



MANAGING MULTIPLE BOSSES

Group Presentation

PA 720-R3

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MANAGING MULTIPLE BOSSES




INTRODUCTION: BACKGROUND

○ Meet Bob

- Management Analyst, City of Freedom
- Position is split 50/50 between the city Development Agency & Public Works Dept.
- Able to work on a wide variety of projects
- Will help towards his career goal as a City Manager

INTRODUCTION: BOB'S PROBLEM

- ◉ Alternating periods of work overload/slack
- ◉ Poor communication (Boss to Boss, Bob to Bosses)
- ◉ Lack of Supervision
- ◉ Not truly split 50/50
- ◉ Lack of incentives to change status quo



T.P.S. REPORT
COVER SHEET

Prepared By: _____ Date: _____
Device/Program Type: _____
Product Code: _____ Custom: _____
Vendor: _____
Due Date: _____ Data Loss: _____
Test Date: _____ Target Run Date: _____
Program Run Time: _____ Reference Guide: _____
Program Language: _____ Number of Error Messages: _____
Comments: _____

CONFIDENTIAL

INTRODUCTION

- Bob's Issues Through Organizational Framework
 - Managing Individual Behavior
 - Communication
 - Leadership
 - Motivation



ANALYZING THE CASE: MANAGING INDIVIDUAL BEHAVIOR

- ◎ **Sutton:** Bob's hiring scenario (two bosses) could lead to innovation.
 - Outside perspective
 - Possible "slow learner" and additional skill sets
- ◎ **Bowditch & Buono:** Bob's position could facilitate project-oriented, cross-functional teamwork.

ANALYZING THE CASE: MANAGING INDIVIDUAL BEHAVIOR

- ◉ **Salancik:** Bob is given discretion and self-determination to perform job tasks.
 - This does not lead to expected level of commitment.
- ◉ **Meyerson:** Bob has many characteristics of an emerging tempered radical.
 - Differs from majority
 - Has competing tensions

POSSIBLE SOLUTIONS: MANAGING INDIVIDUAL BEHAVIOR

- ◉ **Meyerson, Bowditch & Buono:** Engage in negotiation to achieve goals.
 - Improve communication with/between bosses
 - Create superordinate, collaborative goals
 - Strengthen role as liaison
- ◉ **Sutton:** Use free time to innovate.
 - Use randomized exercises to create new partnership activities or projects.

ANALYZING THE CASE: COMMUNICATION ISSUES

◉ Between Managers

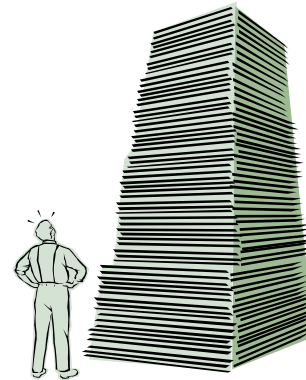
- -No communication path
- -Bob is only source of information between them

◉ Between Bob and Managers

- -No formal structure
- -Bob is receiver-processor-sender of information
- -Possibility of information overload

◉ Between Bob and Co-workers

- -Physical proximity issues
- -Limited inter-personal interaction



ANALYZING THE CASE: COMMUNICATION ISSUES

Problem Root Cause

- ⦿ Job Structure / Member of Two Groups
- ⦿ - Intergroup communication theory
- ⦿ - “Identification, discourse, and intergroup communication in organizational contexts” (Paulsen, Jones, Graham, Callan & Gallois)
- ⦿ - Dual roles- Liaison and Isolate

POSSIBLE SOLUTIONS: COMMUNICATION ISSUES

- ⦿ Based in Communication technology theory
- ⦿ -Improve intergroup communication through increased use of technology
- ⦿ -Find technological tool/solution for increased manager communication and tracking

ANALYZING THE CASE: LEADERSHIP

- Leadership Behavior Patterns (B&B)
 - Autocratic: Development Director
 - Laissez-Faire: Public Works Director
- Vertical Dyadic Linkage (B&B)
- Empowerment of Bob (B&B)
- Influencers Working with Ally (Staw)
 - Creates Trust in relationship

POSSIBLE SOLUTIONS: LEADERSHIP

- ⦿ Acknowledge Strategies & Goals of Each Department
- ⦿ Formulate Resource Plan
 - Review with each Director
- ⦿ Realistic Expectations of Own Abilities
- ⦿ Feedback to Managers on Leadership Abilities

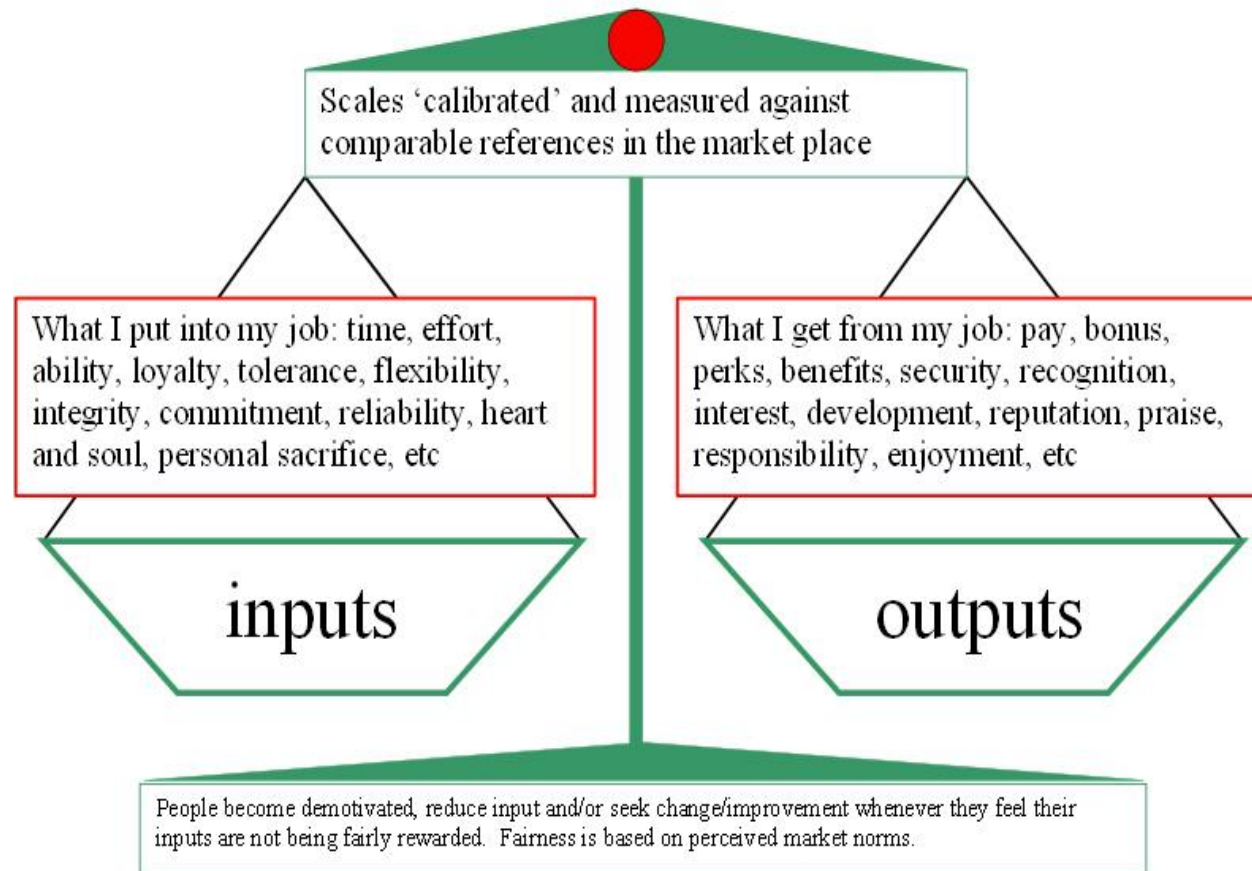
ANALYZING THE CASE: MOTIVATION

- ◉ Implications of two bosses on Bob's motivation
 - Goal Setting Theory (B&B)
 - Equity Theory (B&B)
- ◉ Dissatisfaction, Performance and OCBs (Staw)



ANALYZING THE CASE: MOTIVATION

Adams' Equity Theory diagram - job motivation



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POSSIBLE SOLUTIONS: MOTIVATION

- ◉ Develop challenging but attainable goals with management
- ◉ Managers should develop intrinsic and extrinsic rewards
 - Expectancy Theory
- ◉ Spend time with Bob to discover what would motivate him

NOW TIME FOR...

◎ **A Fun Surprise!!!**

CONCLUSION: RECOMMENDATIONS AND SOLUTIONS

- **Up to Bob to initiate the changes**
 - Hold a joint meeting with both bosses
 - Open communication lines between all parties (Triangulate)
 - Work with both to devise a suitable work schedule and system of prioritization
 - Plan joint department projects

CONCLUSION: BENEFITS OF INCREASED COMMUNICATION

- ◉ Bob will enjoy clearer direction and leadership
- ◉ Mutually set goals will improve Bob's motivation
- ◉ Proactive individual behavior will benefit whole organization