

## Assessing Your Supervisors

Let's examine what you know about your supervisors.



Supervisor A (Allen T. Rait) believes that he is an effective leader because of his traits. He reports that he is intelligent, he is confident, he is an extrovert, everyone likes him, and he is unbelievably trustworthy. He knows that he was born with these traits. This is an example of the *trait leadership theory*.



Supervisor B (Brooke B. Haven) believes that she is effective because of her behaviors and the action that she takes when faced with decisions. She is a good listener and encourages employees to do their best. She believes that she can learn to become an effective leader. This is an example of the *behavioral theory of leadership* (Uslu, 2019). This reminds you of Blake and Moulton's managerial grid where the concern for people is on the Y-axis and the concern for production is on the X-axis. Visit [The Blake Moulton Managerial Grid webpage](#) review Blake and Moulton's framework for thinking about a leader's task versus person orientation.



Supervisor C (Curtis Contingent) evaluates the situation and matches his leadership style to the situation. The style used is based on the relationship between the employee and the leader. *Contingency theories* focus on three areas: the leader's style, the situation, and the style with the situation. Uslu (2019) found that the *Fidler contingency theory* focuses on the leader-follower relationships and the impact it has on the situation.



Supervisor D (Deryl "The Situation" Davis) knows that one leadership model does not work in all situations. Shafique & Beh (2017) report that there is not one best leadership style. At times, the supervisor will tell employees what to do or will sell ideas by sharing suggestions and encouraging employees to accept the suggestions. The supervisor believes in participation by including employees in the decision-making process. The supervisor also, when relevant, will delegate decisions to the team. This is an example of the *situational theory of leadership* or, more specifically, the *Hershey-Blanchard situational leadership theory*.



Supervisor E (Ellie T. Action) likes to direct her employees and believes in the importance of rewarding her staff when they complete a task on time. She knows the importance of external rewards and the impact on performance. This is why this *transactional leader* continually rewards employees with movie tickets and lunches when projects are completed.



Supervisor F (Fatima T. Formation) believes in the importance of motivating employees and appreciating their contributions to the organization. She knows and cares about the employees. She is a role model, and she is the type of leader who can increase organizational effectiveness and productivity, thus giving the organization a competitive advantage. This is an example of a *transformational leader*. You now know that Bass introduced the *theory of transformational leadership* in 1978 and was further developed by Bass in 1985 and Bass and Avolio in 1995 (Shafique & Beh, 2017). This theory continues to be relevant in today's complex environment.