

Extract: Leadership v Management

LEADERSHIP

Leaders are apparent
Leaders cope with change
Leaders set direction
Leaders press for change
Leaders are visionary, inspirational and have eye to the future

Leading is concerned with future direction

Transformational Leadership

- Strategic
- Provides vision and direction
- Moves organisation forward

Leadership is strategic

Leaders set the direction

Leaders motivate and inspire

Leaders need to 'get on the balcony' to spot operational and strategic patterns within the organisation

Leadership defines the culture of the organisation

Leading the organisation

Visioning and networking
Internal networking
Focusing effort
Being team oriented
Building shared vision
Facilitating change sensitively
Supporting a development culture

Leadership is to do with creating this thing in the first place. It is about coping with change and helping others to adapt to a volatile world

Leadership is a very old idea

MANAGEMENT

Managers are appointed
Managers cope with complexity
Managers plan
Managers promote stability
Managers are operational, hands on, and based in the 'now'
Managing is concerned with uncertain conditions: implementation, order, efficiency and effectiveness

Transactional Management

- Tactical
- Day to day management
- Sustains status quo

Management is operational
Managers develop the capacity to achieve the plan
Managers control and problem solve
Managers get caught up on the field of action. Soft Management doesn't mean weak management.
It means openness and vulnerability but also hard choices and responsible follow-up.
Management instils the culture in the organisation

Managing the organisation

Managing the service
Planning
Organising
Being goal oriented
Promoting innovation
Making sound judgements
Ensuring quality

Management has to do with planning and organising, coping with complexity, process and procedures.

Management sprang to prominence at the time of the Industrial Revolution in Europe