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** | | |  | | --- | | **Motivate people** | | **Monitor performance** | | **Solve problems** | | **Prioritise work** | | **Influence people** | | **Do the work** | | **Be commercially aware** | | **Review information** | | |  | | --- | | **Check work** | | **Make decisions** | | **Allocate tasks** | | **Report back** | | **Produce reports/data** | | **Represent the business** | | **Balance corporate needs with local ones** | | **Achieve results** | |

# 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 |