

ORGANIZATIONAL STRUCTURES

- Basic Considerations
 - Adopted strategy
 - Available technology
 - Operational environment
- Functional
 - Better results with stability of routine tasks
- Programatic
 - Better results when tasks are less predictable; Require improvisation
- Matrix
 - Better results in situations with less communication and/or conflicts

Leader characteristics

- Responsibility
- Finishing tasks
- Persistence to obtain goals
- Originality to solve problems
- Readiness in perceiving new problems
- Skill to influence others
- Willingness to accept responsibilities of decisions and actions
- Capacity to create social interaction

Leader Style: Tasks or People?

- Tasks
 - Distribution of tasks in group
 - Defining procedures
 - Underline need to respect deadlines
 - Explain what is expected
- People
 - Listen people in group
 - Friendly and accessible
 - Defend elements of group
 - Foster consideration by people
 - Democratic, participative and permissive

Fiedler Leadership Contingency Model

- Difficult context
 - Tasks
- Average
 - People
- Optimal context
 - Tasks