Handout: Starting to **Lead**

An Introduction to Middle Leadership

# Management and Leadership

**LEADERSHIP**

MANAGEMENT

Vision

Strategy

Execution

# What Managers Do

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| **Set objectives**  |
| **Coach people**  |
| **Authorise actions**  |
| **Resolve conflict**  |
| **Have difficult conversations**  |
| **Hold or attend meetings**  |
| **Plan ahead**  |
| **Develop themselves**  |

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| **Motivate people**  |
| **Monitor performance**  |
| **Solve problems**  |
| **Prioritise work**  |
| **Influence people**  |
| **Do the work**  |
| **Be commercially aware**  |
| **Review information**  |

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| **Check work**  |
| **Make decisions**  |
| **Allocate tasks**  |
| **Report back**  |
| **Produce reports/data**  |
| **Represent the business**  |
| **Balance corporate needs with local ones**  |
| **Achieve results**  |

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# Action Centred Leadership (John Adair)

# Dangers of Spending too much time in each circle

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| TASK | INDIVIDUAL | TEAM |
| Only focus on ‘here and now’ | **No common goal or approach** | **Having a good time is more important than achieving results** |
| Little planning | **Rumours start** | **Hard to make ‘tough’ decisions** |
| No development | **Danger of ‘favouritism’** | **Individuals ‘carried’ or overlooked** |
| Crisis management | **Standards slip** | **People stop taking personal responsibility** |
| People feel neglected | **Manager finds it hard to detach and be impartial** | **Team becomes isolated** |
| Team morale suffers | **People become ‘victims’ with the manager as the ‘saviour’** |
| People get stressed |
| People Leave |