

MANAGEMENT OR LEADERSHIP

ALLAN HARVEY  
Resource Manager  
Winstone Samsung  
Industries Ltd

Human Resource studies in the logging industry, is very much concerned with new frontiers. Frontiers within the organizational structure of most large companies. Especially between the professional people, academics, theoretical planners, practicing managers, administrators, line and staff functions. There are a number of benefits to be gleaned from these frontiers; the most important one of which is that people can make a contribution in other peoples territories and disciplines. To try and bridge the gap that sometimes exists between the different levels of management and the professional bodies.

This paper is concerned with work upon one of these frontiers; MANAGEMENT and LEADERSHIP in the logging industry. The emphasis will be placed on Leadership as being the main contributing factor in the high performance level expected in any logging unit. The paper will favour the leadership model as being more effective than the managerial model for on-line work group activities. I shall at the outset assume that Leadership and Management are not to be equated.

DEFINITION

LEADERSHIP is defined as the guidance and influencing of men in the performance of functional tasks.

MANAGEMENT on the other hand is defined as the guidance and accomplishment of organizational goals and may be quite independent of functional tasks.

Another difference between Leadership and Management, is that Leadership cannot be delegated, especially in the field with task unit like logging crews. Leadership involves the personal relationship of one person to another. The ability of a Foreman to use his personality to directly influence his subordinates to accomplish his daily targets. The quality of Leadership is the determining factor in the efficiency and effectiveness of any logging unit. If you have the right person heading up the crew, then you can expect a high level of performance, resulting in increased production, low labour turnover, less industrial problems and a better safety record. To continue to ignore the required qualities of Leadership in our front line management is to have units of average performance and continued dissatisfaction among the work force.

### WHOM ARE THESE PARAGONS OF VIRTUE

It is true that some men seem to be born with these charismatic qualities of Leadership and if the organizational structure and climate allows them to grow and develop will be a strong influence on group behaviour. Unfortunately, there are only a limited number of these people and of these, even less are promotable to positions of formal authority. It is possible, however, to successfully train people in this field, provided the person has a strong desire and commitment to becoming a Leader and the screening process has eliminated those who will never make it.

Leadership is situational, personal and cannot be duplicated and/or imitated. He tends to possess and exemplify the qualities expected or required in his working group. Thus the Leader should mirror the groups characteristics. To be effective, he must be seen to go to bat for his men, be a person of strong personal example, be notably consistent, hard but always fair, with personal enthusiasm and the ability to generate this in others. Last but not least, the need and the will to lead and in the selection process is probably the most important. He must be able to satisfy his own needs as well as the needs of the organization. If these are incompatible, the Leaders needs are apt to take precedence.

There will be few people who will have this will to lead as part of the formal structure in any organization. Those few that can overcome the feelings of alienation and self-inadequacy will need to be encouraged very rigorously or they will find it too strenuous. We must rekindle this spark in those few to whom these illusive qualities have been endowed. We must learn not to deny them the psychological room, let alone the social status and organizational prestige.

Leadership is not a singular act but a process, a line of conduct - like strategic planning it has no natural conclusion or end point. It could be defined as a process that is directed toward some future state. One of the problems facing management if they see this "pace-setter" as material for higher management positions, is that his style will be ineffective as he moves up the chain of command unless, he is prepared for the transition from one state or style to the other.

### MOTIVATION

Motivation is intrinsically personal to the individual and his perception of available rewards. Therefore, the Leader cannot motivate, but can provide the medium and/or setting for the actual or perceived rewards for accomplishing and/or exceeding the measured goals.

In a logging unit in any one day the psychological climate can change quite dramatically and with it, the attitude of the bushmen toward his work and the rest of the group. From the pick-up point in the morning to the first smoko break and on through the day changes can occur, that can be a positive and/or negative influence

on the behaviour of the men and their attitude toward the work load. The Leader must be conscious of this diagnostic tool at all times for evaluation and any needed changes. He must be trained and coached on how to evaluate knowledgeably this climate and on how to focus on any needed changes.

To be successfully influenced, the men must be able to identify themselves with the leader in the work environment, in shared values and shared criteria. The material and symbolic rewards and deprivations available must have value for the employee. In many instances the influence emanates from the informal leaders within the group, peers and sometimes technical experts to whom they look to for granting association, esteem, affection or help. These informal cafeteria type persons although sometimes contributing to the short term effectiveness of the group, can have a detrimental influence in the long term on the group and it behoves the formal leader to keep a watchful eye on their unintended influence.

The average bushman is less apt to respond to the same controls or influence that middle or senior management might do. For the most part, they tend to alienate themselves from this influence. To give more detailed information of managerial intentions can sometimes increase the void, lessen the effectiveness of their front-line management and increase the power and influence of the informal structure.

#### THE TRANSITION

Management and Leadership development cannot succeed if its aim is to dramatically alter personalities. Attempts to completely remake someones personality nearly always fails, because most of us are resistant to change of this sort. However, this does not mean that management development and Leadership training is ineffective, but that training needs to be built around the individual and the situation.

The training needs and methodology is a line management decision and to be successful should have line management involvement. It is imperative that if the messiahs of management are to be used, their input is what line management feel is needed and not a rehash of last nights meal. It will serve no purpose and be awfully costly if the consultant converts the unclean heathens from their normal ways to the detriment of the individual and possibly the organization. The line managers should be involved not only as participants in a played down roll situation, but as trainees and lecturers on some subject.

To be useful management and most certainly Leadership theory must be comprehensive and capable of being put into practice. The managerial actions should depend on the circumstances of the situation. The Leadership style on the nature of the task and the people involved. The front line manager has special needs and adhering to the old inadequate universal principles of management and its five basic functions does little to change the individual and/or increase his effectiveness.

The most effective and efficient logging units are quite frequently led by men, to whom the principles of management and its functions mean very little and theory Y and theory X is a direct translation from the birds and the bees. However, the principles of management and the conceptual frameworks and models can be an acceptable training medium, provided the people involved in the teaching and training relate it to the work situation, structure, climate and people. The canned training programmes of the past must be done away with and improved to fit the actual conditions and problems as they exist on the job.

#### DESIDERATUM

If a company feels a change is needed toward the improved effectiveness of their logging unit besides the technical, operator skills and improved and more efficient machinery; then the change must start at the top. This change must permeate down through the system, to all levels of management. To be successful, it must have the willing cooperation of all people, otherwise it is doomed to failure. For some companies, it will be a lot of hard work, especially as you move into the comfort zones of those who may feel you are impinging on their territory. This feeling for some, will be very real so they will believe you are undermining and eroding away their affiliative powers; so caution will be needed for some in the beginning.

As most companies today are run by technical people and have a greater tendency to focus on things and not people. Today in all disciplines, the rapid changes in technology, the proliferating knowledge boom has accelerated to such a degree that the average professional has little time to consider the down the line people problems of production. If a serious problem does occur, especially if it involves unions, they bring in a specialist, a special breed of our modern day society, and sucks the dispute up to high level and leaves a vacuum and sometimes a bewildered first line manager. As "Professor Niland" stated in a recent article; the solution is to force down the centre of gravity, away from the specialists and into the hands of front line management. Such a policy can reap rich rewards.

The Leadership of any logging unit must reside with the front line manager - The Foreman. He must be returned to his rightful place as part of the management team. His selection to the position of Foreman must be for better reasons than, he has been a good worker, is a highly skilled and knowledgeable logging man and/or has been with the company a long time; but more for his ability to move men to high achievement. The lip-service and motherhood statements toward this position must be done away with and again he must become the source of authority in his unit and no longer the coat-hanger for higher management. This will be hard work from a lot of dedicated people, but the results will more than compensate.

In the front line, we must get away from focusing too much attention on the mechanics and tools of management and get back to the grass roots level, where it all happens.

IN THE FRONT LINE, GOOD MANAGEMENT IS NO SUBSTITUTE FOR TOUGH MINDLED LEADERSHIP.