

chapter 2

The Supervisor as Leader

overview

You and Your People

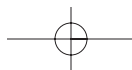
The Nature of Leadership

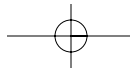
Choosing a Leadership Style

The idea that a supervisor must be a leader comes as a surprise to people who have never thought about it before. The term *leader* is likely to be associated with politics or religious movements or guerrilla-warfare situations in which people voluntarily become followers of the person who achieves command. Although it is not necessarily true, it is generally assumed that the one who is followed is a “born leader” whose influence is based at least partly on charisma or personal magnetism.

In a work situation, the supervisor is in command by virtue of being placed there by the company and its superiors. In the hospitality industry the term *supervisor* refers to a manager at a lower organizational level who supervises entry-level or other employees who themselves do not have supervisory responsibilities. The workers are expected to do what the boss tells them to do—that’s just part of the job, right?

But if employees simply do what they are told, why is labor turnover so high, productivity so low, and absenteeism so prevalent? Why is there conflict between labor and management? The truth of the matter is that the boss is in charge of the workers, but that does not guarantee that the workers will put all of their efforts into the job. This is where leadership comes in.





In this chapter we explore the kinds of interactions between a supervisor and his workers that relate to the building of leadership in work situations. It will help you to:

- ∞ Identify typical hourly jobs in foodservice and lodging establishments.
- ∞ Outline the demographics of the labor pool typically hired for hourly jobs in the hospitality industry.
- ∞ Explain the concept of leadership on the job.
- ∞ Compare and contrast the concepts of formal authority and real authority.
- ∞ Describe and give examples of four leadership styles—autocratic, bureaucratic, democratic, and laissez-faire.
- ∞ Compare and contrast Theory X and Theory Y management styles.

You and Your People

More than one out of every eight Americans now working have worked in a McDonald's since the first one opened over 40 years ago in California. It seems an incredible statistic, but keep in mind that 8 percent of American employees work in foodservice, and many young people find their first job in foodservice or a hotel. You may already have worked in a hospitality operation yourself.

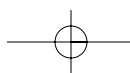
The hospitality industry is composed of 70 percent part-time, short-term people. They are “only working here until”—until they get out of high school, until they get out of college, until they have enough money to buy a car, or until an opening comes up someplace else. It is not uncommon to hear a young hourly employee say, “I’ll keep this job until I can get a real job,” for what they often mean is that they plan to switch from an hourly to a salaried position.

The Jobs and the Workers

Hotels and restaurants are dependent on large numbers of people to fill low-wage entry-level jobs that have little interest and no perceived future. Washing pots, bussing tables, dishing out the same food every day from the same steam table, lifting heavy bags, mopping dirty floors, cleaning rest rooms, straightening up messy rooms left by unheeding customers every single day can become very tiresome. Workers take these jobs either because no special skill, ability, or experience is required, or because nothing else is available.

Some of these people consider the work demeaning. Even though they are doing demanding work that is absolutely essential to the operation, management often looks down on them. They are frequently taken for granted, ignored, or spoken to only when reprimanded. Given the nature of the work and the attitudes of management and sometimes of other workers, it is no wonder that turnover is high.

Another level of hourly worker is the skilled or semiskilled: the front desk clerk, the cashier, the bartender, the cook, the waiter and waitress. These jobs are more appealing, the money is better, and there is sometimes a chance for advancement. Yet



here, too, you often find temporary workers—students, moonlighters, people who cannot find anything in their own fields—people working there *until*.

Many employers assume that their employee will not stay long, and most of them do not. According to a National Restaurant Association's Restaurant Industry Operations Report, the turnover rate for hourly workers in full-service operations is 100 percent. That means that your typical full-service restaurant will lose every one of its hourly employees during one year and have to fill every position. (A study by the Educational Foundation of the National Restaurant Association asked 857 ex-foodservice workers to explain why they left their jobs. The most frequently cited reasons were more money, a better work schedule, and more enjoyable work.)

There is really no valid stereotype of today's hospitality worker. The industry employs people of all ages and backgrounds. In fact, an already diverse workplace is becoming more diverse than ever. This is due in part to the fact that new workers entering the workforce are overwhelmingly non-Caucasian ethnic minorities, immigrants, and women.

Everyone knows that hanging onto the right people is really hard. In fact, most emerging businesses say that this is their greatest challenge. And instead of wondering where all of the employees have gone, shouldn't we ask where all the good leaders have gone?

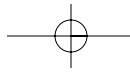
Source: "Labor crisis or lapse in leadership?" *Restaurant Hospitality*, Vol. 83, No. 7, p. 58. July 1999.

Approximately half of the foodservice workforce, as well as a big presence in hotels, are employees from 18 to 34 years old, a group referred to as **Generation X**. X'ers will work hard, but they will also make certain demands. They want to do work that they consider worthwhile as well as work they enjoy doing. The employees want their supervisors to let them be more involved by listening to them and by allowing them to participate in decision making. Not surprisingly, employees do not want supervisors to bark orders in a militant fashion, they want training and expect management to invest time and money in their training and development.

At least 50 percent of both foodservice and hotel workers are women. There are more women working now than ever before and they are not necessarily satisfied with traditional women's jobs. There are many female bartenders, cooks, and chefs, as well as many other management positions now filled by women.

The fastest-growing ethnic groups in the United States are Hispanics, people of Asian origin, and African-Americans, so it is not surprising to see many of these people in hospitality jobs. Did you know that Hispanics have been the biggest minority in foodservice since 1993? Did you also know that one out of six foodservice workers speaks a language other than English at home? We discuss diversity of the hospitality workforce in more detail in Chapter 3.

As we noted in Chapter 1, many of today's workers tend to have a higher expectation level and a lower frustration tolerance than workers of past generations. They expect more out of a job than just a paycheck. Most are not tied by need to jobs they don't like; in good times, hospitality jobs are usually plentiful, and unemployment insurance tides workers over during a move from one job to another. Availability of jobs, of course, varies with economic conditions and from one area to another. But even needing that paycheck does not guarantee that a person will work well on the job. That is why it is necessary to have supervisors and managers.



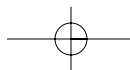
Approximately half of the foodservice workforce, as well as a big presence in hotels, are employees from 18 to 34 years old, a group referred to as **Generation X**. (Courtesy of Sodexho)

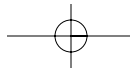
The Nature of Leadership

You are going to be a **leader**. Now, you may wonder, “What is a leader, and how is it any different from being a manager?” These are good questions. As a part of the management staff, one is expected to produce goods and services by working with people and using resources such as equipment and employees. That is what being a manager or supervisor is all about. As discussed in Chapter 1, an important managerial function is to be a leader. A leader can be defined as someone who guides or influences the actions of his or her employees to reach certain goals. A leader is a person whom people follow voluntarily. What you, as a supervisor, must do is to direct the work of your people in a way that causes them to do it voluntarily. You don’t have to be a born leader, you don’t have to be magnetic or charismatic; you have to get people to work for you willingly and to the best of their ability. That is what **leadership** is all about.

Although it is true that many leadership skills are innate and that not all managers make great leaders, it is also true that most managers will benefit from leadership training. Moreover, natural leaders will flourish in an environment that supports their growth and development. Therefore, activities surrounding leadership development are worth the time and expense. Traditional characteristics of leadership development are¹:

¹“Labor crisis or lapse in leadership?” *Restaurant Hospitality*, Vol. 83, No. 7, July 1999, p. 58.





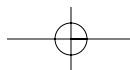
1. We spend millions of dollars teaching managers technical skill and administrative functions.
2. Managers' "numbers" are the primary benchmark for evaluating their successes and failures.
3. Management training programs are more focused on short-term skills than on long-term development processes.

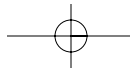
You need to break out of this limited training "box" if you want to develop leaders who can help your businesses grow. There are seven steps to establishing a foundation for leadership development:

1. Commit to investing the time, resources, and money needed to create a culture that supports leadership development.
2. Identify and communicate the differences between management skills and leadership abilities within the organization.
3. Develop quantifiable measurables that support leadership skills. These include percentage of retention, percentage of promotables, and percentage of cross-trained team members.
4. Make leadership skills a focus of management training. These include communication skills (written, verbal, nonverbal, and listening), team-building skills (teamwork, coaching, and feedback), proactive planning skills (transitioning from managing shifts to managing businesses), and interpersonal skills (motivation, delegation, decision making, and problem solving).
5. Implement ongoing programs that focus on leadership skills, such as managing multiple priorities, creating change, and presentation skills.
6. Know that in the right culture, leaders can be found at entry level.
7. Recognize, reward, and celebrate leaders for their passion, dedication, and results.

In theory, you have authority over your people because you have **formal authority**, or the right to command, given to you by the organization. You are the boss and you have the **power**, the ability to command. You control the hiring, firing, raises, rewards, discipline, and punishment. In all reality, your authority is anything but absolute. **Real authority** is conferred on your subordinates, and you have to earn the right to lead them. It is possible for you to be the **formal leader** of your work group as well as have someone else who is the **informal leader** actually calling the shots.

The relationship between you and your people is a fluid one, subject to many subtle currents and cross-currents between them and you. If they do not willingly accept your authority, they have many ways of withholding success. They can stay home from work, come in late, drag out the work into overtime, produce inferior products, drive your customers away with rudeness and poor service, break the rules, refuse to do what you tell them to, create crises, and punish you by walking off the job and leaving you in the lurch. Laying down the law, the typical method of control in hospitality operations, does not necessarily maintain authority; on the contrary, it usually creates a negative, nonproductive environment.





What it all adds up to is that your job as a supervisor is to direct and oversee a group of transients who are often untrained, all of who are different from each other, and many of whom would rather be working somewhere else. You are dependent on them to do the work for which you are responsible. You will succeed only to the degree that they permit you to succeed. It is your job to get the workers to do their best for the enterprise, for the customers, and for you. How can one do this?

As a distinguished leadership expert noted, “managers are people who do things right, and leaders are people who do the right things.” Think about that for a moment. In other words, managers are involved in being efficient and in mastering routines, whereas leaders are involved in being effective and turning goals into reality. As a supervisor and leader, your job is to **do the right things right**, to be both efficient and effective. An effective supervisor in the hospitality industry is one whom, first, knows and understands basic principles of management, and second, applies them to managing all the resource operations.

In the hospitality industry we use a technique referred to as **MBWA**, *management by wandering around*, spending a significant part of your day talking to your employees, your guests, and your peers. As you are walking around and talking to these various people, you should be performing three vital roles discussed in this book: listening, coaching, and troubleshooting.

Check Your Knowledge

1. What is a leader?
2. What is the difference between formal and informal authority?

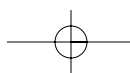
Choosing a Leadership Style

The term *leadership style* refers to your pattern of interacting with your subordinates: how you direct and control the work of others, and how you get them to produce the goods and services for which you are responsible. It includes not only your manner of giving instructions, but the methods and techniques you use to motivate your workers and to assure that your instructions are carried out.

Leadership Styles

There are several different forms of **leadership style**: autocratic, bureaucratic, democratic, and laissez-faire being the most popular styles today. Before choosing a style of leadership, one must identify the pros and cons of each and then decide if it will be the most effective style in the hospitality industry.

Autocratic leadership style can be identified with the early, classical approach to management. A supervisor practicing an autocratic style is likely to make decisions without input from staff, to give orders without explanation or defense, and to expect the orders to be obeyed. When this style of leadership is used, employees be-





come dependent on supervisors for instructions. The wants and needs of the employees come second to those of the organization and the supervisor.

In bureaucratic leadership style, a supervisor manages “by the book.” The leader relies on the property’s rules, regulations, and procedures for decisions that he makes. To the employees, their leader appears to be a “police officer.” This style is appropriate when the employees can be permitted no discretion in the decisions to be made.

Democratic (also called *participative*) leadership style is almost the reverse of the autocratic style discussed previously. A democratic supervisor wants to share decision-making responsibility. They want to consult with the group members and to solicit their participation in making decisions and resolving problems that affect the employees. The employer strongly considers the opinions of employees and seeks their thoughts and suggestions. All employees are informed about all matters that concern them. One could compare a democratic supervisor to a coach who is leading his or her team.

Laissez-faire (also called *free-rein*) leadership style refers to a hands-off approach in which the supervisor actually does as little leading as possible. In effect, the laissez-faire supervisor delegates all authority and power to the employees. The supervisor relies on the employees to establish goals, make decisions, and solve problems. At best, the laissez-faire style has limited application to the hospitality industry.

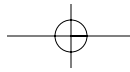
The Old-Style Boss

In the hospitality industry, the traditional method of dealing with hourly workers has generally been some variation of the command–obey method combined with **carrot-and-stick techniques** of **reward and punishment**. The motivators relied upon to produce the work are money (the carrot) and fear (the stick)—fear of punishment, fear of losing the money by being fired. All too often, the manner of direction is to lay down the law in definite terms, such as cursing, shouting, and threatening as necessary to arouse the proper degree of fear to motivate the worker.

People who practice this **autocratic method** of managing employees believe that it’s the only method that employees will understand. Perhaps that is the way the supervisor was raised, or perhaps it is the only method the supervisor has ever seen in action. In any case, it expresses their view of the people involved that “workers these days are no good.”

Some workers are simply bad workers. However, cursing, shouting, and threatening seldom helps them improve. Many workers do respond to a command-obey style of direction, but those workers often come from authoritarian backgrounds and have never known anything else. This style is traditional and military; the style of dictatorship in countries from which some immigrants come. However, for your average American employee, it does not work. It may be enough to keep people on the job but not working to their full capacity.

When coupled with a negative view of the worker, this style of direction and control is far more likely to increase problems than to lessen them, and to backfire by breeding resentment, low morale, and adversary relationships. In extreme cases, the boss and the company become the bad guys, the enemy, and workers give as



little as possible and take as much as they can. In response, close supervision and tight control are required to see that nobody gets away with anything. In this type of atmosphere, customer service suffers and patrons go somewhere else.

We are also learning more about what causes workers to work productively, including many of the things we have been talking about, such as positive work climate, person-to-person relations, and other people-oriented methods and techniques. At this point, let us look at some current theories of leadership and see how—or whether—they can be applied in hotel and foodservice settings. These theories emerged in the 1950s and 1960s, following the discovery that making workers happy does not necessarily make them productive. The theories are based on what behavioral scientists, psychologists, and sociologists tell us about human behavior. They explore what causes people to work productively and how this knowledge can be used in managing employees.

Theory X and Theory Y

In the late 1950s, Douglas McGregor of the MIT School of Industrial Management advanced the thesis that business organizations based their management of workers on assumptions about people that were wrong and were actually counterproductive. He described these faulty assumptions about the average human being as **Theory X**²:

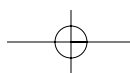
1. They have an inborn dislike of work and will avoid it as much as possible.
2. They must be “coerced, controlled, directed, threatened with punishment” to get the work done.
3. They prefer to be led, avoid responsibility, lack ambition, and want security above all else.

McGregor argues: “These characteristics are not inborn.” He believed people behaved this way on the job because they were treated as though these things were true. In fact, he stated, “this is a narrow and unproductive view of human beings,” and he proposed **Theory Y**³:

1. Work is as natural as play or rest; people do not dislike it inherently.
2. Control and the threat of punishment are not the only means of getting people to do their jobs. They will work of their own accord toward objectives to which they feel committed.
3. People become committed to objectives that will fulfill inner personal needs, such as self-respect, independence, achievement, recognition, status, and growth.
4. Under the right conditions, people learn not only to accept responsibility, but also to seek it. Lack of ambition, avoidance of responsibility, and the desire for security are not innate human characteristics.

²For a more detailed explanation of Theory X please refer to: Douglas McGregor. *The Human Side of Enterprise*. McGraw-Hill, 1960.

³Ibid.



5. Capacity for applying imagination, ingenuity, and creativity to solving on-the-job problems is “widely, not narrowly, distributed in the population.”
6. The modern industrial organization uses only a portion of the intellectual potential of the average human being.

Thus, if work could fulfill both the goals of the enterprise and the needs of the workers, they would be self-motivated to produce, and consequently, coercion and the threat of punishment would be unnecessary.

Theory X fits the old-style hospitality manager to a T, and it is safe to say that this pattern of thinking is still common in many other industries as well. However, behavioral science theory and management practice have both moved in the direction of Theory Y. Theory Y is a revised view of human nature with emphasis on using the full range of workers' talents, needs, and aspirations to meet the goals of the enterprise.

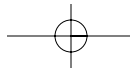
A popular way of moving toward a Theory Y style of people management is to involve one's workers in certain aspects of management, such as problem solving and decision making. Usually, such involvement is carried out in a group setting: meetings of the workers for the specific purpose of securing their input. The degree of involvement the boss allows or seeks can vary from merely keeping the workers informed of things that affect their work to delegating decision making entirely to the group.

The participative management style, mentioned in Chapter 1, results when workers have a high degree of involvement in such management concerns as planning and decision making. Enthusiasts of a participatory style of leadership believe that the greater the degree of worker participation, the better the decisions and the more likely they are to be carried out. However, others point out that the degree of participation that is appropriate for a given work group will depend on the type of work, the people involved, the nature of the problem, the skill and sensitivity of the leader, and the pressures of time—the situational leadership approach, to be discussed shortly. The degree to which the boss involves the workers may also vary from time to time, depending on circumstances. You are not going to make a group decision when a drunk is making a scene in the dining room or when a fire alarm is going off on the seventh floor.

Situational Leadership

In the **situational leadership** model developed by Kenneth Blanchard and Paul Hersey, leadership behaviors are sorted into two categories: directive behavior and supportive behavior. *Directive behavior* means telling an employee exactly what you want done, as well as when, where, and how to do it. The focus is to get a job done, and it is best used when employees are learning a new aspect of their jobs. *Supportive behavior* is meant to show caring and support to your employees by praising, encouraging, listening to their ideas, involving them in decision making, and helping them reach their own solutions. This method is best used when an employee lacks commitment to do a job.

By combining directive and supportive behaviors, Hersey and Blanchard came up with four possible leadership styles for different conditions. When an employee



profile

JIM SULLIVAN



Courtesy of Jim Sullivan

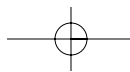
I like what I do. Every year I arrange dozens and dozens of service and sales-building seminars for successful companies around the world. I also help overhaul and re-design manager and server training manuals and programs for a variety of successful chains and independent restaurants. And in doing so, I get to assimilate a wide variety of best practices relating to customer service, employee retention, same-store-sales building, cost controls, and creative management. I also see subtle patterns, trends, and evolutions occurring in hospitality management theory and practice. In case you hadn't noticed, a sea change of behavior is in full swing right now. I'd like to outline and possibly debunk nine customer service myths that used to hold water in our industry and now are losing value as operating principles. Do you agree or disagree with the following points and counterpoints? The way you think about each one may provide a road map for your operation's success in the looming new century.

No. 1: "The customer comes first." Really? Today you need good employees more than they need you. As Wally Doolin, chief executive of TGI Friday's parent, Carlson Restaurants Worldwide, pointed out at the recent Multi-Unit Foodservice Operators confab: "Our employees are our first market." Amen. So, instead of ranking relationships between customers and employees, we should focus on establishing equity instead. In other words, never treat a customer better than you do an employee. Service, like charity, begins at home, and if you're not investing in serving your team as well as you serve your customers, you're headed for trouble, pure and simple.

No. 2: "A satisfied customer comes back." Customer "satisfaction" is meaningless. Customer loyalty is priceless. People don't want to be "satisfied" as customers. Heck, Kmart can "satisfy" customers, for crying out loud. They want fun, flair, and memorable experiences. A satisfied customer doesn't necessarily ever come back. As the noted New York restaurateur Danny Meyer says, "Give your guests what they remember and give them something new each time they visit."

No. 3: "We've got to focus on the competition." That's right. But what you may not realize is that your competition is the customer, not other restaurants. So stop looking across the street and focus on the face above the tabletop or at the counter.

No. 4: "Comment cards and 'secret' shoppers accurately measure service." Measuring customer satisfaction in your restaurant merely by tallying mystery-shopper scores and comment cards is like judging chili by counting the beans. Measure what matters: Same-store sales increases, higher customer traffic, and lower employee turnover are just as important—if not more so. Mystery shopping is effective, but only if it measures the good as well as the bad and the "shoppers" are people with hospitality experience who know the subtleties to look for. Focus on creating internal



quality for your staff first, and they will build a happy customer. A happy customer buys more.

No. 5: "People are our most important asset." That old adage is wrong. The right people are your most important asset. The right people are not "warm bodies." The right people are those servers, cooks, hostesses, or managers who exhibit the desired team and customer service behavior you want, as a natural extension of their character and attitude, regardless of any control or incentive system. Hire the personality; train the skills. Where do you find them? See No. 6.

No. 6: "There's a labor crisis." According to the National Restaurant Association and the Bureau of Labor Statistics, every seven days we turn over 250,000 employees in this industry. Yikes. But where do they go? Is it to other industries or other restaurants? Get straight on this: We don't have a "labor" crisis. We've got a turnover crisis. So the tough question you have to ask yourself about your operation is not, "Are there enough people available to work?" but rather, "Are there enough people available to work who want to work for us?" Make your operation a fun, reputable, and caring place to work.

No. 7: "Invest first in building the brand." Sorry, I disagree. Invest first in people, second in brand, third in bricks and mortar. Mike Snyder, president of Red Robin International Inc., summed it up this way. He said, "Give me a Weber [barbecue] and a tent in a parking lot along with the best service-oriented people who take care of the customer and each other, and I'll beat the off the restaurant with the multimillion-dollar physical plant every shift."

No. 8: "Information is power." Know the difference between "information" and "communication." Those two words often are used interchangeably but in fact mean two different things. Information is "giving out"; communication is "getting through." Training is your secret weapon, but I suspect that much of your training informs more than it communicates. Besides, the belief that information is power leads managers to hoard it, not share it, and that's backward thinking. Sharing information not only enlightens but also shares the burden of leadership and engages the creativity and solutions of the entire team.

No. 9: "We need new ideas to progress." Why do companies always want new ideas? I'll tell you why: Because "new ideas" are easy. That's right. The hard part is letting go of ideas that worked for you two years ago and are now out of date. So before you and your team brainstorm dozens of new ideas that get listed on flip charts, give everyone a warm fuzzy feeling and that never are implemented, allow me to suggest a different angle. The newest and most innovative thing you can do for your business may be to master the "basics" that everyone knows and no one executes consistently. I'm referring to caring behavior, service with flair, and employee appreciation. Because, unlike Nehru jackets and the Backstreet Boys, the basics of great service never go out of style.

In summary, remember that there is no silver bullet for guaranteeing great service and a great team. Maybe Darrell Rolph, chief executive of Carlos O'Kelly's, says it best: "Keep it fresh, keep it focused, and remember to say thank you."



has much commitment or enthusiasm but little competence to do a job, a **directing style** is needed; this is high on directive and low on supportive behaviors. Suppose that you have a new employee full of enthusiasm who knows little about how to do the job. A directing style is appropriate: You train the new employee by giving multiple instructions, you make the decisions, you solve the problems, and you closely supervise. Enthusiastic beginners need this direction. A directing style is also appropriate when a decision has to be made quickly and there is some risk involved, such as when there is a fire and you need to get your employees out of danger.

As new employees get into their jobs, they often lose some of their initial excitement when they realize that the job is more difficult or not as interesting as they originally envisioned. This is the time to use a **coaching style**, with lots of directive behaviors to continue to build skills and supportive behaviors to build commitment. In addition to providing much direct supervision, you provide support. You listen, you encourage, you praise, you ask for input and ideas, and you consult with the employee.

As employees become technically competent on the job, their commitment frequently wavers between enthusiasm and uncertainty. In a situation like this, the use of a **supporting style** that is high on supportive behaviors and low on directive behaviors is required. If an employee shows both commitment and competence, a **delegating style** is suitable. A delegating style of leadership is low on directive and supportive behaviors because you are turning over responsibility for day-to-day decision making to the employee doing the job. These employees don't need much direction, and they provide much of their own support.

Using this view of situational leadership, you need to assess the competence and commitment level of your employee in relation to the task at hand before choosing an appropriate leadership style (Table 2.1). As a supervisor, your goal should be to build your employees' competence and commitment levels to the point where you are using less time-consuming styles, such as supporting and delegating, and getting quality results.

TABLE 2.1 **Situational Leadership**

<i>When an Employee Demonstrates:</i>	<i>Use:</i>
Low competence, high commitment	Directing leadership: high directive, low supportive
Some competence, low commitment	Coaching leadership: high directive, high supportive
High competence, variable commitment	Supporting leadership: low directive, high supportive
High competence, high commitment	Delegating leadership: low directive, low supportive

Adapted from Kenneth Blanchard, Patricia Zigarmi, and Drea Zigarmi, *Leadership and the One Minute Manager*. New York: William Morrow, 1985.



Transactional leaders motivate workers by appealing to their self-interest. (Courtesy of Sodexho)

Transformational Leadership

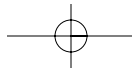
Burns, a prominent leadership researcher, proposed that leadership is a process that is either transactional or transformational in nature.⁴ **Transactional leaders** motivate workers by appealing to their self-interest. In other words, workers do their jobs and give their compliance in return for rewards such as pay and status. Transactional leaders stress communication of job assignments, work standards, goals, and so on, in order to maintain the status quo.

On the other side of the fence are informational leaders. Instead of using rewards and incentives to motivate employees, **transformational leaders** do the following.

1. Communicate with and inspire workers about the mission and objectives of the company.
2. Provide workers with meaningful, interesting, and challenging jobs.
3. Act as a coach and mentor to support, develop, and empower workers.
4. Lead by example.

By appealing to workers' higher-order needs, transformational leaders gain much loyalty that is especially useful in times of change.

⁴Transactional and transformational leadership are discussed in depth by Burns (1978), Bass (1985), and Seltzer and Bass (1990).



Developing Your Own Style

Applying theory to reality is going to be something you work out for yourself. No one can teach you. Since even the theorists disagree among themselves, the choice is wide open. But don't throw it all out; a lot of what the behavioral scientists are saying can be very useful to you. There does seem to be general agreement, supported by research and experience, that the assumptions Theory X makes about people are, at best, unproductive and at worst counterproductive, if not downright destructive. However, an authoritarian style of leadership can be effective and even necessary in many situations, and there is actually no reason why it cannot be combined with a high concern for the workers and achieve good results.

As for Theory Y, probably two-thirds of the workforce has the potential for a Theory Y type of motivation—that is, working to satisfy such inner needs as self-respect, achievement, independence, responsibility, status, and growth. The problem with applying this theory in the hospitality industry is really not the workers. It is the nature of the work, the number of variables you have to deal with (including high worker turnover), the unpredictability of the situation, the tradition of authoritarian carrot-stick management, and the pressures of time. The pace and pattern of the typical day do not leave much room for group activity or for planning and implementing changes in work patterns to provide such motivation. Furthermore, your own supervisor or your company's policies may not give you the freedom to make changes. In conclusion, Theory Y does not always work for everyone.

However, it is remarkable what is possible when an imaginative and determined manager sets out to utilize this type of motivation and develop this type of commitment. We will have a lot more to say about motivation in Chapter 5.

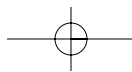
Success in life is measured by what we have overcome to be what we are and by what we have accomplished. How we are is more important than what position we have.

The best style of leadership, for you, is whatever works best in terms of these three basics: your own personality, the workers you supervise, and the situations you face. It should be a situational type of leadership, just as your management style must be a flex style that reacts to situations as they arise.

You may give an order to Peter, but say "please" to Paul. You may stop a fight in the kitchen with a quick command when waitress Margie and waiter Charley keep picking up each other's orders, and then later you may spend a good hour with the two of them helping them reach an agreement to stop their running battle. You may see responsibilities you could delegate to Evelyn or John. You may see opportunities to bring workers in on solving work problems, or you may solve them yourself because of time pressures or because the problems are not appropriate for group discussion.

You can borrow elements and techniques of Theory Y without erecting a whole system of participative management. If something does not work for all three of you—yourself, the workers, the situation—don't do it.

What you need most in finding what works best is *awareness*: awareness of yourself and the feelings, desires, biases, abilities, power, and influence you bring to a situation; awareness of the special needs and traits of your various workers and awareness of the situation, the big picture, so you can recognize what is needed, conceptual skills and human skills.



The best style of leadership is to be yourself. Trying to copy someone else's style usually does not work—the situation is different, you are different, the shoe does not fit.

Being a Winner!

The Winner—is always part of the answer.

The Loser—is always part of the problem.

The Winner—always has a program.

The Loser—always has an excuse.

The Winner—says "Let me do that for you."

The Loser—says, "That's not my job."

The Winner—sees an answer for every problem.

The Loser—sees a problem for every answer.

The Winner—sees a green near every sand trap.

The Loser—sees two or three sand traps near every green.

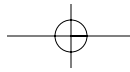
The Winner—says, "It may be difficult but it's possible."

The Loser—says, "It may be possible, but it's too difficult."

BE A WINNER

key points

1. Hotels and restaurants depend on large numbers of people to fill entry-level low-wage jobs that have little interest and no perceived future.
2. Turnover in the hospitality field is generally high. For example, your typical full-service restaurant will lose every one of its hourly employees during one year and have to fill every position.
3. There is really no valid stereotype of today's hospitality workers. The industry employs people of all ages and backgrounds. As a matter of fact, an already diverse workplace is becoming more diverse than ever. The hospitality industry employs many young people, many women, and many members of minority groups.
4. Being a leader means guiding or influencing the actions of your employees to reach certain goals. A leader is a person who people follow voluntarily.
5. As a supervisor, you have been given the formal authority to oversee your employees. Your subordinates confer real authority, and you have to earn the right to lead them.
6. As a supervisor and leader, your job is to do the right things right.
7. Leadership style refers to your pattern of interacting with your subordinates, how you direct and control the work of others, and how you get them to produce the goods and services for which you are responsible.
8. The old-style boss uses an autocratic method of managing employees that relies on the motivators of money or fear.
9. According to McGregor, the autocratic style is typical of Theory X bosses. Theory Y bosses believe that workers will work of their own accord toward objectives to which they feel committed.
10. In situational leadership, the leadership style is adapted to the uniqueness of each situation. The four primary styles of leading are directing, coaching, supporting, and delegating.
11. Transactional leaders appeal to workers' self-interest. Transformational leaders appeal to workers' higher-order needs.
12. Employers and employees must develop mutual respect for success.



key terms

autocratic method	leadership style
carrot-and-stick technique	MBWA
coaching style	power
delegating style	real authority
directing style	reward and punishment
do the right things right	situational leadership
formal authority	supporting style
formal leader	Theory X
Generation X	Theory Y
informal leader	transactional leader
leader	transformational leader
leadership	

review questions

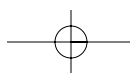
Answer each question in complete sentences. Read each question carefully and make sure that you answer all parts of the question. Organize your answer using more than one paragraph when appropriate.

1. Identify typical hourly jobs in foodservice and lodging establishments. Include both skilled and unskilled jobs.
2. If a restaurant's turnover rate is 100 percent, what does that mean?
3. Define *leader* and *leadership*.
4. What is meant by "do the right things right"?
5. Compare and contrast the concepts of formal and real authority.
6. Why does a fear-and-punishment approach to supervision usually create a negative, nonproductive environment?
7. In two sentences, describe the essence of each of the following leadership styles: autocratic, Theory X, Theory Y, situational leadership, and transformational leadership.

activities and applications

1. Discussion Questions

- Why do you think turnover is high in hotels and restaurants? If you resigned from a hospitality job, what were your reasons? What could be done by management to reduce turnover?





- Why might it be difficult to supervise workers in minimum-wage or low-wage hospitality jobs that require no special skills? What kinds of problems might arise? What can be done to solve these problems or avoid them?
- Which view of people is more accurate: Theory X or Y? Give examples from your own work experience to support your view.
- Under what circumstances might you need to be an autocratic leader?
- Describe situations in which each of the four styles of situational leadership would be appropriate.

3. Leadership Assessment

Using Figure 2.1, assess your leadership abilities.

4. L-E-A-D-E-R Activity

Using the letters in the word *leader*, think of a leader's qualities and actions that make him or her a good leader and fit as many as possible into L-E-A-D-E-R. For example, L—lends a hand; E—ethical; A—aware; D— . . . , and so on.

5. Case Study: Firm, Fair, and Open?

Cree has just been hired as the dining room supervisor on the noon shift in the coffee shop of a large hotel. She came from a similar job in a much smaller hotel, but she feels confident that she can handle the larger setting and the larger staff. Because she is eager to start things off right, she asks all the servers to stay for 10 minutes at the end of the shift so that she can say a few words to everyone.

She begins by describing her background and experience and then proceeds to her philosophy of management. "I expect a lot of my people," she says. "I want your best work, and I hope you want it, too, for your own sake. You will not find me easy, but you will find me fair and open with you, and I hope you will feel free to come to me with suggestions or problems. I can't solve them all, but I will do my best for you." She smiles and looks at each one in turn.

"Now, the first thing I want to do," she continues, "is to introduce a system of rotating your stations so that everyone gets a turn at the busiest tables and the best tips and the shortest distance to the kitchen. I've posted the assignments on the bulletin board, and you will start off that way tomorrow and keep these stations for a week. I will be making some other changes, too, but let's take things one at a time."

"Are there any questions or comments?" Cree pauses for three seconds and then says, "I am very particular about being on time, about uniforms and grooming, and about prompt and courteous customer service. I advise you all to start off tomorrow on the right foot and we'll all be much happier during these hours we work together. See you tomorrow at 10:25."

QUESTIONS

1. What kind of impression do you think that Cree is making on the workers?
2. What are the good points in her presentation?
3. What mistakes do you think she is making?
4. Why did nobody ask questions or make comments?
5. From this first impression, what would you say is her management style?

Directions: Answer each question realistically using the following scale.

- 1—I do this seldom or never.
- 2—I do this occasionally.
- 3—I do this always or most of the time.

If your total points are:

175–210 You are an excellent leader.

120–175 You are probably new to leadership and trying hard. Work on the areas where you rated yourself a “1.”

Below 120 You need to improve in many areas.

Personal Qualities

SELF-CONFIDENT

_____ 1. I believe in myself.

CONSISTENT/COMMITTED

_____ 2. I stay focused on the vision.

_____ 3. I keep my word.

UPBEAT/POSITIVE

_____ 4. I am a positive thinker.

_____ 5. I am an optimist — my glass is half-full.

HONEST/OPEN

_____ 6. I am up-front and honest with others.

_____ 7. I do not get defensive in conversation.

INTEGRITY

_____ 8. I honor my commitments and promises.

FUNNY

_____ 9. I use my sense of humor.

_____ 10. I love to laugh at myself.

RISK-TAKING

_____ 11. I take calculated risks when appropriate.

_____ 12. I let myself and others make mistakes.

CREATIVE/DIVERGENT & ABSTRACT THINKER

_____ 13. I encourage and try to look at things in new and different ways.

INTELLIGENT/COMPETENT

_____ 14. I am knowledgeable and competent in my field.

_____ 15. I can make the complex simple.

_____ 16. I am a life long learner.

WIN/WIN ORIENTATION

_____ 17. In interactions with others, I want everyone to be a winner.

ETHICAL

_____ 18. I maintain ethical standards.

ORGANIZED

_____ 19. My work and paperwork is well-organized.

FIGURE 2.1 Leadership assessment tool. Adapted from Kenneth Blanchard, Patricia Zigarmi, and Drea Zigarmi, *Leadership and the One Minute Manager*. New York: William Morrow and Company, 1985.

- LOOKS TO FUTURE
- _____ 20. I keep an eye and ear directed to trends in my industry.
- _____ 21. I try to innovate.
- CONGRUENT
- _____ 22. I walk the talk.
- FLEXIBLE
- _____ 23. I keep an open mind.
- _____ 24. I can change my mind and change my plans when appropriate.
- Vision**
- VISION
- _____ 25. I let my company's vision be my guide.
- PERSONAL VISION
- _____ 26. I write and revise my personal mission statement yearly.
- Managing Relationships**
- SUPPORTING
- _____ 27. I seek first to understand, then to be understood.
- _____ 28. I genuinely show acceptance and positive regard toward staff.
- _____ 29. I refrain from rudeness and treat others diplomatically and politely.
- _____ 30. I maintain the self-respect of all individuals.
- _____ 31. I have an open-door policy.
- DEVELOPING/MENTORING
- _____ 32. I believe developing and mentoring others is part and parcel of being a professional, and that this will enhance, not detract, from my career.
- _____ 33. I actively develop and act as a mentor.
- EMPOWERING
- _____ 34. I actively empower staff to do their jobs in the manner they want as long as it supports our mission.
- RECOGNIZING & REWARDING
- _____ 35. I use a variety of techniques to recognize and reward staff for their achievements and contributions.
- _____ 36. I provide fair, specific, and timely recognition and rewards.
- _____ 37. I recognize and reward more people than just the top performers.
- _____ 38. I use recognition and rewards that are desirable to the recipients.
- MANAGING CONFLICT & CHANGE
- _____ 39. I see conflict as an opportunity to grow.
- _____ 40. I mediate conflicts and encourage constructive resolution of conflicts.
- _____ 41. I work on building and maintaining cooperative staff relationships.
- _____ 42. I realize that people generally don't resist change, but they do resist being changed.
- TEAMBUILDING
- _____ 43. I understand the teambuilding process.
- _____ 44. I model teambuilding skills.
- _____ 45. I help form and monitor teams.

FIGURE 2.1 (Continued)

NETWORKING

- _____ 46. I actively network with people both within and outside of the industry.
- _____ 47. I keep in touch with members of my network.
- _____ 48. I am good at remembering names.

Managing the Work

PLANNING

- _____ 49. After considering input, I help establish clear priorities and goals for our unit/department.
- _____ 50. Unit/department policies and procedures are spelled out.
- _____ 51. Budgets are devised yearly and compared to monthly reports.

ORGANIZING

- _____ 52. The work of my unit/department runs efficiently.

DECISION MAKING

- _____ 53. I do much information gathering and get much input before making decisions.
- _____ 54. I build commitment for my decisions.
- _____ 55. I develop creative solutions.

PROBLEM SOLVING

- _____ 56. I identify problems and take responsibility for them.
- _____ 57. I use the problem-solving process including trying creative solutions.
- _____ 58. I don't ignore problem behaviors and I deal effectively and quickly with them.

CLARIFYING ROLES & OBJECTIVES

- _____ 59. My employees know what is expected of them.

INFORMING

- _____ 60. I interact with and inform my colleagues.
- _____ 61. I keep my supervisor informed about what I am doing.
- _____ 62. I prepare meeting agendas for all meetings I conduct.
- _____ 63. I keep staff informed about policies, procedures, and all changes.

MONITORING

- _____ 64. I monitor the performance of staff.
- _____ 65. I meet regularly with staff.
- _____ 66. I periodically walk around to talk with employees and guests.
- _____ 67. I attend monthly meetings of the local hospitality owners/operators.

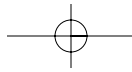
MANAGING TIME

- _____ 68. I set daily priorities and do first things first.
- _____ 69. I set time aside every day for physical exercise.

DELEGATING

- _____ 70. I delegate appropriate tasks.

FIGURE 2.1 (Continued)



6. Do you think that people will feel free to come to her with suggestions and problems?
7. Do you think that she will set a good example?
8. Is she fair in her demands?
9. Do you think that her people will “start off on the right foot” as she suggests?
10. Do you think that she sees herself clearly? Is she aware of her impact on others?

