Contents

1	Mar	nagemer	nt and Leadership: Definition, Differentiations,	
	and	Other 7	Theoretical Considerations	1
	1.1	Conce	pt of Management and Leadership	1
		1.1.1	Goal-Related Influence as a Core Element	1
		1.1.2	Essential Conceptual Extensions	2
		1.1.3	Management and Leadership as a Profession	3
	1.2	Leader	ship and Management as a Unified Sphere	4
		1.2.1	Synonyms and Equations	4
		1.2.2	The Line Manager's Management and the HR	
			Department's Personnel Management are One	
			and the Same	5
		1.2.3	Please Don't: Management Versus Leadership	6
		1.2.4	Management/Leadership and Direction/Headship as	
			Synonyms	8
		1.2.5	Functional-Technical Versus Disciplinary Leadership or	
			Management	9
	1.3	Distinc	ction Between Organizational and Political Leadership	10
		1.3.1	Political Leadership	10
		1.3.2	Differences with Respect to Organizational Leadership	11
			of Influence	13
		1.4.1	Norm-Setting Versus Intervention	13
		1.4.2	Gentle and Hard Norm-Setting	15
		1.4.3	Gentle and Hard Intervention	17
		1.4.4	Effects of Hard and Gentle Norming and Intervention	18
	1.5	Manag	ring and Leading Organizations	19
		1.5.1	Organizational Management as a Steering Influence	19
		1.5.2	The Organizational Unit as a Reference Point	20
		1.5.3	Constitutive, Strategic and Operational Management	
			and Leadership	21
	1.6	People	Management as a Part of Management	24

Contents xxiii

		1.6.1	The Exceptional Position of Personnel Management	24
		1.6.2	Differentiation Between Managing People and Managing	
			Functional-Technical Matters	26
		1.6.3	The Corporate Mission as a Point of Reference	
			and Personnel as an Organizational Resource	27
		1.6.4	Context and Deliverables of People Management and	
			Leadership	30
	1.7	Furthe	r Conceptual Pre-considerations with Regard to the	
		Construction of Practical Theories		32
		1.7.1	Process Model Overview of Theoretical Starting Points	32
		1.7.2	Too Unspecific: Style and Role	33
		1.7.3	Corporate Models and Structures	34
		1.7.4	Theory Building in the Field of Management and	
			Leadership	35
		1.7.5	On the Normativity of Theoretical Models	37
		1.7.6	Complementarity of Structure and Behavioral Latitude	39
		1.7.7	Focus on the Team or on the Employee?	41
	1.8	Summ	ary	43
	Refe	rences.		45
2	The	Compl	ementary Management Model	51
	2.1		biguation, Theoretical Demarcation, and Overview	51
		2.1.1	State of Development and Theoretical Premises	01
		2.1.1	of the Model	51
		2.1.2	Level of Complexity	52
		2.1.3	Normative Presets and Deliberate Free Spaces	53
		2.1.4	Explanation of the Term Complementary Management	00
		332	and Other Terms	54
		2.1.5	Overview of the Setup of the Core Model	57
	2.2	Compl	lementary Management Functions: Leadership	
			ervice	59
		2.2.1	Theoretical Derivation: Leadership as a Service and	
			Employee Versus Production Orientation	59
		2.2.2	Integration into the Overall Context of People	
			Management and Leadership	64
		2.2.3	The Two Service Functions	66
	2.3	Compl	lementary Management Tasks: Leading as a Bundle	
			ks	67
		2.3.1	Theoretical Derivation: Task Models of Leadership	67
		2.3.2	Integration into the Overall Context of People	
			Management and Leadership	71
		2.3.3	Overview of the Various Tasks	72
	2.4	Compl	lementary Management Actors: Leading as Shared	
			rchin	76

		2.4.1	Theoretical Derivation. Shared Leadership,	
			Self-Leadership, and the Exception Principle	76
		2.4.2	Integration into the Overall Context of People	
			Management	80
		2.4.3	The Employee: Self-Management as a Goal	81
		2.4.4	Other Participants in the Management and Leadership	
			Process	83
		2.4.5	Compensatory Interaction Between the Leadership	
			Actors	85
	2.5		our Implementation Elements	89
		2.5.1	Systematic Relationship Between the Core Model and	
			Implementation Elements	89
		2.5.2	Management Unit Design	92
		2.5.3	Management Routines	94
		2.5.4	Management Instruments	99
		2.5.5	Management Resources	101
	2.6		ersion into Corporate Management Models	102
		2.6.1	Purpose and Content of Management Models in	
			Organizations	103
		2.6.2	Project to Develop and Implement a Corporate Model	
			of Leadership and Management	106
	2.7		ary	113
	Refe	rences.		116
3	The	Role of	f Line Managers in Complementary Management	125
	3.1		ine Manager in the Context of Management and Leadership	
		Structi	ures	125
		3.1.1	Management Functions: Line Managers as Dual Service	
			Providers	125
		3.1.2	Management Tasks: Clear Definition of People Aims	127
		3.1.3	Management Actors: The Line Manager as a Part of the	
			Whole	128
		3.1.4	Management Unit Design: Job Design for Line	
			Management Positions	131
		3.1.5	Management Routines: Concrete Activities of	
			Management and Leadership	136
		3.1.6	Management Instruments: Tools or Obstacles?	141
		3.1.7	Management Resources: What Line Managers Need	142
	3.2	Count	erpart to Management Structures: Dilemmas, Power	
			parding, and Micropolitics	144
		3.2.1	Dilemmas and Blurs: Inevitable Realities of Everyday	
			Life and no Excuse for Lack of Structures	145
		3.2.2	Power Safeguarding and Micropolitics:	
			Self-Management Needs and Organizational Needs	146
	3.3	What 1	Is Management Performance?	147

Contents

		3.3.1 3.3.2	Management Input	149 149		
		3.3.3	Constitutive, Strategic, and Operational Management	1.50		
		3.3.4	Outcomes as an Intermediate Result	150		
	3.4		Business Results as the Ultimate Management Outcome	151		
	3.4	3.4.1	Knowledge of the Management Model as the First Step	151		
		3.4.2	to Management Competence	152		
		3.4.3	Career Options	152		
		3.4.4	Management Competencies and Management Training	154		
		3.4.4	Feedback and Appraisal Systems as a Means	150		
		3.4.5	of Enforcing Good Management	159		
		3.4.3	Individual Career Accompaniment and HR	1/0		
	25	C	Co-management as On-demand Support	162		
	3.5 D-6-		nary	163		
	Rele	erences		164		
4	The Role of the Specialized HR Function in Complementary					
			nt	169		
	4.1	The H	R Function as a Designer of Management Structures	169		
		4.1.1	Strategic Importance: Discussion and Definition	169		
		4.1.2	The Influence of the HR Function on Formal and			
			Informal Management Structures	171		
	4.2	The H	R Function in the Context of Management Structures	172		
		4.2.1	Management Functions: HR as a Dual Service Provider	172		
		4.2.2	Management Tasks: Clear Definition of Personnel			
			Tasks	174		
		4.2.3	Management Actors: HR as a Co-Manager and			
			Compensatory Entity	176		
		4.2.4	Management Unit Design: Functional HR Positions			
			and Units	179		
		4.2.5	Management Routines: Concrete HR Activities	182		
		4.2.6	Management Instruments: Tools Instead of Bureaucratisms	187		
		4.2.7	Management Resources: What HR Needs	188		
	4.3		ise Positioning of the HR Function	190		
		4.3.1	Micropolitical Positioning	190		
		4.3.2	Focus on Contributions	191		
		4.3.3	Plan Versus Market Economy for HR	191		
	4.4		ary	193		
				194		
				174		