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# Researchers Into Management

## Day 1

### Leaders and Managers, Roles and Styles, Reconciling the Individual, Team and Organisation

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## Aim:

- To set the context for leadership and management in the University and wider
- To consider issues of personal leadership style and approach

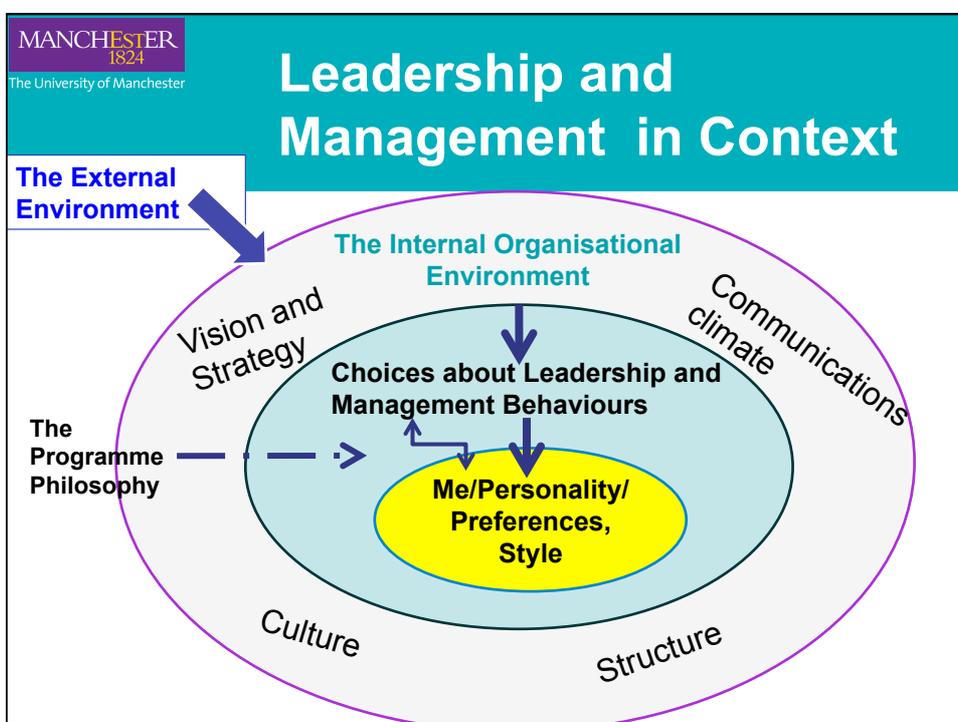


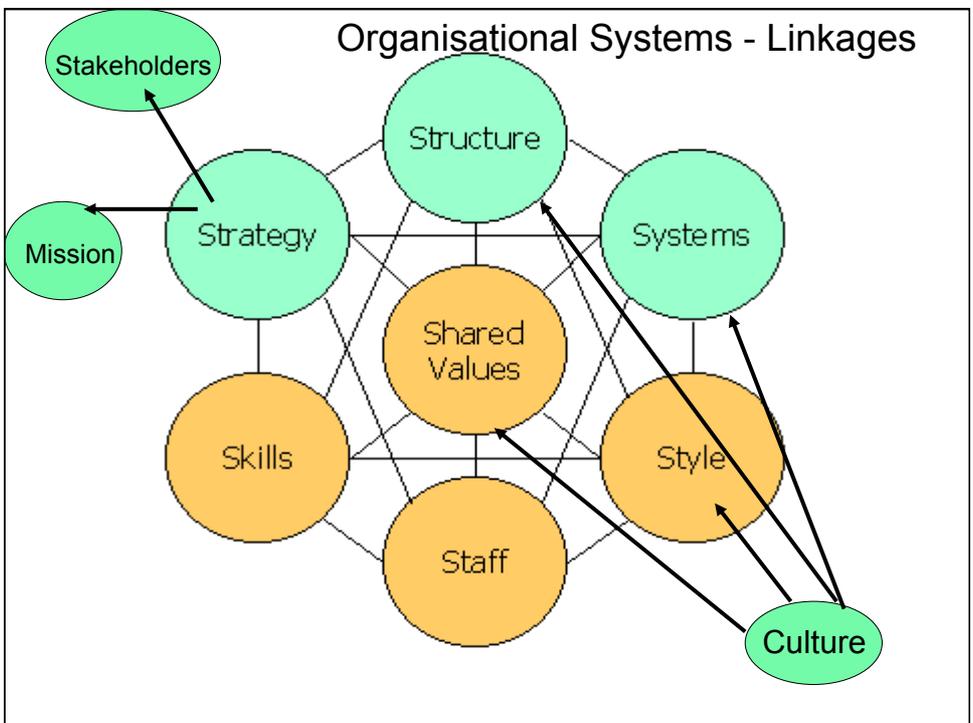
The diagram illustrates the components of success. At the center is the word 'SUCCESS'. Surrounding it are six other terms: 'TEAMWORK' (top), 'MOTIVATION' (top-left), 'INSPIRATION' (bottom-left), 'LEADERSHIP' (bottom), 'INNOVATION' (top-right), and 'VISION' (bottom-right). Arrows point from each of these six terms towards the central 'SUCCESS' term, indicating that these factors contribute to or lead to success.

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## Learning outcomes/objectives:

- Identify how culture, structure and organisational context impact on the demands, expectations and style of leaders and managers;
- Identify and evaluate a range of leadership theories and styles;
- Reflect on how their own personality and approach can enhance or inhibit their capacity to become effective leaders and managers
- Recognise the need to develop as reflective leaders/managers





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## Leaders and Managers – the What and How



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## What do managers do? Functions..... and Roles

- Planning – sequence of activities to get from a to b
- Organising – resources (including people) to accomplish tasks
- Motivating – stimulation of interest and energy to accomplish tasks
- Controlling – processes to ensure progress is made/ corrected

<b>interpersonal</b>	<ul style="list-style-type: none"> <li>• figurehead</li> <li>• leader</li> <li>• liaison</li> </ul>
<b>informational</b>	<ul style="list-style-type: none"> <li>• monitor</li> <li>• disseminator</li> <li>• spokesperson</li> </ul>
<b>decisional</b>	<ul style="list-style-type: none"> <li>• entrepreneur</li> <li>• disturbance handler</li> <li>• resource allocator</li> <li>• negotiator</li> </ul>

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## Leaders vs Managers

Management	Leadership
Planning	Envisioning
Organising	Inspiring
Controlling	Enthusing
Monitoring	Motivating
Reviewing	Transforming
<i>(Keeping the show on the road)</i>	<i>(Directing and deciding which show)</i>

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## Leadership/management Style: the how - features

- Ways of behaving
- Approach and values
- Communication and Involvement
- Task vs People emphasis
- Plus other differences

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# Exercise



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# Reconciling needs....

**Effective team management, leadership involves meeting all three needs**

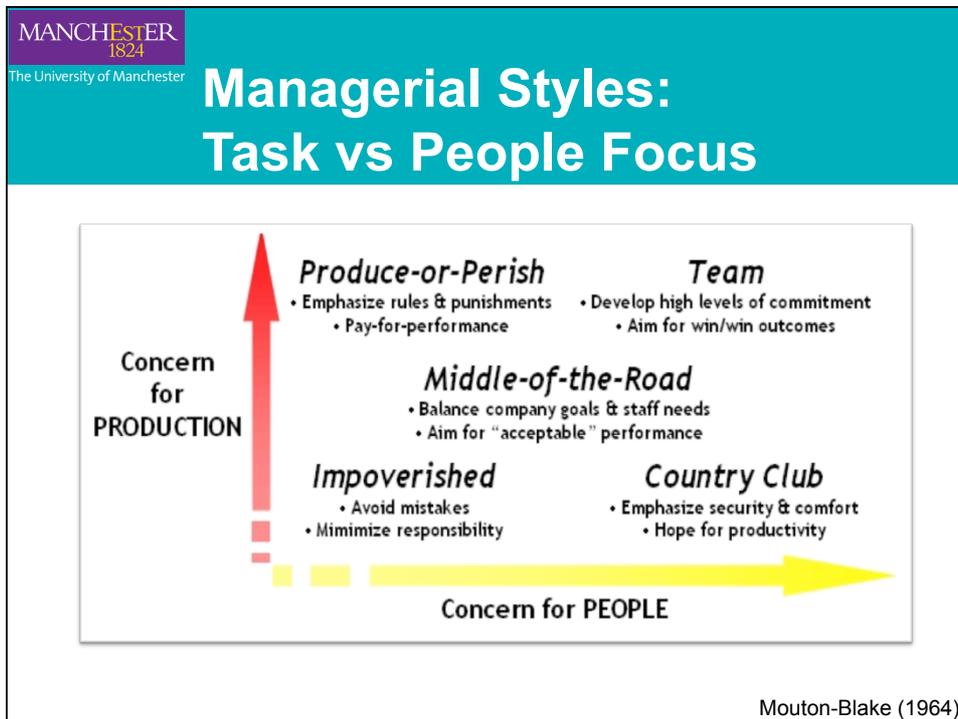


- Setting objectives
- Planning tasks
- Allocating of responsibilities
- Setting performance standards

- Communication
- Team building
- Motivation
- Discipline

- Coaching
- Counselling
- Developing
- Motivating

Adair (1979)



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## What's my style...diagnostic

- Complete – self assessment
- Discuss with colleague
- Reflect on any areas for growth

