

sección especial en idioma inglés

developing your management philosophy

decide, delegate and then communicate!

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Leadership is perhaps the most valuable human characteristic. It is the ability for which we are willing to pay the most money. And in the attempts to develop this ability to lead others, several billions of dollars a year are spent in this country. Business firms, governmental organizations, charity groups, and even religious bodies are searching for the keys to unlock the human potential to help fulfill the ever-increasing need for more and better lea-

ders. Likewise, many academicians are devoting time and effort to research on, "What makes a leader". Hundreds of books and articles are being published on leadership, and colleges and universities are striving to out-graduate who will become leaders.

And yet the entire question of what it is that makes a leader remains obscure. Even the terms "leader" or "leadership" are difficult,



and there is no universal meaning attached to them even among the scholarly writers in the field of administration. A man may be a leader in his community; as president he may lead his club or lodge; he may lead the boy scout troop or community playground activities; or he may be a leader in his church or political party. At any rate, a leader is one who represents a dynamic force within a group; and that force is a principal factor in directing the group toward the purposes or goals of the participants. Thus used, the term includes anyone who has authority and responsibility for directing the actions of others regardless of the title that may be imposed upon him. Leadership involves the notion of objectives and is concerned with means of obtaining them.

The need for process of leadership is paramount and exists through-out the world. It is almost a cliché among top business managers that a major problem of the executive is the executive—he can't find one or keep him once he has him on the payroll. This tendency to move from one organization to another is very pronounced among the bright young executives with great talent; the turnover rate among them may run as high as 50 percent or more during the first five years. And, of course, there are many managers with much leadership ability who content to stay in the position they now hold. They may feel that they are as far up the scalar chain as is desirable and decline any further responsibility. But perhaps the greatest reason for the lack of high-quality leaders in the practice of specialization. This practice begins in our colleges and universities and is specially noticeable in such areas as chemistry and engineering. Furthermore, the practice may continue in the larger organizations where a manager is assigned to a highly specialized function. Such practices prevent his ever gaining a broad perspective of other areas within the firm.

The problem of the lack of sound and objective leadership is also very evident in the

governmental bodies of many countries of the world. If one looks at the of 126 members of the United Nations, he can readily discover that a very large percentage of these countries have become independent nations since World War II. Prior to that period, these countries had many if not most of their problems, especially the external ones, solved by the so-called "mother" countries. Now that such countries are independent they must solve their own problems. They are often looking desperately for leadership. Examples of such countries are Indonesia, Suriname, and the beautiful little island of Barbados.

The Traitist Theory of Leadership.

There is abroad in this land a theory of leadership called the Traitist Theory, often confused with the "great man" theory. The traitist theory is the one so often taught in our college classes, expounded upon with an immeasurable amount of verbiage in our management textbooks and magazine articles, and propounded at great length in our management training programs. The theory simply says that there are certain desirable traits of a good leader, and if the individual will develop or acquire these traits the implication is that he, too, can become a great leader. Some of these traits have to do with education, getting along with people, liking people, being emotionally stable, being able to empathize, etc. Certainly it is a fine theory, and such traits may be highly desirable. But, it is a false theory; it is false because one may point to men who have been great and influential leaders who have few if any of these traits. One may look at one example—Adolph Hitler, a man who has been called the greatest leader of the Twentieth Century. Why would such a man be called great? Simply because the people of Germany, for the most part, followed him blindly and without question. That man was a high school dropout, he could hardly be ca-



lied a man who loved people, nor was he emotionally stable. Another example of a man who was lacking in many of these leadership traits was Sewell Avery, the long-time Chairman of Montgomery Ward. This is not to deny the desirability of the traits involved in the traitist theory; it is simply to say that such traits in and of themselves do not make a man a great leader. This failure to pinpoint specific leadership traits has forced the researchers and others to look elsewhere for the keys to leadership. Regardless of the individual's personal traits or characteristics, he must be able and willing to perform at least three tasks well.

The Ability to Make Decisions. If the student of management or the practicing manager is asked what it is that a manager or leader is supposed to do, he is likely to reply by naming the so-called functions of management such as planning, organizing, motivating, directing, controlling, etc. And, of course, these are the kinds of activities in which a manager is supposed to engage. But one needs to question the precise process involved in performing these functions. In each case, the first thing to be done is to render decisions—to choose among alternatives. In planning, for example, the leader must decide who is to do what, when, where, and how. What does it take to motivate subordinates? What criteria should be established for exercising the function of regulation or control?

There is, in fact, a complete approach to management known as the "decision-making" approach. It hinges around the idea of teaching the individual how to choose among the possible alternatives. In this method one may be thoroughly grounded in Frederick W. Taylor's Scientific Approach to the solution of management problems. Much use may be made of mathematics in such processes as operations research, linear programming, PERT, RAMP, and others. The entire field of computer and decision sciences speaks for itself.

The person who aspires to be a great leader must first realize that decision making is a distinct process in his life. And while the propensity for making sound decisions may be given him, he can do much to develop it to a high degree. The ability to make sound, logical, and intelligent decisions has been called the most important element in the success of a manager. The necessity to make decisions is often the most valid measure of his advancement.

Delegation of Authority and Responsibility.

However, when the manager has made decisions he has really done very little in the process of leadership. Next, he must be able and willing to delegate the results of those decisions to those who are his subordinates. The process of delegating is often more difficult for the beginning leader than is that of making decisions; the "art" of management is certainly more involved here. Delegation is quite elementary and is one of the most important keys in the organizational structure. The entire concept of centralization vs. decentralization centers around the delegation of authority and responsibility. The leader may choose to retain much of the authority and have a strong centralized organization, or he may prefer one that is more decentralized and delegate an increasing amount of his authority.

In this connection, reference is often made to the **Book of Exodus** in the Holy Scriptures. This book deals with the movement of the children of Israel out of the land of bondage and with some of the leadership problems that Moses had. Chapter XVIII tells of the visit of Jethro, Moses father-in-law, and of his advice to Moses concerning the delegation of authority. Moses took the advice "and Moses chose able men out of all Israel, and made them heads over the people, rulers of thousands, rulers of hundreds, rulers of fifties, and rulers of tens. And they judged the people at all seasons: the hard causes they brought unto Moses, but



every small matter they judged themselves". Thus, an organizational structure was established with levels of management and the use of the Exception Principle so much discussed today. In essence, the principle simply says that any leader should solve the problems of which he is capable or for which he has the authority; the exceptional cases he should refer to the next higher level of management. It is perhaps one of the more useful bits of management philosophy for the leader on any level.

Delegation refers to the conferring of specific authority and the involvement of specific accountability between two levels within the structure of the organization. It is inherent in the process of leadership, and is often considered the true test of one's ability the aspect of universality because no organization can exist without it, and no man can lead without performing it.

Communications. There is yet a third task at which the successful leader must be proficient—he must be able to communicate in an effective fashion with those whom he leads. This means simply that he must be able to communicate in such a way that he can achieve the desired result, that he can create the effect necessary, that he can bring about the essential coordination of action. And it means also that he must have a definite objective or purpose **before** he begins this process of communication. Before the manager prepares or delivers a piece of communication, he should constantly bear in mind the result which he hopes to obtain with it. It appears that too often the leader devotes too much attention to the **how** and not enough to the **why** of his communications.

It is equally important to consider the person or persons to whom the communication is directed. The leader needs to understand as much as he can about the feelings, desires, experiences, and other human characteristics of the recipients. He needs to question the type

of atmosphere existing between him and them. It is one of trust, faith, and cooperation; or is it one of fear, threats, and coercion?

Of course, the quality of the communication must be given proper attention also. Possible overtones and hidden meanings must be kept in mind; facial expression and voice tones as well as response to the listeners may have a very strong effect. Such things are merely symbols of communication as are the verbal expressions used. Clarity, sincerity, simplicity—these are important keys. Of these, perhaps simplicity is the most valuable. If one doubts the value of simplicity in a message, he may take a few minutes and reread with an objective mind some of the great messages that have been left to us. He may, for example, reread the 258 words of Lincoln's Gettysburg Address; he may review some of the Psalms and discover how their simplicity adds to their beauty and overall effect; or he may reconsider the Sermon on the Mount and note that the Speaker in that case had definite objectives in mind, He had His audience in mind, and He chose to speak in such a manner that they would understand.

But perhaps the greatest weakness in the communication process results from the lack of feedback. And the weakness is pointed up by the fact that too often the communication is confused with the media used. A letter, a memorandum or a telephone message are not communications, they are simply media through which one tries to communicate.

Requisites of a Leader

The successful leader must have a definite sense of purpose and one of self-confidence in exercising the power at his command. To lead, he must realize that his first major task is to render decisions having to do with the people and things placed under his guidance. Sound decision-making calls for objectivity, integrity,



and breadth of understanding. Once the decisions have been made, the leader must use the skill at his command in delegating to his subordinates responsibilities concerning those decisions. In this connection, he must be sensitive as to the effect the delegation process will have upon others within the organization. And he must be able to communicate in an effective manner. Perhaps poor communications represent the greatest shortcoming of

managers today. It is pretty safe to say that more leaders fail in their work because of their inability to communicate well than for any other reason. Regardless of the fact that a man may possess many fine qualities, be highly motivated, be given great opportunities to lead, and be able to perform many managerial functions, he can never become a great leader unless he can successfully make decisions, delegate, and communicate.





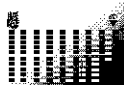
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Por:

ING. MIGUEL VERGARA I.

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RESEÑA BIBLIOGRAFICA

ARTICULOS Y TRABAJOS DE INVESTIGACION

DESARROLLO GERENCIAL

**Interpersonal Values and Personal
Development in Executives**

Raymond E. Hill

HUMAN RESOURCE MANAGEMENT

Vol. 12, No. 2, PP. 24-27 (summer 1973)

Hasta la fecha, el Desarrollo gerencial ha venido centrándose sobre el desarrollo de ciertas capacidades específicas en el elemento humano que presta sus servicios dentro de una organización. Y especialmente ha venido enfocándose hacia el incremento de la capacidad administrativa de dicho elemento humano. Sin embargo, dado el creciente dinamismo que se percibe en todos los órdenes de la actividad contemporánea, el ejecutivo moderno, además de la habilidad administrativa, requiere también una gran capacidad de adaptación al cambio. Partiendo de la importancia que tiene este último requerimiento, el presente artículo examina la necesidad de incluir el aspecto de adaptación al cambio como un objetivo adicional que deben cubrir los programas de desarrollo gerencial.



MOTIVACION

Motivation Theory-A Cybernetic Contribution

Geoffrey Vickers

BEHAVIORAL SCIENCE

Vol. 18, No. 4 pp. 242-249 (july 1973)

Describe la forma en que el enfoque cibernético puede coadyuvar al fortalecimiento de la teoría motivacional complementando los fundamentos aportados por las ciencias del comportamiento, y en especial, por la psicología y la sociología. El potencial contributorio es analizado, básicamente al través de las ventajas que desde el punto de vista motivacional presenta el empleo de señales de tipo cibernético, las cuales, como se sabe, son generadas internamente mediante la comparación entre los resultados logrados y los estándares establecidos.

PRONOSTICOS

Forecasting and Systems Approach: A Frame of reference

Erich Jantsch

MANAGEMENT SCIENCE

Vol. 19, No. 12, pp. 1355-1367 (August 1973)

Señala el papel de los pronósticos dentro de una planeación integral, así como los criterios que deben seguirse a fin de lograr un uso racional de las técnicas disponibles para su formulación. Enfatiza la necesidad de adoptar una visión comprensiva de las interacciones existentes entre los sectores internos y externos de una organización como punto de partida en la elaboración de pronósticos. El autor canaliza su discusión dentro de un marco de referencia de sistemas, y la orienta esencialmente sobre la formulación de pronósticos a largo plazo.

SISTEMA DE INFORMACION

Planning a Management Information System for a Distributing and Manufacturing Company

Arnold C. Hax

SLOAN MANAGEMENT REVIEW

Vol. 14, No. 3, pp. 85-97 (Spring 1973)

El establecimiento de un sistema de información reviste diversas complicaciones. Y por lo tanto, debe realizarse en base a un plan previamente desarrollado. Este artículo señala en forma detallada el plan a seguir para el diseño y la implantación de un sistema de información en una compañía manufacturera. Entre otros aspectos el plan sugerido por el autor comprende: (a) La identificación de las necesidades de información; (b) La determinación de la estructura organizacional requerida; y (c) La evaluación de los costos y beneficios del sistema.



LIBROS DE RECIENTE APARICION

ADMINISTRACION DE PRODUCCION

Production and Operations Management: A Life Cycle Approach

Richard B. Chase and N. L. Aquilano
Richard D. Irwin, Inc. New York 1973.

Analiza la administración de la producción al través del enfoque de sistemas, y emplea el concepto de "ciclo de vida" para mostrar la forma en que un departamento de producción debe ser manejado durante sus distintas fases evolutivas. Enfatiza el empleo de las técnicas cuantitativas más adecuadas para lograr una administración efectiva tanto en la fase de diseño como en la iniciación de operaciones y en la operación normal.

ADMINISTRACION GENERAL

Managing: A Contemporary Introduction

J. L. Massie and John Douglas
Prentice-Hall, Inc. New Jersey. 1973.
435 p.

Presenta un panorama integral de los fundamentos teóricos y aplicados en que descansa la práctica administrativa moderna. El enfoque técnico y didáctico de este libro, así como su contenido sumamente actualizado, lo hacen especialmente útil para aquellas personas que se inician en el estudio de la administración.

ADMINISTRACION PUBLICA

Economics and System Analysis: Introduction for Public Managers

Chester Wright and M. D. Tate
Addison-Wesley Reading Massachusetts.
1973. 250 p.

El criterio económico ha venido adquiriendo un creciente énfasis como aspecto importante en la conducción y en la operación de las entidades públicas. El presente libro señala de manera suscita los conceptos y las ideas básicas para la comprensión de la influencia que ejercen los factores económicos en la administración de las empresas estatales.



CAMBIO ORGANIZACIONAL

Organization Theory for Long-Range Planning

Eric Rhenman

John Wiley & Sons, London. 1973.

208 p.

Examina los problemas y las oportunidades implícitas en el establecimiento y en el ajuste de diversas estructuras organizacionales cuando se emplea una perspectiva a largo plazo. Siguiendo un enfoque ecléctico, el libro combina las discusiones teóricas con el análisis de situaciones reales, y mantiene un adecuado balance al estudiar los factores tanto internos como externos que afectan el diseño de una estructura organizacional.

MERCADOTECNIA

Marketing Information Systems

H. G. Trentin and K. W. Schaffir

American Management Association.

New York 1973.

La administración de empresas bajo el enfoque de sistemas plantea, como requerimiento básico, la necesidad de contar con un flujo de información cuantitativa y cualitativamente adecuado. Este libro señala la ubicación y la interacción que debe existir entre un sistema de información de Mercadotecnia y el sistema total de información de la empresa. Empleando casos prácticos, muestra también, la forma en que operan los sistemas de información de Mercadotecnia.

ORGANIZACION

Comparative Organizations.

W. Heydébrand

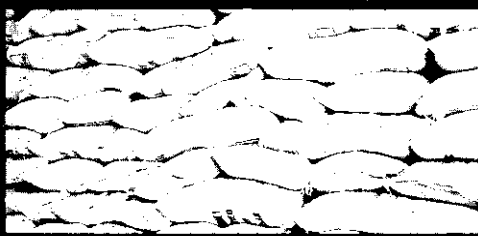
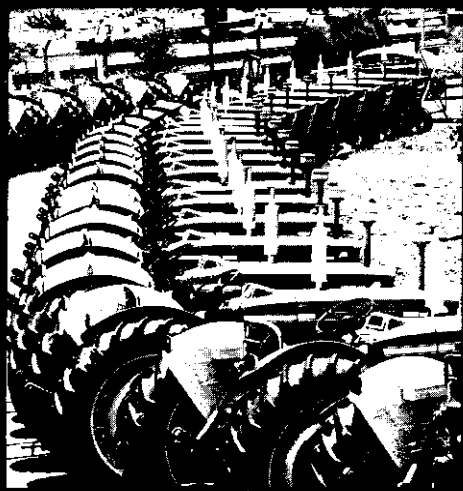
Prentice-Hall, Inc. New Jersey. 1973.

608 p.

Describe los más significativos avances logrados en el estudio de las organizaciones modernas. Contiene 30 estudios organizacionales comparativos realizados en organizaciones complejas de distintos tipos tanto del sector público como del sector privado. Incluye una sección introductora en la cual se describen algunos lineamientos metodológicos y pragmáticos necesarios para el análisis organizacional.

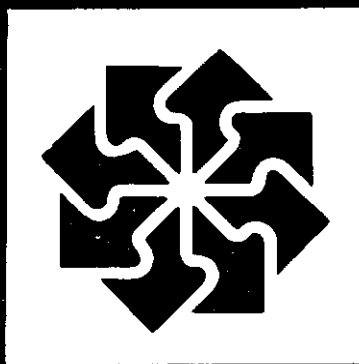
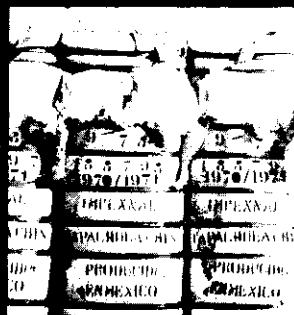


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