

Leadership

Topic List

- Managing vs Leading.
- John Kotter on Leading and Managing.
- The 4Es of Leadership.
- Traits Models and The Big Five.
- Transactional and Transformational Leaders.
- Action Centred Leadership.

Learning Objectives

- To learn about Leadership and different Models.

Managing vs Leading

Who is a Manager?

An effective manager is one who 'gets things done' to ensure order and continuity.

Who is a Leader?

An effective leader is one who brings innovation, moves an activity out of trouble in to success and makes a worthwhile difference.

Leaders see opportunities to do new things, take initiatives and inspire and motivate people.

Leadership as defined by Peter Drucker (1999):

"the lifting of people's vision to a higher sight, the raising of their performance to a higher standard, the building of their personality beyond its normal limitations".

John Kotter on Leading and Managing

MANAGEMENT

Produces Order and Consistency

LEADERSHIP

Produces Change and Movement

Planning and Budgeting

- Establish agendas
- Set timetables
- Allocate resources

Establishing Direction

- Create a vision
- Clarity big picture
- Set strategies

Organizing and Staffing

- Provide structure
- Make job placements
- Establish rules and procedures

Aligning People

- Communicate goals
- Seek commitment
- Build teams and coalitions

Controlling and Problem Solving

- Develop incentives
- Generate creative solutions
- Take corrective actions

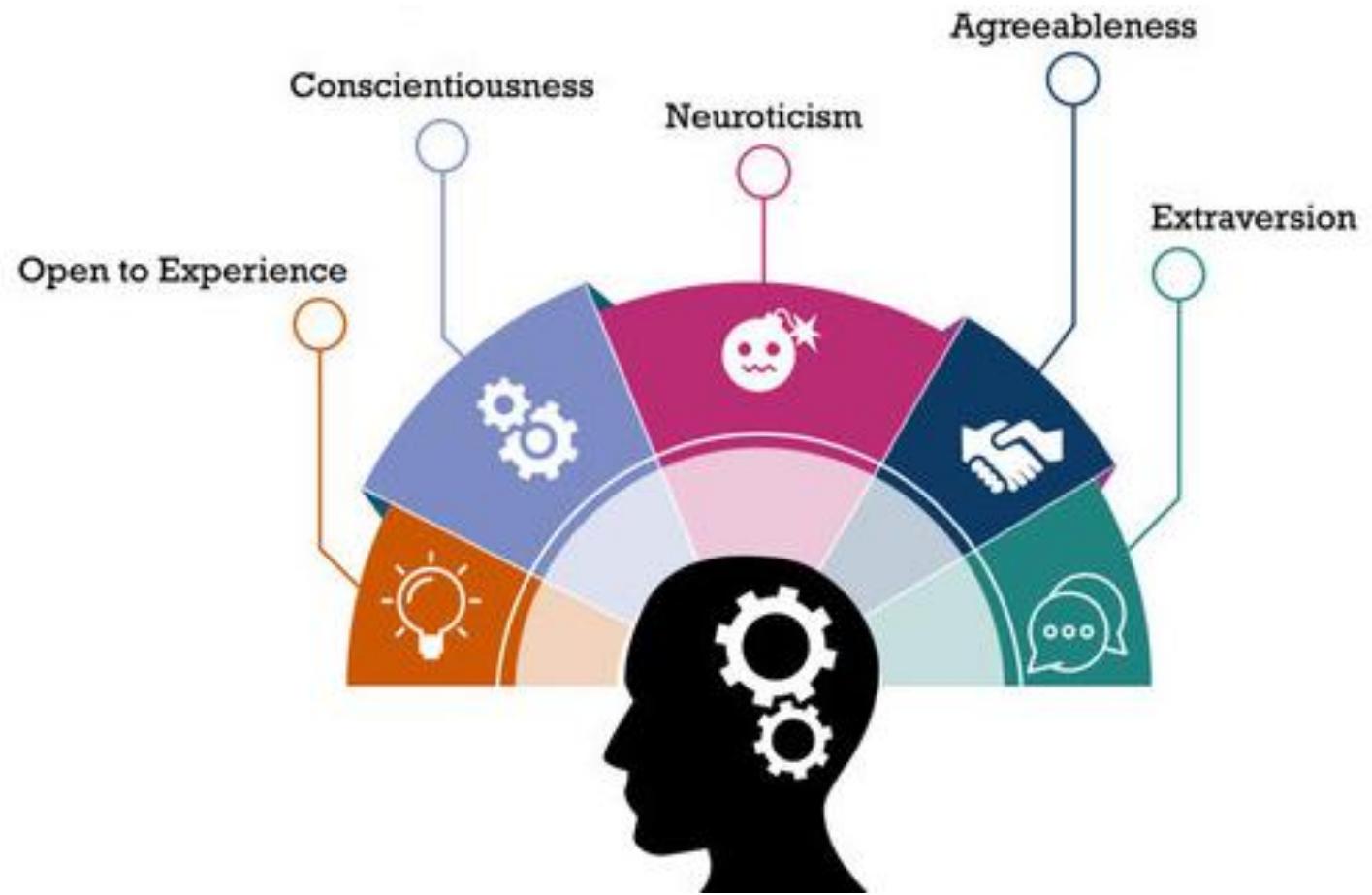
Motivating and Inspiring

- Inspire and energize
- Empower subordinates
- Satisfy unmet needs

Jack Welch and The 4 E's of Leadership



Traits Models and The Big Five Trait Clusters



Traits of Leaders

Leader	Company	Traits
Jurgen Schremp	Daimler Chrysler	Daring Behaviour.
Michael Dell	Dell Computers	Listening to customers and employees.
Richard Branson	Virgin	Encouraging people to do things differently.
John Browne	BP (until 2007)	Taking lead on environment and social responsibility.

Transactional and Transformational Leaders.

Transactional Leader

- Transactional Leaders influence subordinates' behaviour through a bargain.
- Subordinates receive rewards if they perform in the way desired by the leader.
- Transactional Leaders support the status quo by rewarding subordinates' efforts and commitment.

Transformational Leader (sometimes called charismatic leaders)

- A Transformational Leader treats leadership as a matter of motivation and commitment.
- Inspires followers by appealing to higher ideals, ethics and moral values.

John Adair's Action Centred Leadership

- John Adair's simple Action-Centred Leadership model provides a great blueprint for leadership and the management of any team, group or organisation.
- Good managers and leaders should have full command of the three main areas of the Action Centred Leadership model and should be able to use each of the elements according to the situation.
- Adair's famous 'three circles' model is one of the most recognisable and iconic symbols within management theory.



Action Centred Leadership

- **The achievement of a goal or task.** This may be the completion of a very practical activity or it may be a less tangible goal. We know that effective teams have clear goals shared by all members. Often the task is what brings the team together in the first place.
- **The group of people performing the task.** It is likely that the task will only be achieved if all members of the team work together to the common good. Therefore, the team itself has to be understood as an entity in its own right.
- **Each individual member of the team involved in the task.** While the team will take on a life of its own, individuals do not lose their own identity. Their needs as people must continue to be met if their allegiance to the team, and their motivation to achieve the task, is to be sustained.

Adair's eight functions for team success

1. Identify and evaluate the task: using SMART goals (Specific, Measurable, Achievable, Realistic and Time-Constrained) to set a clear objective.
2. Planning: Identify and evaluate the requirements of the task using an open minded, positive approach. Contingencies should be planned for and plans should be tested.
3. Communicate these to the group and gain their commitment for example via Team Briefings. This will create the right atmosphere, foster teamwork and motivate each individual.
4. Controlling: Leaders need self-control, good control systems in place and effective delegation and monitoring skills in order to get maximum results from minimum resources.
5. Evaluating: Assess consequences, evaluate progress of the whole group, appraise and train individuals.
6. Motivate, including feedback to the group and support, praise, encourage individuals.
7. Organising: able to organise themselves and their team.
8. Setting an example: The best leaders naturally set a good example.



Thank You

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