

Self-test: Managing vs. Leading

Wakeman, C. (2010). *Reality-Based Leadership: Ditch the Drama, Restore Sanity to the Workplace & Turn Excuses into Results*. San Francisco: John Wiley and Sons, pp149-151.

Choose the most appropriate response. Be honest, there are no right or wrong answers.

Planning

- | | | | |
|----|---|------|-------|
| 1. | I invest in planning | True | False |
| 2. | I have little time for planning ahead | True | False |
| 3. | I involve others in shaping plans | True | False |
| 4. | I tend to operate on a short-term, crises-to-crises basis | True | False |

Goal Setting

- | | | | |
|----|--|------|-------|
| 5. | I work with others to develop goals and plans to achieve them | True | False |
| 6. | When I set goals, I tend to hand them down to employees as instructions | True | False |
| 7. | I make sure that goals and expectations are always written down and clear, and they inform my team | True | False |
| 8. | I am more activity-and-tasks oriented than results-and-goal driven | True | False |

Giving Performance Feedback

- | | | | |
|-----|--|------|-------|
| 9. | I give feedback on a regular basis and make sure to tie it into what employees are working on | True | False |
| 10. | I give feedback only at annual review time | True | False |
| 11. | I provide both positive and negative feedback in a specific way so that staff always know where they stand | True | False |
| 12. | I occasionally give praise but am more likely to give feedback when something goes wrong | True | False |

Dealing with Performance Problems

- | | | | |
|-----|---|------|-------|
| 13. | I address issues as they arise with a solutions-oriented approach | True | False |
| 14. | I often feel uncomfortable addressing performance problems and avoid it if I can | True | False |
| 15. | I work with employees to map out plans for improvement | True | False |
| 16. | Seeking punitive measures is often the first action I take when dealing with performance problems. That's what Human Resource Management is for | True | False |

Delegating

- | | | | |
|-----|---|------|-------|
| 17. | I delegate as much as possible to maximize resources and improve productivity | True | False |
| 18. | I tend to delegate little beyond simple tasks | True | False |
| 19. | I delegate based on staff development needs and succession plans and offer support and guidance | True | False |

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20. When I delegate a task, I expect staff to get on with it with a minimum amount of help from me; otherwise, why delegate at all? True False

Mentoring and Staff Development

21. I take an active interest and get involved in employee training and growth True False
22. I take a learn-on-your-own approach to development True False
23. I encourage staff to consider extra training and lateral moves within the organization when it might expand their abilities long-term True False
24. I am primarily concerned with staff member's performance on their current job, especially when turnover is high and we want to keep staff long-term True False

Scoring

1. Count the number of True responses you gave to the odd-numbered questions: _____
2. Count the number of True responses you gave to the even-numbered questions: _____

The odd-numbered questions are leadership indicators, while the even-numbered questions correlate to management.

If your first score is much lower than or equal to your second score, you are over-managing and under-leading.

If you scored high for leadership indicators – congratulations! It is best to lead first and manage second.

Review your answers within each of the six aspects to see if you scored higher for management in one or more of them. This will show you the skills you most need to develop in order to lead first, manage second.

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