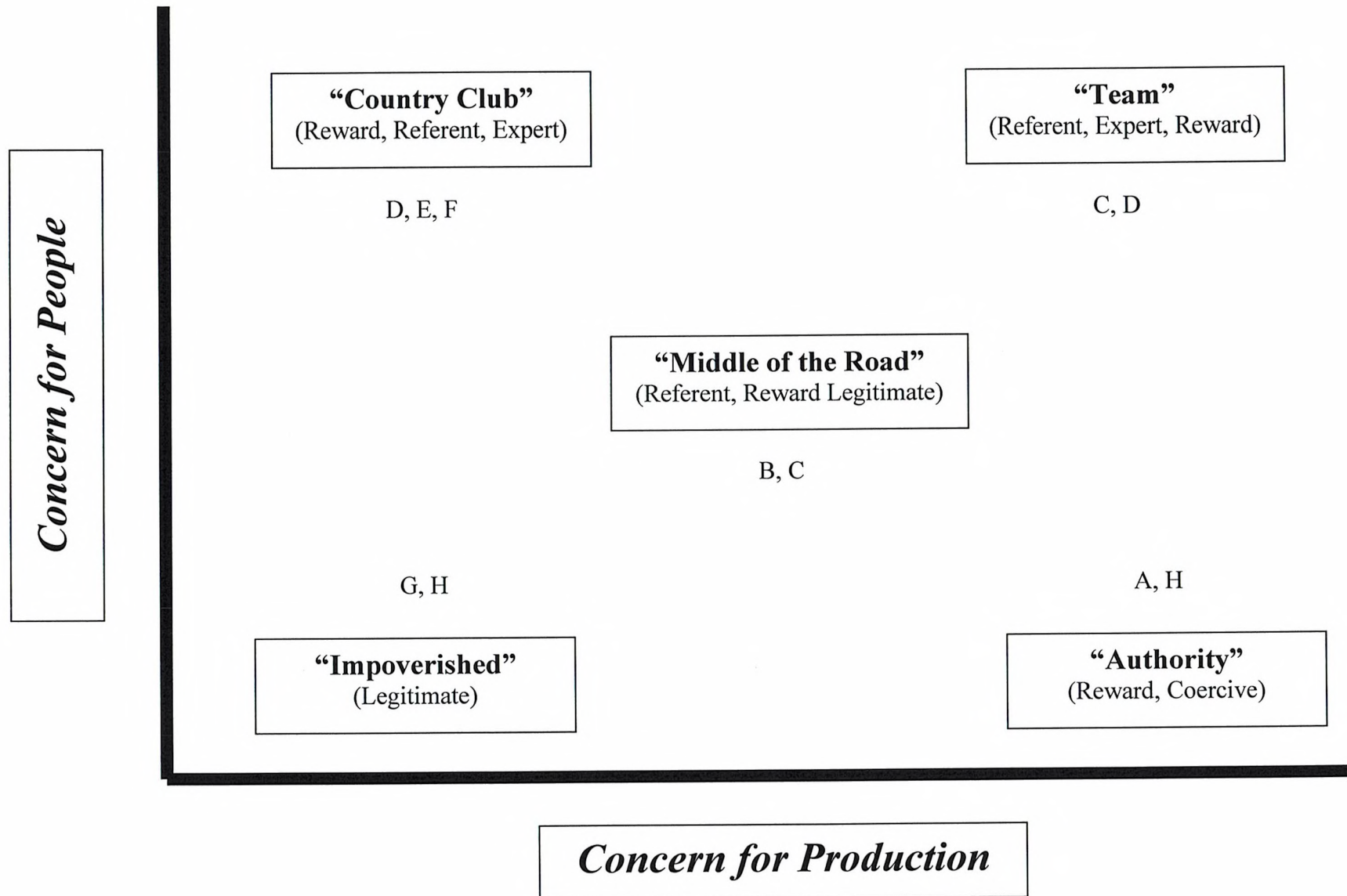


Ladd's STYLE and POWER



Management Style:

Impoverished management

(low relationship/low task behavior). The leader still identifies the problem or issue, but the responsibility for carrying out the response is given to followers. It entails having a high degree of competence and maturity (people know what to do, and are motivated to do it). Minimum effort to get the work done. A basically lazy approach that avoids as much work as possible.

Authority management

(high task/low relationship behavior). This style or approach is characterized by giving a great deal of direction to subordinates and by giving considerable attention to defining roles and goals. The style was recommended for dealing with new staff, or where the work was menial or repetitive, or where things had to be completed within a short time span. Subordinates are viewed as being unable and unwilling to 'do a good job'. Strong focus on task, but with little concern for people. Focus on efficiency, including the elimination of people wherever possible.

Country Club management

(high relationship/low task behavior). Here decision-making is shared between leaders and followers – the main role of the leader being to facilitate and communicate. It entails high support and low direction and is used when people are able, but are perhaps unwilling or insecure (they are of 'moderate to high maturity' (Hersey 1984). Care and concern for the people, with a comfortable and friendly environment and collegial style. But a low focus on task may give questionable results.

Middle of the Road management

(medium task/medium relationship behavior). This style seems to be a balance of the two competing concerns. It may at first appear to be an ideal compromise. Therein lies the problem, though: When you compromise, you necessarily give away a bit of each concern so that neither production nor people needs are fully met. Leaders who use this style settle for average results and often believe that this is the most anyone can expect. A weak balance of focus on both the people and the work. Doing enough to get things done, but not pushing the boundaries of what may be possible.

Team management

(high task/high relationship behavior). Here, while most of the direction is given by the leader, there is an attempt at encouraging people to 'buy into' the task. Sometimes characterized as a 'coaching' approach, it is to be used when people are willing and motivated but lack the required 'maturity' or 'ability'. Firing on all cylinders: people are committed to the task and the leader is committed to the people (as well as the task).

Types of Power:

- **Legitimate Power:** Your "stripes." This power emanates from your title and position in the organization. Caution: people may salute the uniform, but are they saluting the person? Are they following you because they *have* to or because they *want* to? New managers often learn that the title they thought would grant them instant authority simply gives them responsibility. It is followers who ultimately determine a leader's effectiveness.
- **Coercive Power:** Your "stick." This is your ability to sanction others for failure to comply. It may get results in the short-term and be effective in combating serious malfeasance, but it rarely inspires individuals to follow you voluntarily in the long-term. *Fear is a powerful but dangerous motivator that can hurt the leader as well as the follower.*
- **Reward Power:** Your "carrot." This is your ability to give something of value for performance. The challenge for leaders is to understand what is of value to each follower, *and* when and how to deliver rewards in meaningful, sustainable, and practical ways.
- **Expert Power:** Your "smarts." This is your specialized knowledge of some facet of your organization's work. People turn to you for advice and guidance in this area. For some leaders it can be a trap. A gifted firefighter who becomes an officer may try to stay in the comfort zone of firefighting rather than learning the skills needed to coach and lead the crew. Some officers may feel driven to be an expert in every facet of emergency services rather than train or hire others with complementary expertise.
- **Referent Power:** Your "substance." This is one of the most effective styles of power and it can serve people at any level of an organization. Referent power means people identify with you. They admire what you stand for and generally feel better when they are around you. You have a storehouse of what some scholars call "social capital." People trust you to walk your talk. They *choose* to follow.
- **Information Power:** Your "stuff." In today's world, and especially in emergency services, those with access to the latest, best, and most information have a high degree of power. This refers to both internal information as well as the data that generates good officers. Leaders who intentionally keep others in the dark are rarely seen as positive forces; those who constructively keep others "in the loop" grow referent power and their position of leadership.