

School of Engineering

Leadership and Management

Objectives of the Session

1. To define leadership
2. To compare leadership with management
3. To identify and analyse various styles of leadership/management
4. To discuss effective leadership and management.

Management V Leadership

What is the difference between
Leadership and
Management?

Management V Leadership

- ❑ Functions of **Management** are concerned with **logic, structure, analysis and control**
 - ❑ Produces predictable results
 - ❑ The crux of management lies in an ability to obtain **commitment to organisational objectives**

 - ❑ **Leadership** is about **Creating a Sense of Direction, Communicating the Vision, Energising, Inspiring and Motivating.**
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A Definition of Leadership

Leadership is a **dynamic process** at work in a group whereby one individual, over a **particular period of time**, and in a **particular organisational context**, **influences** the other group members to commit themselves freely to the **achievement of group tasks or goals**.

Activity

Are Leaders Born or Made?

Types of Leader

- ❑ **Charismatic** – Napoleon, Hitler, Churchill, Scargill
 - ❑ **Traditional** – Prince Charles
 - ❑ **Situational** – Bruce Willis in 'Armageddon'
 - ❑ **Appointed** – Managers, Supervisors
 - ❑ **Functional** – Functional capability.
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Managerial / Leadership Style and Behaviour

- ❑ Why is the style adopted, and therefore, behaviour of managers, important?
 - ❑ Because they affect organisational performance and people satisfaction
 - ❑ Organisations that look after their staff out-perform the stock market by two or three times
 - ❑ When people feel valued, they give more (Austin, 2004).
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Activity

Your Management Style

Some theories on Management Style

- Authoritarian versus Democratic
 - People versus Task
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Authoritarian V Democratic

Douglas McGregor (1960)

Theory X

- ☐ People are lazy
- ☐ Dislike work
- ☐ Avoid responsibility
- ☐ Lack ambition
- ☐ Value security
- ☐ Must be coerced, controlled, directed, threatened
- ☐ Punishment used.

Theory Y

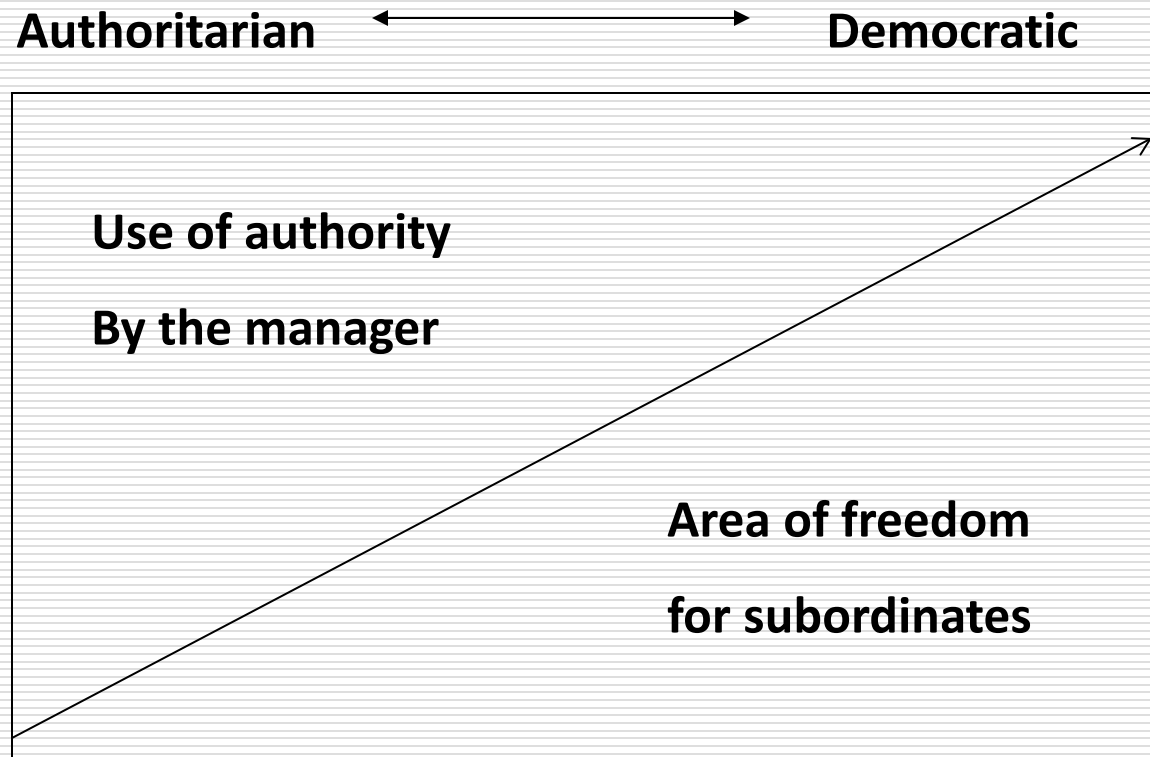
- ☐ Work as natural as rest or play
- ☐ Self-directing
- ☐ Self-controlling
- ☐ Seek responsibility
- ☐ Capacity for creativity
- ☐ Ambitious
- ☐ Rewards used.

Activity Feedback

‘Your Management Style’ Scoring

Authoritarian V Democratic Cont.

□ Tannenbaum and Schmidt – continuum



The Michigan Studies (1950)

**High – producing
producing
groups**

**Low -

groups**

Employee-centred

Production-centred

People V Task Orientations

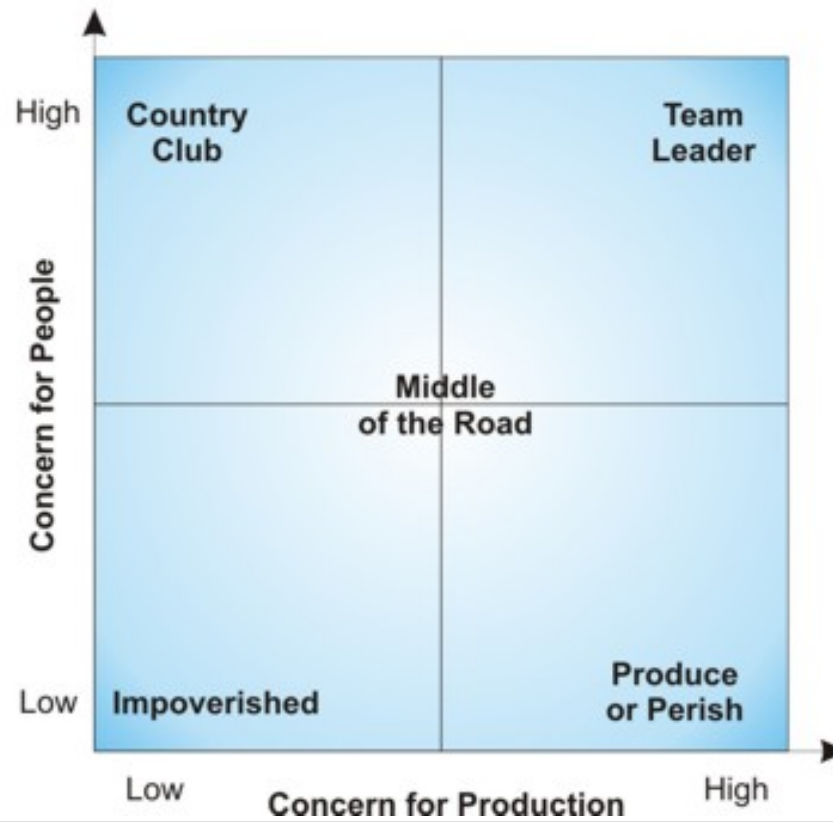
□ Blake and Mouton (1964)

Team Management – Task Management

**High concern
For people**

**High concern
for the task**

Figure 1: The Blake Mouton Grid



Contingency Theory



Activity

Based on what we have covered so far, and from your own experience of work, leaders, managers and management, what do you think determines whether a leader/manager will be effective or ineffective?

What attributes should a motorsport team principle possess and in what situation are which most appropriate ?

Conclusion

- ❑ Management/Leadership is not just a straightforward choice between this or that style
 - ❑ Principally a question of balancing a number of key factors, such as:
 - the nature of the task;
 - the composition of the group;
 - the degree of authority available; and
 - the personal attributes of the leader
 - ❑ Not achieved in a vacuum but in a living organisation.
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