

MANAGEMENT IS LEADERSHIP

TRUE OR FALSE: Mark all statements that describe a manager as true.

- T F 1. The authority of a position automatically confers leadership qualities on the incumbent.
- T F 2. To begin with, the Manager is as leaders always have been, discontented with the status quo, but he is more committed than his predecessors to change as a way of life. He is aware that the world is changing rapidly and that his organization must change to survive.
- T F 3. He accepts and, indeed, constructively exploits the fact that young men entering his organization will possess more knowledge in some areas than he.
- T F 4. He refuses to allow rigidity to creep into his organization. He is comfortable with relatively unstructured situations in which talented people form and re-form into different task-oriented teams to solve problems of the amount and to plan against problems of the future.
- T F 5. Granting power to subordinates diminishes the power of the Manager.
- T F 6. The Manager should know more than his subordinates about what's going on.
- T F 7. He needs very little in terms of the trappings of authority or the crutches of procedure to enable him to function effectively.
- T F 8. He moves into and out of the assembled teams of talent, leading some, being a member of some. He has, therefore, developed both leadership and membership skills.
- T F 9. He enters freely into group discussions to resolve problems and tries to avoid solutions that imply that one man or one group "wins" at the expense of others.
- T F 10. He makes decisions and commits himself to them, but he also allows his associates to make decisions. He is careful neither to smother individual initiative by group processes nor to deny the interdependence of modern organizations by over emphasizing individual competition.
- T F 11. He shows confidence in his associates, is interested in them to do their jobs, and helps them to grow.
- T F 12. No Manager can be secure unless he makes all final decisions.
- T F 13. A Manager loses his individuality when he involves subordinates in the decision-making process.

- T F 14. He does not accept poor or sloppy performance, but he gives feedback on performance readily to individuals or groups in ways that are supportive, constructive, and conducive to strong motivation.
- T F 15. He focuses on the strengths of people rather than their weaknesses and follows the organizational principle of combining strengths to solve problems, to plan, and to make decisions.
- T F 16. He accepts disagreement and differences among people as assets to the organization. He has acquired, or is acquiring, the systematic knowledge that enables him to help his associates work through differences wherever possible and find the solutions that are best for the enterprise.
- T F 17. The right to communicate with higher levels of management is reserved to the Manager.
- T F 18. He accepts the fact of differences in personalities, expectations, experiences, and other variables, and so does not expect his associates to conform to his pattern.
- T F 19. He has acquired the skill of being a good and patient listener and an articulate and painstaking communicator, both with individuals and with groups.
- T F 20. He is an "upward influencer". He stands for value systems that are recognized as good and constructive, both with respect to the people in the organization and the commercial aims of the effectiveness and efficiency of the organization and for the people in it, and does not see these concerns as being contradictory.
- T F 21. He is not afraid to use authority, but uses it judiciously and only when he believes it will get a job done better. He is seen by organizational subordinates, superiors, and peers as making a genuine contribution to the over-all effectiveness of the enterprise.
- T F 22. He will not tolerate manipulation of himself by other people, nor will he manipulate them.
- T F 23. He will involve his people in decisions that affect them and he will strive to establish a climate in which, because of mutual trust and mutual support, the truth can always be told and integrity of self and of the organization is always protected.