## Applying the Concept Answers

**Applying the Concept 12-1: The Leadership Grid®**

Identify the leadership style described in each of the five situations.

A. Impoverished (1, 1)

B. Authority-compliance (9, 1)

C. Country club (1, 9)

D. Middle-of-the-road (5, 5)

E. Team (9, 9)

**1. The employees dislike the manager, but the department is one of the top performers.**

B. Authority-compliance. The leader with an authority-compliance management style has a high concern for production and a low concern for people.

**2. The manager’s department has the low producing employees with a low level of morale. Yet, he doesn’t do anything to improve the department.**

A. Impoverished. The leader with an impoverished management style has low concern for both production and people.

**3. The manager has the top performers, and also has the highest morale.**

E. Team. The leader with a team management style has a high concern for both production and people.

**4. The manager is friends with everyone and they get along great, but the productivity level is one of the lowest in the company.**

C. Country club. The leader with a country club management style has a high concern for people and a low concern for production.

**5. The manager has been evaluated as having adequate morale and an average productivity level.**

D. Middle-of-the-road. The leader with a middle-of-the-road management style has balanced, medium concern for both production and people.

**Applying the Concept 12-2: Contingency Leadership Theory**

Using Exhibit 12-3, determine the appropriate leadership style under the given conditions. Place the letter *A* or *B* on the first line, and the situation number (between 1 and 8) on the second line.

A. Task-oriented situation 1, 2, 3, 8

B. Relationship-oriented situation 4, 5, 6, 7

**6. Nyota gets along well with her employees, who make water bottles, and she is in control of her department.**

A-1. Task-oriented. Aarti has a good relationship, the job is repetitive, with strong power = 1.

**7. Ted, the chair of a committee charged with recommending ways to increase organizational performance, is highly regarded by the volunteer members from a variety of departments.**

B-4. Relationship-oriented. Relations are good, the task is non-repetitive, and power is weak = 4.

**8. Usain oversees the assembly of mass-produced containers. He determines rewards and punishments, and is viewed as a hard-nosed boss.**

B-5. Relationship-oriented. Relations are poor, the task is repetitive, and power is strong = 5.

**9. Lakesha is a manager from the corporate planning staff; she helps departments plan. She is viewed as being a dreamer who doesn’t understand the company’s various departments. Employees tend to be rude in their dealings with Carly.**

A-8. Task-oriented. Relations are poor, the task is non-repetitive, and staff power is weak = 8.

**10. John is a manager who oversees the processing of canceled checks for a bank. He is well liked by the employees, and enjoys hiring and evaluating his employees’ performance.**

A-2. Task-oriented. Relations are good, the task is repetitive, and power is weak = 2.

**11. Carly, the principal of a school, assigns teachers to classes and other various duties. She hires and decides on tenure appointments. The school atmosphere is tense.**

B-7. Relationship-oriented. Relations are poor, the task is non-repetitive, and power is strong = 7.

**12. Aarti is well liked by her employees, who make all kinds of websites to customer specifications, and Nyota makes the hiring, promoting, discipline, and firing decisions.**

A-3. Task-oriented. She has a good relationship, the job is non-repetitive, and she has strong power = situation 3.

**13. Juan’s employees, who manufacture cardboard boxes, think he is a jerk, and tend to ignore what he says because his boss does their evaluations and determines pay raises.**

B-6. Relationship-oriented. Ted has a poor relationship, the job is repetitive, and he has weak power = situation 6.

**Applying the Concept 12-3: Leadership Continuum**

Refer to Exhibit 12-4 and indicate the leadership style exemplified in each statement by placing its number (between 1 and 7) on the lines below.

**14. “I’ve made the vacation schedule. Let me know which week you want to take off.”**

6. The leader is allowing the employees to make a decision within defined limits.

**15. “I’d like your suggestion on how to resolve this, but I’ll choose a solution and implement it.”**

5. The leader is getting input but has the final say.

**16. “I selected you to serve on the task force, but you don’t have to if you don’t want to.”**

4. The leader has presented a tentative decision subject to change.

**17. “Please take this letter to the mail room for me right away.”**

1. The leader made the decision and announced it.

**18. “I just thought of a way to improve performance and make our jobs easier. You’re going to think it’s a great idea.”**

2. The leader makes a decision and sells it.

**19. “ You decide how to deal with this problem. You don’t need me.”**

7. The leader permits employees to make ongoing decisions.

**20. “ Receipts for business meals under $50 are no longer needed. Any questions?”**

3. The leader presented ideas and invited questions.

**Applying the Concept 12-4: Situational Leadership Styles**

For each of the following situations, identify the maturity level of the employee and the leadership style the manager should use so that the job gets done.

A. *Low maturity of employee*: The manager should use the telling style.

B. *Low to moderate maturity of employee*: The manager should use the selling style.

C. *Moderate to high maturity of employee*: The manager should use the participating style.

D. *High maturity of employee*: The manager should use the delegating style.

**21. Candy’s job is to clean off the tables quickly after dinners leave. Candy is on her phone again**.

A. Low maturity of employee: The manager should use the telling style giving high structure and low consideration to get off the phone and do the job right.

**22. George has never written a formal report, but you know he can do it with your encouragement and with minimum help from you.**

C. Moderate to high maturity of employee: The manager should use the participating style. He needs low structure and high consideration to do the report.

**23.** **You told Shinji exactly to do a job. However, he deliberately ignored your directions again. So, the job is not done correctly**

A. Low maturity of employee: The manager should use the telling style. Shinji needs to be given high structure and low consideration to do the job right.

**24.** **Rookie Milani’s training is progressing well, so you have decided to teach her a new task.**

B. Low to moderate maturity of employee: The manager should use the selling style. She needs both high structure and consideration to do the new job.