

# Leadership and Management

What's the difference?

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# What is leadership?

- 2500 years ago, Lao Tzu, a Chinese philosopher and poet wrote:  
A leader is best  
When people barely know he exists  
Not so good when people obey and acclaim him  
Worse when they despise him  
But of a good leader, who talks little  
When his work is done, his aim fulfilled  
They will say: we did it ourselves

# Question

- What are your reflections on that?
- Have you worked for a leader who has inspired you?
- Jot down a couple of things if so and we can discuss later

# Key traits of leadership

- The ability of an individual to influence, motivate and enable others to contribute toward the effectiveness and success of the organisation of which they are members ( House, 2004)
- Leadership encompasses certain attitudes of leaders to inspire followers to achieve goals (Kotter, 1990, 1995, 1999)
- Leaders power is legitimized by followers (Bass, 1990; Stodgill, 1997)
- Leaders influence others by giving hope; inspire self-efficacy; establish desires and consistently follow a set of approved values (Zaleznik, 1998; George and Sims, 2007)

# What is leadership?

- Leadership has been studied for decades – are leaders born or made?
- What makes good leaders?
- Types of different leadership – autocratic, democratic, laissez faire, servant, agile etc.
- However – key traits emerge:
  - Inspiring
  - Visionary
  - Authentic
  - Passionate
  - Values based / driven
  - Accountability

# Good leaders listen ...

- Listening is a core aspect of leadership; many people in leadership positions don't listen, they may be hearing, but they are not listening. To become an effective leader, you must close your mouth sometimes and truly listen to your team.
- When you take the time to listen to someone, really take the time to listen properly; it shows you value the person, which is the ultimate form of respect. If you look bored or interrupt the person while they are speaking, you're showing that you don't really care what the person has to say.
- You should never be too busy to listen because its the ultimate form of respect anyone can give to another human being

# Reflection

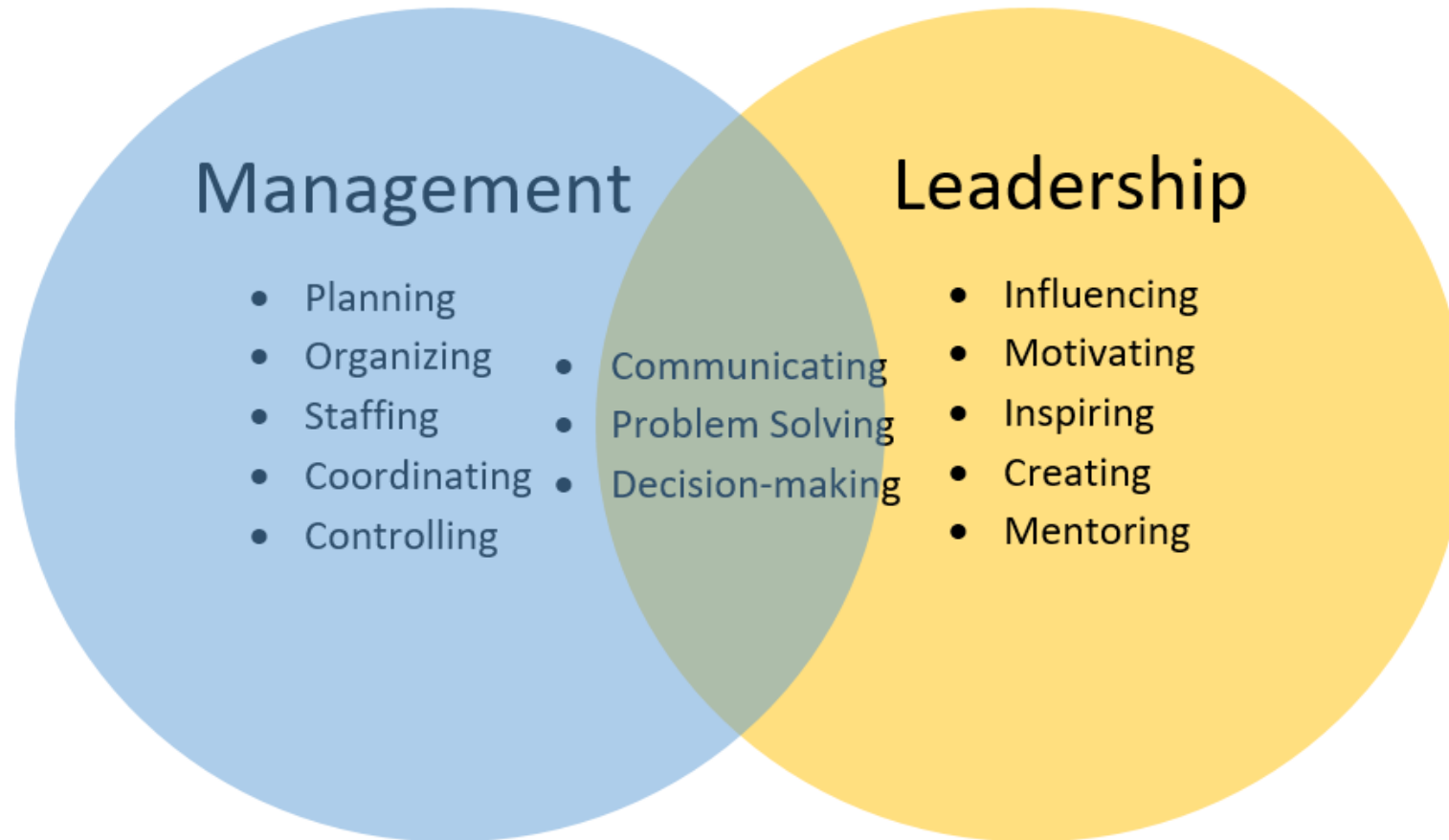
- Thinking about the leadership in your practice / team do you see any of the key traits in your leaders?
- Do they practice active listening?
- Do they inspire you?
- Do they have a vision for the business?

# So what's the difference to management?

- Management can be described as the process of dealing with or controlling things or people
- Often includes the deployment of staff, management of financial resources, technology etc
- Simply put, it includes the directing and controlling of a group of people or an organisation to reach a goal



# What is management? (CULCalvintey)



# Management styles

- Results based
- Democratic
- Transformational
- Servant leaders
- Transactional
- Coaching

# Good managers do ...

- Inspire growth
  - Realise the importance of relationships
  - Inspire excellence
  - Ensure accountability
  - Drive teamwork
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- Any one of the above is not enough to be a good manager, you have to do them all regularly!

# Reflection

- What style do your managers adopt? How does that make you feel
- Which style of management do you think gets the best results?
- What style would you adopt and why?

# Reflection

- Type of style preferred
- What will you do differently
- What more do you want to know?

# Things I would tell my 18-year-old self

- You will never regret your career choice
- It's ok to step back and take time
- You will be tested and enjoy highs and lows
- Good things come to good people – leadership opportunities
- You will move countries and experience new things
- Work hard and you are rewarded
- Don't be in a rush – always time to take the next step
- Learn from the best and worst – good and bad CE's
- Be yourself – never try to be anyone else and remain humble
- Enjoy every moment – time flies and you're nearer retirement than you think!