



# **Introduction to Leadership and Management**



## This Booklet

This booklet has been created as a stand-alone resource to help new managers understand the demands of the management role, and identify where they are already strong, and where they may need to pay more attention.

It can also be used as pre-course work for a management development programme. Each of the stages can be explored in detail using our bite-size training sessions.

## About Power Hour

The Power Hour series has been developed to allow line managers or trainers to deliver short, sharp, effective training sessions to their teams or small groups with minimal disruption to normal every-day operations.

Experience of delivering training is not essential, as each Power Hour session comes with detailed notes for the leader, and two useful take-aways for those attending: A short workbook to accompany the session, and a 2-sided 'key points' sheet, that can be laminated and kept handy at work. There are no supporting slides, as managers do not always have the facility to run PowerPoint presentations. All important information is provided in the delegates' workbook.

Designed to be run in 60 minutes, Power Hour sessions can be run in place of an ordinary team meeting, or as part of a longer meeting. If you have longer than an hour, optional additional material is provided to stretch the sessions to 90 minutes or even longer. You can also combine a number of Power Hour sessions on similar themes to create a half or full-day workshop, or even a longer-term programme, if desired.

Extra supporting materials are minimal, and clearly identified in the Session Leader's Notes so that everything can be prepared in advance.

To ensure that your team gets the most out any Power Hour, it is vital that they put their learning into practice. To enable them to do this, at least 4 measurable activities are suggested at the end of the Session Leader's Notes and Delegate Workbook. Of course, other similar actions that are more specific to your business or function may be set by you, or agreed with individuals instead.

Power Hour sessions are designed to be interactive and 6-8 delegates is ideal, although it is possible to run them with only 2 people, or for larger groups. Just bear in mind, the larger the group, the more discussion, and this could make it difficult to complete the session in just 60 minutes.

If you haven't seen our materials before, why not download a sample session from <http://www.power-hour.co.uk/trainingmaterialsshop> ?



## Leadership and Management

Leadership and Management are often talked of as two separate skills. However, they are two sides of the same coin: You can't have one without the other, although sometimes more management is needed, and sometimes leadership is more appropriate.

**Leadership is about vision and goals.** Deciding what to do and getting buy-in and commitment from others to that goal.

**Management is about execution** – putting plans, resources and systems in place to achieve that goal, then monitoring and managing performance.

Regardless of whether you are a Team Leader or a Regional Manager, EVERYONE in a management role has to perform a great many tasks. Here are just a few ideas about what managers are there to do.

Set objectives	Motivate people	Check work
Coach people	Monitor performance	Make decisions
Authorise actions	Solve problems	Allocate tasks
Resolve conflict	Prioritise work	Report back
Have difficult conversations	Influence people	Produce reports/data
Hold or attend meetings	Do the work	Represent the business
Plan ahead	Be commercially aware	Balance corporate needs with branch ones
Develop themselves	Review information	Achieve results

"The conventional definition of management is getting work done through people, but real management is developing people through work."

— Agha Hasan Abed



Because management and leadership roles don't tend to have detailed processes, targets or outputs associated with them, it can be easy for managers to be very busy doing things that don't really add value:

- They get involved in tasks that should be left to others
- They focus on admin rather than people
- They get obsessed with measuring results rather than helping people to get the results.

As a manager or leader in your business **your primary job is to enable your teams to produce the best results they can.**

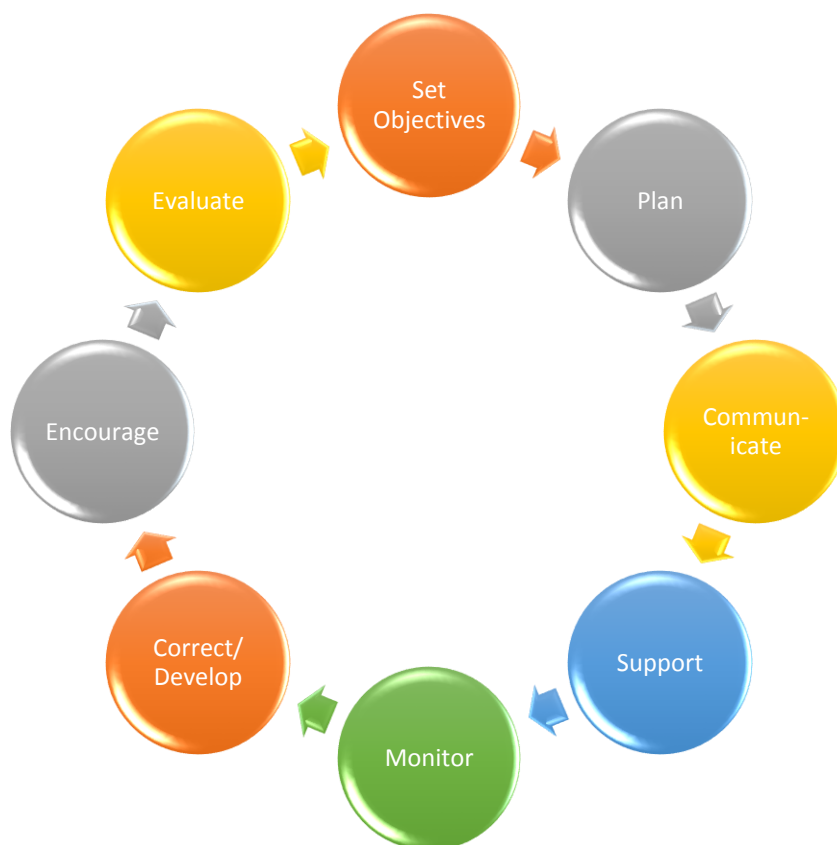
You can't do it for them.





## The Management Cycle

Effective managers of ALL levels essentially do a number of things, which form a 'Management Cycle.'



1. They set objectives for themselves and their team to give everyone clear direction.
2. They plan the work of their team in terms of what needs to be achieved, how it will be achieved and when. They then distribute specific tasks to people in order to achieve the objectives.
3. They communicate their objectives to the team and negotiate, persuade and influence as appropriate to get commitment from all parties.
4. They support the team in different ways so that individuals can achieve the tasks that they are set.
5. They monitor performance to make sure that things are on track.
6. They correct things if performance is going off-track and they develop those who appear to be capable of doing more.
7. They encourage team members to keep going if they hit difficulties or if the task is long-term.
8. They evaluate and measure success so that they can continuously improve, and give praise and recognition where it's due.

These areas are described in more detail on the next few pages.



## 1. Set Objectives

It is well accepted in 21st century organisations that clearly defined objectives are a key tool for sustaining and improving performance. Both at an organisational level, team level and in terms of individual day-to-day activities, having a clear sense of purpose or direction is essential.

*Alice said to the proverbial Cheshire Cat,*

*"Would you tell me, please, which way I ought to go from here?"*

*'That depends a good deal on where you want to get to,' said the Cat.*

*'I don't much care where--' said Alice.*

*'Then it doesn't matter which way you go,' said the Cat."*



Setting objectives is critical for success. Clear business and personal targets and objectives underpin achieving results. You simply can't deliver results without them. Within this stage of the Management Cycle, as a manager you are generally responsible for:

- being clear about the company vision and mission - knowing what it is trying to achieve in the long term and how it will be done
- understanding completely the aims of the business and the objectives it has set for the year
- being clear about how you and your team can directly impact on these objectives
- analysing your starting point to identify the abilities of the people in your team and the gaps in ability that you may have to fill
- setting unambiguous objectives that everyone understands to drive the work of your team
- setting challenging but realistic goals for people within your team to aspire to

**What does this mean for YOUR immediate team or department?**



**DID YOU KNOW?** We have a 'Set Meaningful Goals' Power Hour



## 2. Plan

First and foremost, a successful manager plans to be successful. It does not happen by chance.



An effective manager will consider a range of options within the parameters set and resources available, before making decisions about what to do. Involving the team at this stage can be a highly effective way to gain commitment and ensure people's understanding of the objectives. This can be done by consulting with the team, encouraging their ideas and developing their suggestions. One important consideration is to assess the skills of

the team at this stage - knowing people's strengths can help the manager to make thoughtful decisions about how to allocate tasks to individuals.

Having considered the information available, the manager can now make decisions about priorities, standards and timescales - knowing exactly what is required and by when are key factors for the team to understand if they are to contribute to achieving the objectives effectively. At this stage, the manager is also making decisions about who should do which tasks - are there opportunities for team members to share their skills and develop new ones?

In many organisations, planning often means:

- identifying the resources that you will have at your disposal and working out how to make best use of them
- agreeing milestones and setting up methods to monitor performance
- challenging any objectives that appear to contradict those already given
- drawing up action plans to ensure that you achieve your objectives
- deciding how best to spend your own time
- allocating appropriate tasks to the right people
- planning and prioritising the work of the team
- allocating resources

**What does this mean for YOUR immediate team or department?**



**DID YOU KNOW?** We have a 'Plan your Time' Power Hour



### 3. Communicate

We all understand the importance of effective communication! Having defined the objectives and planned how to achieve them, the next logical step is to tell people what they need to do. The nature and style of communication will vary depending on a number of factors. If the team has been involved in the first two stages of the Management Cycle, then this stage may be very brief - simply a matter of summarising what has been agreed, checking people's understanding and then letting them get on with the job. Alternatively, if the team has not been directly involved, then more effort will be required at this stage.

In most management roles, communicating is about:

- explaining objectives in meaningful ways
- choosing the right communication method(s)
- altering your communication style
- describing what's required in simple terms
- communicating in a timely way
- explaining the decisions
- being consistent
- listening and checking understanding
- treating people fairly
- getting buy-in



What does this mean for YOUR immediate team or department?



**DID YOU KNOW?** We have a 'Communicate!' Power Hour (as well as an 'Advanced Communication Skills' Power Hour Expert) Session





## 4. Support

It is possible that the manager and everyone in their team are very busy. It is the manager's responsibility to ensure that everyone is busy doing the right things, at the right time and to the right standard. Many managers seem to neglect this part of the Management Cycle and instead become focussed on achieving their own tasks.



However, managers can achieve much more through others than if they get buried in their own tasks. Providing the right type of support at the right time to the right people can have a significant effect on the outcome.

Support takes many forms: from simply providing clear instructions, ensuring everyone has what they need, to delivering on-the-job training or even counselling. Remember that sometimes people need a little extra help to achieve the results expected of them.

A good manager keeps their finger on the pulse of team members so that they can provide whatever is needed for team members to perform at their best.

In your organisation, supporting may mean:

- having regular one-to-one conversations with your people
- championing your team in the wider business
- influencing others to secure necessary resources
- arranging or providing training
- giving feedback to people
- coaching people, where appropriate
- asking for and receiving feedback about your own performance
- taking time out to listen

**What does this mean for YOUR immediate team or department?**



**DID YOU KNOW?** We have 'Give Effective Feedback', 'Coach People' AND 'Deliver on-the-job Training' Power Hour Sessions



## 5. Monitor

Monitoring the team as they work to achieve their objectives is crucial, although the style offered by the leader will depend on a number of factors. The manager may opt for an 'early warning system' - monitoring quite closely to begin with, to detect and respond to problems early on, and then relaxing as the task gets fully underway. In a different set of circumstances, the manager may ask the team for periodic updates or chat to them informally to monitor progress.

Good managers look at everything from the customer's point of view as well as the businesses as sometimes there can be a mismatch between internal and external expectations. There are key activities that managers may need to carry out within this stage of the cycle:

- being clear about what success looks like
- ensuring people follow set procedures, where appropriate
- checking work regularly
- catching people doing things right and congratulating them
- being alert to signs that things might be going off-track
- identifying the size and nature of any performance gaps
- asking detailed and specific questions to check progress
- being objective and impartial in your assessments
- checking that the goalposts (wider objectives) haven't changed



**What does this mean for YOUR immediate team or department?**



**DID YOU KNOW?** We have a 'Give Effective Feedback' and a 'Manage Under-Performance' Power Hour Session



## 6. Correct/Develop

Successful managers are proactive in terms of managing the performance of the team. If they spot that things are going off-track in whatever capacity, they intervene, and take corrective action.

At this stage, the manager also needs to consider whether the objectives need to be revised, new plans to be drawn up, or extra resources need to be secured, for example. The one thing that a successful manager would never do is NOTHING.

Correct/Develop is all about selecting the right intervention at the right time to either get things back on-track, or to maximise opportunities that have been identified. Analysing information, problem solving and making appropriate decisions all form part of this part of the Management Cycle, but knowledge isn't enough.



The real difference made here is down to how managers handle individuals: if they are underperforming, they need to be able to address that and turn things around; if someone is performing well, the manager needs to think about how they can get the most out of the individual for the immediate objective, but also to develop them for the future.

Correcting and developing may mean:

- being clear about what good and unacceptable performance is
- identifying different underlying reasons for poor performance
- matching 'solutions' to the root cause of problems
- reallocating workload
- delegating
- preparing for and having 'difficult' performance conversations
- taking an individual approach to developing people
- coaching people
- stretching high performers

**What does this mean for YOUR immediate team or department?**



**DID YOU KNOW?** In addition to the topics already highlighted, we have a 'delegate' Power Hour Session and Power Hour Expert Sessions on Problems Solving and Decision Making.



## 7. Encourage

Everyone faces tough times at work whether that is a result of changes to what's expected, problems encountered or difficult working relationships. Good managers recognise that teams and individuals need to be picked up, sorted out and encouraged from time to time.

This is especially true if your team never gets any recognition or feedback from the customers or end users. It is easy for people to lose sight of why they are doing things and the value that they are adding.

Frustration can set in, as well as apathy or even conflict and it is the role of the manager to help the team to get through these tough times, and keep their eye on the bigger goal.

So, encouraging might mean:

- helping people to see the value that they add
- recognising good work or extra effort
- motivating people
- recognising and minimising conflict
- handling conflict when it does occur
- building team spirit
- being resilient
- acting as a role model



By Frits Ahlefeldt

**What does this mean for YOUR immediate team or department?**



**DID YOU KNOW?** We have Power Hour Sessions on Practical Team Building, Developing High-Performing Teams, Handling Conflict AND Motivating and Engaging People.



## 8. Evaluate

Whatever the result, it is importance to review what has been achieved, and to learn from both success and failure. The key messages from this stage can help the manager to identify any further guidance or development required by the team.

One vital managerial action at this stage is to always praise the team and individual team members when they have been successful.

In particular, evaluating is about:

- reviewing work in line of changed business objectives
- analysing performance using ALL information available
- identifying the root causes of problems faced
- reporting back
- agreeing new challenging goals with the team
- celebrating success
- taking responsibility for the achievements of the team



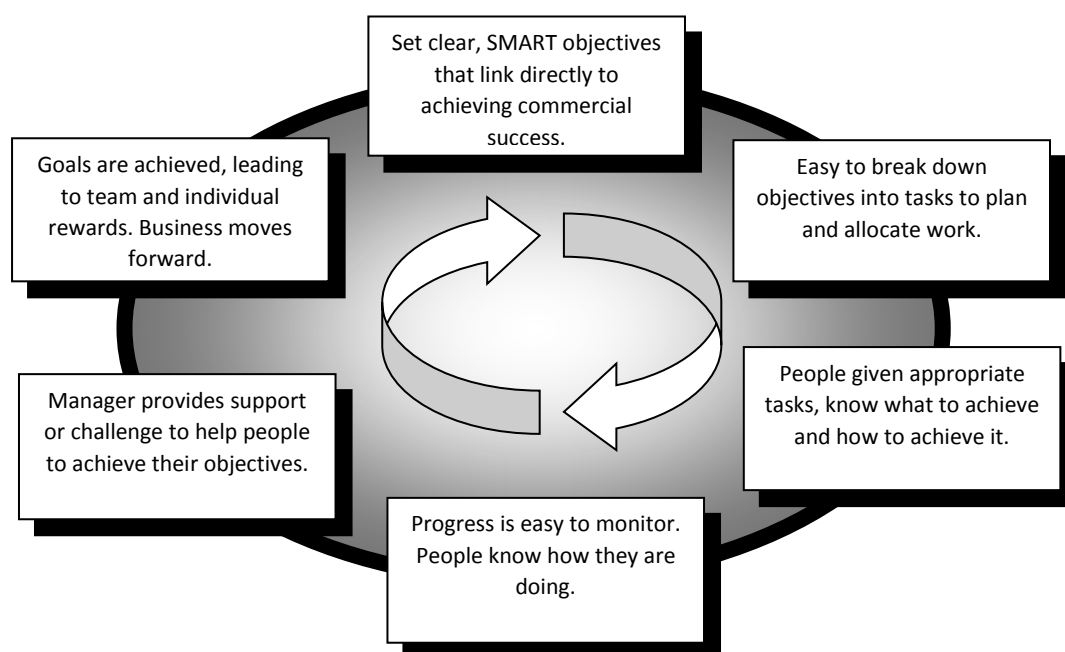
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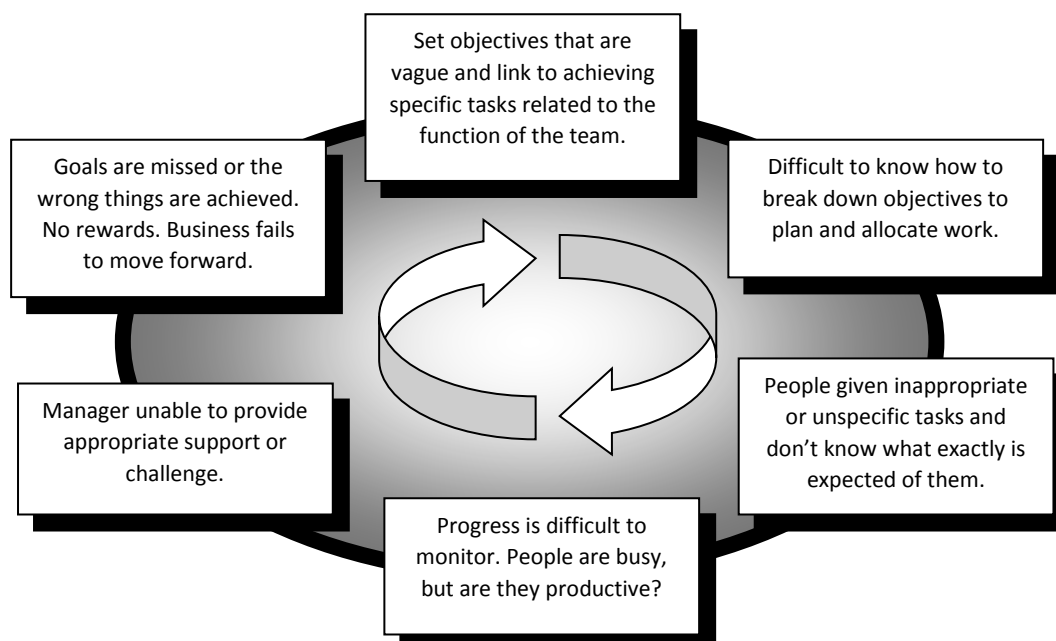


## The Virtuous and Vicious Circle

Managers who consistently do what they are supposed to do in each of these five areas quickly begin to get into a virtuous circle... the more success they have, the easier achieving that success becomes. This is simply because they are doing the right things right. For example:



However, managers who fail to carry out their duties in these five areas quickly find themselves the victims of a vicious circle... they don't achieve success, which makes achieving it next time even harder. This is simply because they are doing the right things wrong or doing the wrong things in the first place. For example:





## Summary

Because 'management' is such a broad role, it can be hard to define exactly what it is that good managers do differently to poor ones. However, we can be sure that the following characteristics are true of poor, good and great managers:



### **Poor managers...**

- create confusion
- don't set objectives
- become a bottleneck
- achieve little
- are inconsistent
- often generate resentment in their own teams
- allow a business to stagnate and eventually fail.



### **Good managers...**

- provide direction
- set loose or easily achievable objectives
- work hard
- achieve their objectives
- generate good team spirit
- may keep the business going, but it will never thrive.



### **Great managers...**

- provide inspiration
- set challenging objectives that support the business
- develop their people
- devolve decision-making
- drive success
- exceed their objectives
- command loyalty from their team
- ensure long-term viability

To purchase any of our bite-size training materials, visit <http://www.power-hour.co.uk>