

## MANAGERS AS LEADERS

Management is a set of processes that keep an organisation functioning. The processes are about planning, budgeting, staffing, clarifying jobs, measuring performance, and problem-solving when results did not go to plan.

Leadership is very different. It is about aligning people to the vision and that means buy-in and communication, motivation and inspiration.

The manager's job is to plan, organise and coordinate. The leader's job is to inspire and motivate. Therefore, the manager focuses on systems and structure; the leader focuses on people.

As a result, the manager maintains; the leader develops, so the manager relies on control; the leader inspires trust.

It is sometimes said that the manager does things right - the leader does the right thing. This is because the manager asks how and when; the leader asks what and why.

Churchill is the traditional example of a leader, but he was not a manager. Besides, it's unwise to think that you only need to lead when you're working at the very top of an organisation and anyway, you simply can't learn it all then because you'll be too busy doing it.

While management and leadership are distinct concepts, there is a natural overlap between the skills they require. There will be senior leaders who are particularly focused on strategic aims, but it's a great mistake to think that if you're managing a team you're only managing it. You're actually leading as well and if an organisation is run effectively, leadership and management will exist in tandem.

For example, the management technique of target-setting is a concept that will only work when good leadership is present. Target setting is a management technique used to focus attention on certain activities. For this exercise to work, someone must show leadership by emphasising the importance of the activity: the 'why'.

A specific example would be targets for hospital waiting times. The wider purpose is helping patients to lead better lives. A leader needs to inspire employees by showing how meeting a target can contribute towards this aim. They also need to think of new ways of reaching that target.

***Workers need their managers not just to assign tasks but to define purpose.***

Previously, a manager's job was to follow orders, organise the work, assign the right people to the necessary tasks, coordinate the results, and ensure the job got done as ordered. The focus was on efficiency.

But in the new economy, where value comes increasingly from the knowledge of people, and where workers are no longer undifferentiated cogs in an industrial machine, management and leadership are not so easily separated. People look to their managers, not to just assign them a task, but to define for them a purpose. And managers must organise workers, not just to maximise efficiency, but to nurture skills, develop talent and inspire results.

The task is to lead people. And the goal is to make productive the specific strengths and knowledge of every individual.

### **Remember**

Leadership is always about change! it's not about mobilising people to do what they've always done well to continue to do well.

### **There are three main categories of leadership styles**

- Autocratic
- Paternalistic
- Democratic.

**Autocratic (or authoritarian)** managers like to make all the important decisions and closely supervise and control workers. Managers do not trust workers and simply give orders (one-way communication) that they expect to be obeyed. This approach derives from the views of Taylor as to how to motivate workers and relates to McGregor's theory X view of workers. This approach has limitations (as highlighted by other motivational theorists such as Mayo and Herzberg) but it can be effective in certain situations. For example, when quick decisions are needed in a company (e.g. in a time of crises) or when controlling large numbers of low skilled workers.

**Paternalistic** managers give more attention to the social needs and views of their workers. Managers are interested in how happy workers feel and in many ways they act as a father figure (pater means father in Latin). They consult employees over issues and listen to their feedback or opinions. The manager will however make the actual decisions (in the best interests of the workers) as they believe the staff still need direction and in this way it is still somewhat of an autocratic approach. The style is closely linked with Mayo's Human Relation view of motivation and also the social needs of Maslow.

A **democratic** style of management will put trust in employees and encourage them to make decisions. They will delegate to them the authority to do this (empowerment) and listen to their advice. This requires good two-way communication and often involves democratic discussion groups, which can offer useful suggestions and ideas. Managers must be willing to encourage leadership skills in subordinates.

The ultimate democratic system occurs when decisions are made based on the majority view of all workers. However, this is not feasible for the majority of decisions taken by a business- indeed one of the criticisms of this style is that it can take longer to reach a decision. This style has close links with Herzberg's motivators and Maslow's higher order skills and also applies to McGregor's theory Y view of workers.

HOW PEOPLE MANAGE.

**Over the years, researchers devised many leadership theories, which are split into four groups**

- **Behavioural** theories concentrate on a leader's actions, such as whether he takes a dictatorial or a team-effort approach to arriving at organisational objectives.
- **Contingency** theories focus on the situation rather than the leader by predicting the leadership style that works best for the issue at hand.
- **Trait** theories argue that leaders share common characteristics and personal attributes that form the basis of leadership.
- **Power and influence** theories examine the various ways leaders use influence and power to obtain results.

***Although some suggest it can be broken down to just two, X & Y***

- **Theory X** adopts the authoritarian view that people normally abhor working and must be forced to work with punishment looming as the consequence for failing to meet the objective. Theory X argues that these people actually prefer to be directed and lack ambition.
- **Theory Y** adopts the participative management style, which operates on the premise that people are inherently motivated to work if they find the job fulfilling. By providing the employees with a pleasant working environment, a leader makes it possible for them to learn new things, be creative, accept responsibility and become successful.

***Most modern businesses seem to want just one***

- **Transformational** leaders have integrity, set an appropriate example, establish clear objectives, encourage, support, and inspire employees, provide stimulating assignments, have high and realistic expectations, are good communicators, and show others how to look beyond themselves for the greater good of the team.