

Supervisory Styles and the Use of Power

Resources for Human Development
Access Team
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The Balancing Act of Supervision

Initiating Structure – Production orientated

- Leadership behavior aimed at defining and organizing work relationships and roles, as well as establishing clear patterns of organization, communication, and ways of getting things done.

Consideration - Relationship orientated

- Leader behavior aimed at nurturing friendly, warm working relationships, as well as encouraging mutual trust and interpersonal respect within the work unit.

Approaches to Supervision

- Authoritarian
- Laissez-faire
- Companionable
- Collaborative

Approaches to Supervision



Styles of Leadership

Authoritarian Style

- A style of leadership in which the leader uses strong, directive, controlling actions to enforce the rules, regulations, activities, and relationships in the work environment.

Collaborative Style

- A style of leadership in which the leader takes collaborative, responsive, interactive actions with followers concerning the work and the work environment. Sees work relationships as partnerships.

Styles of Leadership

Laissez-Faire Style

Allows staff to have freedom to use talents and skills, but intervenes when staff run into trouble. May send message staff have failed. Sometimes considered a style of leadership in which the leader fails to accept the responsibilities of the position.

Companionable

Uses friendship relationships to get things done. They give workers a lot of personal attention. These managers have a need to be liked. They avoid conflict with co-workers and supervisees.

Self - Monitoring

- Low self-monitor = 0 to 5
- High self-monitor = 10 to 15

High Self-Monitors

- Sensitive to the environmental cues
- Sensitivity to the reaction of others
- Ability & willingness to adjust behavior
- Try's to meet person at their level of thinking and feeling
- “Listens, listens” to others
- Feels secure emotionally (High EQ)

Situational Leadership



A situational leader varies the amount of direction and support a person needs based on the task being performed.

SITUATIONAL LEADERSHIP

Match your supervisor style to the level of worker development:

- Identify worker's developmental level
- Match supervisor style to that level
- As worker developmental level changes, supervisor moves to matching leader style

Development

ABILITY / Mastery (Skill)

- experience or education specific to task
- problem-solving
- responsibility
- meeting deadlines

WILLINGNESS / Motivation

- desire to be responsible
- high but realistic goals
- independence
- persistence
- work attitude

Ability and Will

D1 Unable and Unwilling. The worker is unable because they can't perform the task and unwilling because they don't fully understand what the task entails.

D2 Unable and Willing. The worker is still unable to complete the task, but now understands the task and is willing to try.

D3 Able and Unwilling. The worker is capable of completing the task but is unwilling due to a lack of confidence or commitment.

D4 Able and Willing. The worker is able to complete the task independently and is motivated to do so.

Leadership Behavior

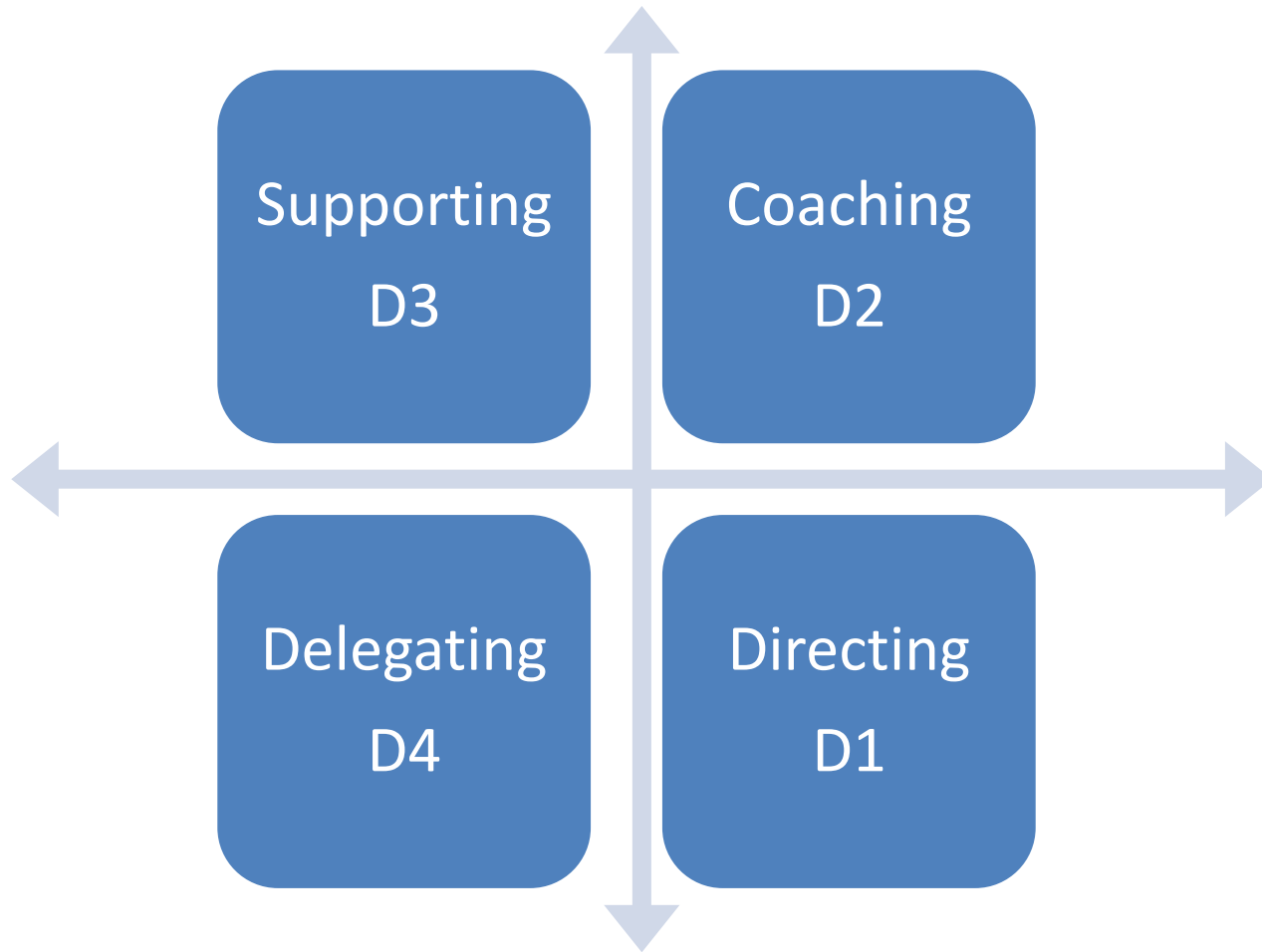
TASK:

The amount of direction the supervisor gives regarding the job function

RELATIONSHIP:

The amount of emotional support the supervisor gives, including communication (one way or two way)

Situational Leadership



Needs

- Need for Power
 - Likes control, personal power
- Need for Affiliation
 - Wants to be liked
 - (better Social Workers than Leaders)
- Need for Achievement
 - Results orientated
 - Likes challenges, reaches for more

Margaret Thatcher

“Being powerful is like being a lady. If you have to tell people you are, you aren’t.”



Sources of Power in Organizations

Reward Power

- Power based on a manager's ability to control rewards that a person wants.
 - Example-----

Coercive Power

- Power that is based on an manager's ability to cause an unpleasant experience for a target.
 - Example-----

Legitimate Power

- Power that is based on position and mutual agreement; manager and target agree that the agent has the right to influence the target.
 - Example-----

Sources of Power in Organizations

(contd.)

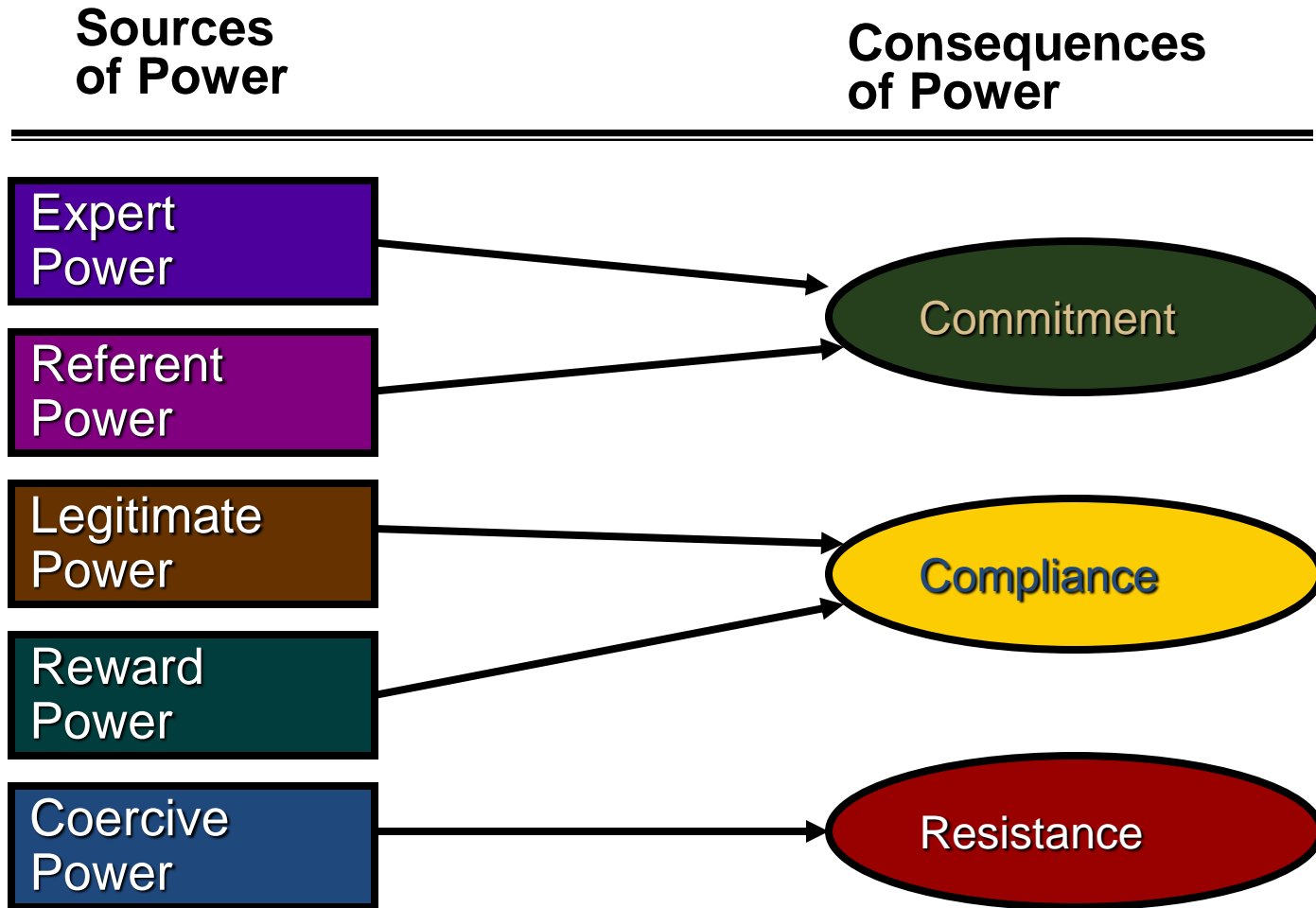
Referent Power

- An elusive power that is based on interpersonal attraction.
 - Example -----

Expert Power

- The power that exists when an manager has specialized knowledge or skills that the target needs.
 - Example-----

Consequences of Power



The Meaning of Power

(Continued)

Required Sources of Power	Process of Power	Target's Influenceability	Required Conditions
Reward Coercive Means-ends-control	Compliance	Wants to gain a favorable reaction; wants to avoid a punishing one from the agent	The agent must have surveillance over the target
Referent Attractiveness	Identification	Finds a self-satisfying relationship with the agent; wants to establish and maintain a relationship with the agent	The agent must have salience; the agent must be in the forefront of the target's awareness
Expert Legitimate Credibility	Internalization	Goes along with the agent because of consistency with internal values	The agent must have relevance

Which Power is Most Effective?



- Strong relationship to performance & satisfaction
- Transfers vital skills, abilities, and knowledge within the organization
- Employees internalize what they observe & learn from managers they consider “experts”

Guidelines on How to Empower

- Managers should express confidence in employees and set high performance expectations.
- Managers should create opportunities for employees to participate in decision making.
- Managers should remove bureaucratic constraints that stifle autonomy.
- Managers should set inspirational or meaningful goals.

Manage Yourself

- Examine & challenge
 - Your assumptions
 - Your perceptions
 - Your biases
 - Your boundaries

Especially in evaluating employees