**Video Title:** LEADERSHIP: Managing by Wandering Around

**Video URL:** [**https://www.youtube.com/watch?v=2UlY0Vykc\_Y**](https://www.youtube.com/watch?v=2UlY0Vykc_Y)

**Run Time/Source:** 2:12, Tom Peters/YouTube

**Close Caption Available:** Yes

Management by walking around is described in page 161 of the textbook. In this video the well-known management consultant Tom Peters (who has Ph.D, in organizational behavior) explains the importance of management by wandering around (MBWA). The same concept is referred to by most other management specialists as *management by walking around.* Peters notes that attending meetings with other executives is important, but to develop a real feel for what is going on in the business, direct contact with operations is necessary. Peters thinks that the CEO of Starbucks, Howard Schultz, is a very positive example of management by wandering around because visits 25 Starbucks cafés per week to get a first-hand look at operations, including customer reactions to Starbucks products and customer service.

*Questions for Thought and Discussion*

1. Imagine yourself at a barista in a Starbucks Café. What impact on your morale would it have if CEO Howard Schultz ordered a cup of coffee and muffin from you?

2. What benefit is a manager supposed to derive from management by walking around?

3. Visualize yourself as the manager of a Starbucks Café (or “store” in company terms), and Howard Schultz drops by to chat with you and a few store employees. What concerns might you have about Schultz chatting with a store employee?

4. Explain whether you think MBWA would be more effective if (a) the manager spontaneously drops by a location, or (b) announces when the visit will take place.

5. To what extent do you think management by wandering around makes a positive contribution to communication within organizations?