

## Managerial Behavior By Leonard Sayles

As a product of several years of research Professor Leonard Sales of Columbia University wrote his work Managerial Behavior, which described a group of findings that have been applied to many diverse organizations and systems. The eight categories listed below have proved helpful in understanding the operations of many diverse organizations including the courts.

### **Boss/Subordinate Relations**

These include classical hierarchical relationships in which a boss directs and controls the behavior of the subordinate. Work is defined by the boss and carried out under the supervision of the boss. It has been called by some observers a compliance hierarchy because the ultimate result is compliant with the direct wishes of the boss, although an interesting finding of Sayles research is that bosses apparently spend far more of their time providing for and protecting their subordinates than they do deciding what they should do and supervising their compliance.

### **Service Relationships**

In these relationships the person to be served has a right to a performance from the person providing the service. Communications between them are direct. The performance often requires special skills that are needed across several segments of the organization. Clerks of court are typically in a service relationship to many of the separate elements of the court system. Human resources units prepare job descriptions. IT units set up computer networks.

### **Advisory Relationships**

Expertise and specialty knowledge is needed across many of the separate parts of an organization. Usually thought of as the staff of the organization, advisors are called on by subunits to tell them what to do, what something means or even how to do something. Human resource units of large organizations often take on the task of telling other units how to administer their personnel systems. IT units are consulted on the hardware needed or program purchases.

### **Audit Relationships**

Effective organizations have specialized people to inquire about the performance of other people in the organization. Often based on organization wide standards the auditors are akin to the policemen of the organization and often invoke resistance to their activities. Modern day monitoring through automated reports sometimes meets with this same resistance. Special management audits meant to look for better management practices often fall victim to similar inquiries.

### **Stabilization Relationships**

Most large organizations have needs for uniform practices that cannot be applied uniformly after action has been taken by a person or unit in the organization. As a consequence the organization sets up requirements that certain things may not be done without advance authorization of a person or unit created for that purpose - a controller.

### **Workflow Relationships**

In any sequential work design some people or units perform their work before others. Those in the later part of the sequence have an automatic relationship to those earlier in the flow. There is, in fact, a tendency to want to be in an earlier part of the flow and so be less dependent on what or how something may have been done at an earlier stage. Performance of the separate units often leads to the need for carefully coordinated activity and in the courts these units often perform outside the direct authority of the judicial system.

### **Trading relationships**

Within any work systems there are clearly observable agreements between neighbors and associates with trades being made that encourage cooperation and collaboration. In some instances they are the lubricant that harmlessly reduces friction. In others they are dysfunctional and in a justice system may provide unwarranted or even unjust advantage. That they do exist seems unavoidable. That some of them should be recognized and avoided is clear.

### **Innovation Relationships**

Change within an organization has many characteristics and has been much studied. The significance of recognizing it as a unique subset is in the fact that the process of change acts upon existing relationships and in most instances faces unintended consequences that need to be dealt with in order to design and carry out an effective change without weakening existing operations. It is sufficient in this summary to note that awareness of the processes of change may require the creation of some new lines of communication.

Relationship Described are Dynamic

Perhaps the most important product of the Sayles research is his conclusion that the relationships he identified are subject to change. Without dwelling on their dynamic nature, several of his findings are repeated for illustration

A unit of an organization created to provide service tends to become advisory

A unit set up to be advisory tends to become an audit unit

A unit set up to be an audit unit tends to become a stabilizer unit.

These dynamics seem to follow naturally from human behavior. The server thinks the work too onerous and would rather tell than do. An advisor finds his/her advice not taken and wants to

check up on the noncompliance, The auditor discovers widespread noncompliance and wants to prohibit unapproved action.

Another dynamic of the service unit is to seek a trading relationship with the service seeker. In its least functional form in a court the lawyer provides gifts to the clerk to get special treatment.

Criminal activity has been found when a lawyer seeks special judicial assignments from an assignment judge in return for special largess.