



‘Management is doing things right; leadership is doing the right things.’

[Peter Drucker]





Leading and managing

The quality of obtaining results from others through personal influence

The traits approach

- ‘Leaders are born and not made’

Skills and attributes

- Teachable, providing the individual wants to learn

Intelligence

- Cannot be taught but rarely seen as a constraint on success





Question

What makes a great leader?

Is this different from being a good manager?

How do they interact?





Leading and managing

Proactive time allocation

- Looking beyond what has to be done now
- Problem prevention (risk management)

Reactive time allocation

- Fire-fighting
- If there is a problem, work on it now

Inactive time allocation

- Resting time is important
- Should not include thinking time





Leading and managing

Plan your way out

Pace yourself

Pamper/reward yourself on accomplishments

Piss yourself laughing



Leading and managing

Relieving stress

Set goals and targets

- Short, medium, long term
- ‘SMART’
- Change the plan if it doesn't correspond to reality

One thing at a time

- Focus on goals to be achieved
- Eliminate distractions

Balance life with sport and recreation

Having fun spurs better performance and relieves stress





Leading and managing

Individual motivation:

‘Man is a wanting animal and rarely reaches a state of complete satisfaction except for a short time. As one desire is satisfied, another pops up to take its place. [Maslow, 1943]

Individuals have requirements on one level that need to be satisfied
Once these are met on an on-going basis their needs move to the next level up





Leading and managing

Individual motivation – Herzberg's 'motivation-hygiene theory'

Focused on rewards

Needs are either

- Hygiene factors
 - Unless these are satisfied they will have a negative effect on motivation
 - Once a level of satisfaction is reached increasing the level further will not increase motivation
 - Example – pay
- Motivational factors
 - The better they are met the higher the motivation
 - Example – recognition





Harvey Maylor



Jan Tern



Claes Janssen





Harvey Maylor

"The major effect of poor performance is stress."



- ▶ Proactive time allocation
 - ▶ Looking beyond what has to be done now
 - ▶ Problem prevention (risk management)
- ▶ Reactive time allocation
 - ▶ Fire-fighting
 - ▶ If there is a problem, work on it now
- ▶ Inactive time allocation
 - ▶ Resting time is important
 - ▶ Should not include thinking time



Jan Tern

"You have no idea how many people I meet who have laughed themselves into the famous wall."



Reactions to stress

- ▶ Fight
- ▶ Flight
- ▶ Freeze





Claes Janssen

"It's good to think about how you feel, otherwise you will not know if you are happy or sad."



The four rooms of change

- ▶ Contentment
- ▶ Censorship
- ▶ Confusion
- ▶ Inspiration

