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OL600

## **SNOWBALL QUESTIONS**

### **WEEK FOUR**

**1. Develop a working definition of management. ROST/145  
Answer.**

Management is a position of authority in an organization held by managers who direct subordinates to complete their designated job/tasks. Managers are individuals who oversee the operations of a company's processes, financial records and the performance of the workers assigned to them.

**2. Describe Rost's efforts to distinguish between leadership and management. Rost/130  
Answer.**

According to Rost's article, Leaders and Followers are people in a relationship. I believe that Rost feels that true leaders are actively involved in his or her relationships. Those people who are not actively involved in relationships and are passive in relationships are not true leaders.

I think this article also indicates that people who are actively involved in relationships choose to be followers or leaders. People who are actively engaged in multiple relationships within his or her community or business can choose to be a follower in one relationship and a leader in another. The choice to be a follower or leader is

dependent on desire, experience, and resources available that impact the each situation. Robert Kelley and several articles from this book show an interesting relationship: followership is essential to good leadership. Both followership and leadership are intertwined and dependent upon each other, one cannot succeed without the other.

Likewise, followership is not a person but role a person or people take within a relationship. It is interesting that both successful leaders and followers share these common characteristics: initiative, self-control, commitment, courage, talent, honest, and credibility.

**3. What summary comments do you have on Bennis' article on PAGES 299-300 in Pierce/Newstrom?**

***Answer.***

If leaders are to be successfully in managing change in this new-world environment, leaders must have the following characteristics: 1) vision, 2) solid communication skills, 3) commitment to purpose, and 4) the desire and willingness to empower others. The leader's vision must create and communicate the organizations desired future state. The leader's vision must be clear to all, and it must foster commitment within the organization. The leader's ability to communicate this vision must be clear not only to those within the organization but also to those outside the organization. Thus, the leader's vision gains allies and acceptance. Successful leaders must be

persistent and committed to his or her vision even in uncertain times. Commitment holds the organization together during challenges and times of change.

Finally, successful leaders must create the proper environment, which empowers his or her people. Through empowerment, the leader allows the release of creative juices and talent of the people within the organization. The net result; an infused organization with a drive to succeed in accomplishing the mission, vision and goals of the organization.

***4. Know about the five bases of power described by French and Raven Chapter 2 of Pierce/Newstrom (p.27)***  
***Answer.***

In the article, Power, Influence, and Influence Tactics, by Richard L. Hughes, Robert C. Ginnett, and Gordon J Curley, they describe power as the “the capacity to produce effects on others, or to influence.” There are five basic powers discussed in the article are; the powers of reward, coercion, legitimate, referent, and expert. Reward power has the potential to influence others by another controlling the desired outcomes. This power is a joint function of leaders, followers, and the situation. The leader provides a reward that is desired by the follower and is warranted by the situation.

Legitimate power exerts influence on others though request and demands deemed appropriate by virtue of established positions. In

this case, the individual has been given recognized authority within an organization or society, like that of a policeman and the community he serves. Referent power is power bestowed on an individual by others within a relationship. This referent power's ability to influence is based on the views others have in relationship to an individual, as in a pupil to a mentor. Expert power is the ability to influence others by one's relative expertise in a given area. An example of this power may be like that of a computer repair technician to an average computer owner. The last type of power is the power of coercion. Coercion power influences others through the use of force or threats. Examples of this type of power could be the power that a robber has over his/her victims during an armed robbery. My organization sometimes uses the threat of write-ups, disciplinary action and termination.