Section 10_Management and leadership

Management and leadership

Management *functions*:

1. Setting objectives and planing
2. Organising resources to meet the objectives
3. Directing and motivating staff
4. Coordinating activities
5. Controlling

Management and leadership

Henry Mintzberg video on managerial roles:
[Mintzberg on Managing – YouTube](#)

Management *roles*:
1. Interpersonal roles
2. Informational roles
3. Decisional roles

***Leadership:* - the art of motivating group of people**

Personal characteristics/ leadership qualities

- Desire to succeed
- Ability to think beyond obvouis
- Multitalented
- An incisive mind

Watch: *Why good leaders make you feel safe - Simon Sinek.mp4*

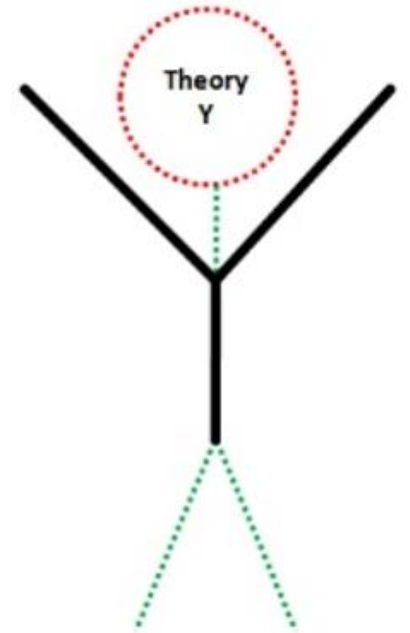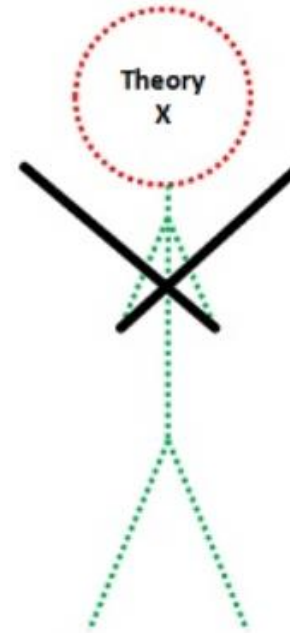Why good leaders make you feel safe | Simon Sinek – YouTube

Management and leadership

Leadership positions:
- Directors
- Managers
- Supervisors
- Workers' representations

Leadership styles:
- Autocratic
- Democratic
- Paternalistic
- Laissez faire

- McGregor's Theory X and Theory Y

The "best" leadership style depends on many factors:

- How skilled and experienced is is your workforce?
- Is there enough time for consulting and facilitating participation?
- Is manager up to it? What's his/her attitude/ culture?
- How important/ urgent are the issues?

- There is no right or wrong way
- There is always an *appropriate* way in a given situation
- Workers are getting more skilled/ expecting more satisfaction from work
- Democratic leadership is increasingly common – allowing participation/ two way communication

Leadership styles:
- Autocratic
- Democratic
- Paternalistic
- Laissez faire

ACTIVITY 10.3

[15 marks, 20 minutes]

Explain briefly which style of leadership might be most appropriate in the following business situations:

a   Business is flooded and important inventory and company records have been damaged.

b   Electronics company plans to establish a group to research into new types of batteries.

c   The quality of output from a pipe manufacturing factory has declined and no one knows why. The production team have been asked to attend a meeting about the problem.　　　[15]

Small research team

Flooded business

Factory workers in a group

Informal leadership:

- A person who has no formal authority but has the respect of colleagues and some power over them
- Experience/ personality / special knowledge
- Win the "informal" leader on your side!

Emotional intellegence:

- Understanding yourself, your goals, your behaviour and your responses to people
- Understanding others and their feelings
- Daniel Goleman: managers should try to develop and improve on:
  - Self-awareness
  - Self- management
  - Social awareness
  - Social skills – Relationship management

What will happen if the managers don't have these skills? – Read page 134

Take the EI quizz - Emotional Intelligence Test - http://www.globalleadershipfoundation.com/geit/eitest.html

Take the EI quizz: Emotional Intelligence Test - Global Leadership Foundation

Self-Awareness	Self-Management	Social-Awareness	Relationship Management
6	7	8	3

For more information about **interpreting your scores, click here.** **For more information about Emotional Intelligence and how to use it for your personal growth, please contact, *Malcolm Lazenby***

Please remember that this Sampler is NOT scientifically validated. We cannot guarantee the accuracy of the results of this EI analysis.

EI Quadrant Descriptors

Self-Awareness.
Description. The core of Emotional Intelligence is self-awareness. Self-awareness is comprised of three competencies; emotional self-awareness, where you are able to read and understand your emotions as well as recognise their impact on work performance and relationships; accurate self-assessment, where you are able to give a realistic evaluation of your strengths and limitations; and self-confidence, where you have a positive and strong sense of one's self-worth. The starting point and key in these areas is the ability to be critically self-reflective.

Self-Management
Description. Self-management is comprised of five competencies; Self-control, which is keeping disruptive emotions and impulses under control; transparency, which is maintaining standards of honesty and integrity, managing yourself and responsibilities; and adaptability, which is the flexibility in adapting to changing situations and overcoming obstacles; achievement orientation, which is the guiding drive to meet an internal standard of excellence; and initiative, which is the readiness to seize opportunities and act.

Social Awareness
Description. Social Awareness is comprised of three competencies; empathy, which is understanding others and taking an active interest in their concerns; organisational awareness, which is the ability to read the currents of organisational life, build decision networks and navigate politics; and service orientation, which is recognising and meeting customers needs.The adaptable, success-oriented type.

Relationship Management
Description. The Social cluster of Relationship Management is comprised of seven competencies; visionary leadership, which is inspiring and guiding groups and individuals; developing others, which is the propensity to strengthen and support the abilities of others through feedback and guidance; influence, which is the ability to exercise a wide range of persuasive strategies with integrity, and also includes listening and sending clear, convincing and well-tuned messages; change catalyst, which is the proficiency in initiating new ideas and leading people in a new direction; conflict management, which is resolving disagreements and collaboratively developing resolutions; building bonds, which is building and maintaining relationships with others; and teamwork and collaboration, which is the promotion of cooperation and building of teams.

Emotional intellegence: which intellegence is usefull in which situation? Is it usefull alltogether?
- *Hiring new staff*
- *Instructing workers to introduce changes in the production*
- *Making existing staff redundant – "Up in the Air"*
- *Disciplining workers*
- *Asking workers to work overtime*
- *Dealing with conflict with staff*
- *Reviewing work performance*
- *Negotiating salary decrease with good employer*