Basic issues (Chester Barnard & Mary Parker Follet)

Chester Irving Barnard (November 7, 1886 – June 7, 1961) was the provider of management theories and organizational studies.

- In 1938, Barnard provided organizational theories based on some structural concepts of the worker and cooperation, formal & informal organization

Authority Communication

Barnard emphasized two different theories: one on authority and the other on incentives. Both are seen in a situation of a communication system based on seven several rules:

- The channels of communication have to be defined;
- Everyone has to know these channels of communication;
- Everyone should have access to the official channels of communication;
- Lines of communication should be as short and as direct as possible;
- Centers of communication have to be managed by skilled people;
- The line of communication should not be interrupted when the organization is working;
- Each communication has to be authenticated.

On the other hand, what makes a communication authoritative is when the high personal of a company's hierarchy creates communication with their coworkers. Barnard’s theory had links with Mary Parker Follett and was it was a very modern theory for this time, and that has persisted until today's management. He seems logical that managers should get authority by considering lower workers with respect and competence.

As for incentives, he enunciated two ways of convincing subordinates to cooperate: tangible incentives and persuasion. Indeed, he thinks that persuasion is more important than economic incentives. He provided four general and four specific incentives. The specific incentives were:

1. Money and other material incitation;
2. Personal non-material opportunities for distinction;
3. Desirable physical conditions of work;
4. Ideal benefits, such as pride of workmanship, etc.

For Barnard, the hierarchy is not a punctual and coordinated, but "aware, intentional and desired" adaptation to the goals of the company.

Barnard presents a systems approach to the study of a company's organization, which relies on a theory about motivation and behavior.
Mary Parker Follett (3 September 1868 – 18 December 1933) was an American management consultant and preceptor in the fields of organizational theory and organizational behavior.

- She provided the diversity as a skill which makes the problems easier to solve
  - reciprocal relations: “based on the use of her concept of "power with" rather than "power over”

- Theory of the leadership through the “total situation”: the notion of leadership is not a passive action, but has to play an active role in the communication.
  The "total situation" defines a company's configuration in which the high ranked managers have to establish a communication channel between the coworkers which provide different concepts of work, in order to reach the goals as easy as possible.

- The more a person is high ranked in the company's hierarchy, the more this person needs leadership through the “total situation”, to be sure that the goals that the manager fixed can be reached, as good as possible.

- The "total situation" contains goals, objectives, experiences and hierarchic wishes which try to be high. The more the hierarchic position is high, the more the capacity from leaders is important, through the fact that there are lots of facts that he has to put in relation. In the same time, Mary Parker Follett underlines the changing nature of this "capacity" which is explained by the situation to guaranty the success of an organization. These unique qualities allow the leaders to influence or dominate the lower workers in order to fulfill his responsibilities.

- The ideas provided are more people-oriented than about scientific management, because the social conditions & ethic bases are set up to define a better environment for the workers.

**Drawing a parallel:**

Both Chester Barnard & Mary Parker Follett provide theories about the company's organization, through authority, incentives, communication for one, or ideas based on a "total situation" for the other one. Indeed, these concepts make reference to communication and association of coworkers, to be sure that through a cooperation, the behavior can be modified, in order to assure a coalition, thus making the productivity growing.
Sources:

- Book: "Sociology of Organizations: Structures & relationships" (Editors Mary Godwyn & Jody Hoffer Gittell)
- Book: "Mary Parker Follett: Epilogue to or Return of a Social Work Management Pioneer?"
- Essay from Joseph T. Mahoney: "Chester Barnard"
- Essay from Joseph T. Mahoney: "Chester Barnard and the Systems Approach to Nurturing Organizations"
- http://www.wikipedia.com