

Leadership and Management

A synopsis of 'What Leaders Really Do' by John P. Kotter

Characteristic Activities			
<u>System of Action</u>	Step 1: <u>Deciding what needs to be done</u>	Step 2: <u>Creating Networks of People and relationships that can accomplish an agenda.</u> = Developing the capacity to achieve the plan	Step 3: <u>Trying to ensure that the people actually do the job.</u> = Ensuring plan accomplishment
<p>Leadership is coping with change.</p> <p>Leaders press for change.</p> <p>What leaders really do is prepare organisations for change and help them cope as they struggle through it.</p> <p>In any complex business, this demands initiatives from a multitude of people.</p> <p>Nothing less will work.</p>	<p>Action: <u>Setting a direction</u></p> <ul style="list-style-type: none"> Developing a vision of the future (often the distant future). Developing strategies for producing the changes needed to achieve that vision. <p>By:</p> <ul style="list-style-type: none"> Gathering and analysing a broad range of data and look for patterns, relationships and linkages that help explain things. Creating vision and strategies that describe a business, technology, or corporate culture in terms of what it should become over the long term. Effective business visions regularly have an almost mundane quality, usually consisting of ideas that are already well known. What is crucial about a vision is how well it serves the interests of important constituencies – customers, shareholders, employees – and how easily it can be translated into a realistic competitive strategy. A competent direction-setting process provides a focus in which planning can then be realistically carried out. Planning works best as a compliment to direction setting, not as a substitute for direction setting. Long term planning is not a panacea for lack of direction. Articulating a feasible way of achieving this goal. 	<p>Action: <u>Aligning people</u></p> <ul style="list-style-type: none"> Communicating the new direction to those who can create coalitions that understand the vision and are committed to its achievement. <p>By:</p> <ul style="list-style-type: none"> Communicating with anyone who can help implement the vision and strategies or who can block implementation. Getting people to comprehend a vision of an alternative future. Having the credibility to get people to believe the message. Depends upon: <ul style="list-style-type: none"> Track record of the messenger Content of the message Communicators reputation for integrity and trustworthiness Consistency between words and deeds Aligning leads to empowerment and empowerment works because: <ul style="list-style-type: none"> When a clear sense of direction has been communicated throughout an organisation, lower level employees can initiate actions without the same degree of vulnerability. Everyone is aiming at the same target. 	<p>Action: <u>Motivating and inspiring</u></p> <ul style="list-style-type: none"> Keeping people moving in the right direction despite major obstacles to change, by appealing to basic but often untapped human needs, values, and emotions. <p>By:</p> <ul style="list-style-type: none"> Generating highly energised behaviour to cope with the inevitable barriers to change because achieving grand visions always requires a burst of energy. Works by satisfying basic human needs for: <ul style="list-style-type: none"> Achievement A sense of belonging Recognition Self esteem A feeling of control over one's life Ability to live up to ones ideals Making the work important to individuals by articulating the vision in a manner that stresses the values of the audience. Regularly involving people in deciding how to achieve the vision. Supporting employee efforts to realise the vision by providing coaching, feedback, and role modelling, thereby helping people grow professionally and enhancing their self esteem. Recognising and rewarding success.

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<p>Management is coping with complexity.</p> <p>Managers promote stability. Without good management, organisations can become chaotic in ways that threaten their existence.</p> <p>Managers 'organise' to create human systems that can implement plans as precisely and efficiently as possible.</p>	<p>Action: <u>Planning and budgeting</u></p> <p>By:</p> <ul style="list-style-type: none"> • Setting targets or goals for the future, typically for the next month or year. • Establishing detailed steps for achieving those targets. • Allocating resources to accomplish those plans. 	<p>Action: <u>Organising and staffing</u></p> <ul style="list-style-type: none"> • Creating an organisational structure and set of jobs for accomplishing plan requirements • Staffing the jobs with qualified individuals • Communicating the plan to those people • Delegating responsibility for carrying out the plan • Devising systems to monitor implementation <p>By:</p> <ul style="list-style-type: none"> • Establishing the structure of jobs and reporting relationships. • Staffing it with individuals suited to the jobs. • Providing training for those who need it. • Communicating plans to the workforce. • Deciding how much authority to delegate and to whom. • Constructing economic incentives to accomplish the plan. 	<p>Action: <u>Controlling and problem solving</u></p> <ul style="list-style-type: none"> • Monitoring results versus the plan in some detail, both formally and informally, by means of reports, meetings and other tools • Identifying deviations • Planning and organising to solve the problems <p>By:</p> <ul style="list-style-type: none"> • Devising systems and structures help normal people who behave in normal ways to complete routine jobs day after day. • Developing and using control mechanisms that compare systems behaviour with the plan and taking action when a deviation is detected. • Ensuring the managerial processes are as close as possible to fail-safe and risk free.

Only organisations that embrace both Leadership and Management can thrive in turbulent times.

Organisations can develop outstanding leader-managers by recruiting people with leadership potential (or spotting them early in their career) and managing their career patterns. Effective leader-managers typically share the following career experiences, usually in decentralised organisations that have more challenging jobs at lower levels:

1. A significant challenge early in a career – opportunities during their twenties and thirties to actually try to lead, to take a risk, to learn from both triumphs and failures.
2. The chance to grow beyond the narrow base that characterises most managerial careers; often as the result of lateral career moves or early promotions to broad job assignments.
3. A strong network of relationships, both inside and outside the organisation, that help create the strong informal networks needed to support multiple leadership initiatives.
4. Recognition and rewards for executives (with promotion) that spend time successfully planning and actioning the development of their people with potential into leaders.