

Management, Leadership and Mentoring

What is Management?

Management is the process of planning, organizing, leading, and controlling resources to achieve an organization's specific goals.

It involves overseeing people, tasks, and resources to ensure efficient and productive outcomes, and can be thought of as both an art, due to its reliance on skills and creativity, and a science, due to its structured processes and principles.

Functions of Management (Henri Fayol)



Planning

Setting objectives and determining the best course of action to achieve them. It involves forecasting future conditions, analyzing alternatives, and deciding on strategies.



Organizing

Arranging resources (people, finances, materials, technology) and activities in a structured way to implement plans effectively. It defines roles, responsibilities, and authority.



Commanding

Directing and guiding employees to perform their tasks effectively. It includes motivating, supervising, and communicating to ensure goals are achieved.



Coordinating

Ensuring all departments and individuals work together harmoniously. It aligns activities and efforts to maintain unity of action toward organizational objectives.



Controlling

Monitoring and evaluating performance to ensure that goals are being met as planned. It involves setting performance standards, comparing results, and taking corrective action if needed.

Who is a Manager?

A manager is an individual who oversees and leads a team of employees to achieve organizational goals by using the functions of planning, organizing, leading, coordinating and controlling. Individuals who achieve goals through other people.

They are responsible for getting work done through others, often acting as a bridge between employees and top-level management.

Managers are also responsible for tasks such as **setting goals, making decisions, conducting performance reviews**, and **managing resources**.

What are Management Skills?

Robert Katz identifies three types of skills that are essential for a successful management:

1

TECHNICAL

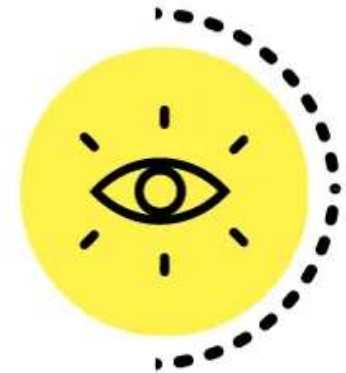
Skills related to the mechanics or step-by-step actions of doing things. Or, what will you need to do as a manager, and how do you do it?



2

CONCEPTUAL

Understand the complexity of the entire organization and see the organization as a whole.



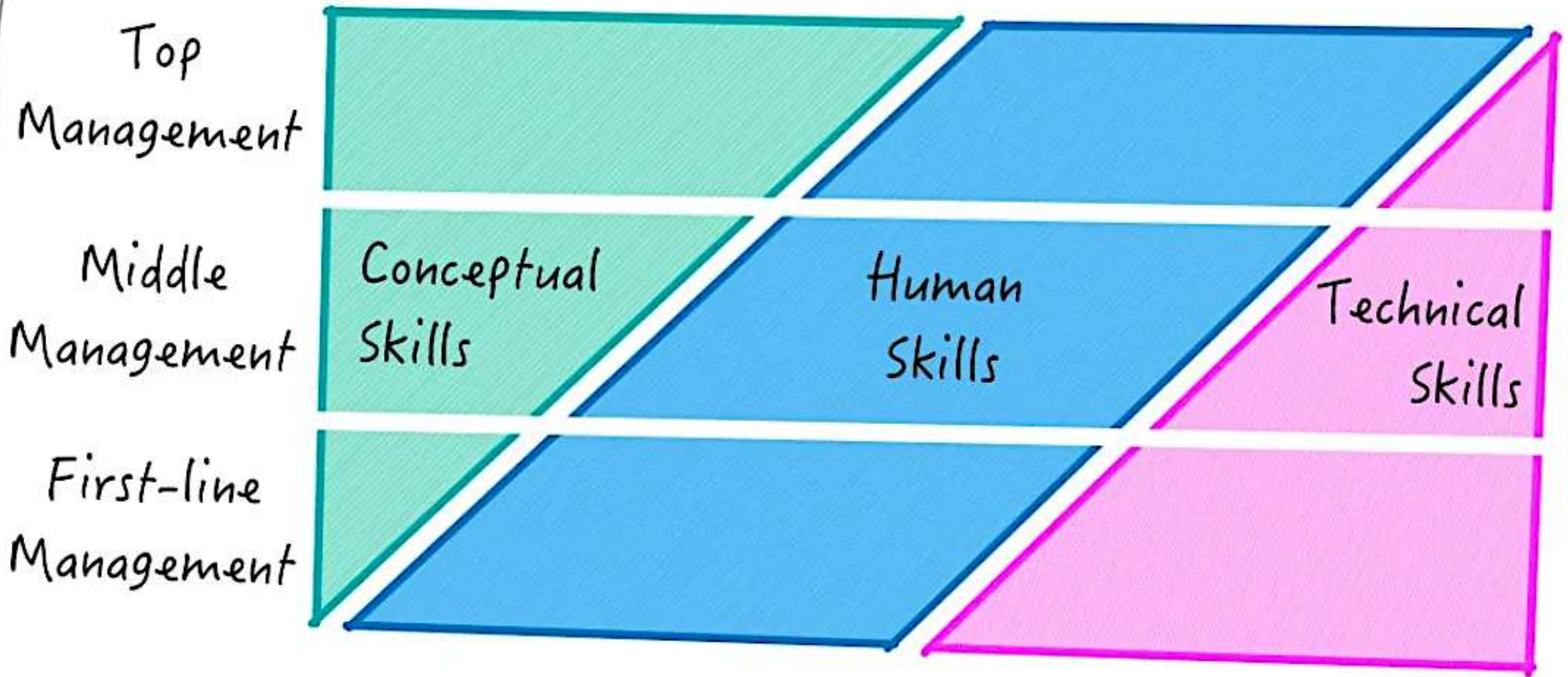
3

HUMAN

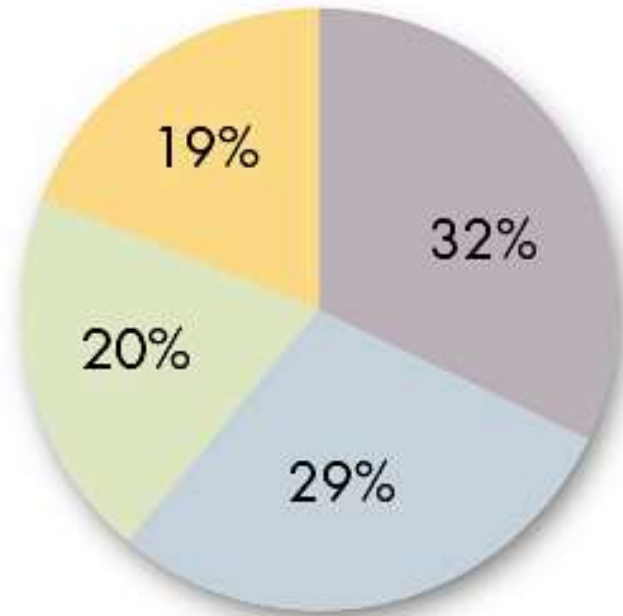
Skills related to a manager's ability to influence others to get things done.



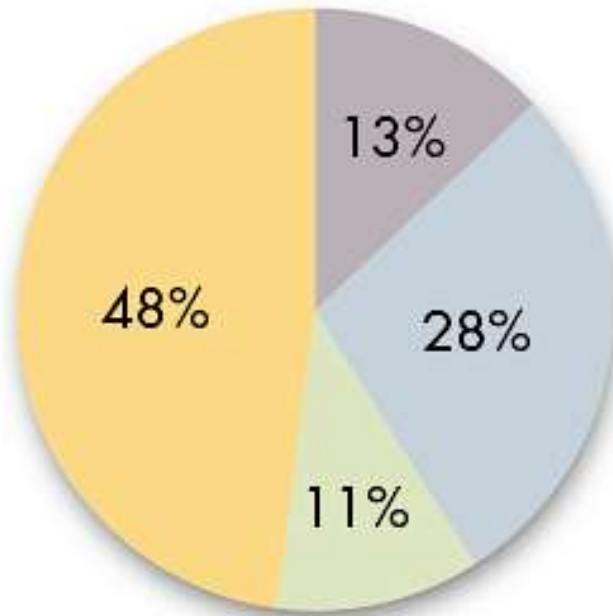
Managerial Skills according to Robert Katz



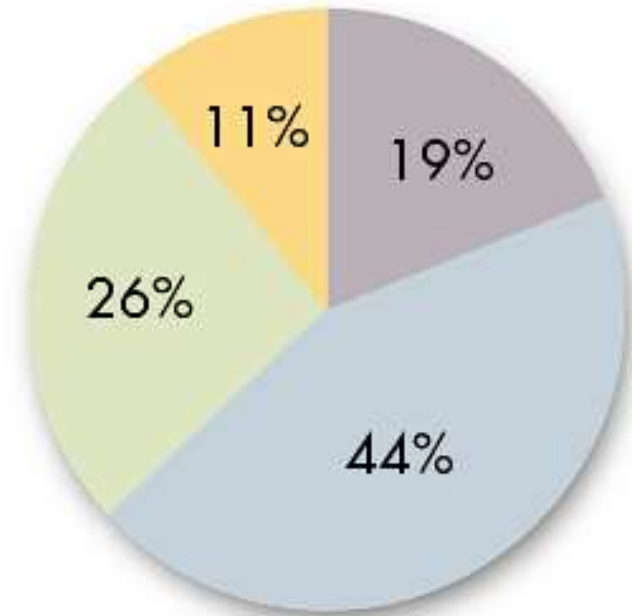
**Average
managers**



**Successful
managers**



**Effective
managers**



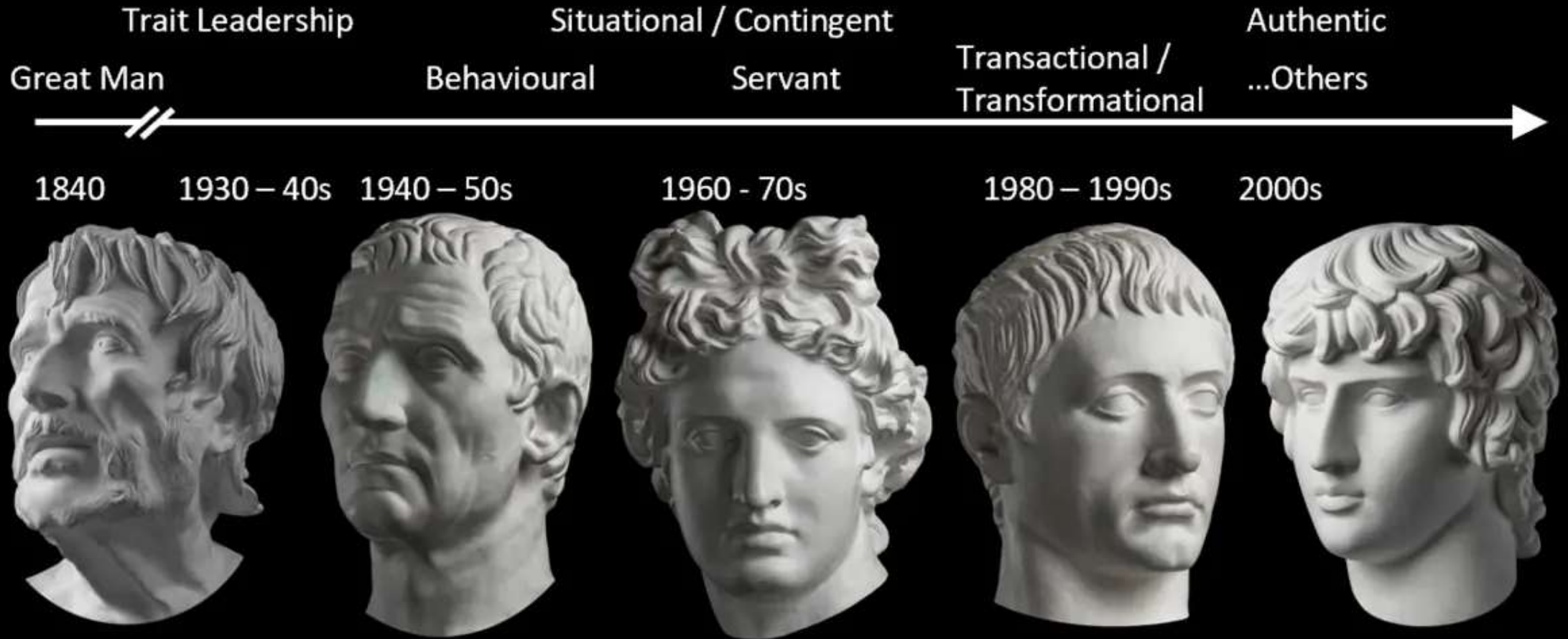
What is Leadership?

Leadership is the ability to influence people towards the achievement of a vision or a set of goals.

It involves **establishing a vision, influencing others, fostering trust and collaboration,** and **making decisions** to achieve objectives.

Effective leadership is not limited to a formal title and can be demonstrated at any level, combining a blend of behaviors and qualities like communication, integrity, and decisiveness.

History of Leadership Theories



Leadership Theories

Trait Leadership

Leadership is based on inborn traits such as confidence, intelligence, and determination. Criticized for ignoring environment and context.

Behavioral Leadership

Leadership is based on observable behaviors that can be learned and developed. Focuses on task-oriented and people-oriented styles.

Situational Leadership

No single best style of leadership. Effective leaders adapt their style based on the maturity and readiness of followers.

Contingency Leadership

Leadership effectiveness depends on the fit between the leader's style and situational demands. Different contexts favor different leader types.

Managerial Grid

Leadership effectiveness depends on balancing concern for people with concern for production. The best leaders score high on both.

Transactional Leadership

Leadership is based on a system of rewards and punishments tied to performance. Focuses on structure, supervision, and goals.

Transformational Leadership

Inspires and motivates followers to achieve beyond expectations through vision, trust, and personal growth. Encourages innovation.

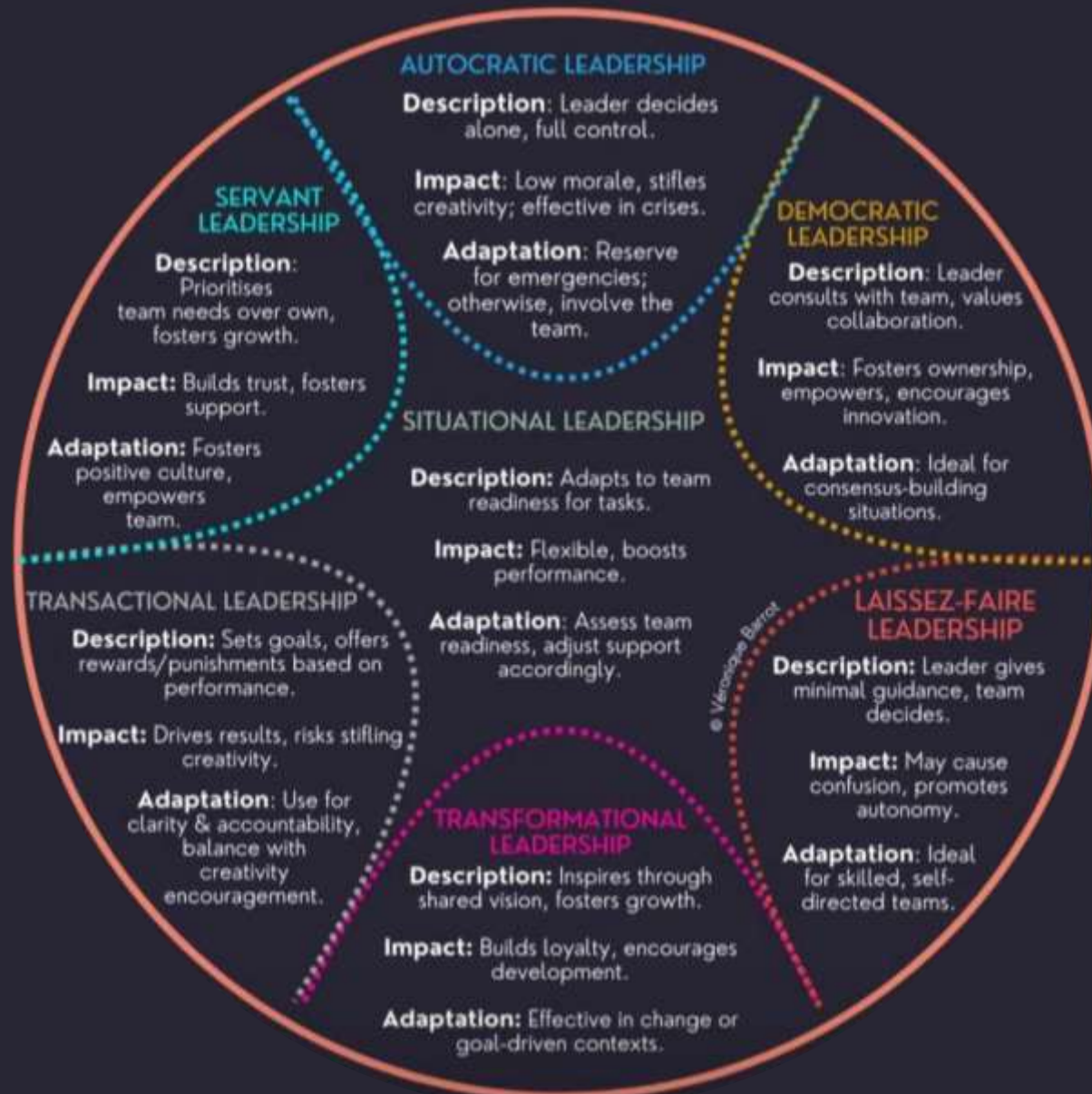
Servant Leadership

Leaders prioritize serving others, focusing on empathy, empowerment, and community well-being. Reverses traditional power hierarchy.

Authentic Leadership

Emphasizes genuine, value-driven, and transparent leadership rooted in self-awareness and integrity. Builds trust and respect.

Leadership Styles and When to Adapt



Who is a Leader?

A leader is a person who guides and inspires others to achieve a common goal, possessing qualities like vision, motivation, and the ability to influence.

Leaders can be found in many settings, such as families, businesses, or governments, and their authority may be formal or informal.

Effective leaders inspire trust, make decisions, and help a group reach a shared objective.

Characteristics of Leaders

1. Self-Awareness

Understands own strengths, weaknesses, emotions, and impact on others; promotes humility and authenticity.

2. Respect

Values diverse perspectives, builds belonging, and fosters trust through consistent respect.

3. Compassion

Goes beyond empathy by taking action to address others' needs and concerns.

4. Vision

Creates a compelling future direction and aligns people's goals and values toward it.

5. Communication

Communicates clearly and listens actively across roles and backgrounds.

6. Learning Agility

Adapts quickly to new challenges, learns continuously, and applies lessons in unfamiliar situations.

7. Collaboration

Works effectively across teams and boundaries to encourage innovation and teamwork.

8. Influence

Persuades and motivates others authentically through trust and emotional intelligence.

9. Integrity

Acts with honesty, consistency, and strong moral principles; earns lasting trust.

10. Courage

Takes bold, ethical actions and fosters psychological safety for others to speak up.

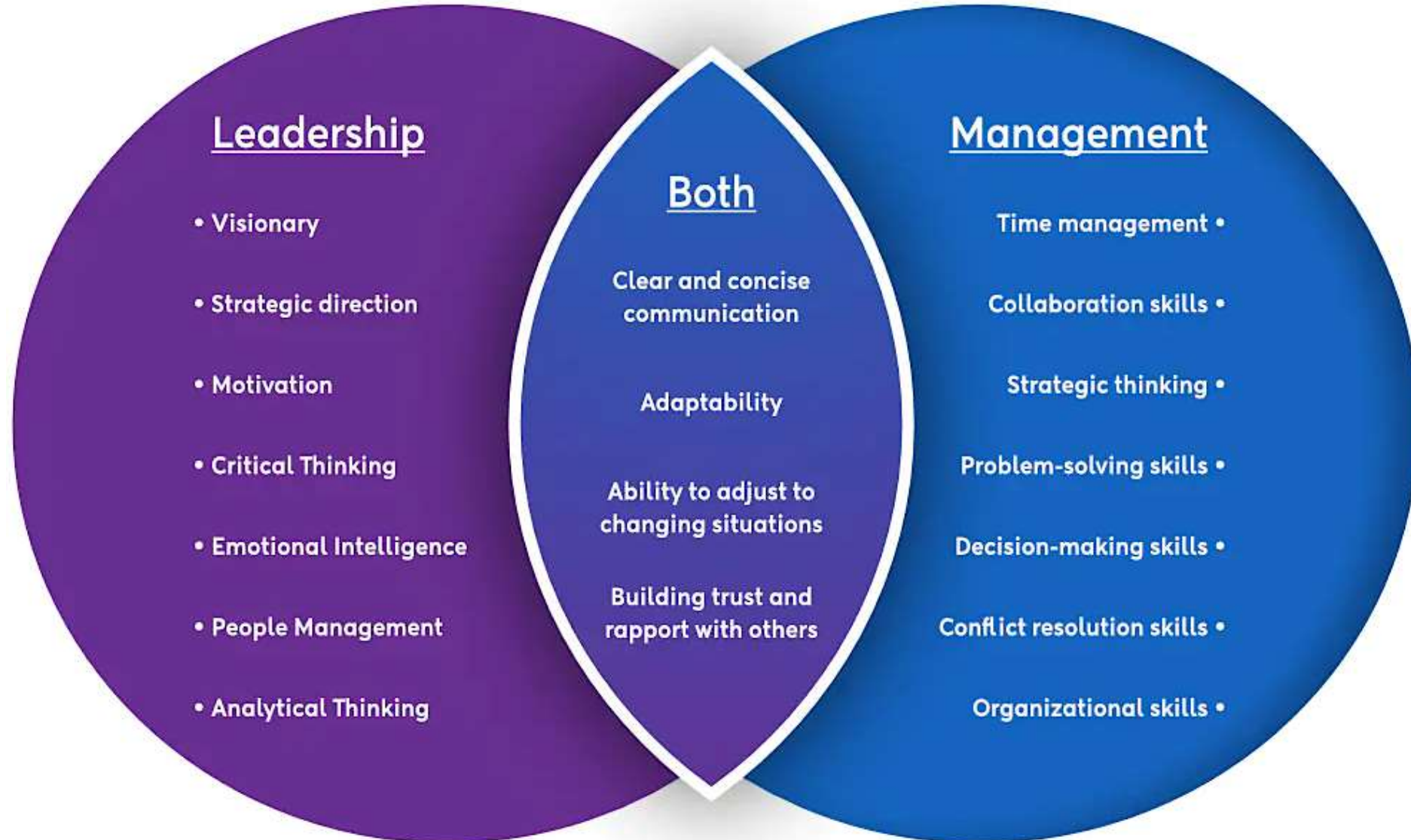
11. Gratitude

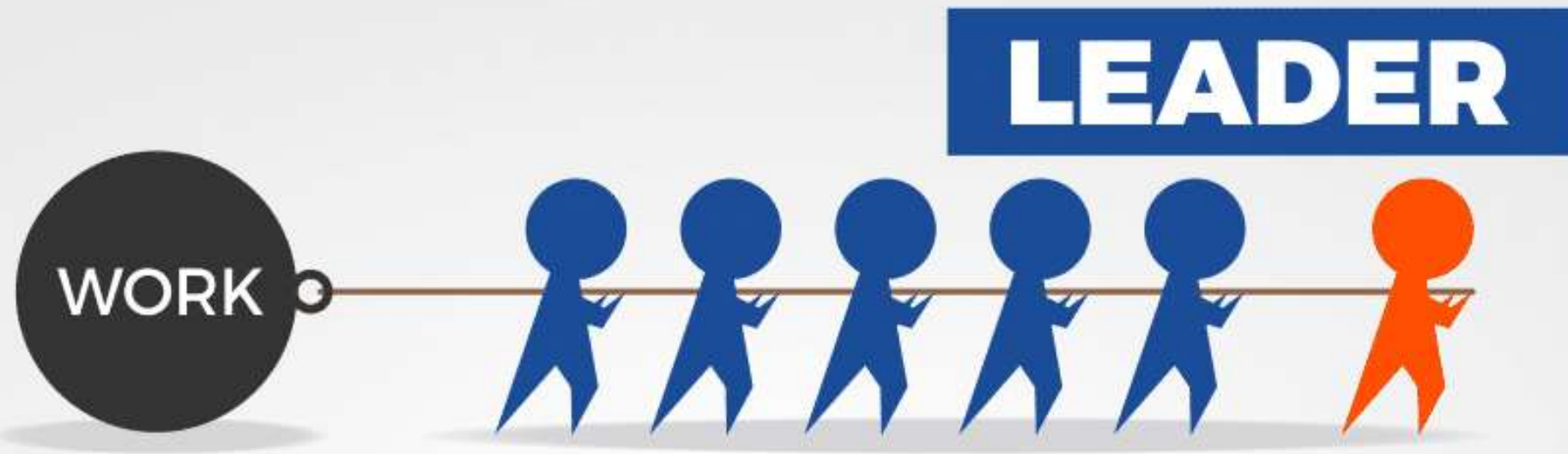
Shows appreciation and recognition, enhancing morale and motivation.

12. Resilience

Responds positively to challenges, maintaining focus and emotional strength under pressure.

Leadership vs Management





MANAGER



Manager vs Leader

Manager



LEADER



What is Mentorship?

Mentorship is a relationship where a more experienced or knowledgeable person (**Mentor**) guides a less experienced person (**Mentee**) to foster their personal and professional growth.

This guidance includes **career advice**, **skill development**, and **emotional support**, with the goal of helping the mentee achieve their potential and navigate challenges.

Mentorship can be formal or informal and is based on trust and mutual respect, with the mentee-driven relationship often focusing on long-term development.

Functions of Mentoring



Career Development

Helps the mentees plan and advance the career through guidance, feedback, and exposure to



Coaching and Skill Building

Enhances professional and technical skills through advice, practice, and constructive feedback



Psychological Support

Provides encouragement, empathy, and confidence-building to help mentees handle stress and challenges



Role Modeling

The mentor serves as a positive example, demonstrating professional behavior, ethics, and leadership,



Networking and Exposure

Connects the mentee with influential people and resources to expand their professional



Sponsorship

Advocates for mentee's growth by recommending them for new roles, projects, or responsibilities



Feedback and Reflection

Offers honest insights into performance and helps the mentee reflect on their goals and



Socialization

Helps the mentee adapt to the organization's culture, norms, and unwritten rules of success

Thank You