Psycho-sociological aspects of leadership; Class 1

12/09/2018

Power, authority and situational management

**autonomy ;** *how can you take someone from a basic level and bring him up to autonomy.*

**leverage** the people you have on your team

Summary :

1/ Organization and Management

2/ Power & authority

3/ Empowerment

4/ Situational Management

5/ Listening, re-framing

# Organization and Management

You need to be an empowerment.

*How people of our age are pushing companies?*

To read : Steve Jobs, by Walter Isaacson.

Reframe the situation, and help people to see things in a different way. Help them with their role inside the project.

### 1/ Management cultures

**Pyramidal structure :**

* power at the top
* directive
* task-oriented

**Matrix context :**

* horizontal
* someone is impacted by what you do even tho he doesn’t work directly with you
* global / local
* function-oriented
* prevalent in multi-national companies

**Networks, project management** :

* agile methods, nomads people & open offices
* dynamic
* multi-track development
* more flexible organization

**2/** Management challenge today

* relations ?

According to Vincent Lenhardt :

1st type of team

* Task is priority
* Very top down
* Collection of individual
* Team leader : gives order and instructions
* low autonomy
* conflict : see with the “boss”

2nd type of team

* Priority for relationships
* People choose their team (eg Facebook)
* Team leader : ressource manager
* risk of different clans
* conflict : directly with said person

3rd type of team : Optimized type of team

* Priority for a shared vision
* A team that performs together
* Team leader : generates autonomy, guarantees consistency, share stakes with team members
* High autonomy
* conflict : with said person or team

# Power & Authority

Strategic relationships between members of a team: anticipating behavior of different participants

Max Weber says there is 3 types of relationships between member of a team :

* Alliances
* Negotiating
* Opposing each other

Strategic analysis in a double entry could be needed

What do we have control over ?

Resources :

* Knowledge
* Control over rules
* Transmission of information
* Allocation of resources

As a team leader : range between winning relationships and maintaining them

-> Is there commitment or compliance towards the resolution

Types of authority

* Traditional by custom -> regressive
* Charismatic, personal qualities by acceptance ->requires authenticity, energy, enthusiasm, determination, generosity, integrity, coherence
* Rational -> Power made legitimate by the organization

Trouble with exercising power :

* fragility or vulnerability :
  + self-justification
  + complains
  + indecision
* difficulties to adapt :
  + unstable values
  + agitated or inhibited
  + discouraged by delays
* disturbed sociability :
  + reforms reality
  + always want to be right
  + develops relationship based on dependence

Powerful individuals at work, by Michel Crozier:

* latitude in choice
* keep close to its intentions
* can be persuasive to the others
* rational behavior considering : context, other’s behavior, psychology
* offensive when there is an opportunity
* defensive when action are to be maintained or approved

Live exercise island crash :

* Kept calm, natural voice. No physical panicking
* Organized people, kept people focused on target
* Isolated trouble maker, so to deal with it later
* Central position, leader figure

Live exercise new officer management :

* Authoritarian figure, didn’t give a choice
* Divide and Conquer
* Know allies
* Middlemens are the one to convince
* Use least of energy with the troublemakers