MANAGEMENT FUNDAMENTALS: LEADERSHIP, STANDARD OPERATING PROCEDURES AND HUMAN RESOURCES

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TODAY WE WILL DISCUSS:

1. The relationship of leadership to management
2. Selznick’s model of the role of the leader
3. The functions that managers must perform
4. The skills that managers need
5. Leadership and Standard Operating Procedures
6. Matching leadership styles to different needs
7. Managing People
1. The Relationship of Leadership to Management

- According to the literature: Management is setting up control structures and SOPS – leadership is inspiring a sense of mission

- I believe that the two are too closely connected to be separated

- Leadership and management are both part of a multidimensional concept of management
2. Selznick On the Role of the Leader

EXTERNAL ORGANIZATIONAL/INSTITUTIONAL ENVIRONMENT

1. Obtains Resources
   - Functions (Turf)
   - Money
   - Authority

2. Defends the Organization's Distinctive Competence

THE LEADER

INTERNAL ORGANIZATIONAL DYNAMICS: A Focus on the Institution

1. Infuses the Organization with Value

2. Develops the Institution's Distinctive Competence

3. Distributes Incentives Derived from Resources
2. Selznick on the Role of the Leader (Continued)

- Develops the organization’s distinctive competence
  - Shapes its character
  - Infuses character via SOPs & manipulation of the internal social structure

- Looking “up” into the environment, the leader obtains resources and defends the organization’s distinctive competence
  - Represents the organization to those who can provide resources
  - Articulates what the organization is uniquely capable of doing – this results in resources
Looking “down” into the organization, builds the institution and its standard operating procedures (SOPs)

- Infuses the organization with value
  - Transforms it from an organization to an institution (evidenced by a concern for self-maintenance)

- Distributes Incentives (Derived from resources)
  - Directs incentives with an understanding of the organization’s social structure
  - Orders and mediates internal conflicts
3. The Functions that Managers Must Perform

- Learn what the organization is doing
- Determine what the organization needs to do
- Encourage effective and innovative ways of doing what the organization needs to do
- Manage its people
- Deploy incentives to get the organization’s members to do the work that needs to get done
3. The Functions that Managers Must Perform (Cont.)

- Fulfill the social and psychological needs of the organization’s members needed to maintain the organization
- Ensure that the organization accomplishes what it needs to accomplish
4. The Skills that Managers Need

- The ability to listen and learn
- A personality that matches the needs of the organization’s internal social structure, environment and goals
- Skill and sensitivity in dealing with people, distributing resources and exercising power
- The ability to communicate missions, tasks and roles
- Creativity
- The ability to inspire
5. Leadership and Standard Operating Procedures

- Leaders must use incentives to encourage the development of new standard operating procedures
  - In response to changing missions, environments and technologies

- Once developed, incentives must be used to train staff to use the new standard operating procedures
5. Leadership and Standard Operating Procedures (Cont.)

- To maintain distinctive competence, leaders must focus on the real work at the heart of the organization.
- They must ensure that work is divided to build expertise and new SOPs.
- They must ensure that work is also coordinated to deliver outputs to customers.
Organizational leadership needs vary by environment, mission and internal capacity.

These variables are dynamic and can change rapidly.

Leadership styles vary and include:
- Directive
- Facilitative
- Inspirational and Charismatic
- Reassuring/Mentoring/Parental
- And a wide variety of other styles
Leaders can and should change their styles to meet the needs of the organization.

Leaders are made and not born.

Leadership is a form of work that can be learned.

You can teach an old dog new tricks, if the old dog is willing to learn.
Organizations are collections of people
- Developing expertise and coordinating work to produce outputs that generate & use resources

People are complicated and difficult to understand
- Both individual and group behaviors

As the service-based economy grows, organizations increasingly run on their brains and their ability to generate creativity

The labor market is increasingly diverse, international and mobile
People look for more than a paycheck from work, they look for self actualization
  - A chance to learn & grow
  - Interesting work that matters
  - Being a valued part of a productive team that enjoys working together

Motivation comes from the nature of the job
  - High levels of satisfaction come from achievement, recognition, work itself, responsibility, advancement and growth
  - The ability to speak honestly about work processes, outputs and conditions
7. Managing People (Continued)

- A boss who respects the staff
  - Permits flexible hours & informality
  - Tries to obtain fair salaries and benefits for staff
  - Promotes labor/management cooperation
  - Relates to staff as people and pays attention to their personal needs

- Managers must be constantly learning
  - New standard operating procedures (sops), new techniques, new technologies
  - The need to monitor and understand a rapidly changing social, economic, political and cultural environment