

Leadership In Supported Accommodation

Session 5



Today's session

- Focus on the difference between leadership and management
- What makes a good leader
- Forming and leading teams



Group work

- What is the difference between leadership and management?



SUBJECT	MANAGER	LEADER
Make up of role	Stability	Change
Decision making	Makes	Facilitates
Approach	Plans detail around constraints	Sets and leads direction
Vision	Short-term: today	Long-term: Horizon
Control	Formal Influence	Personal charm
Appeals to	The head	The heart
Culture	Endorses	Shapes
Action	Reactive	Proactive
Risk	Minimises	Takes
Rules	Makes	Breaks
Direction	Existing direction / keeps the status quo	New direction / challenges the norm
Values	Results	Achievement
Concern	Doing the thing right	Doing the right thing
Focus	Managing work	Leading people
Human Resource	Subordinates	Followers

LEADERS VS MANAGERS



Leaders encourage
HOW THEY COMMUNICATE



Managers order
HOW THEY INFLUENCE



Leaders motivate
HOW THEY INFLUENCE



Managers control
HOW THEY INFLUENCE



Leaders take risks
OUTLOOK FOR NEW THINGS



Managers follow rules
OUTLOOK FOR NEW THINGS



Leaders create visions
HOW THEY CREATE GOALS



Managers work on small goals
HOW THEY CREATE GOALS



Leaders create relationships
THE IMPACT THEY CREATE



Managers build employees
THE IMPACT THEY CREATE



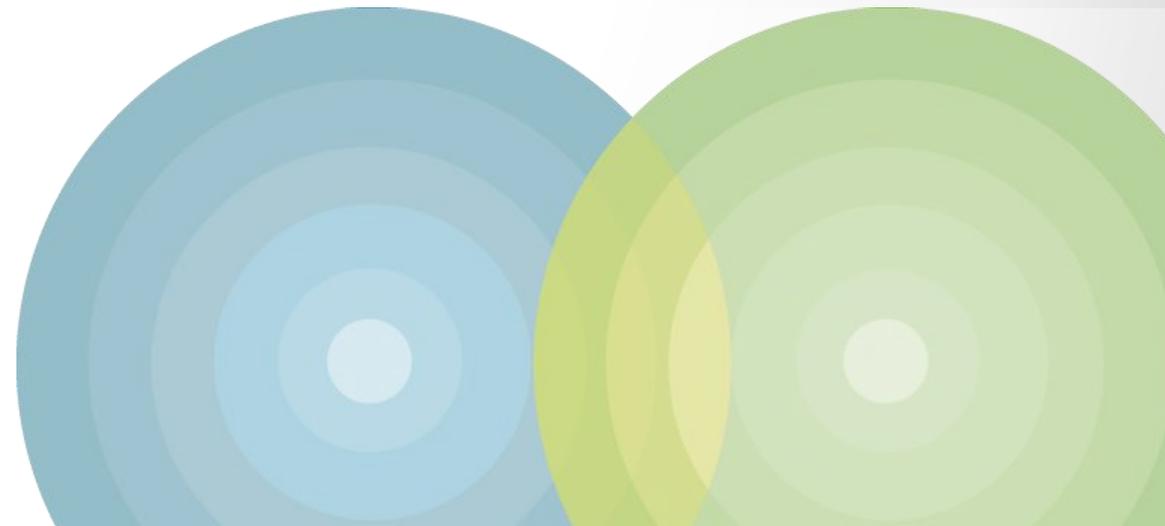
Leaders ask what & why
KIND OF QUESTIONS THEY ASK



Managers ask when & how
KIND OF QUESTIONS THEY ASK

So....what do you bring to the party?

- Its important to know what type of leader you are.
- How are you going to understand how you impact the organisation through your leadership?



leadership and your style / style of others

- Leadership is defined in many ways as we have seen , some are more immediately recognisable to your team than others , certainly in their use of terminology . These styles also align more readily when we are analysing why an organisation may be in difficulty or fail. e.g. Kids Company
- So, you will probably hold more than one style but you are likely to have one dominant style. So are you a :
- **BUREAUCRATIC LEADER-** structured ; fixed on official duties ; a follower of established patterns and procedures; bound by written records of all rules , decisions and actions; no space to explore new ways; slow to send “up the line.

An alternative view.....

- **AUTOCRATIC**
 - Has total authority
 - Given power to make decisions
 - Resented by creative people who can be sidelined
 - OTHER PROBLEMS OR ISSUES?
- **DEMOCRATIC**
 - Listens to the team ideas , will make the final decision
 - Recognises that all have a right to contribute
 - Best enables change
 - What about if a decision is needed quickly
 - PROBLEMS?

CONT'D

- **LAISSEZ FAIRE**

- No group leader as such
- Gives no feedback or supervision as the group are sufficiently highly skilled (!!!???)
- No leadership
- PROBLEMS ?

- **PEOPLE ORIENTED LEADER**

- Supports staff
- Trains staff
- Develops staff
- Can this be a continuous style?
- PROBLEMS?

CONT'D

- **TASK ORIENTED LEADER**

- Focusses on the job
- Concentrates on specific tasks and goals
- Someone who needs to be in control
- Non delegator
- PROBLEMS?

- **SERVANT**

- Facilitates tasks and goals by giving the team what they need in order to be productive
- Not a “commander”
- Does change happen as it should ?
- Takes a long time to accomplish anything
- PROBLEMS?

SITUATIONAL LEADERSHIP- COMPLEX AND VERY MATURE

- ▶ THIS STYLE IS PART OF A GROUP OF THEORIES KNOWN AS – CONTINGENCY THEORIES OF LEADERSHIP.
- ▶ A leaders' effectiveness is allied to their ability to modify their style according to the level of maturity of their team:
 - ▶ TELLING-high direction / low support
 - ▶ SELLING- high direction/high support
 - ▶ PARTICIPATING-low direction/high support
 - ▶ DELEGATING-low direction/low support
- ▶ Teams demonstrate TASK MATURITY and PSYCHOLOGICAL MATURITY
- ▶ Hersey and Blanchard 1969

CHARISMATIC

-good , bad ,
necessary ?

- ▶ Infuses energy and eagerness into a team
- ▶ Magnetic personality
- ▶ Sells ideas
- ▶ Committed
- ▶ Clarity of vision and imparts it!
- ▶ Good communicator
- ▶ People person
- ▶ PROBLEM.....RISKY???

Group Work

Think about you.

Are you a leader or a manager (or both)

What type of leader or manager are you?

What are your core skills?

FOUR PILLARS OF LEADERSHIP

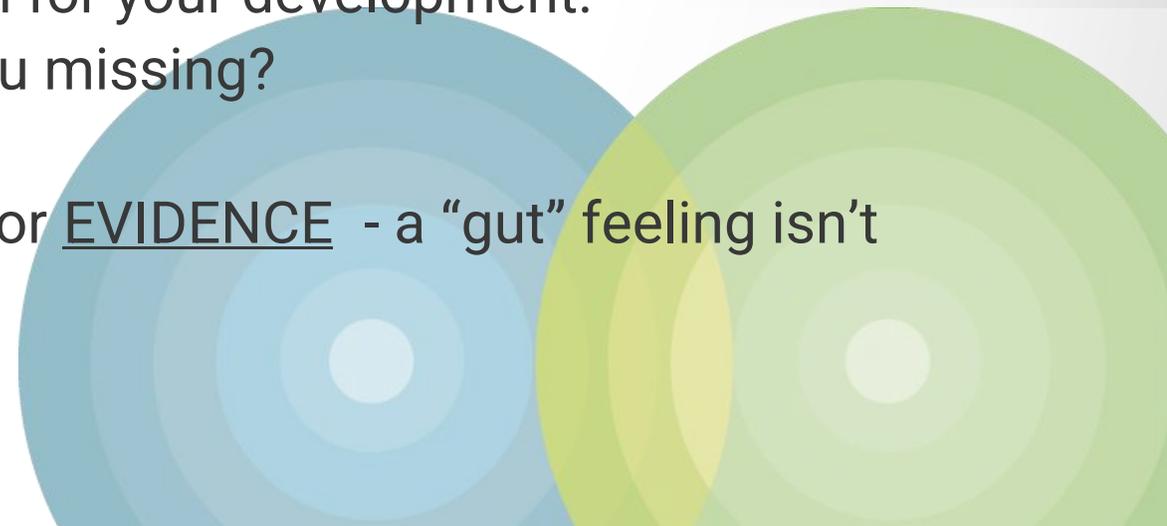
- **INTEGRITY,**
- **ACCOUNTABILITY,**
- **LEARNING**
- **COMMUNICATION.**



What does a personal skills audit consist of?

- ❑ Write down all the skills you have gained, that you would be able to refer back to and use. These skills could have come from areas such as education ,work history, activities , social experiences....
- ❑ Critically rate each skill, from 1 (low) – 10 (high), in terms of your experience level (be critical, ask somebody else to look at your scoring and adjust your scores if you need to)
- ❑ Look at the skills needed for the role you are considering.
- ❑ Identify the matches , near matches and any gaps.
- ❑ From this you will be able to pull together a plan for your development.
- ❑ Now do this for each of your staff...what are you missing?
- When you critically rate a skill, you are looking for EVIDENCE - a “gut” feeling isn’t enough!

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- For next time:
- Try and identify your leadership skills
- What is the skill set of your managers?
- How are you going to work with them effectively?

