

## **Management and Leadership**

**In this hint and tips we will be exploring Management and Leadership and some of the fundamental elements. Exploring the prerequisites and how with the right approach, it can have a dramatic approach on an organisation.**

A major factor in any organisation is that of maintaining, or preferably, improving productivity. Without good managers and leaders, who are directly responsible for productivity of their team, it will never be achieved within the organisation.

There are two main reasons why people work productively:

- They are forced to.
- They derive pleasure and satisfaction from achievement, the work environment and their personal motivation.

The first will work tolerably in the very short term but requires constant monitoring and control.

The second will work indefinitely and be far more productive and is the result of good leadership and management.

### **Pre-Requisites to Good Leadership and Management**

Before being able to perform effectively in these roles, and no matter your level of management, it is necessary to establish two important factors:

- 1) Clear and complete understanding of the team and department objectives.
- 2) Clear and complete understanding of the overall organisation structure and goals and how they affect your team or department.



## Organisational Structure

This will determine not only who the manager reports to and who reports to them but also the degree of delegated authority and responsibility. For a manager to be able to function effectively, they should be able to say with confidence:

“I know what my objectives are, I know my position in the organisation, I know my manager’s position in the organisation, and I know the extent of authority my manager has delegated to me”.

## Understanding Leadership and Management

When considering the subject of leadership and management, we can examine the three major approaches that have been established, that determine what makes a good leader or manager. These are based on the qualities of leadership, the situation and the dynamics of the group.



## Qualities Approach

The original theories about what it takes to be a leader or manager, were based around the characteristics and qualities of a person. It is useful to

identify and lists the qualities, that we might observe in people we consider great or good leaders.

Identifying a manager who you respect and thinking of the examples that you might want to copy. You may not possess all of their qualities, however you will have your own characteristics that they may not possess.

It is important to remember that leadership and management skills can be taught. There are a range of skills and techniques that can be developed and used to give the right approaches.

We will explore the qualities further in a later hints and tips. They are the foundation for good leadership and management. No matter what your position, it is always important to identify your personal traits. We all should have characteristics like integrity, character, humility and honesty. These are crucial skills for leaders at all levels.

### **The Situation**

The second approach is that of situation. This model advocates that change the situation, change the leader, a 'horses for courses' approach that means that the best suited to lead in a particular situation, should lead.

Although there is some truth in this it cannot be taken in isolation. In most of our working 'situations' the leader has been appointed with the necessary authority to get a particular task done. The situations that the leader will operate in will certainly change through time, however it is unlikely any will be serious enough to warrant a change of leader.

Challenges to the leader from within the team are normal, and healthy, particularly from someone who has more experience in a particular area than the leader himself.

### **The Dynamics**

The dynamics approach sees leadership in terms of functions – what has to be done. Three variables emerged from this approach.

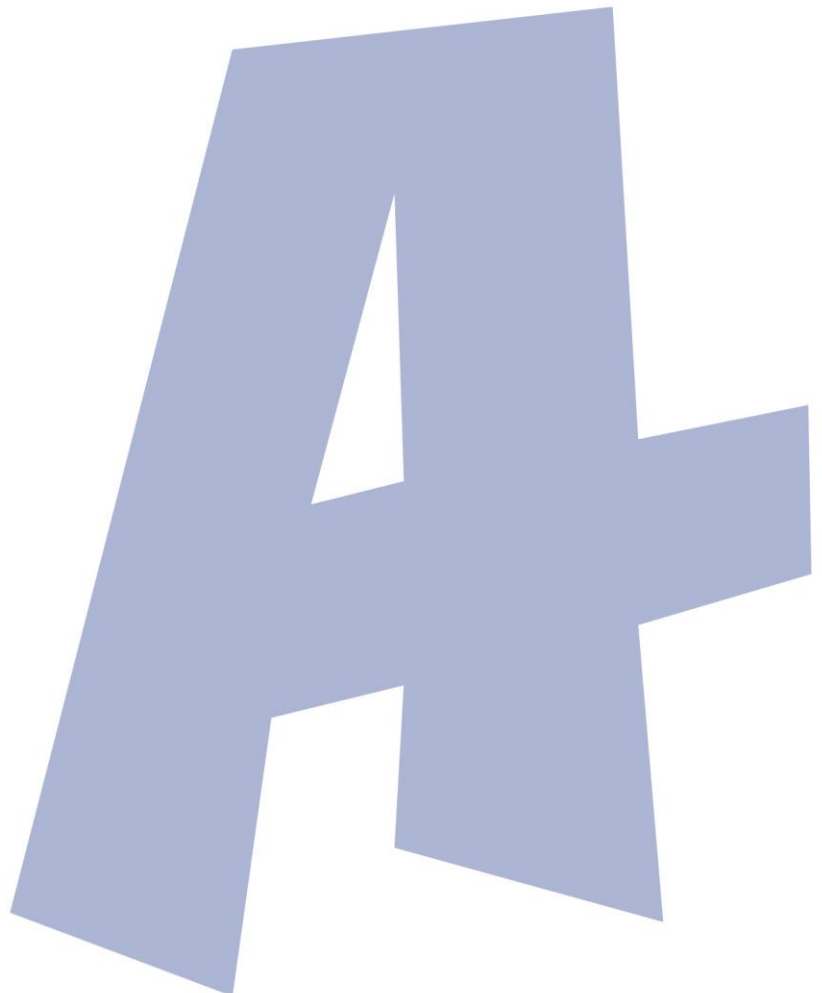
- The leader - qualities of personality and character
- The situation - partly constant, partly varying
- The team - the followers, their needs and values

This resulted in many different categories of behaviour being identified which were finally split into three major dimensions. Actions concerned with:

- TASKS

- INDIVIDUAL
- TEAMS

By combining these approaches, it will mean you become more effective in your management role.



## Management and Leadership

No matter what level of management you hold, in your position there will also be a multitude of elements to your role. In a management role there will be a combination of both management and leadership. If you are in a more senior position you would expect your role to be more about leadership and less about management and the reverse if you are in a more junior manager. Ignore job titles when defining your role, as these can be misleading. A team leader might be called a leader, but the job role will more likely to be a team supervisor or manager.

To ensure you are clear about your responsibilities we will define the role of the leader and manager.

The Leader is	The Manager is
Concerned with doing the right thing	Concerned with doing things right
Thinks in terms of innovation, development, future	Thinks in terms of administration, maintenance, present
Expects others to help realise and fulfil their vision	Expects others to fulfil their mission/purpose
Inspires innovation	Inspires stability

If we pull all the elements of the leaders role we would come up with the following definition:

***‘A person who leads others along a way, one in charge or command’***

If we pull all the elements of the managers role we would come up with the following definition:

***‘A person who manages a business, enterprise, handling or controlling something’***

Combining both elements together we would have the following definition for management

**‘The attainment of goals in an effective and efficient manner through planning, staffing, training, directing, and evaluating organisational resources.’**

**If you were to define some of the skills, characteristics and activities required for a successful manager/leader they would be:**

<ul style="list-style-type: none"><li>• Listening and oral communication</li><li>• Adaptability</li><li>• Creativity</li><li>• Personal management</li><li>• Confidence</li><li>• Motivation</li><li>• Interpersonal effectiveness</li><li>• Teamwork</li><li>• Contribution</li><li>• Potential</li><li>• Trust</li><li>• Performance management</li><li>• Management development.</li></ul>	<ul style="list-style-type: none"><li>• Self-development and learning.</li><li>• Ability to think clearly and logically.</li><li>• Personal effectiveness</li><li>• A strong commercial focus.</li><li>• Innovation and creativity</li><li>• Desire for continuous improvement.</li><li>• Performance management.</li><li>• Motivating others.</li><li>• Understanding culture.</li><li>• Setting objectives and following through to completion.</li><li>• Delight in diversity.</li></ul>
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<ul style="list-style-type: none"><li>• Managing change.</li><li>• Inspiring others.</li><li>• Decision making.</li></ul>	<ul style="list-style-type: none"><li>• Influencing others.</li><li>• Intellectual capacity.</li></ul>
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Choose your top 5 to identify your strengths and then identify the 5 you need to improve or manage. Come up with actions you need to develop your skills. Developing and enhancing your skills is vital to being a good manager,

Management and leadership is completely intertwined what you have to define is where your role should focus. If you establish the right focus, it will increase your success and that of your team.

