronger than ever. Power may be based on: position or role, physical attributes, the ability to manipulate resources, expert knowledge, or personal authority, such as charisma. The individual who is unprepared to assume power needs awareness of power's corrupting influences. The new business leader may feel isolated from former peers and experience an enhanced sense of self-worth and 'potency,' until he begins to believe that he is either well-suited to wield power or unsuited for his powerful position. (Management Contents)

Organizational Power Styles: Collective and Competitive Power under Varying Organizational Conditions.

Roberts, Nancy C.

Journal of Applied Behavioral Science v22 November 1986
p.443(16)

This article reports research on the extent to which managers exercise both competitive and collective power with bosses, peers, and subordinates and the extent to which this exercise is related to organizational factors such as resource availability, normative structures, and organizational form (Type A or Type Z). Based on data from a survey of 350 managers from three levels of management in two businesses and two universities, the author finds that managers exercise both collective and competitive power in these organizations, in all role relationships, and that the type of power exercised is associated with resource availability and organizational form. (Management Contents)

The Organization of Leadership.

Bellavita, Christopher

Bureaucrat v15 n3 Fall 1986 p.13-16

Leadership is an organizational process consisting of: 1. a vision providing meaning and direction, 2. political support for the vision, 3. people who are willing to work to achieve the vision, and 4. technical ability to carry out the vision. When leaders actually help people carry out the vision, they may lose their status as leaders and be seen as managers. However, effective leaders exhibit the characteristics of good managers. Playing a symbolic role effectively is important for good leadership, but the leader's visions must have power behind them. Effective leadership recognizes the positive functions of conflict and politics. It is unlikely that one person can provide an organization with all the leadership it needs, but everyone can develop organizational vision, learn to be politically skillful, and develop expertise that contributes to the work of the whole. (ABI/INFORM)

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