

Make Your Management Style True to Your Values

If you have worked through most of the preceding exercises, you should have a much better idea about your own personal values and the vision, purpose, and goals that are true to those values. To translate this knowledge into your management style starts by looking at how others may have manifested focusing on values within their own organizations.

Many examples are provided in the ebook about *Becoming a Learning Organization*, so I encourage you to spend some time looking that over. There isn't much in the way of exercises in that ebook, so it makes good bedtime reading.

Food For Thought

My own study of the paradigm shift and its effect on management style lets me make some first-hand observations about this issue. First I'll talk about some of the differences between 20th century and 21st century management, then I'll list some of the leadership skills I've observed in values-focused managers, the tradeskill behaviors that characterize values-focused managers, a list of different kinds of power you can exert so that it will be easier for you to see which type of power is most appropriate for which situations (this will vary person by person and situation by situation), basic values for maximum success, and a simple checklist to tell if you have "right livelihood."

These are included here mostly as food for thought and grist for the mill. You've done a lot of work on your own values, so these lists and descriptions may resonate with you, and they may not. If they do not, you may be uncomfortable with some of the recommendations I make in later volumes of the series. But I welcome you to continue accompanying me on this journey regardless. I'm sure we both have a lot to learn from each other.

Twentieth Century Management

Characterized by a hierarchical structure made up of three levels:

Lowest Level - assembly line workers, supervisors, entry level managers. Operate with most constraint in decision-making latitude, need primarily technical skills, some interpersonal and conceptual skills.

Middle Management - Made up of a bulk of authoritarian managers charged with translating orders from Top management into actions by the lower levels. Less constraint, more conceptual skills, and less demand for technical skills.

Top Management - Executive management and C level officers. Least constraint, primarily conceptual skills, and human soft skills.

Twenty-First Century, Values-Focused Management

Characterized by a network or web-like flat management structure, sometimes three levels, but usually only two levels:

Outer Domain - Primarily outward facing. Fully "informed" (aware of bigger picture, empowered to do what needs to be done to make the sale and serve the customers).

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Janus Domain (facing both inward and outward) - Often absent altogether (flat management structure), if present, empowered to carry results from Outer to Core and vision from Core to Outer, must have high level of interpersonal and facilitative skills.

Core Domain - Big picture (systems thinking). Leadership within the context of accountability to stockholders and stakeholders alike, high level of conceptual, interpersonal, and facilitative skills.

Exercise 19. 20th Versus 21st Century Management

Food for Thought: What comes to mind after you read these last two mini sections about 20th and 21st century management. Share with a learning partner.

Leadership Skills of Values-Focused Managers

1. Global perspective
2. Appreciation of diversity: ethnic, gender, personality
3. Appreciation of other ways of knowing and doing
4. Ability to delegate
5. Awareness of "span of control"

Tradeskill Behaviors That Characterize Values-Focused Managers

1. Persistence
2. The ability to face the facts
3. Knowing how to minimize the risks
4. Being a hands-on learner
5. Self-starting energy
6. A community of support
7. Constructive behavior (Emotional stability)
8. Increased awareness, the sine qua non of "values-focused"

Exercise 20. Leadership Skills and Tradeskill Behaviors

Food for Thought: What comes to mind after you read these last two mini sections about leadership skills and tradeskill behaviors of values-focused managers. Share with a learning partner.

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Working With Power

- **Legitimate Power.** Power from a formal position.
 - For example, power imbued in a position or role, such as Vice-President.
- **Reward Power.** Power from the ability to reward behavior.
 - For example, power from the ability to grant formal rewards such as increased pay or promotions; or informal rewards such as trading favors.
- **Coercive Power.** Power from the ability to punish behavior.
 - For example, power through formal coercion such as firing or demotion; informal coercion such as creating difficulties by an insistence on following procedure or otherwise slowing things down.
- **Charisma Power.** Power derived from charisma (having a pleasant personality or creating the sense that you're interested in the welfare of those you manage).
 - For example, power from a popular or caring boss.
- **Expert Power.** Power derived from expertise (competency, training, or experience that has a perceived value to others).
 - For example, power exercised by the "computer whiz" or the event planner.
- **Covert Power.** Hidden power derived through subtle influence or ability to enable or prevent getting the job done through control over resources or workers.
 - For example, the power of the supply sergeant or materials manager.

Exercise 21. Kinds of Power

Food for Thought: What comes to mind after you read this last mini section about forms of power. How many of these have you encountered? How many have you used yourself? Can you think of any other kinds of power not mentioned here? Share with a learning partner.

Basic Values for Maximum Success in a Good Business

- Simple Living
- Honesty and Openness
- Sharing of Resources
- Community Service
- Concern for the Environment
- Gender, ethnic, and cultural diversity
- Cooperation and Mutual Support
- Collaboration vs. Competition

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Exercise 22. Basic Good Business Values

Food for Thought: Do you share any of these values?

What is "right livelihood?"

According to business guru Michael Phillips ("Rightlivelihood," in *Mindfulness and Meaningful Work*, Parallax, 1994), right livelihood is characterized by the existence of these three factors:

Pace - Can you set your own pace, or must you work at the convenience of machines?

Consequences - Are you aware of your "downstream" impacts or are you kept in a "need-to-know" silo?

Vulnerability - Is speaking up about unreasonable pace expectations or negative "downstream" consequences encouraged or will your job be at risk?

Exercise 23. Right Livelihood - Do You Have It?

Food for Thought: What comes to mind after you read this last mini section about right livelihood. Does your current work provide you with these characteristics? Share with a learning partner.

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