

## **Chapter 8: Leadership in Management**

**I-Summary:** This chapter describes leadership qualities and styles. An ideal leader is more than just the person in charge. A good leader should have a vision and inspire others to share in that vision. Good leaders should be able to motivate others. They should also have initiative, integrity, and self-confidence. Good managers must be able to communicate well with others. One can always develop better leadership skills by doing such things as taking courses on leadership and by taking initiative in clubs and other organizations. Large companies have human resource departments that hire employees, handle records, and handle conflicts. There are three basic management styles. Autocratic leaders give orders, expecting them to be obeyed without question. They constantly oversee their workers. Democratic managers meet with their staff and discuss ideas and options with them, then make a final decision. Free-rein leaders set goals for their staff, then allow their employees the freedom to meet those goals as they see fit. Self-managed teams have even more freedom than any other type of management. Employees work as individuals or teams, rather than looking to a manager for direction. They may have a team leader to motivate them.

### **I-Quiz**

Quiz yourself to check your understanding. For each question, you will hear four answer choices. After you hear all four answer choices, choose your answer during the pause. Then you will hear the correct answer. Let's begin.

#### **Question 1**

Which statement is true about good leaders?

- a. Good leaders rarely act and make decisions without consulting others.
- b. Good leaders are smart enough to avoid taking risks.
- c. Good leaders motivate others by inspiring them.
- d. Good leaders are born with charisma.

#### **Question 2**

What trait do confident people often have that helps them make quick decisions??

- a. decisiveness
- b. good communications skills
- c. honesty
- d. good listening skills

### **Question 3**

Which kind of leader discusses options and ideas with everyone in his group, then makes the final decision?

- a. autocratic
- b. democratic
- c. free-rein
- d. self-managed

### **Question 4**

Which is NOT a good reason to delegate a project to an employee?

- a. Managers don't have time to do everything themselves.
- b. Employees need a chance to develop their own potential.
- c. The project does not interest the manager.
- d. The manager needs to focus on other work.

### **Question 5**

Who leads the self-managed team?

- a. the team leader
- b. a democratic manager
- c. the CEO
- d. an autocratic manager

### **Answer Key**

1. The correct answer is C, good leaders motivate others by inspiring them. Motivating others has three components: inspiring others with enthusiasm and personal effort, setting an example through initiative and risk-taking, and communicating a vision and goals.

- 2.** The correct answer is A, decisiveness. Someone who is confident is usually very decisive as well. Leaders often need to make quick decisions in their jobs.
- 3.** The correct answer is B, democratic. A democratic leader works with his employees to make decisions in a company. The manager will make the final decision, but may explain the reason for choosing that option.
- 4.** The correct answer is C, the project does not interest the manager. Managers should always take an interest in the projects taken on by the people under them. They should always have a basic knowledge of all projects being worked on by their teams.
- 5.** The correct answer is A, the team leader. Self-managed teams select a team leader to motivate them in working toward their goal.