



Y Ganolfan Rheolaeth
Ysgol Busnes **BANGOR** Business School
The Management Centre

Introduction to Leadership

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Introduction

- Academics vs. Practitioners
- Identify how perception plays an important part in formulating the way we do things.
- Understand what is meant by leadership
- Determine the difference between a leader and a manager
- Emotional Intelligence – Communication



Effective Leadership

in Turbulent Times

“but if you want to test a man's character,
give him power”. ~ Abraham Lincoln



PERCEPTION

What is he up to?

So how do you PERCEIVE your ROLE?

Are you a Manager or Leader?



PERCEPTION

Aircraft Diverted

So how do you PERCEIVE your ROLE?

Are you a Manager or Leader?



Perception - Definition

Process by which people translate sensory impressions into a coherent and unified view of the world around them. Though necessarily based on incomplete and unverified (or unreliable) information

Perception is the reality which guides human behaviour in general.



Perception — Some Pointers

- Perceptions vary from person to person.
- Different people perceive different things about the same situation.
- But more than that, we assign different meanings to what we perceive.
- These meanings might change for a certain person.
- One might change one's perspective or simply make things mean something else.

Often what we see & hear is often what we perceive!

There is a caveat.....!



Perception to Reality

Perception = Assumptions roman

A need to TRIANGULATE



Good - Bad Leader

Reflection:

What experience have you had of good or bad leadership?

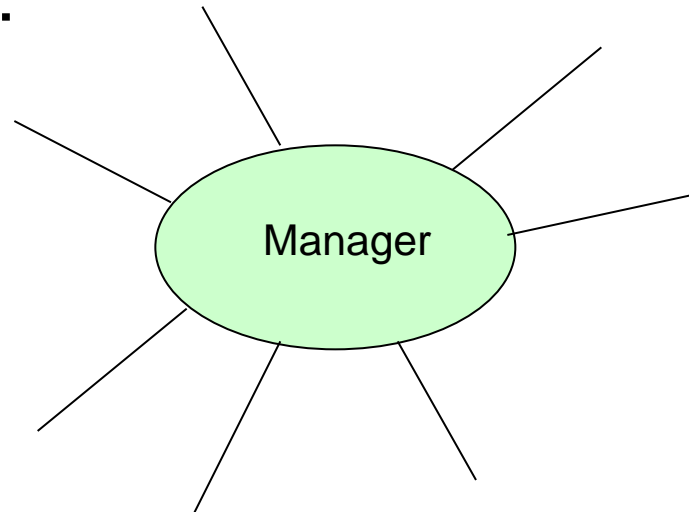
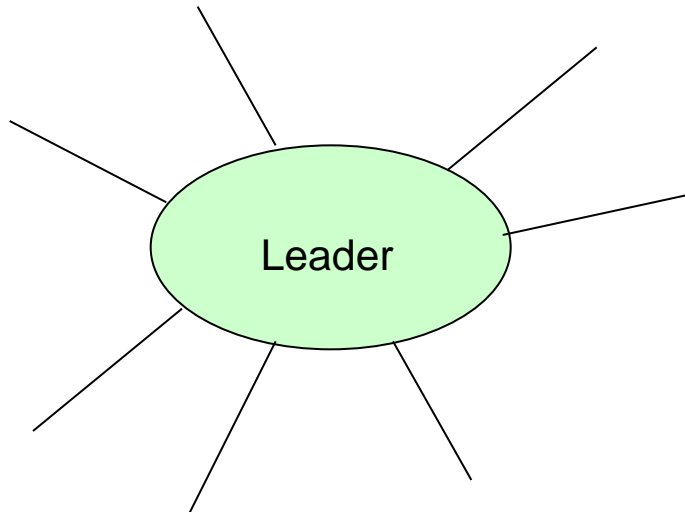
This can relate to how you have been led or how you have led.



Manager - Leader

What is your perception of a:

- Manager
- Leader





Leadership vs. Management:

- Managers administer
- Managers ask how and when
- Managers focus on systems
- Managers do things right
- Managers maintain
- Managers rely on control
- Managers have a short term perspective
- Managers accept the status- quo
- Managers have an eye on the bottom line
- Leaders innovate
- Leaders ask what and why
- Leaders focus on people
- Leaders do the right things
- Leaders develop
- Leaders inspire trust
- Leaders have a longer- term perspective
- Leaders challenge it
- Leaders have an eye on the horizon



Introduction to Leadership

MANAGEMENT and LEADERSHIP

is there a difference?



Introduction to Leadership

- ❑ Widely discussed – what is leadership
- ❑ Google – 14million definitions!
- ❑ Many different views and definitions



Introduction to Leadership

Popular Definitions

- ❑ “Leadership occurs when one person induces others to work toward some predetermined objectives”
- ❑ “Leadership is the art of influencing and directing people in such a way that will win their obedience, confidence, respect and loyal cooperation in achieving common objectives”
- ❑ “Managers have subordinates...leaders have followers”
- ❑ “If your actions inspire others to dream more, learn more, do more and become more, then you are a leader”.



Introduction to Leadership

Popular Definitions Continued

- ❑ “Leadership is a two-way street, loyalty up and loyalty down. Respect for one's superiors; care for one's crew”
- ❑ “Leadership is... influencing, inspiring and directing the performance of people towards the achievement of key organisational goals – and creating the sense of success in the short and long term”



Key themes in Leadership

- Performance
- The Follower

The essence of leadership is achieving exceptional performance through engaging with the follower – individually and in teams – to give up their discretionary performance and not see it as a chore.



Management & Leadership

Understanding the role of the follower

- An organisation can appoint a manager and the manager's staff will recognise him/her as the manager and behave accordingly.
- No organisation can appoint a leader. It is the followers who decide whether they take the lead from a particular person.

The leader's challenge is to persuade others to take their lead.

“No man is good enough to govern another man without that other's consent” Abraham Lincoln



Management & Leadership

Positional Power & Personal Power

- **Position Power** comes from rank & position. This is what a **manager** has
- **Personal Power** comes from within – ability to persuade or influence, to gain respect & perhaps possess some unique knowledge or judgement. This is what a **leader** has.

Charisma can help the exercise of personal power but is not essential.

Inspired by a comment that Seal (singer) said recently

“what we need is an excellent president but more importantly we need an excellent leader”





Why is Leadership so Important?

- A good manager will take a set of resources and manage them to deliver a budgeted and acceptable set of outputs.
- A good leader will achieve more than this. The expectations will be greater, the belief of the team that they can achieve will be greater and commitment to deliver will be greater – the resulting performance should be special.



Why is Leadership so Important?

(Kotter, 1990, p103 Modified DWR)

- Leadership is different from management, but not for the reason most people think.
- Leadership isn't **mystical and mysterious**.
- It has nothing to do with having charisma or **other exotic personality traits**.
- It's not the province of a **chosen few**.
- Nor is leadership necessarily better than management or a replacement for it: rather, leadership and management are two distinctive and complementary activities.
- Both are necessary for success in an increasingly complex and volatile business environment.”



Why is Leadership so Important?

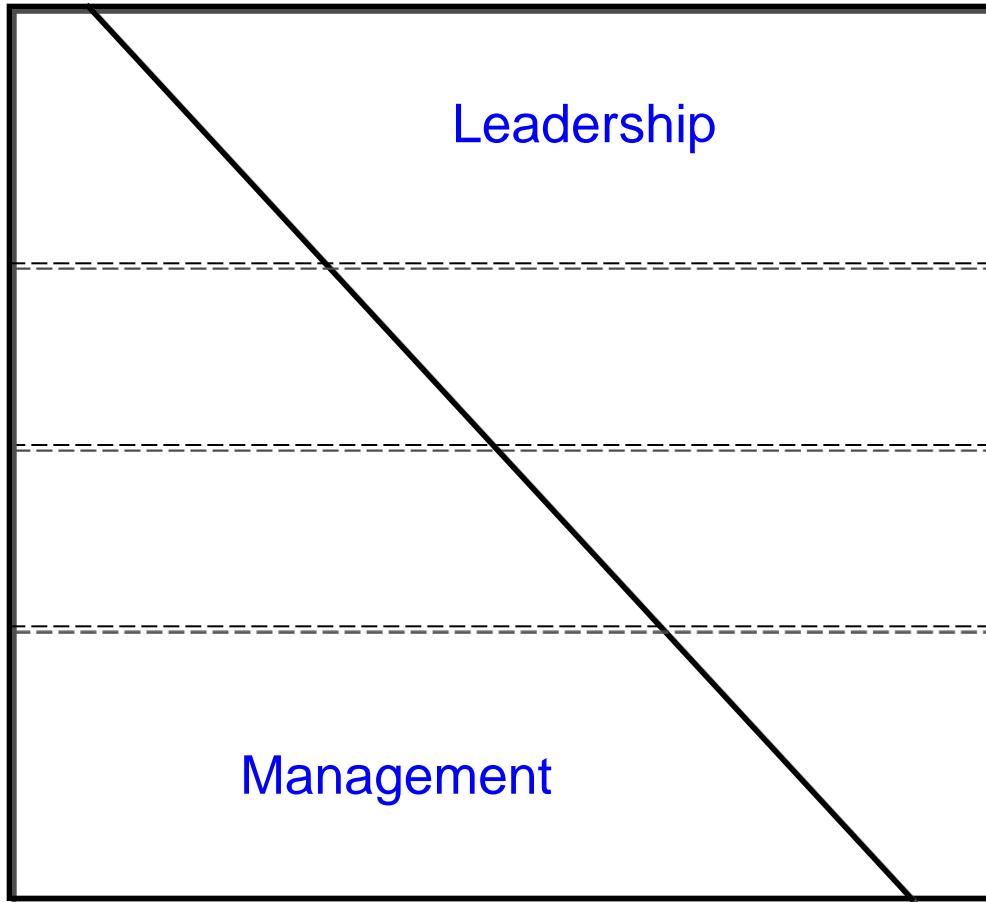
Leadership and management are both important, but they seek to do different things. A leader can be a manager, but a manager is not necessarily a leader.

True or False?

False? Each has to have an element of both
HOW MUCH is the issue here



Link between Management & Leadership



Senior Management 20:80

Middle Management 50:50

First Line Management 80:20



Why is it important to get leadership right?

- Create vision – If you don't know where you are going you will probably end up elsewhere.
- People Skills - People are the most important asset of any organisation
- Without people there would be no organisations, therefore, people are the organisations. Having well trained and developed people provides the foundation for that organisation to be competitive and maintain its sustainability
- A progressive leader will ensure that the team members have the necessary skills to carry out the work effectively and efficiently.

The only time the learning process stops is in an organisation that is becoming extinct)



Why is Leadership so Important?

Whether you are the managing director or shift leader, the way you lead is **the single biggest success factor for everyone you work with.** Leaders change the organisations around them. **They make a difference to the business, rather than just making the business work.** Leadership is about what you do. It involves learnable skills that can be applied to the tasks that occur in every business.

As a MANAGER you can make systems work - HOWEVER you need people to work the systems



Why is Leadership so Important?

“Create an environment that people can achieve more than they could ever dream possible”

Greg Evans Ex Plant Director Wylfa Nuclear Power Station - 5 March 2009



Why is Leadership so Important?

What will the output be:

- Recognising and rewarding of good performance
- Recognising and dealing with poor performance
- *Developing people's full potential*
- *Team leaders better equipped for whatever the future may bring*
- *Making a difference*



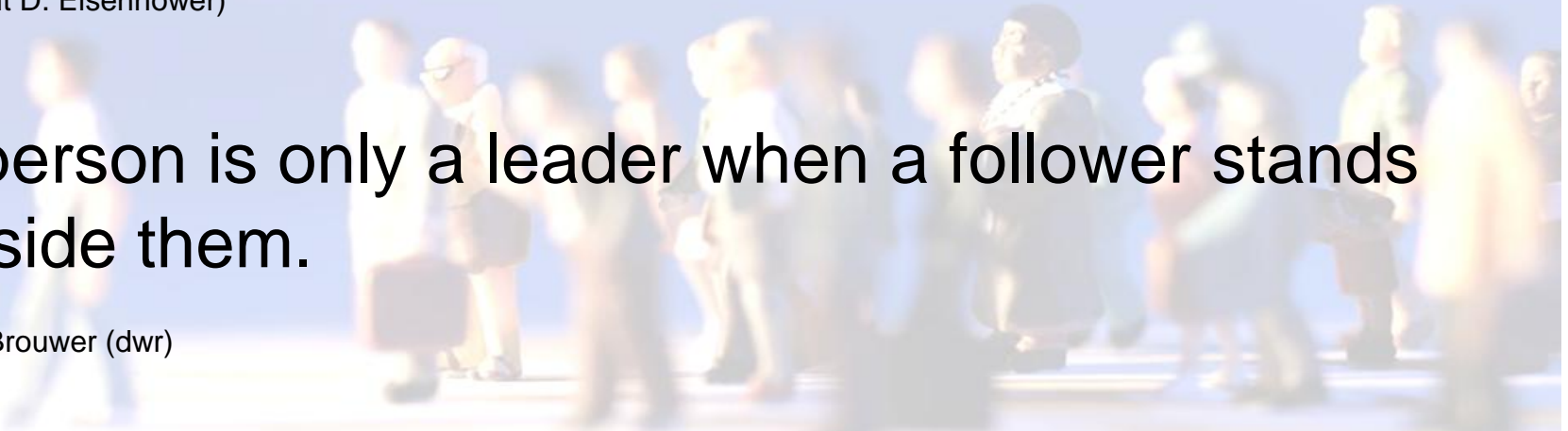
Leading and Influencing

You do not lead by hitting people over the head.
That's assault, not leadership.

(Dwight D. Eisenhower)

A person is only a leader when a follower stands
beside them.

Mark Brouwer (dwr)





Why is Leadership so Important?

"THE ONLY CONSTANT IS CHANGE" (dwr 1999)

If organisations can't adapt they will be left behind

"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change."

Charles Darwin