

Managing Organisations

What is Leadership?

Leadership is...
*the process of getting
the cooperation of
others in accomplishing
a desired goal.*

Leadership is...
*the ability to influence a
group toward the
achievement of goals.*



PHOTO: ROBYN TWOMEY

The Meaning of Leadership

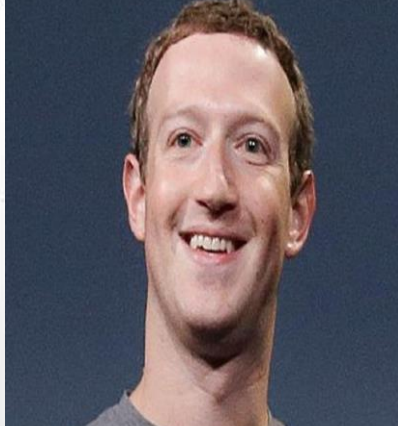
“Is difficult to define.....essentially it is a relationship through which one person influences the behaviour or actions of other people”

Levin cited in Mullins (2002)

Leaders focus on moving people & organisations forward by increasing the competency of staff and the cooperation of teams in order to improve the organisation.

To constantly challenge the bureaucracy that can overwhelm individual enthusiasm.

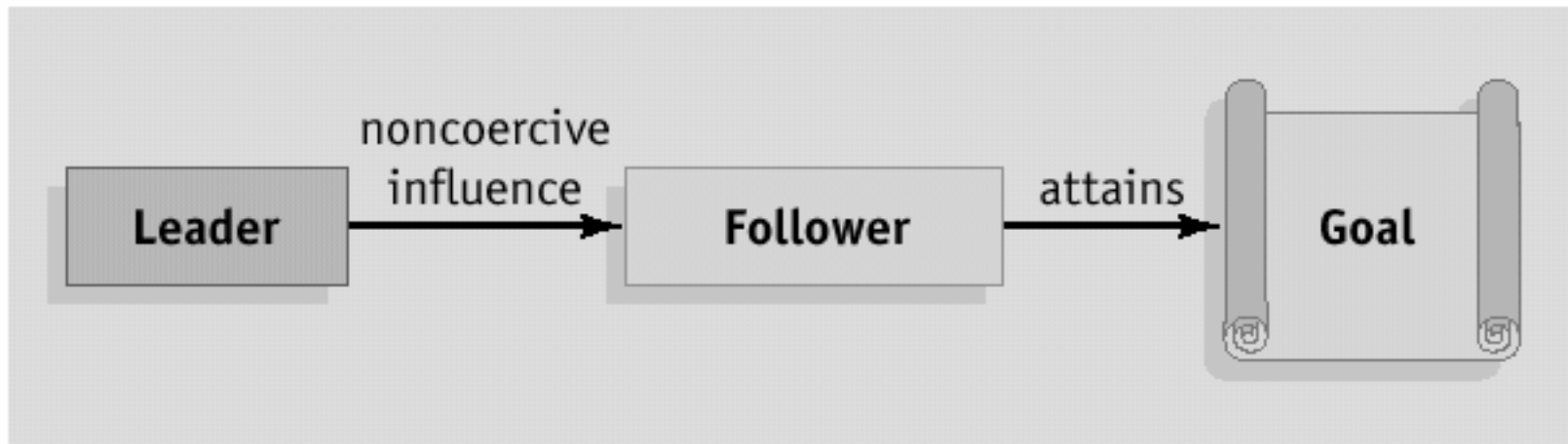
Encourages the development of skills, learning and openness.



- Achieved or Ascribed?

Some characteristics of leadership

- Involves non-coercive influence
- Is goal directed
- Requires followers



Some questions raised....

- What makes an effective leader?
- Can it be defined?
- Is it one person in an organisation or shared?

Activity

What do you think is the difference between a manager and a leader?

Are all managers leaders?

Are leaders born or can they be made?

Leadership v Management

Leadership	Management
About behaviour	About processes
The way management methods and processes are used	The type of management methods and processes used
Sets a new direction and vision for others to follow	Controls/directs people and resources according to established principles/values
Relies on attitudinal qualities	Relies on management processes

The meaning of management

‘Management is active, not theoretical. It is about changing behaviour and making things happen. It is about developing people, working with them, reaching objectives and achieving results. Indeed, all the research into how managers spend their time reveals that they are creatures of the moment, perpetually immersed in the nitty-gritty of making things happen’.

Crainer

Source: Mullins, L (2013)

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Elements of management: Fayol (1841-1925)

Fayol identified the main elements of managements as:

- Planning
- Organising
- Command
- Co-ordination
- Control



Principles of management: Fayol

Fayol also suggested 14 principles of management:

- Division of work
- Authority and responsibility
- Discipline
- Unity of command
- Unity of direction
- Subordination of individual to general interest
- Remuneration of personnel
- Centralisation
- Scalar chain
- Order
- Equity
- Stability
- Initiative

Managerial roles: Mintzberg

- Interpersonal roles
 - Figurehead role
 - Leader role
 - Liaison role
- Informational roles
 - Monitor role
 - Disseminator role
 - Spokesperson role
- Decisional roles
 - Entrepreneurial role
 - Disturbance handler role
 - Resource allocator role
 - Negotiator role

Close relationship between management and leadership

‘Increasingly, management and leadership are being seen as inextricably linked.

It is one thing for a leader to propound a grand vision, but this is redundant unless the vision is managed so it becomes real achievement.’

Sir John Harvey-Jones,
ex-Chair ICI and TV ‘Troubleshooter’
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Management/Leadership

- Management
 - Getting things done through other people
 - To achieve stated organisational objectives.
- Leadership
 - Broader emphasis on dealing with people
 - The willing and enthusiastic behaviour of followers

Developing influencing skills: Mann

Key strategies that contribute to the ability to exert positive influence:

- Listening skills
- Empowering skills
- Respect
- Self-confidence
- Nurturing skills

The importance of leadership

Management is changing:

- Less about getting results by close control of workers
- More about coaching, support and empowerment
- Good leadership involves delegation and empowerment.
- Leadership is a dynamic process.
- The leader – follower relationship is two-way
- Strong, positive relationship between leadership development and employee motivation and satisfaction.

Leaders....

- Create a vision
- Communicate the vision
- Energise, inspire and motivate others
- Create the culture

Management = authority

Leadership = inspire and motivate



Or.....

Managers:

Do things right

Authority relationship

Create stability



Leaders:

Do the right things

Influence relationship

Create change



NHS Leadership Qualities Framework



Question?

Think about a position you have held, it could be a job, voluntary work or even within your studies, to what extent were you a leader? And to what extent were you a follower?

7 Ways of studying managerial leadership

1. Qualities or traits approach
2. The functional or group approach
3. Leadership behaviour
4. Styles of leadership
5. The situational approach and contingency models
6. Transformational leadership
7. Inspirational leadership

1. Qualities/Traits approach

- Assumes that leaders are born not made
- The 'Great Person' theory
- Focus is on the person who is leading
- Inherited personality traits distinguish leaders from followers
- Identifies some common traits, e.g.
 - Self-confidence
 - Initiative
 - Intelligence
 - Self belief

Traits models

- Assumption: some people have identifiable personal attributes that make them effective
 - Vision, decisiveness, optimism, etc.
- Limitations
 - Effect of other variables (e.g. colleagues) and context.
- Contributions
 - Evidence of links to effectiveness Anderson *et al.* (2008)
 - Often used as selection criteria (eg: NHS Leadership Qualities Framework).

Source: Boddy, D (2014)

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2. The Functional approach: Action-centred leadership - Adair

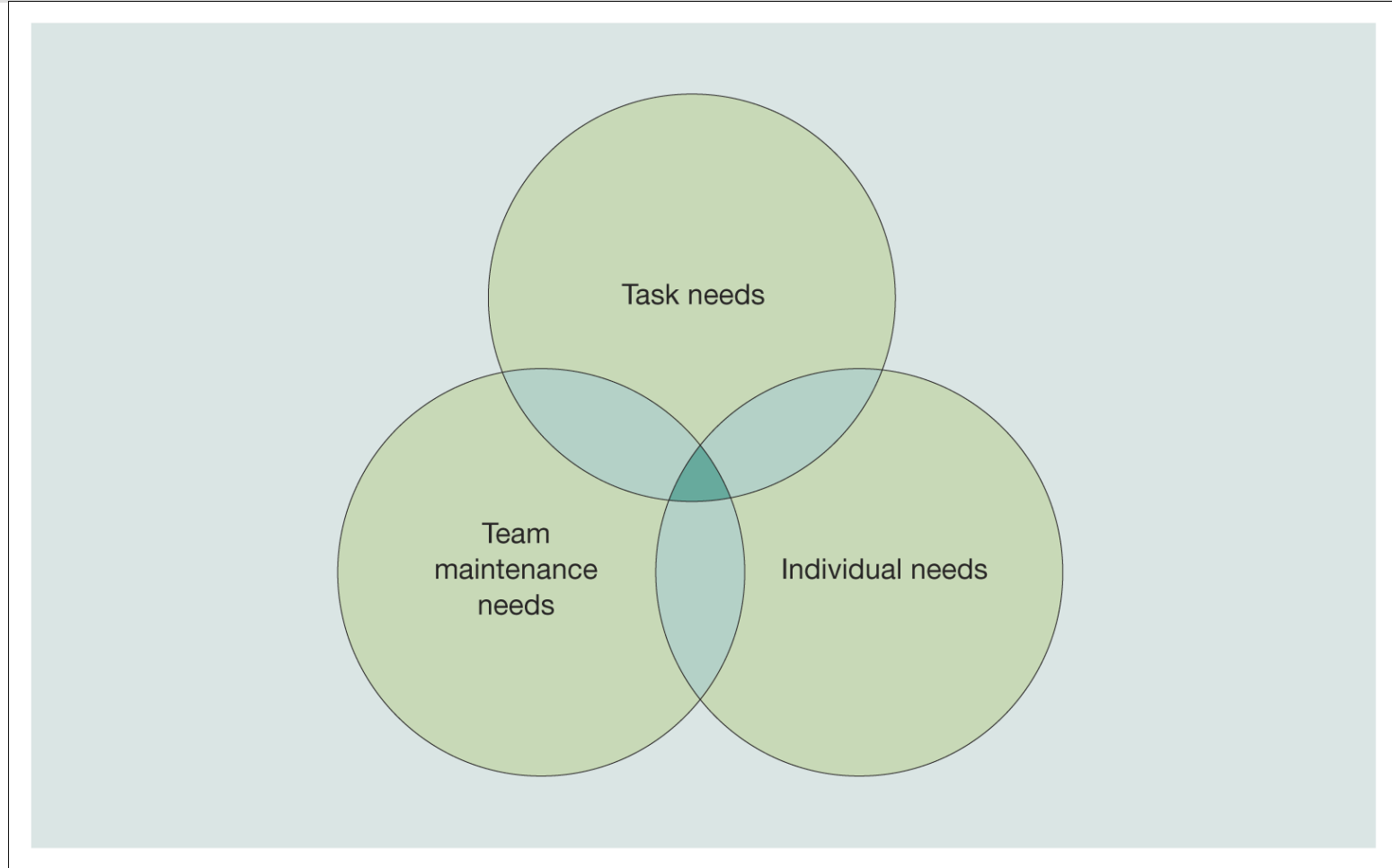


Figure 10.2 Interaction of needs within the group

Source: Adair, J., Action-Centred Leadership, Gower Press (1979), p. 10. Reproduced with permission from Gower Publishing Ltd.

2. Action-centred leadership: task functions

- Achieving the objectives of the work group
- Defining group tasks
- Planning the work
- Allocation of resources
- Organisation of duties and responsibilities
- Controlling quality and checking performance
- Reviewing progress

2. Action-centred leadership: team functions

- Maintaining morale and building team spirit
- The cohesiveness of the group as a working unit
- Setting standards and maintaining discipline
- Systems of communication within the group
- Training the group
- Appointment of sub-leaders

2. Action-centred leadership: individual functions

- Meeting the needs of the individual members of the group
- Attending to personal problems
- Giving praise and status
- Reconciling conflicts between group needs and needs of the individual
- Training the individual

Resource: <http://youtu.be/ILtVegwdjqU>



3. Leadership behaviour

Examines how people behave in leadership situations

Two major dimensions of leadership behaviour:

1. Consideration

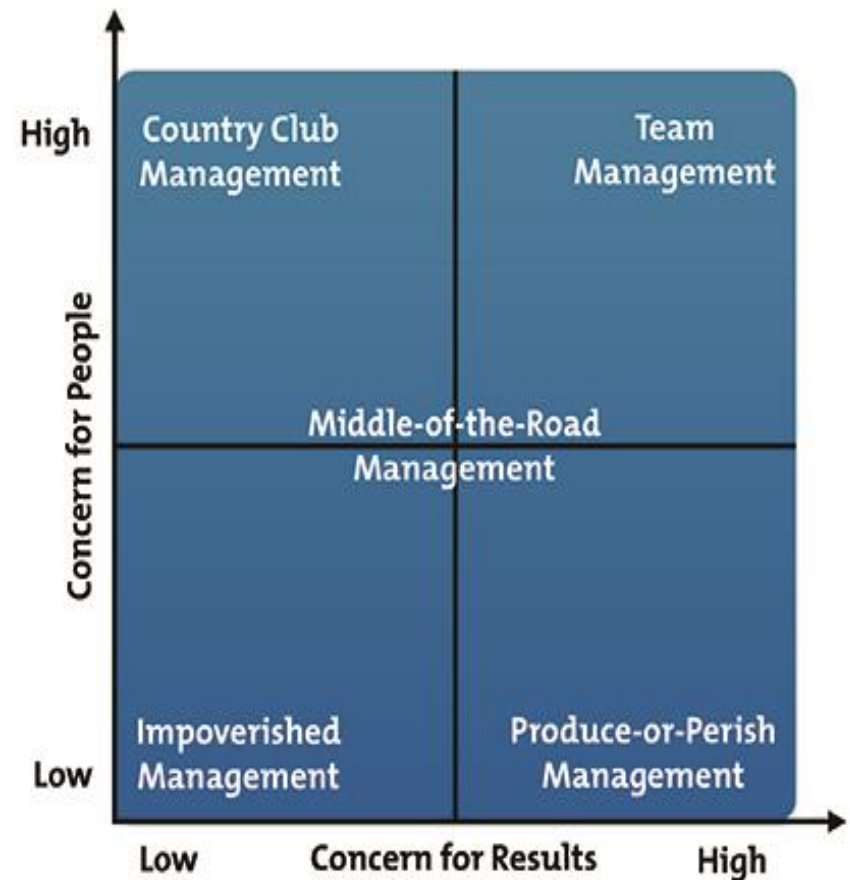
- How much the leader establishes trust, mutual respect and rapport with the group
- How much he/she shows concern, warmth, support, and consideration for subordinates.

2. Structure

- How much the leader organises groups of people formally to achieve goals

The Leadership Grid

- Developed by Blake and Mouton (1985)
- Grid is divided into 2 dimensions – concern for production & concern for people
- Ideal position is high concern for production/high concern for people



Question?

- How can this be applied to a health and social care setting such as the NHS?
- What are the possible challenges?

4. Styles of Management & Leadership

The way in which the functions of leadership are carried out. How the manager typically behaves towards members of the group.

Broad classifications of leadership style include:

- Authoritarian (or autocratic) style - directive
- Democratic style – participative
- Laissez-faire (genuine) style – leave alone

Managers' attitudes towards people: Theory X

- **Theory X management assumes that:**
 - The average person is lazy and has an inherent dislike of work
 - Most people must be coerced, controlled, directed and threatened with punishments if the organisation is to achieve its objectives
 - The average person avoids responsibility, preferring to be directed
 - Motivation occurs only at the physiological and security levels
- The managerial implication is that direction should be based on control and authority.

Managers' attitudes towards people: Theory Y

- **Theory Y management assumes that:**
 - For most people work is as natural as play or rest
 - People will exercise self-direction and self-control
 - Commitment to objectives is a function of rewards associated with their achievement
 - Given the right conditions, the average worker can accept and seek responsibility
 - The capacity for creativity in solving organisational problems is distributed widely
 - The intellectual potential of the average person is only partially utilised
 - Motivation occurs at the affiliation, esteem and self-actualisation levels
- The managerial implication is that direction should be based on motivational needs and co-operative relationships.

Task

Evaluate your management style



Leadership style decisions

The *choice of style* is influenced by three main forces:

- Forces in the manager
 - Including personality, background and experience
- Forces in the subordinate
 - Including personality and expectations
- Forces in the situation
 - Including the specific situation and pressures

Forces in the manager

- Value systems
- Confidence in subordinates
- Leadership inclinations
- Feelings of security in an uncertain situation

Forces in the subordinate

- Strength of the need for independence
- Readiness to assume responsibility for decision-making
- Degree of tolerance for uncertainty
- Interest in the problem and feelings as to its importance
- Understanding and identification with the goals of the organisation
- Necessary knowledge and experience to deal with the problem
- The extent of learning to expect to share in decision-making

Forces in the situation

- Type of organisation
- Group effectiveness
- Nature of the problem
- Pressure of time

5. Contingency models

Recent approaches argue that leadership emerges out of the situation.

Less dependent on traits and behaviour and more dependent on the context.

Path – goal theory: House (1996)

Based on expectancy theories of motivation

- Identifies four main types of leadership behaviour:
 - **Directive** – Clarifies goals, what must be done to achieve them, and the outcome. They use rewards, discipline, and punishment. Mostly task orientated
 - **Supportive** – Supportive leader shows concern for the needs of the people at work
 - **Participative** – Seeks and encourages the input and involvement of staff in decision making
 - **Achievement-oriented** – Expects the highest commitment to excellence. Believes work should be challenging and that people should strive to achieving goals through assuming responsibility
 - **Networking** – Know how to play the political power games to acquire resources, achieve goals and create and maintain positive relationships
 - **Values Based** – skilled in creating, sharing and inspiring vision.
- All four types of behaviour can be used by the same person at different times and in different situations.

6. Transformational leadership

Transactional



Transformational

- Based on legitimate authority
 - Emphasis on the clarification of goals, tasks, outcomes and rewards
 - Appeals to the self interest of followers
 - Based on a relationship of mutual dependence and exchange
- A process of engendering high levels of motivation and commitment
 - Generating a vision for the organisation, an appeal to higher ideals of followers, creating a feeling of loyalty and trust
 - Is about transforming the performance or fortunes of a business

Guidelines for transformational leadership: Yukl

- Articulate a clear and appealing vision
- Explain how the vision can be attained
- Act confident and optimistic
- Express confidence in followers
- Provide opportunities for early success
- Celebrate success
- Use dramatic symbolic actions to emphasise key values
- Lead by example
- Empower people to achieve the vision

7. Inspirational, visionary or charismatic leadership

‘Charismatic leaders transform followers by creating changes in their goals, values, needs, beliefs and aspirations.

They accomplish this transformation by appealing to followers’ self-concepts – namely their values and personal identity.’

http://youtu.be/a_E9K3hDhgo

Kreitner et al.

Activity

In groups discuss who you would identify as a good leader and why?

The vision thing....

- The ability to see the bigger picture
- Taking a long-term view
- Getting everyone to work together to achieve the organisation's objectives
- Create the right climate
- Learn from mistakes not punish
- More commitment from people, not just compliance (Whitehead, 2002)

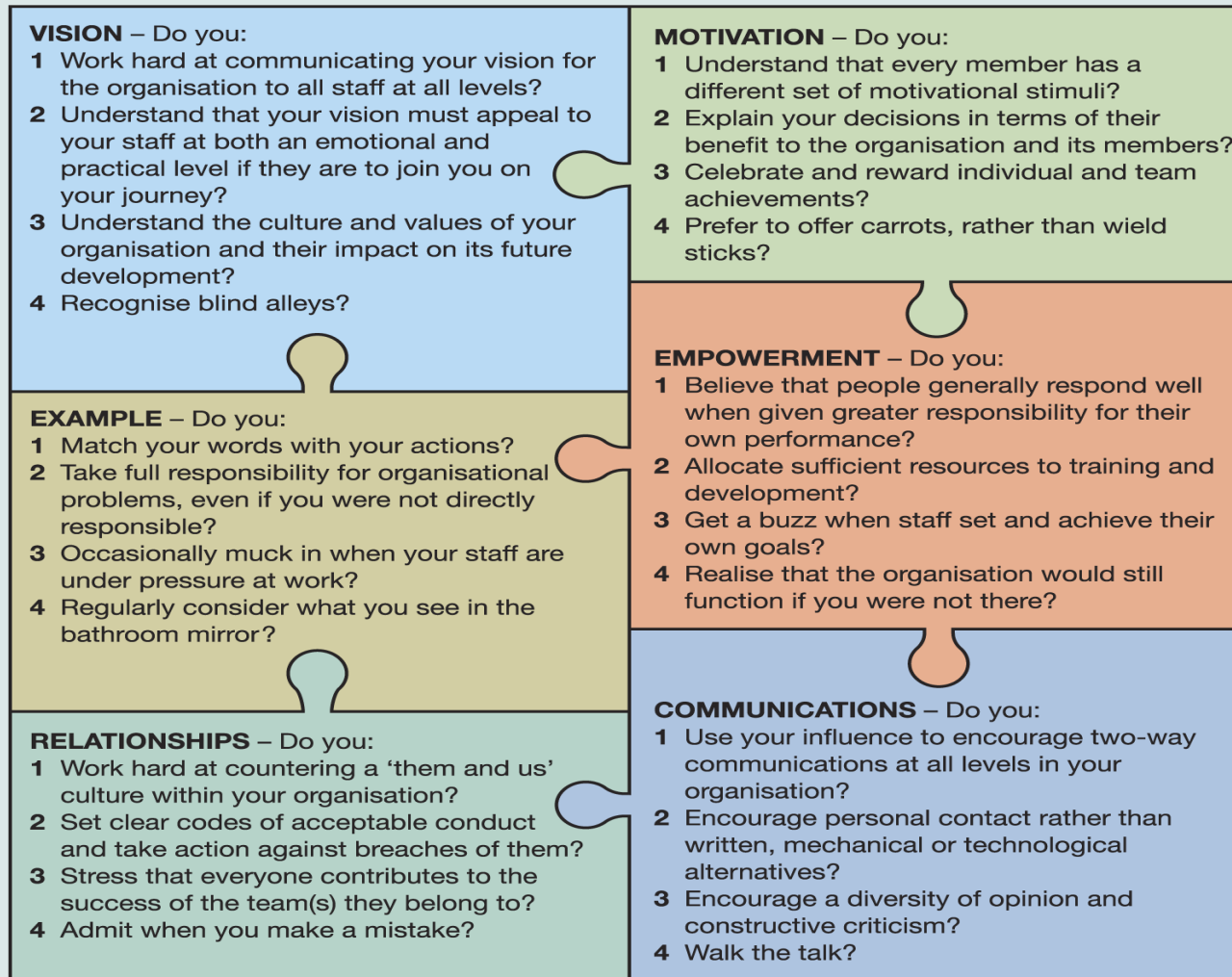


Figure 10.10 The leadership ‘jigsaw’

Source: Cutler, A. ‘A Good Fit Is Essential’, *Professional Manager*, vol. 15, no. 3, May 2005, p. 38. Reproduced with permission from Chartered Management Institute and Alan Cutler.

New skills and competencies

- The new leader understands and practises the power of appreciation **says thanks**
- The new leader keeps reminding people of what is important **stays focussed**
- The new leader generates and sustains trust **is fair**
- The new leader and the led are intimate allies **team**

Leading in changing times

- Show energy and optimism
- Be open to change
- Communicate
- Empower employees
- Improve the organisation
- Develop talent

Cooper et al, 2012



Summary

- No one best form of leadership
- Different situations call for different styles
- Link with innovation important
- Vision
- Leadership skills need development

Research

By next week source an article related to health and social care with a focus on either leadership, management and/or organisational structure.

Be prepared to tell the class which article you have selected and Why?