

# SHAW ACADEMY

Lesson 1 Course Notes

**Diploma in Leadership and Management**



SHAW ACADEMY



# Are you a manager or leader?

## Introduction

In this lesson, you will develop an awareness for the basic differences between managers and leaders. You will then explore the characteristics that great leaders bring to their positions. You will be able to use these characteristics to make you a better manager with the confidence to face any challenge ahead.

## Lesson Pillars

Introduction to Leadership and Management  
Why Management Matters?  
Characteristics of Leadership

## Key Readings

Developing Management Skills, Global Edition Paperback – September 10, 2015 by Kim S. Cameron  
David A. Whetten (Author)

9 Differences Between Being A Leader And A Manager

<https://www.forbes.com/sites/williamarruda/2016/11/15/9-differences-between-being-a-leader-and-a-manager/#7bd18edb4609>

17 traits that separate manager and leaders apart

<http://uk.businessinsider.com/biggest-differences-between-managers-and-leaders-2016-3?r=US&IR=T>

Emotional Intelligence [http://www.danielgoleman.info/topics/emotional-intelligence/Culture and Leader Effectiveness: The GLOBE Study](http://www.danielgoleman.info/topics/emotional-intelligence/Culture%20and%20Leader%20Effectiveness%3A%20The%20GLOBE%20Study).

<http://www.inspireimagineinnovate.com/pdf/globesummary-by-michael-h-hoppe.pdf>

Leadership Core Competencies

[https://www.fsa.usda.gov/Internet/FSA\\_File/leadership\\_core\\_competencies.pdf](https://www.fsa.usda.gov/Internet/FSA_File/leadership_core_competencies.pdf).

## Lesson Resources: Keep a Learning Log

It is recommended that you keep a learning log. Get a small personal notebook that you can use exclusively for this course. In it, you will record insights, thoughts, reflections on previous leadership and management experiences you may have had. During key learnings in the course you will be prompted to think about a time in your past when you observed, noted or reacted to a situation. The learning log will help to build a picture of your growing self-emergence as a leader and manager.



## Introduction to what managers do

“A leader is one who knows the way, goes the way, and shows the way”. John C. Maxwell

Any business or organization, either commercial or a non-profit, needs to be properly and efficiently run. The management team has targets to achieve. Goals are to generate revenue, cashflow and maximize profits for its owners and shareholders. And maintain corporate social responsibility. To make this happen employees need to be Productive. This requires planning, staff needs to be Trained, Customers need to be found and retained, and ultimately for it to succeed it needs to Grow!

Businesses require certain people to set the overall vision and strategy and communicate across the organization. Others, are required to plan, organize, staff, lead and control. Which of these is more important? The answer I believe both. In fact, you can't be a great leader without being a great manager.

Management behaviors center on: gaining trust, being accountable, being optimistic, being visible, and providing recognition and reward.

Leadership behaviors focus on the staff: trust people, engage people, motivate and encourage people.

What is common across all management jobs is that managers must:

Plan for their team and what will they be doing.

Once objectives are set, they must then organize the task assign responsibilities and resources to the tasks.

Having assigned roles, resources and responsibilities, they must now lead: this is the action part the doing, working with your team to ensure the tasks get done.

Finally, each manager must know when the job is done, they learn to measure progress against the plan and control the costs, quality and time of the assigned tasks.



## The POLC Framework: Basic Principles of Management

**Plan:** Planning involves setting objectives and determining a course of action for achieving those objectives. An organization's top management most often conducts strategic planning. Middle-level managers often engage in tactical planning. Operational planning is short-range (less than a year) planning that is designed to develop specific action steps

**Organize:** Organizing requires managers to assign tasks to the roles, obtain the resources and allocate them to the roles, and delegate authority and responsibility to them.

Many jobs are now designed based on such principles as empowerment, job enrichment and teamwork.

**Leading/Directing/Coordinating:** Leading is the action step. You have planned and organized the work. Now you must direct your team to get the work done. Start by making sure the goal is clear to everyone on the team. Do they have everything they need (resources, authority, time, etc.) to get the job done?

Personality research and studies of job attitudes tells us that to become effective at leading, managers must first understand their subordinates' personalities, values, attitudes, and emotions.

**Control:** The work has begun and now managers start to track and measure performance. The Although controlling is often thought of in terms of financial criteria, managers must also control production and operations processes, and procedures for delivery of services, compliance with company policies, and many other activities within the organization.

Each manager will have their own way of doing things. Some will be very much project based, other will be more laid back and let the team get on with it, while others will micro-manage every detail.

### Who is a leader?

Think about this for a moment, what's common across all those business activities? Anyone got a suggestion? Answer is People. And this includes you! However, someone must set the overall vision, strategy and communicate this across the organization. Is this you? Ok let's start trying to identify what a leader does?

- Leaders are those who generally set direction, build an inspiring vision, and create something new.
- Leaders take you where you need to go to be successful as a team or an organization; and it is dynamic, exciting, and inspiring.
- Yet, leaders must also use management skills to guide their people to the right destination, in a smooth and efficient way.

Question: So, is a picture slowly emerging of the differences between a manager and leader?



## **What sets leaders apart from managers?**

You will find that what makes a difference is in the actual practice and behaviors of both managers and leaders. Observe the behaviour of managers and leaders in your company for these traits. We will see how the character of the leader is often mentioned. Their Charisma, Bill Clinton had it. We see how certain leaders and the positive effects that her character and behaviors can have on her followers.

When talking about management, focus on the behaviors of the manager in terms of the objectives of efficient delivery of performance and the successful achievement of results. Management behaviors center on: gaining trust, being accountable, being optimistic, being visible, and providing recognition and reward. “Managers” delegated largely to increase efficiency; “Leaders” delegate to empower subordinates.

Question Can you see the difference?

How many of you even in this early stage consider yourselves as managers or leaders? Bridge: In the next topic, we will examine how you can learn to become a great leader and manager.

## **Can you be a manager or leader?**

Question: So, let’s ask each of you. Do you believe you can develop leadership and management skills over a four-week course? Yes, I believe you can start on that journey. It may not be in four weeks but with my help I can assure you if you continue and start to apply what you have learnt you will undertake a transformation. Here’s how. Each day, you experience the good, the bad and ugly of how your current and past managers have treated you.

Question: When did you last feel special, when were last recognized for hard graft,

Question: When were you given the opportunity to stretch, grow, be involved in a team, a project, or an event that had the backing of the senior executive team.

Question: On the other hand, have you experienced other’s taking credit for your work, the feeling of not being appreciated,

What I’m getting at is that your observing and experiencing the impact of managers and leaders every day. Yet, you don’t have the time to tease out and reflect why that just happened, could it have been different.

Some thoughts:

“Managers do things right; leaders do the right thing”

“Management is administration, but leadership is innovation.”

“Management is what we need to do, but leadership is what we want to do”.



## Why Management Matters?

The most common reasons are that employees feel overlooked after they have put in the hours. They are overloaded and their managers can't see the impact this is having. The employee's contribution is taken for granted and they are never recognized nor rewarded. Managers are not in touch with how some of your hires or promotions are driving your best people nuts. Managers not giving their people a sense of where they can go in their careers. Management doesn't have or take the time to clarify goals and decisions.

### Poor management

- Employees who do not feel valued or respected in the workplace will leave. Disrespect in the workplace causes a significant reduction in productivity as well.
- It can be a deal-breaker when the boss doesn't trust or empower the team.
- Management may be causing more problems than solving them. Can't make the right decisions.
- What really affects people is their sense of how they're doing compared with other people in their peer group.

Many employees leave jobs when there is no upward mobility. No matter how hard they work or how well they succeed, there are no opportunities for advancement into higher-paying, more demanding positions. Alternatively, if a less qualified or capable team member gets a promotion, high-performing employees may look elsewhere – especially if a former teammate becomes a manager.

Work life balance What drives people to resign are rigid timekeeping rules, which don't allow flexibility to handle family responsibilities. Money does matter but only to a point and that's when it comes to impacting a person's well-being. When people leave their jobs, the average boost they receive in salary is 10 to 20 percent, suggesting that it's one of the key reasons they job hop. 44 percent of employees—almost one out of every two—say they would consider taking a job with a different company for a raise of 20 percent or less in salary.

Here are 3 critical factors that contribute more to the employee experience than pay.

### 1. Regular, Real-Time Feedback

High-performing organizations have consistently revamped one major area within their culture: how they go about collecting and delivering feedback.

Frequent and timely feedback—offered weekly, every few days or even hours, depending on the task—is much more effective than waiting for once-a-year opportunities to let employees know how they're doing. Real-time feedback allows companies to be more agile and responsive to better meet employees' needs. Getting feedback in this way, on a consistent basis, keeps employees invested in their work.

**Takeaway:** Feedback is a major driver to influencing an employees' experience and their likelihood to stay with contributor to the end-to-end experience an employee has within a company.



## 2. Development & Growth Opportunities

One of the most important parts of an employee's entire experience is having talent processes that support their long-term growth. Research shows that one of the strongest predictors of employee satisfaction and intent to stay is their perception of career opportunities within their company. Employees who can see a clear path for how they can advance in the company are much more likely to be invested in their work. While formal training or learning programs are often found within high-performing organizations, peer coaching is also one of the most effective ways to offer development opportunities to employees today.

Takeaway: Employers need to focus on providing ample opportunities for employees to develop, including setting a clear path of progression in their careers.

## 3. Investment in a Positive Workplace Culture

When it comes to attracting talent, pay and benefits will be strongly considered by candidates. However, especially with your higher-earning segment of employees, pay won't keep your talent. What does keep talent around: a positive workplace culture.

These factors include the culture and values of a company; senior leadership; career opportunities; a positive business outlook; and work-life balance. In fact, all those factors rank higher than pay in terms of what matters most to employees.

Here are some questions that feedback can help you validate when it comes to your employee experience include:

1. Do employees feel equipped to do their work to the best of their ability?
2. Do employees feel recognized and valued for their work and contributions?
3. Do employees feel a sense of purpose in their work?
4. Do employees feel they have had recent opportunities to learn and grow?

**Takeaway:** the employee experience is directly impacted by a positive workplace culture, and that outweighs pay and benefits in the eyes of employees.

These are all preventable! So why can't managers learn to treat their employees with respect?

Can you build a culture that is appreciated by the team? In the next topic, we examine what managers are doing on a day to day basis. We look to see what are the main differences between managers and leaders. We noted earlier that to be a great leader requires us to be a great manager.

### Characteristics of great leadership

- 1) acts of humility, such as learning from criticism and admitting mistakes);
- 2) empowering followers to learn and develop;
- 3) acts of courage, such as taking personal risks for the greater good;
- 4) holding employees responsible for results



## **So how do leaders do it?**

### **They use persuasion.**

Great leaders understand how to manage conflict and close positional and philosophical gaps. They tend to be contextual leaders who know which skill sets to draw upon based upon the circumstances at hand. They lead by serving as opposed to intimidating. Great leaders are masters of inspiration being able to take even the most critical skeptics and convert them into evangelists for the cause.

### **They are likeable**

Great leaders possess great interpersonal skills. They tend to be people-centric and understand the concept of servant leadership. People tend to like leaders who display good decisioning skills with high levels of integrity. While great leaders are typically very direct, they are also intuitive individuals who thrive on finesse and subtlety. They don't expect or need to be liked to get the job done, but realize the value likeability can offer where it can be achieved without comprising trust or integrity.

### **Humour**

One of the most important personality traits for relations-oriented leaders is a sense of humor. Psychologists and staffing consultants often cite a sense of humor as crucial to building strong teams led by people with relations-oriented leadership abilities. People who work for leaders who can poke fun without being cruel, who are funny without being insulting, are more likely to surround themselves with relations-oriented staff. In turn, these people are more inclined to "roll with the punchlines." They are more likely to have flexible attitudes and to be cooperative when the going gets tough. This helps create a congenial atmosphere rather than an adversarial environment.

Fred Fiedler in his book "The Theory of Leadership Effectiveness" distinguished leaders who are motivated by people, projects or power. This contingency model divides leaders into three categories. From these, we see the emergence of two key leadership models: Task based or relationships based

Task-oriented leaders often thrive at middle-management levels, where teams are focused on completing assignments. Because their responsibilities are often project based, they have quick turnaround times that require deadline-driven management.

Relationship-focused leaders tend to be more prevalent at the executive level than task-driven types.

For example, relationship-oriented leadership style works best on teams that require creative thinking and problem solving — such as computer programming or product design.

Traditional Leaders believe power comes from their position of authority. They maintain ownership of information. They deliver the approved solution to the team. There is a growing body of evidence that shows that organizations with flat structures outperform those with more traditional hierarchies in most situations (see the work of Gary Hamel for a good summary of these results).

Task-oriented leadership works especially well in environments where job responsibilities are more easily defined and predictable. They expect employees to deliver the desired results in the allotted time.





A major drawback of excessive task orientation is a culture with low morale. Employees that are self-motivated usually find highly task-oriented leaders to be condescending and non-trusting. Goal-oriented employees often feel micro-managed or oppressed in a task-oriented environment.

Task orientation also stifled employee creativity. Employees that get used to having tasks and responsibilities clearly defined for them may give up on creative thinking and flexibility.

Relations-oriented leaders inspire employees to meet an organization's goals by helping them feel better about their work and stay positive about their careers. This is sometimes referred to as emotional leadership.

Relationship-focused leaders tend to be more prevalent at the executive level than task-driven types. For example, relationship-oriented leadership style works best on teams that require creative thinking and problem solving — such as computer programming or product design.

These qualities are not limited solely to relations-oriented leaders. Whether they're democratic, laissez-faire or task-oriented leaders, lots of people exhibit these traits. The primary difference is that relations-oriented leaders use these qualities as glue to bond people together on a daily basis. The main advantage of relations-oriented leadership is that it brings leaders and subordinates closer together. In turn, team members gain a sense of belonging.

The primary disadvantage is that relationship building is time-consuming and not always appropriate in a task-oriented environment, where critiquing subordinates is frequently necessary.

Great leaders are strategic thinkers who can translate their vision into an actionable strategy to ensure its success.

Strategically inclined leaders think in terms of creating leverage, anticipating & leading change, managing risk & opportunities, being customer focused, astutely deploying resources, always insuring the business model is in alignment with current market conditions, yet fluid enough to accommodate changes in market dynamics. Strategic leaders are keenly aware of items that create an advantage or defend a weakness.

Great leaders tend to be tactical geniuses and display a strong bias to action. They understand the difference between raw data and useful information. Moreover, they know how to leverage information and resources to achieve their objectives. They are focused, results driven and achievement oriented.



Thank  
you



SHAW ACADEMY

