

MTD Quick Tips

Managers As Leaders

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Managers as Leaders

Let's take a step back this week and look at how management and leadership has evolved!

I'm getting philosophical in my old age!

Management leadership was once quite simple:

- Leadership was seen as a trait few had and few could develop
- You either had 'It' or you didn't (class, position, contacts,)
- If you had it, you didn't share it
- You told people what to do and how to do it
- You operated a strict chain of command and control
- You were a hero with all the answers
- You guarded knowledge and information
- You watched your back for knives

Managers needed to:-

- know enough
- to be fast enough
- about enough things
- to be right enough
- enough of the time
- to control enough things correctly
- to keep going

Just like in the old earth-centred view of the universe, in the management-centred view of the organisation managers see themselves as central players; net result: organisations are over-managed but under-led.

MANAGERS AS LEADERS

The role of the manager is changing within organisations.

- The concept of management is being replaced by that of leadership
- Giving up compulsory control
- Gaining influence
- Working through voluntary co-operation
- Developing trust, respect, and commitment

Management is now much more about:

- building knowledge, people, teams, and organisations that work well together

- to achieve their purpose

- and to provide fulfilment for those involved

Modern Leaders:

- develop relationships, network and create associations

- this takes orchestration, nurturing

- political and interpersonal skills

- moral insight

- and soft skills that turn out to be valuable management and leadership tools

- the team approach is used from the 'shop-floor' to top management

- everyone, no matter how inexperienced, is treated with respect as part of the team

- leadership is being devolved to more people;

- this means getting a diverse group of people to pull in the same direction even though they have different backgrounds, skills, experience, outlooks and opinions

- there are fewer managers around now, so each could have a totally unmanageable span of control if they tried to 'manage' traditionally

LEADERS AS COACHES

A coach is a person who gets people to do their best, and brings out the best of their ideas and achievements.

Coaching aims to create an environment where people work in self-managed teams that identify and solve problems on their own.

Coaches:

- Develop and articulate what the organisation is trying to do
- Create an environment where employees figure out what needs doing, then do it
- Know they can't do everything or solve all problems by themselves
- Delegate real power, authority and responsibility, not just day to day, but strategically
- Control 'conceptually' not 'procedurally', i.e. what to get done is key, not the step by step approach, cast in stone
- Unleash initiative, get employees to believe in themselves
- Catch people doing things RIGHT and saying so!

They can also act as:

- spokesperson
- idea generator
- facilitator
- a focus
- guidance

They also build trust and inspire teamwork by:

- focusing on issue, behaviour, problem, not the person

- maintaining the self-confidence and self-esteem of others

- keeping relationships constructive

- keeping team members informed

They facilitate and support team decisions by:

- showing team members how and where to get information for decisions

- helping the team use a consensus approach

- actively supporting team decisions

They expand team capabilities by:

- assessing team's abilities and finding ways to use untapped potential

- making sure people get coaching and training in

technical skills (e.g. software)
admin. skills (e.g. scheduling)
financial skills (e.g. cashflow)
interpersonal skills (e.g. resolving conflicts)

They create a team identity by:

- helping clarify overall purpose
- helping set clear, achievable goals
- recognising and celebrating team's achievements

They make the most of differences by:

- treating team members with respect while acknowledging different opinions, motivations, values, work styles, traditions

- encouraging each member to participate fully

- helping the team get unstuck when differences lead to conflict, but without reclaiming power

- resisting jumping in to solve problems when a team is struggling

Phew! My typing finger is aching after all that!

Have a look through my article again and again and think about your role at work.

What are you doing well?

What should you start doing?

What should you stop doing?

It's never too late to make even some small changes that will make a huge difference to the way that you lead your staff.

Until the next time, take care of yourself

Sean

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About Sean McPheat



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Founder and MD of international management development firm MTD Training, Sean McPheat is widely regarded as a leading authority on modern day management and leadership.

Sean is a bestselling author, and has been recognised for his own business building skills through the **British Business Awards** and has been featured in the **Who's Who Of Britain's Business Elite**.

He has been a regular judge for the UK's Young Enterprise Programme but was not as horrible as Simon Cowell (well almost!)



Sean has been featured on **CNN International, the BBC, SKY, ITV, The Guardian, Forbes, Arena Magazine, Marketing Weekly, Business Zone, Winning Edge** and radio stations such as BBC WM and LBC (London's Big Conversation).

Sean has over **250 media credits** to his name and his weekly email tips go out to over **60,000 people** interested in management and development strategies.

Sean is also a **much sought after media figure and motivational speaker** on all topics related to management, HR, business improvement and entrepreneurialism.