

Mastering the difference between Management and Leadership

Issue 5, Page 1

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MASTERS

MAKING YOU THE EXPERT



Hi and welcome
to the April issue
of our newsletter.

A word from Gloria ...

This issue focuses on Management and Leadership and the differences between them. Consider what you believe the differences to be – if any! What sort of Manager are you? What sort of Leadership qualities do you embody? Is one superior to the other? What are you striving to be? These and other pertinent questions will be answered in this issue.

In this climate more and more places of work are trying to retain the quality staff they have. One of the reasons people leave a Company is because they don't feel

valued. Emanating through my article on Managers and Leaders is the view they each have on individuals and teams in the workplace. Another interesting point, is the one on motivation. Motivation can be viewed as the input staff are prepared to give. A Leader naturally motivates the people around him/her. A Manager has authority and uses it to convey that to the staff often. Notice the difference? Please give yourself the opportunity to read this article – you may find it insightful and of use in your business.

Kind regards
Gloria

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- A word from Gloria
- Article – The difference between Managers and Leaders
- Turning Managers into Leaders Workshop
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Latest Article

Would you like your staff to follow you because they want to, rather than have to? Would you like to have a visionary style of direction as opposed to sticking with convention?

How about encouraging your team to participate more, while you delegate appropriately? These ideas are overviewed in the article. Please take the time to read it.

New Workshop

This workshop aims to help Companies to achieve the vision for their organisation, by incorporating some awareness and methodology around their management styles and leadership skills. Participants will complete self experiential exercises to discover their areas of strength and weakness so they can develop their full leadership ability and adopt that instantaneously. Notice the change in your Management Team from the very next day.

Competition

This month's competition is simple. Email us at info@mastersofcommunication.co.nz, put your name and that of your Company in the subject line with the number of times the word Manager is mentioned in the article. The correct entries will go into a draw for a 'free' workplace visit by Gloria – to talk to you about how to grow your leadership style.

Next Issue

Stress



MANAGERS AND LEADERS – IS THERE A DIFFERENCE?

More and more New Zealand Companies seem to be providing learning and development programmes that focus on 'Leadership training for Managers'. Is there a difference between being a leader and a manager – and if so how is this manifested?

There are many facets of management that incorporate leadership skills, but quite simply those who manage staff do not always have the attributes a leader does. Conversely, leadership is just one of the many skills that a manager must possess. Without this some negative effects on the company may be apparent. Be reassured by the fact that leadership can be taught and developed. There are some common qualities inherent in most leaders, but they are not a prerequisite to becoming one. These qualities are effectively a toolkit to get the job done successfully. All of these characteristics can be developed or taught. Not all leaders are born leaders - they can be made.

Some of the qualities leaders possess include:

- Using emotion
- Trusting intuition
- Questioning policy and methodology used
- Encouraging delegation and participation
- Preferring innovation to convention
- Having a visionary style of direction

The person, who uses leadership as a style, willingly commemorates success within the team and grants recognition when it is due. They also take responsibility when the project/incentive is unsuccessful.

The leader is also someone who seems to naturally attract followers.

A management style of working incorporates:

- Following Company policy
- Implementing administrative organisation
- Emphasising rationale and control
- Possessing a good knowledge of the workplace
- Using a formal method of supervision
- Expecting to be obeyed because of implied authority

The person who uses a managerial style of supervision does not focus on the individual or team morale. Instead, more task and outcome focused, they perceive emotions as undesirable and unnecessary. The manager will have power to control staff, but may encounter passive resistance to this.

In effect “Managers do things right, while Leaders do the right thing.” (1).

The most significant difference between the two styles of directing staff is in the area of motivation. Motivation can be viewed as the input staff are prepared to give. A leader motivates the people around them because of their way of being; they are naturally liked and respected, and instil passion into their work. Leaders naturally value accomplishment, recognition, accountability and career advancement - subsequently staff motivation is high. On the other hand, a manager has staff and conveys that authority to them often. They are told what to do and how to act. Staff can experience dissatisfaction if supervision and working conditions feel unfair. This then affects staff morale - accordingly staff motivation will be lower.

Interestingly managers are predisposed to coming from very stable home backgrounds, having experienced standard, happy lives. Consequently they are not comfortable with the possibility of change to their method of operating, and usually try to avoid conflict.

Leaders tend to have overcome some form of adversity in their backgrounds, such as suffering from a serious childhood illness or experiencing some form of trauma. As a result they expect to confront difficulties and are accepting of risks which they see as possible opportunities. They will happily operate ‘outside the square’ to accomplish what they need to.

The impact of Leaders and Manager’s at Work

Leaders appeal to the heart and use personal charisma to wield power. Their staff are followers and their style of persuasion is to sell and have excitement at work. Their energy is encompassed with passion. They take risks, break rules and take full responsibility when things don’t work.

Managers appeal to the head and use formal authority to wield power. They have subordinates and their energy is fuelled by control. Their style of persuasion is to tell staff what to do, and the reward is getting money for work. They minimise risks, make rules and blame others when things don’t work.

In Conclusion

When considering the style of Management you want at your place of work, it is important to consider the type of culture that exists, and the balance between employer expectation and rewards. Although people are there to work, it is important that Management are perceived as working together with them - rather than pushing them from behind. If staff feel important and respected, completion of tasks and the well-being of the group are guaranteed as successful.

References

(1) Richard Pascale, “Managing on the Edge”, Penguin Book, pp65, 1990.



TURNING MANAGERS INTO LEADERS WORKSHOP

COURSE OVERVIEW

The Turning Managers into Leaders Workshop aims to assist high growth organisations to achieve their vision and objectives for their companies by adopting some in-depth understanding and methodology around their leadership style and use of management skills. Participants will recognize their areas of strengths and weaknesses, with a view to improving those areas that need it most. They will learn effective leadership ideology and be able to adopt methods instantaneously.

COURSE TOPICS

Self Awareness – This encompasses identifying the link between self talk and subsequent behavior. The intrinsic knowing of your goals, will ensure congruence with expectations of self and others within the business. Being aware of what you are thinking helps promote the physical manifestation of strong leadership, thereby ensuring positive and productive behavior is elicited from staff.

Self Motivation – Involving learning specific components of successful achievement, through utilising persistence and commitment. This helps to overcome obstacles and encourages performance at peak levels. Developing management of control over feelings, helps to achieve objectives set. Identifying the three contributing factors to self motivation: environment, support systems and promoting optimum function of the 'business brain'.

Self Management Incorporating the tools required to maintain control over behaviour under pressure and stress. Choosing how you respond to events/situations and understanding the levels of response your reaction triggers within the team. Also including the dynamics of relationship with staff based on an activating event, the belief/interpretation that engenders and the resultant consequences of that.

Managing Staff – Encompassing the key areas of conflict resolution, and the influence you have on others about the way things are done. Developing clear and direct leadership in times of resistance and high pressure. Learning to show empathy to elicit trust and confidence from the team. Solidifying the key areas of motivation, communication and mediation as cornerstones of effective management.