

Interpret Your Score

Consider yourself a leader if you score more than 65 percent in the leader tally above; consider yourself a manager if you score more than 65 percent in the manager tally. If your scores cluster closer to a 50-50 split, you're a leader/manager.

The Leader

Your idea of fulfilling work is to motivate and guide co-workers to achieve their best and to reach common goals in their work by functioning in harmony. You are the sort of person who simply enjoys watching people grow and develop. You are commonly described as patient and encouraging in your dealings with people and a determined self-starter in your own motivation. Since you have a natural ability for inspiring top performances, there's usually little turnover among your employees, and staff relations are harmonious. At times, however, you may be too soft on people or overly patient when their performance lags. Where people are concerned, you may be too quick to let emotions get in the way of business judgments. Overall, you're the visionary type, not the day-to-day grinder.

The Manager

You are capable of getting good work out of people, but your style can be abrasive and provocative. You are especially competent at quickly taking charge, bulldozing through corporate red tape, or forcing others to meet tough work demands. Driven partly by a low threshold for boredom, you strive for more complexity in your work. But you love the "game" of power and the sense of having control over others. Also, your confidence in your own ideas is so strong that you may be frustrated by working as part of a team. Your tendency to see your progress as the battle of a great mind against mediocre ones is not the best premise for bringing out the best in others. Therefore, the further up the corporate ladder you go, the more heavily human-relations problems will weigh against you.

The Leader/Manager Mix

As a 50-50 type, you probably do not believe in the need to motivate others. Instead, you maintain that the staff should have a natural desire to work as hard as you do, without needing somebody to egg them on. You do your job well, and you expect the same from your subordinates. This means that while your own level of productivity is high, you are not always sure about how to motivate others to reach their full potential. Generally, however, you do have the ability to get others to do as you wish, without being abrasive or ruffling feathers. You may pride yourself on being surrounded by a very competent, professional staff that is self-motivated, requiring little of your own attention. But don't be too sure: almost everyone performs better under the right sort of encouraging leadership.

Source: Adapted from Michael Clugston, "Manager," *Canadian Business*, June 1988, pp. 268, 270.

Case Incident 14.1**Changes in the Plastics Division**

Ed Sullivan was general manager of the Plastics Division of Warner Manufacturing Company. Eleven years ago, Ed hired Russell (Rusty) Means as a general manager of the Plastics Division's two factories. Ed trained Rusty as a manager and thinks Rusty is a good manager, an opinion based largely on the fact that products are produced on schedule and are of such quality that few customers complain. In fact, for the past eight years, Ed has pretty much let Rusty run the factories independently.

Rusty believes strongly that his job is to see that production runs smoothly. He feels that work is work. Sometimes it is agreeable, sometimes disagreeable. If an employee doesn't like the work, he or she can either adjust or quit. Rusty, say the factory

personnel, "runs things. He's firm and doesn't stand for any nonsense. Things are done by the book, or they are not done at all." The turnover in the factories is low; nearly every employee likes Rusty and believes that he knows his trade and that he stands up for them.

Two months ago, Ed Sullivan retired and his replacement, Wallace Thomas, took over as general manager of the Plastics Division. One of the first things Thomas did was call his key management people together and announce some major changes he wanted to implement. These included: (1) Bring the operative employees into the decision-making process; (2) establish a planning committee made up of three management members and three operative employees; (3) start a suggestion system; and (4) as quickly as possible, install a performance appraisal program agreeable to both management and the operative employees. Wallace also stated he would be active in seeing that these projects would be implemented without delay.

After the meeting, Rusty was upset and decided to talk to Robert Mitchell, general manager of sales for the Plastics Division.

Rusty: Wallace is really going to change things, isn't he?

Robert: Yeah, maybe it's for the best. Things were a little lax under Ed.

Rusty: I liked them that way. Ed let you run your own shop. I'm afraid Wallace is going to be looking over my shoulder every minute.

Robert: Well, let's give him a chance. After all, some of the changes he's proposing sound good.

Rusty: Well, I can tell you our employees won't like them. Having them participate in making decisions and those other things are just fancy management stuff that won't work with our employees.

Questions

1. What different styles of leadership are shown in this case?
2. What style of leadership do you think Wallace will have to use with Rusty?
3. Do you agree with Rusty? Discuss.

Case Incident 14.2

Does the Congregation Care?

You are talking with a young pastor of an independent church with 300 adult members. The pastor came directly to the church after graduating from a nondenominational theological school and has been in the job for eight months.

Pastor: I don't know what to do. I feel as if I've been treading water ever since the day I got here; and frankly, I'm not sure that I will be here much longer. If they don't fire me, I may leave on my own. Maybe I'm just not cut out for the ministry.

You: What has happened since you came to this church?

Pastor: When I arrived, I was really full of energy and wanted to see how much the church could accomplish. The very first thing I did was to conduct a questionnaire survey of the entire adult membership to see what types of