* P - Thesis statement about distance, Pre and Post covid comparison
* P - Managing / Leadership roles (Minztberg), Leadership through Referent Power

Effective managers are effective leaders -> The leadership role motivates and encourages employees (MintzB)-> The leadership role reconciles the needs of the staff with the needs of

1. “The literature of management has always recognized the leader role, particularly those aspects of it related to motivation.”
2. Since “managers [spend] an average of [78%] of their time in (oral) communication” it is reasonable that effective managers have highly developed interpersonal skills, and are able to “motivate and encourage employees [by] somehow reconciling their individual needs with the goals of the organization.”
3. Referent power is a function of interpersonal skills and produces trust, respect, and devotion in others through charisma.
4. Managers utilize their referent power and represent the organization when they conduct ceremonial duties, like “[taking] important customers to lunch”, “greeting dignitaries”, or “[attending the weddings of employees]”. They “smooth [the] functioning of an organization and cannot be ignored.
5. To separate a manager from in-person contact is to undermine an organization’s effectiveness since managers also act as hubs to social networks, “[spending] 47% of their time with peers [and] 41% of their time with people inside their unit.”

"managing" is a human act that we all do, rather than a scientific process

INTODUCTION PARAGRAPH / THESIS STATEMENT: Proximity and Motivation, Covid

“referent power is affected by proximity, and that motivation is affected

by referent power; therefore, the relationship between power and motivation is one of proximity.”

In this paper we intend to illustrate the ways that distance effects the relationship between referent power, managing, and motivation within the context of Covid-19. Referent power is a function of interpersonal skills and an individual’s ability to inspire trust, respect, and devotion from others. This influence, however, is most effective in person and challenges arise when leaders try to motivate through online channels. The corporate world experienced this limitation when the Covid-19 pandemic started and they struggled to adapt to an online workforce. Employees could no longer knock at their boss’s door to clarify simple issues and workplace bonding became non-existent as offices were left empty. Motivation, to say the least, was low. Workers want to be inspired and contribute to an organization that has purpose, to believe that their labour has meaning beyond just a paycheck. When a leader can communicate their vision for the organization in a way that resonates with the staff, they create a sense of belonging and high motivation. Therefore, a key factor in managers unlocking the potential of their employees’ motivation is one of physical distance.

How does a manager motivate employees through referent power? To paraphrase Henry Minztberg’s article, *The Manager’s Job: Folklore and Fact*, the literature of management has always recognized the leader role, particularly those aspects of it related to motivation. Managers spend an average of 78% of their time in oral communication, motivating and encouraging employees by reconciling their individual needs with the goals of the organization. It is reasonable therefore, that effective managers must have highly developed interpersonal skills: an extension of the referent power. If a manager were lacking in referent power, it would undermine an organization’s effectiveness since managers act as the verbal liaisons and facilitators of corporate networks. As operators of these social hubs, managers need their interpersonal skills to be effective as only 13% of communication from forms like mail is considered useful. As such, there is evidence for a direct relationship between referent power and proximity, all the more exemplified by the challenges brought on by Covid-19.

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