

A Recipe for Managerial Success

1 Teaspoon of Ideas

1 Pinch of Positivity

1 lb. of Leadership...



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Introduction

Every extravagant dinner and delicious dessert begins with a good recipe. A good recipe specifically describes the tools and methods required to complete the meal in mind. A good chef requires recipes to perform at his best. Likewise, managers should understand and implement specific leadership tools in order to be most effective at their job.

Just as there are different methods to cooking a great meal, there are many different ways to manage effectively. Good managers come in all personalities and employ many different leadership styles. However, they consistently follow certain rules of management to create a positive work environment, instill loyalty in employees, and ensure a productive and responsible workforce.

Designed like a recipe book, this handbook details specific directions and methods that managers should use to become the most effective leaders. Discover your favorite flavor of leadership, and follow these recipes for success!

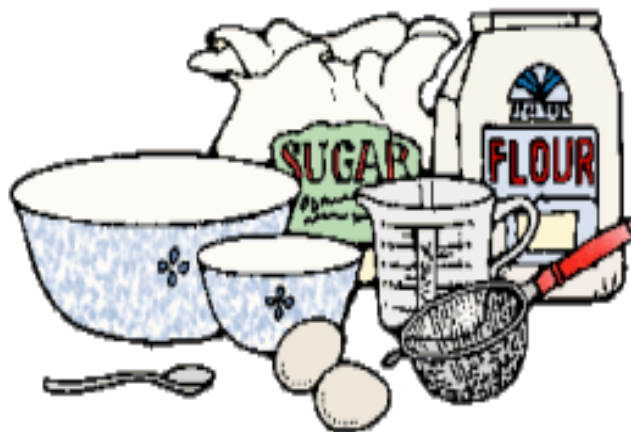


Determining Your Leadership Style

Ingredients and the Baking Process: People and Production

Two components of baking are the ingredients used and the process or steps followed to produce a baked good. The ingredients need to be taken care of so they are fresh and fully functional. The baking process involves structure, efficiency, and work. Both are needed in order to create a delicious loaf of bread. Even if you employ the most efficient process of baking, poorly treated ingredients will result in unappetizing bread. Equal concern should be shown for the ingredients as well as the baking process.

In management, leaders should feel equal concern for their employees and the work that needs to be done (otherwise known as production). The Managerial Grid defines the manager according to the amount of concern they have for the two sides of management.



Concern for Production: This side of management deals with getting the job done and finishing a product efficiently and effectively.



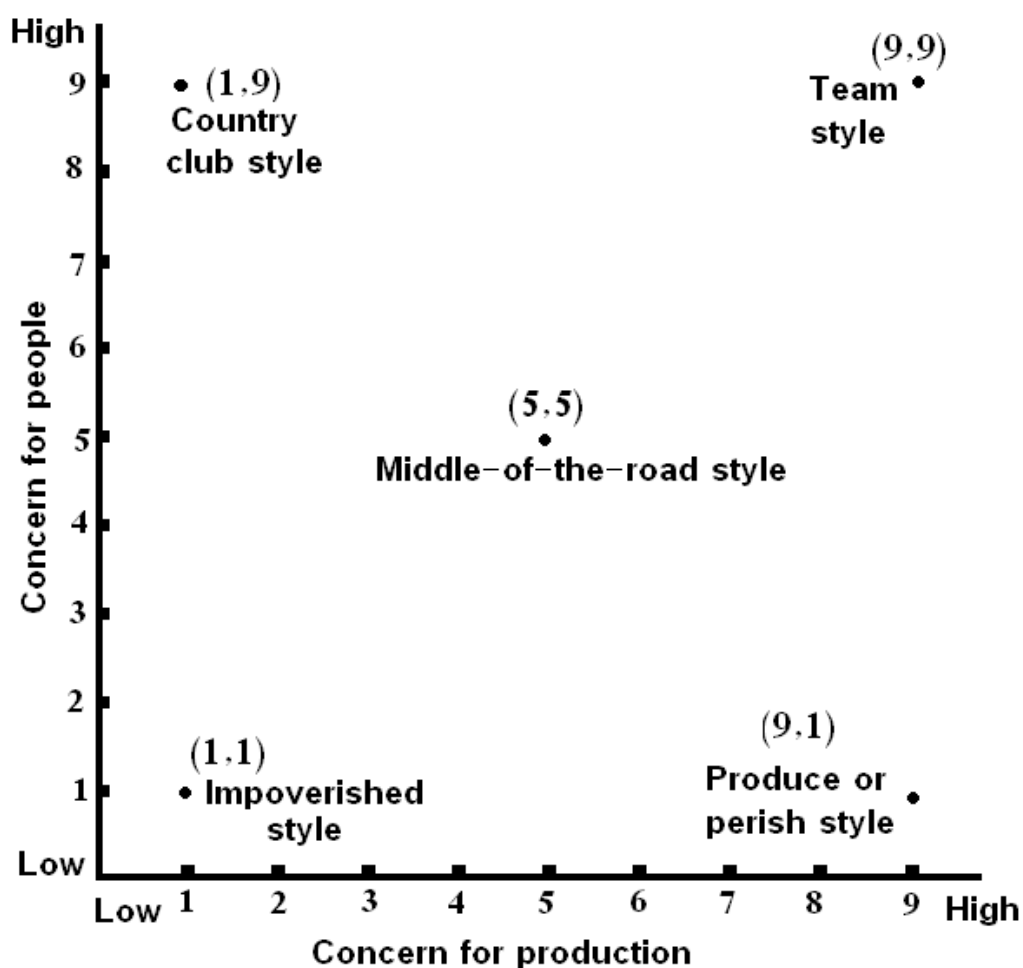
Concern for People: This side of management deals with the feelings, needs, and personal development of the team members.



The Managerial Grid

Robert Blake and Jane Mouton define the five leadership styles using The Managerial Grid.

The X-axis represents “concern for productivity” and the Y-axis represents “concern for people.” Your value placement on the graph determines your leadership style.



- **1,1- Impoverished style: No ingredients and a messy kitchen**
 - These managers have little concern for both productivity and people. These managers do the minimum requirement in order to be called “manager.” They avoid work and innovation.
- **1,9- Country Club: Fancy ingredients with no oven**
 - These managers want to be liked. They have high concern for people and low concern for productivity. This creates a friendly but unproductive atmosphere.
- **9,1 Produce or Perish: Wasted Ingredients and stocked shelves**
 - These managers are motivated by power and results. They get the job done with control and don't take suggestions or rely on anyone. They have high concern for productivity and low concern for people
- **5,5 Middle of the Road: Harmony in the kitchen**
 - These managers compromise both productivity and people. Neither the needs of the people nor the production needs are met. They merely respond to their environment rather than take initiative.
- **9,9 Team Style: All is cared for**
 - These managers are highly concerned for both productivity and people. They use a team approach and encourage participation, goal setting, and involvement to get things done. They believe that people are most productive when they are emotionally fulfilled.



Which Leader Are You?

Quiz

Take the quiz to find out!

Choose the best attitude that corresponds with your personal feelings towards the following six styles of leadership.

Initiative:

- A. I do just enough to get by.
- B. I initiate actions that help and support others.
- C. I aim to work at a steady pace.
- D. I motivate myself and others.
- E. I emphasize loyalty and express appreciation to my supporters.

Inquiry:

- A. I go along with the information given to me.
- B. I seek harmony so I don't challenge others. I try to look for facts and information that support all is going well.
- C. I take information at face value and only check it when a discrepancy occurs.
- D. Others make mistakes so I make sure I'm in control and gather the information.
- E. I search and validate information. I like to listen to the opinions of others. I will reevaluate information to make sure it is still correct.



Advocacy:

- A. I don't like to take sides so I don't voice my thoughts and opinions. However, I respond with my opinion when asked.
- B. Despite my reservations I embrace the opinions and ideas of others.
- C. I try to meet others halfway with their opinions so I express my opinions and ideas tentatively.
- D. I don't mind rejecting others' views. I will stand up for my opinions.
- E. I will change my mind if an idea sounds better than my own, but it is important for me to express my concerns and ideas.

Conflict Resolution:

- A. I stay neutral and out of conflict.
- B. I don't like when conflict happens and try to keep people happy and care for their feelings.
- C. When conflict happens I try to stay neutral and find a position everyone likes.
- D. I don't allow conflict; I am the leader so I am right.
- E. I look for the reasons conflict happens and try to solve it from there.

Decision Making:

- A. I let others make decisions and just accept what follows.
- B. I like decisions that keep relationships good and let others often make decisions.
- C. I pick decisions that the majority accepts and like.
- D. I make decisions by myself and don't need the advice of others.
- E. I aim for understanding and agreement. There is a lot of value on arriving at a decision.



Critique:

- A. I won't give feedback.
- B. I like to give praise and positive feedback. There is no need for negative feedback.
- C. I like to give informal or indirect feedback to the problems that arise.
- D. I will find the weakness or failure that prevents success.
- E. I aim for two way feedback.

Results:

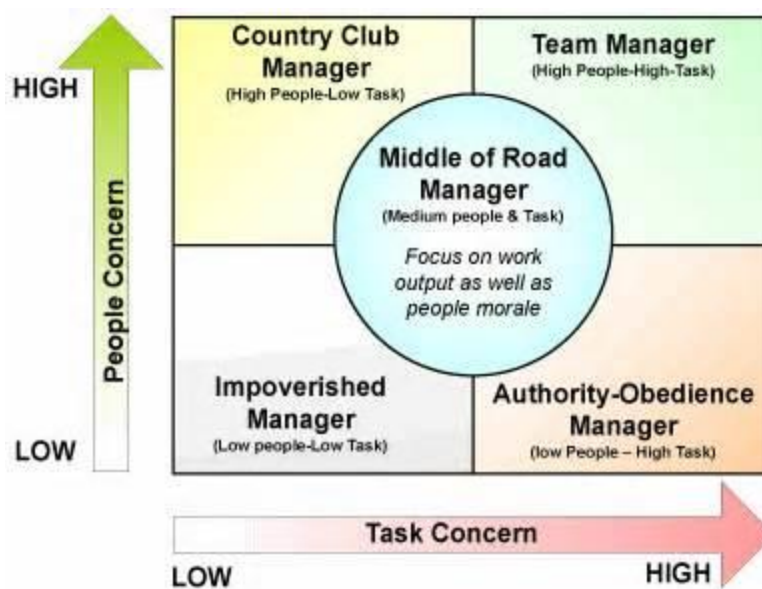
"A" represents a 1,1 Impoverish Style

"B" represents a 1,9 Country Club Style

"C" represents a 5,5 Middle of the Road

"D" represents a 9,1 Produce or Perish style

"E" represents a 9,9 Team Style



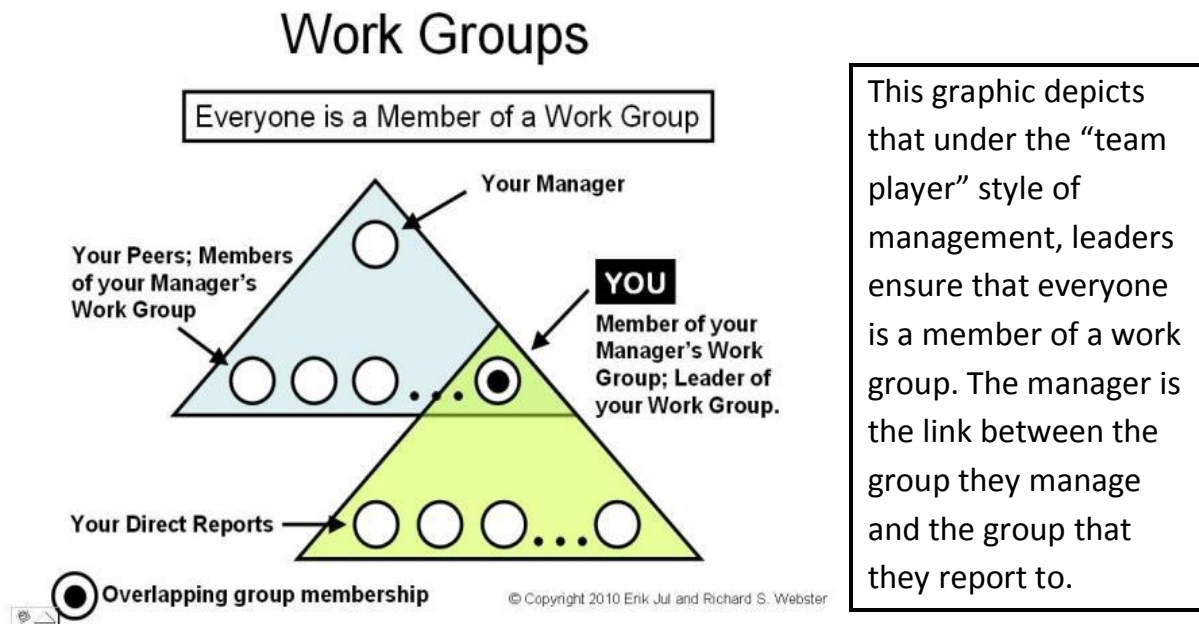
Blake & Mouton's Leadership Grid



Team Players

Each ingredient in a recipe is crucial. If sugar is missing from a cookie, for example, the end product is entirely different from the desired result. Similarly, those who are leading have an important role in the overall function of the organization. How people are managed and included will affect productivity.

A team player is a leader who believes in the importance of each individual and maximizes their talents by organizing their subordinates into highly effective work groups. Through collaboration of ideas, work groups effectively help each member to be highly productive.



Are you a team player? Are you using each of your “ingredients” and combining them to create a cohesive whole? Let’s find out.



Check to see if you've got all the ingredients of a highly effective work group:

- Group members feel like they are part of a greater whole
- Individuals of a group have relationships with other groups
- Members of the group are skilled in various leadership and membership roles
- All decisions made by the group occur in a supportive atmosphere
- Group members are genuinely concerned that each individual in the group achieves their full potential
- Mutual agreement on set goals
- Strong motivation to use an effective communication process
- Atmosphere encourages adaptability and flexibility
- Members display group pride and loyalty**



If you're missing one of these components, don't fret! Just like baking, effective managing is a science. It takes careful preparation, measurement, and sometimes adjustments if you don't get it quite right. The main point is that if you want to be a high producing manager, you need to develop your organization into highly coordinated and motivated social systems; you need to help individuals commit to the group of which they are a part and encourage them.

That may seem simple, but can be more difficult in practice. Next we will focus on one of the main ingredients for creating a highly effective work group.

Strong Group Pride and Loyalty

Recipe for group pride and loyalty:

- Soliciting the ideas of those you supervise and using them
- Using group meetings to deal with work-related problems so that members recognize the group is important
- Transmitting a supportive attitude
- Guiding goals and objectives of the organization to be consistent with the goals and organizations of the work group
- Encouraging upward and downward communication

Finished product of high group pride and loyalty:

- Group members will demonstrate more favorable attitudes toward supervision, the company and productivity
- Group members will display less anxiety towards job responsibilities



- Group members will perform better, cooperate more and miss work less often
- Group members will feel a greater responsibility to fulfill their role in the group
- Group members will communicate more effectively.

"A Watched Pot Never Boils": Delegation in a Group

- Give general rather than detailed supervision
- Allow subordinates the freedom to make mistakes
- Never assign control responsibility to the staff

How to Be a Good Leader

Disregarding the human dimension of the subordinate can be compared to neglecting to put baking soda in your cookie dough. The end result is flat, crispy, and undesirable.

Leadership *must* ensure that each interaction with the manager is supportive and helps create a sense of personal worth and importance. A leader is successful when those they are leading recognize their own potential and feel confident that their abilities are being well used.



No matter where you are at in your managing career there is room to grow into a highly effective manager. This is done by developing certain characteristics. Start by working on one of the characteristics below and incorporate another until you become a highly effective manager.

- Employee-centered
- Supportive, friendly, and helpful
- Kind, but firm--never threatening
- Genuinely interested
- Delegates decision making
- Shows confidence in the abilities of each individual
- Sees that each subordinate is well trained in his job
- Coaches and assists employees whose performance is below standard
- Schedules work to be done; trains and provides tools to get the job done
- Creates high performance goals
- Displays enthusiasm towards those goals
- Communicates clear objectives
- Gives freedom to subordinates to do the job
- Takes interest in personal matters

The manager has an effect on all of these in their sphere of influence. You will discover that your general management and leadership style will have perhaps the most important implications on the outcomes in your team, superseding your subordinates' attitude towards the company or interest in their work.



Professional vs. Amateur

Time and experience improves the skills of a manager, but it doesn't mean a new manager isn't a good one. A manager who does not rely exclusively on personal experience or observation but rather is innovative and current can be just as valuable as an experienced manager. Professional managers draw upon the knowledge of social sciences and colleagues' experiences to improve their workplace.

A good leader is informed and up to date with innovations going on in the world. The more informed the leader is, the better he will lead his employees.

Role Variability

The responsibilities of a manager are varied and include the following roles:

- Teacher
- Decision-maker
- Disciplinarian
- Helper
- Consultant
- Subordinate
- Observer

The perception that “a boss is a boss” makes it difficult for subordinates to perceive and respond to a boss as colleague, consultant, etc.



Finding the Right Leader for the Task

A Perfect Fit: Matching Leadership Style and the Situation

Group performance can be improved by changing the leader or changing the job responsibilities of the leader. One leadership style is not inherently better than another, but some behaviors tend to lead to success under one situation while leading to failure in another. In conditions where subordinates generally like the leader, the leader has a powerful tool to meet satisfaction needs whether he is task- or relationship-oriented. Subordinate approval is an advantageous situation for any leader.

Resistance to Leadership: Low-structure Task		
Situation	Unfit Leader	Fit Leader
Resistance to Leadership Low-structure task Influential leadership position	Task-oriented Leader <ul style="list-style-type: none"> • anxious and impatient to finish task • tendency cut off group discussion • inhibit free idea generation 	Relationship-oriented Leader: <ul style="list-style-type: none"> • Encourage participation • Improve employee morale • Generate employee ideas
Resistance to Leadership Low-structure task Non-influential leadership position	Relationship-oriented Leader: <ul style="list-style-type: none"> • Increased intensity of group interaction • Tyrannical • Low satisfaction 	Task-oriented Leader: <ul style="list-style-type: none"> • High task orientation • Successful organization



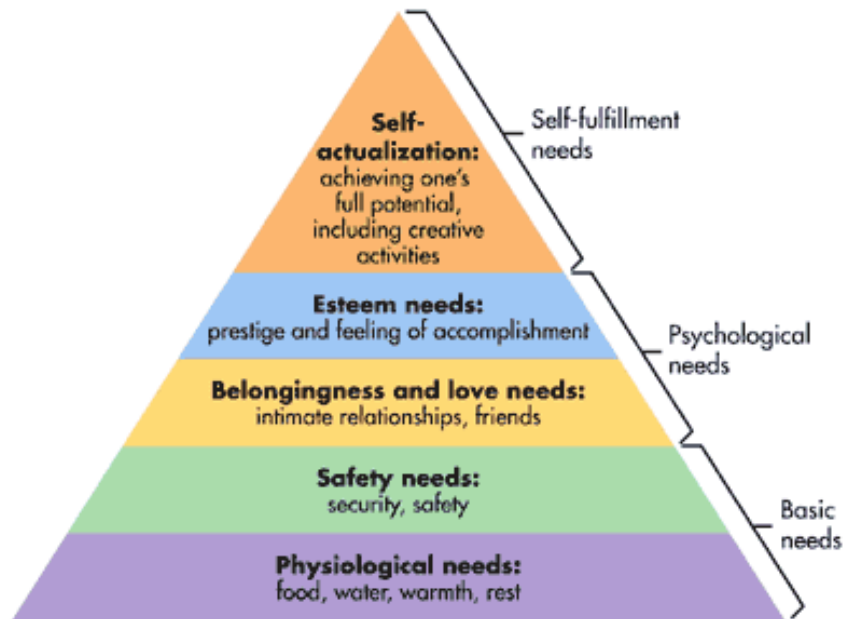
Tips to Improve Leader Abilities and Group Performance

1. Change the leader or change the job responsibilities to fit the leader
2. Change the leader's task assignment
3. Relationship-oriented leaders should receive explicit task instructions detailing what the job is and how to do it
4. Task-oriented leaders should receive vague task instructions which will allow them to decide how to complete the job on their own terms
5. Change leader's position power if increasing his status will satisfy his needs
6. Give him leaders with the same position of power if he needs peer support
7. Give him subordinates 2 or 3 ranks lower who specialize in positions where he is weaker
8. Change the leader-member relations in the group to improve cooperation
9. Give him a group whose members are very similar to leader
10. Give him group members that are known to get along with supervisor



Motivating Employees

How to Improve Employee Performance by Meeting their Basic Needs



According to Maslow, a hierarchy of needs motivates humans. It is like a five tiered wedding cake. The base needs to be the largest and secure so the fifth tier is stable on top. When needs at the bottom level are met, motivation and actions change to work towards meeting the next needs. These needs are:

- 1) *Physiological Needs*: the body's needs for functioning, such as food and water.
- 2) *Safety Needs*: physical security, stability, lack of anxiety, etc.



At a fundamental level, the primary purpose of employment is to earn money that can be used to meet these two needs. A positive work environment will ideally help employees meet the next set of needs.

- 3) *Belongingness and Love Needs*: building good relationships with other people.
- 4) *Self-esteem needs*: both internal self-esteem, and external esteem and recognition from others.

By fostering co-worker relationships and recognizing good performance these needs can be met. When these four needs are met, employees can then begin focusing on fulfilling the final need:

- 5) *Self-Actualization Needs*: “being true to one’s own nature” and finding self-fulfillment.

Every serious and experienced cook needs sharpened knives ready to chop quickly during any dinner rush . An employee who has reached self-actualization is like a well sharpened chef knife. They are efficient, quick, and reliable. Self-actualizing employees are more likely to be externally problem-centered rather than self-centered. This allows them to look at problems and solve them quickly. They also have a greater capacity for creativity making them more valuable. They can come up with innovative solutions and think outside the status quo.

Recipe for "A Self-Actualized Employee"

- **Freedom to speak**
- **Freedom to act**
- **Freedom to express**
- **Freedom to find information**
- **Freedom to defend**



An environment that fosters the fulfilling of these needs has the greatest potential for increased worker productivity. When these needs are met, motivation to work can transform from meeting external demands to increasing internal fulfillment. Workers who care about their work and take personal ownership in it are more likely to do a better job.

Movement vs. Motivation

A cake can be nicely iced on the outside and look very appetizing. However, if the actual cake is dry and crumbly on the inside it will not be truly appetizing. As a leader it is important to understand how to motivate individuals from the inside rather than manipulating external factors to move them in the direction you need.

Motivation is intrinsic, meaning that it arises through working. Movement, also known as “counterfeit motivation,” is extrinsic. This means external factors “move” individuals to perform work but do not motivate them in it. Movement *can* temporarily result in the desired outcome (i.e. the employee performs the task), but true motivation is lacking. Motivation, on the other hand, requires job satisfaction.

Promoting Motivation Through Achievements

One way to motivate employees is through achievements. Through hard work a sous chef can become a head chef. When employees have the possibility of promotion, this gives them a goal to work towards. Attaining a promotion can help an employee fulfill self-esteem needs. Compare this situation to one where employees feel stagnant in their jobs. Employees in this situation have less motivation to continuously improve work performance when their current level is enough to keep the job they have. What's important is having the



ability to work towards something better than their current state. This creates motivation.

Motivation	Movement
<ul style="list-style-type: none"> • Achievement and recognition for achievement • Enjoyment of the work itself • A sense of responsibility • Promotion or growth in the company 	<ul style="list-style-type: none"> • A reduction of time spent at work • Fringe benefits • Communication training • Status • Good pay • Company policy

The Three Philosophies of Personnel Management

Theory Name	Basis	Conclusion
Organizational Theory	Human needs are irrational and too varied for there to be one single method to solve all problems that arise.	Leaders must act as pragmatically and resolve each problem with a unique approach.
Industrial Engineering:	Man is mechanistically oriented and economically motivated. His needs are met by creating a work process that will allow him to operate in the most efficient way possible.	Leaders must focus on creating the most efficient work environment.
Behavioral Science	Emphasis on human relations.	Leaders must endeavor to instill healthy attitudes and feelings of well-being and belonging amongst employees.

Vertical vs. Horizontal Job Loading

It is difficult to make bulk cooking equally as good as a seven course meal all done for one person. Bulk cooking's purpose is to create a large amount of food in a short amount of time. This may result in less pleasurable food. Horizontal job loading is a counterfeit of job



enrichment. Horizontal job loading makes the job more productive and busy for the employee, but doesn't add any factors of enjoyment or motivation. Tactics that are considered horizontal job loading are:

- Adding meaningless tasks or changing between meaningless tasks
- Removing difficult parts of the job
- Increasing production.

Vertical job loading is the process of reforming a job to increase satisfaction among employees. This can be done in a company overall or applied to specific jobs within a career. It is like adding some cumin pepper and spices to a dish. Vertical job loading includes:

- Appointing subject matter experts to units
- Implementing a system of recognition
- Having less supervision on more experienced employees
- Having production discussed in looser terms
- Encouraging employees to personalize and take pride in their work
- Holding employees responsible for their work
- Giving employees job freedom
- Introducing new and challenging tasks
- Giving employees complete units of work

Motivational theory can be explained fairly simply. If you have an employee that cannot be utilized on the job, he must either be replaced with someone of lesser ability or with a machine. If the employee cannot be replaced nor utilized to his full potential, you will have a problem with motivation.



Adding Icing on the Cake: Ten Steps to Job Enrichment

1. Start by selecting a job where attitudes are poor, incentives are costly, and intrinsic motivation will improve in performance.
2. Approach the job with the conviction that it can be changed.
3. Brainstorm a list of changes that might enrich the job. In idea generation, creativity is more valuable than practicality.
4. Eliminate ideas that involve “movement” rather than actual motivation.
5. Eliminate ideas that are too general, impractical, or difficult to implement.
6. Eliminate ideas that are horizontal job loading suggestions.
7. Avoid involving employees whose jobs are to be enriched in this process.
8. Set up a controlled experiment amongst two equivalent groups.
9. In the first few weeks, be prepared for a drop in performance as employees adjust to the new regime.
10. In general, expect supervisors to express anxiety and hostility as supervision becomes more employee-centered.



Relationships

While people can be forced to do something by the power or status of the leader, true cooperation results from leader authority. Leader authority is the product of relationship development. Outlined here are the different types of social influence and the corresponding limitations.

Forms of Social Influence or Control: <i>All require interdependence!</i>		
Type	Description & Uses	Limitations
Physical coercion:	Most powerful and most primitive (ex. war)	<ol style="list-style-type: none"> 1. Ability to enforce by punishment 2. Availability of countermeasures (ex. in the case of a rebellion) 3. Indifference to organizational objectives 4. Low standards of performance 5. Ingenious forms of protective behavior 6. Refusal to accept responsibility
Authority	Management	
Persuasion	Sales	
Professional Help	Persuasion by authority on knowledge	Requires some degree of dependence (ex. doctor, lawyer)
<ul style="list-style-type: none"> • All require <i>interdependence!</i> <ul style="list-style-type: none"> ○ ↑ dependence → ↑ appropriateness of authority ○ ↑ specialization → ↑ interdependence • Any suspicion that a superior cannot be fully trusted → anxiety • If you feel it, they will know it <ul style="list-style-type: none"> ○ A manager CANNOT hide when he feels his subordinates are beneath him. They will know it. 		



Leaders can be relationship or task-oriented, and can also be preoccupied with direction of control or with the nature of relationships. Leaders that are primarily concerned with direction of control follow theory X principles. Theory X leaders have a more pessimistic view of humanity, and believe people must be controlled in order to be productive. Theory Y leaders more optimistically believe that people are self-motivated when they are committed to their work. These leaders are more likely to share responsibility and emphasize personal growth.

Theory X: The Scalar Principle Up-down of authority Single absolute control	Theory Y: The Integration Principle Emphasize human growth & development Selective stress adaptation
The average human being inherently dislikes work and avoids it when possible	Expenditure of physical & mental effort in work is as natural as play or rest
People must be persuaded, controlled, directed, threatened, etc. to get them to work with adequate effort	Man exercises self-direction & self-control where he is committed
MAIN COURSE: Reaction depends upon conditions: if satisfying, work is done voluntarily; if a punishment, work is avoided	
The average person prefers to be directed, avoids responsibility, lacks ambition, and most wants security	The average human being learns, under proper conditions, to accept and even seek responsibility
MAIN COURSE: Rewards associated with achievement → Commitment to associated objectives	
Man is always pursuing another want or need – once one is fulfilled, another takes its place The means for satisfying physiological (and maybe safety) needs can be withheld by management; thus, man's behavior can be controlled when he is struggling for subsistence	The average person has great capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems
MAIN COURSE: Ingenuity of average worker is sufficient to outwit <i>any</i> control system devised by management	



What Not To Do

Saying One Thing and Doing Another

When a bottle says "cooking oil" on it, it better be cooking oil and not vinegar. The inconsistency of the label and product would create distrust between the cook and the product. Manager's actions need to be consistent with their words. When a manager says one thing and does another it creates distrust amongst the people they are over.

Fighting Against Human Nature

It is contrary to salt's nature to be sweet. Salt has a specific taste true to its nature just like the way humans behave in a way are true to theirs. As a manager attempts to control behavior they must not go against human nature. A manager must focus on adapting the task to work with human nature rather than trying to change an employee's ingrained behavior to fit the task.



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