

Leadership and Management

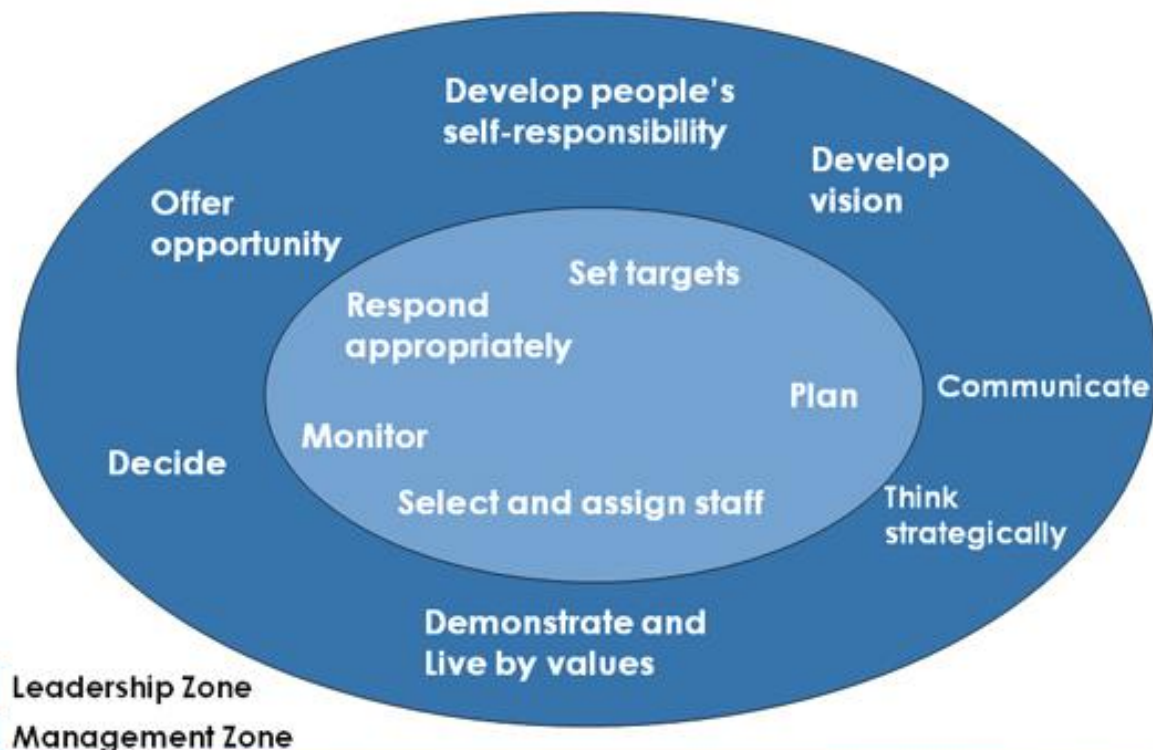
CSC413 class – Session #6



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Subject	Leader	Manager
Essence	Change	Stability
Focus	Leading people	Managing work
Have	Followers	Subordinates
Horizon	Long-term	Short-term
Seeks	Vision	Objectives
Approach	Sets direction	Plans detail
Decision	Facilitates	Makes
Power	Personal charisma	Formal authority
Appeal to	Heart	Head
Energy	Passion	Control
Culture	Shapes	Enacts
Dynamic	Proactive	Reactive
Persuasion	Sell	Tell
Style	Transformational	Transactional
Exchange	Excitement for work	Money for work
Likes	Striving	Action
Wants	Achievement	Results
Risk	Takes	Minimizes
Rules	Breaks	Makes
Conflict	Uses	Avoids
Direction	New roads	Existing roads
Truth	Seeks	Establishes
Concern	What is right	Being right
Credit	Gives	Takes
Blame	Takes	Blames

How Leadership Complements Management



Leadership vs Management

“A successful business owner needs to be both a strong leader and manager to get their team on board to follow them towards their vision of success”

“Leaders have people follow them while managers have people who work for them.”

Emotional Intelligence

Emotional Intelligence (EI) is the ability to identify and manage your own emotions and the emotions of others.

What's your personality type? <http://www.16personalities.com/>
Carl Jung's Typology test: <http://www.humanmetrics.com/>

6 management styles

Coercive Style

Modus Operandi	Demands immediate compliance
The Style in a phrase	“Do what I tell you”
Underlying EI Competences	Drive to achieve, initiative, self control
When the style works best	In a crisis, to kick start a turn around, or with problem employees
Overall impact on organizational climate	Negative

Authoritative Style

Modus Operandi	Mobilise people towards a vision
The Style in a phrase	“Come with me”
Underlying EI Competences	Self confidence, empathy, change catalyst
When the style works best	When change requires a new vision or when a clear direction is needed
Overall impact on organizational climate	Mostly strongly positive

Democratic Style

Modus Operandi	Forces consensus through participation
The Style in a phrase	“What do you think?”
Underlying EI Competences	collaboration, team leadership, communication
When the style works best	To build buy in or consensus, or to get input from valuable employees
Overall impact on organizational climate	Positive

Affiliative Style

Modus Operandi	Creates harmony and builds emotional bonds
The Style in a phrase	“People come first”
Underlying EI Competences	empathy, building relationships, communication
When the style works best	To heal rifts in a team or to motivate people during stressful circumstances
Overall impact on organizational climate	Positive

Pace Setting

Modus Operandi	Sets high standards for performance
The Style in a phrase	“Do as I do, Now”
Underlying EI Competences	Conscientiousness, drive to achieve, initiative
When the style works best	To get quick results from a highly motivated and competent team
Overall impact on organizational climate	Negative

Coaching

Modus Operandi	Develop people for the future
The Style in a phrase	“Try this”
Underlying EI Competences	Developing others, empathy, self awareness
When the style works best	To help employee improve performance or develop long term strengths
Overall impact on organizational climate	Positive

Mix of styles

“ Executives with the best results do not rely on only one leadership style , they used most of the styles in a given week, seamlessly and in different measure, depending on the business situation.”

Important Reading

2015 Huffington Post Article: Six management styles and when to use them

http://www.huffingtonpost.com/rosalind-cardinal/6-management-styles-and-when-to-use-them_b_6446960.html

Goleman, D. (2000). Leadership that gets results (Harvard Business Review Article)

Weathersby, G. B. (1999). Leadership vs. management. Management Review, 88(3), 5.