

# CHAPTER 8 Leadership in Management

## Key Words: Matching

*DIRECTIONS: Match each key word to its definition below.*

- |                                 |                                 |
|---------------------------------|---------------------------------|
| <b>a.</b> leadership            | <b>f.</b> democratic leadership |
| <b>b.</b> human relations       | <b>g.</b> free-rein leadership  |
| <b>c.</b> initiative            | <b>h.</b> delegating            |
| <b>d.</b> autocratic leadership | <b>i.</b> self-managed teams    |
| <b>e.</b> integrity             |                                 |

1. Managers working together with employees to make decisions. \_\_\_\_\_
2. Giving managers and employees the power to run things and make decisions. \_\_\_\_\_
3. One person running everything and answering to no one. \_\_\_\_\_
4. Taking action to get things done. \_\_\_\_\_
5. Setting goals for managers and employees and leaving them alone to get their jobs done. \_\_\_\_\_
6. Providing direction and vision. \_\_\_\_\_
7. The ability to communicate with people. \_\_\_\_\_
8. Holding to principles like honesty, loyalty, and fairness. \_\_\_\_\_
9. Work groups that supervise themselves. \_\_\_\_\_

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## Key Concepts: True/False

*DIRECTIONS: If the statement below is true, circle the letter T. If the statement is false, circle the letter F, then write the correct version in the space provided.*

1. A leader isn't always the person in charge. T F

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2. Self-confidence means acting sure of yourself. T F

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3. Leaders are born and not made. T F

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4. People have more confidence in a leader willing to make mistakes and learn from them. T F

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5. The three basic styles of leadership are autocratic, democratic, and free-rein. T F

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6. Henry Ford was a classic democratic leader. T F

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7. The best leadership style in an emergency is free-rein leadership. T F

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8. Autocratic leadership was the main style used in most American companies 20 or 30 years ago. T F

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9. The use of self-managed teams started in the United States and spread to Japan. T F

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10. Team leaders have taken the place of many traditional management jobs. T F

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## Analytical Skills 1: Styles of Leadership

**DIRECTIONS:** Study the characteristics of different leadership styles listed in the first column of the table below. Match the characteristic to the leadership style by placing a check mark (✓) under the correct heading.

Characteristic	Autocratic	Democratic	Free-Rein	Self-Managed Team
Workers are encouraged to voice their opinions				
Members have a chance to learn each others' jobs and obtain new skills				
Leader sets goals, then leaves managers and workers alone				
Leader makes all decisions without consulting anyone				
Leader explains reasons for actions				
Leader delegates most authority to managers				
Leader rarely gives credit to workers				
Originated in Japan				
Leader tells employees how to do their jobs				
Workers share leadership role				
Leader invites questions from workers				
Works best in emergency situations				

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## Analytical Skills 2: Leadership Occupations by Demographic

**DIRECTIONS:** The table below lists different groups of U.S. citizens in leadership-oriented jobs over a ten-year period. Study the table and answer the questions that follow.

UNITED STATES CITIZENS IN LEADERSHIP OCCUPATIONS BY DEMOGRAPHIC, 1990-2000 (IN THOUSANDS)							
Demographic	Occupation	Thousands of Workers					
U.S. Total		1990	1992	1994	1996	1998	2000
	Executives, managers	14,660	14,768	15,665	17,273	18,436	19,764
	Professional, specialty	15,888	16,126	17,346	18,586	19,983	20,729
	Protective service*	2,017	2,201	2,204	2,150	2,332	2,364
	<b>Total</b>	<b>32,565</b>	<b>33,095</b>	<b>35,215</b>	<b>38,009</b>	<b>40,751</b>	<b>42,857</b>
Women							
	Executives, managers	5,971	6,158	6,846	7,597	8,429	8,888
	Professional, specialty	8,085	8,538	9,193	10,102	10,714	11,309
	Protective service	283	386	374	373	432	431
	<b>Total</b>	<b>14,339</b>	<b>15,082</b>	<b>16,413</b>	<b>18,072</b>	<b>19,575</b>	<b>20,628</b>
African American							
	Executives, managers	815	814	948	1,111	1,200	1,489
	Professional, specialty	1,035	1,063	1,217	1,367	1,715	1,822
	Protective service	314	380	407	363	446	507
	<b>Total</b>	<b>2,164</b>	<b>2,257</b>	<b>2,572</b>	<b>2,841</b>	<b>3,361</b>	<b>3,818</b>
Hispanic							
	Executives, managers	565	613	723	780	979	1,042
	Professional, specialty	549	569	627	767	985	934
	Protective service	109	149	160	166	209	181
	<b>Total</b>	<b>1,223</b>	<b>1,331</b>	<b>1,510</b>	<b>1,713</b>	<b>2,173</b>	<b>2,157</b>
Asian							
	Executives, managers	384	420	467	573	697	915
	Professional, specialty	605	611	667	890	1,027	1,149
	Protective service	43	35	37	28	51	39
	<b>Total</b>	<b>1,032</b>	<b>1,066</b>	<b>1,171</b>	<b>1,491</b>	<b>1,775</b>	<b>2,103</b>

\*Includes persons with positions in the military or law enforcement.

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1. Which groups saw a rise in total workers between 1990 and 2000?  
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2. What percentage of executives and managers in 1990 were women? (Round to the nearest whole percent.)  
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3. What percentage of executives and managers in 2000 were women?  
\_\_\_\_\_
4. What does this change indicate?  
\_\_\_\_\_
5. Which two-year period had the greatest increase in the number of African-American professionals and specialists?  
\_\_\_\_\_
6. How many African Americans became professionals or specialists during this period?  
\_\_\_\_\_
7. What happened to the number of Asian Americans employed in the protective service category in the last two years of the decade?  
\_\_\_\_\_
8. What was the percent increase in Hispanic Americans in all leadership occupations during this decade? (Round to the nearest whole percent.)  
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9. During which year were more women employed by protective services than any other group?  
\_\_\_\_\_
10. In what category did the number of Hispanics increase the most during the decade?  
\_\_\_\_\_

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## Reading Skills: The Edible Cactus

**DIRECTIONS:** Below is an account of two management styles used at a small business. Read the account, then answer the questions that follow.

Anton Kokmar had made a name for himself as a restaurant manager who could boost profits when he was in charge of one small restaurant in a chain called the Edible Cactus, famous for its Southwestern food. So, when one of the chain's founders, Dave Molina, decided to retire, Anton took his place as the manager of the largest Edible Cactus in the region.

Dave had been popular among customers and employees alike. He greeted everyone cheerfully and chatted at length with customers. He had good relationships with his employees. He preferred to let them know their general responsibilities and then allow them to work out the details among themselves. New employees worked with experienced ones until they knew the routine. Dave also often asked employees to suggest new ideas for the menu, restaurant décor, and customer service. When an employee's suggestion was a success, Dave rewarded the employee with public praise and a bonus. Over the years, employees and customers alike had become fond of Dave and were genuinely sorry not to see him at his regular post.

Anton arrived with high recommendations. And, like Dave, he spent long hours at work and greeted customers pleasantly. But his good humor seemed to stop there. Unlike Dave, Anton watched his employees like a hawk, loudly and publicly correcting any mistakes. He insisted on training everyone himself. What's more, he tried to tell employees exactly what to do all the time, which caused problems during rush periods. At times, he had waiters running plates through the dishwasher and kitchen staff taking customers' orders. One busy holiday, he even called an over-worked chef out of the kitchen to pour coffee! When a rush was over, Anton had no words of thanks for those who had put forth so much extra effort. Some employees tried to tell Anton how hard it was to work amid all that chaos. Anton, however, refused to listen. The employees were visibly discouraged. When Dave was manager, they had enjoyed coming to work. Now they dreaded it, and even the most loyal began to look for other jobs.

1. How did Dave prefer to train employees?

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2. Give an example of a positive incentive used in the account.

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3. What do you think Anton believed about motivating his employees?

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4. Give an example to support this answer.

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5. Which style best describes Dave's approach to leadership?

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6. Which best describes Anton's approach?

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## **CHAPTER 8** Leadership in Management

### **Writing Skills 1: Leadership in an Emergency**

**DIRECTIONS:** In an emergency situation, such as a fire or an accident, an autocratic style of leadership may work best. Explain why it makes sense to use this style in an emergency and not the other two basic styles.

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### **Writing Skills 2: Leadership Qualities**

**DIRECTIONS:** Pick a leader you admire. It can be someone in business, politics, or entertainment, an historical figure, or someone you know personally. Describe what leadership qualities this person has that you admire and what the person's leadership style is. Give examples of the person's actions to support your statements.

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## **Computer Skills: Women and Ethnic Groups in Leadership Occupations**

***DIRECTIONS:** Create two pie charts illustrating the ratio of selected ethnic groups and women, respectively, in leadership occupations in the United States.*

- 1.** Start your spreadsheet program.
- 2.** For the first pie chart, enter the following information into the rows of your spreadsheet:  
African Americans: 9 percent  
Hispanic Americans: 5 percent  
Asian Americans: 5 percent  
Other: 81 percent
- 3.** Use the chart tool to convert this information into a pie chart.
- 4.** For the second pie chart, enter the following information into a spreadsheet:  
Men: 52 percent  
Women: 48 percent
- 5.** Use the chart tool to convert this information into a pie chart.
- 6.** After completing your charts, save your work to a new file.
- 7.** Print out a copy of your work if your teacher has instructed you to do so.