23 Things Leadership

Thing 2: Leadership/Management

Explanatory statements for integration in the activity for Thing 2

Manager	Leader
• Scheduling work • Delegating tasks • Plan and prioritise steps to task achievement • Use analytical data to support recommendations • Explain goals, plan and roles • Ensuring predictability • Coordinate effort • Coordinate resources • Give orders and instructions • Guide progress • Monitor progress • Check task completion • Follow systems and procedures • Monitor budgets, tasks etc • Use analytical data to forecast trends • Monitoring progress • Appeal to rational thinking • Build teams	• Provide feedback on performance • Act as interface between team and outside • Motivating staff • Inspiring people • Appeal to people's emotions • Sharing a vision • Provide focus • Monitor feelings and morale • Create a culture • Create a positive team feeling • Ensure effective induction • Provide development opportunities • Unleashing potential • Look 'over the horizon' • Take risks • Be a good role model

Management typically concentrates on the processes which support an organisation to run smoothly. This may include planning, budgeting, staffing and solving problems.

Leadership usually believes in establishing a vision and supporting people to achieve goals (Kotter, 2012).

Management

- Scheduling work
Management typically concentrates on the processes which support an organisation to run smoothly. This is likely to include the planning and scheduling of work to meet agreed objectives.

- Delegating tasks
Management typically concentrates on the processes which support an organisation to run smoothly. This is likely to include the planning, distribution and scheduling of work, encompassing delegation of tasks to achieve the planned work. However, a good leader will know and value the strengths and expertise of workers or teams and will delegate tasks with this in mind. Good leadership also involves empowerment of people and enabling them to have appropriate autonomy in handling tasks.

- Plan and prioritise steps to task achievement
Management typically concentrates on the processes which support an organisation to run smoothly, including the organisation of workflow to achieve tasks. However, leadership behaviours may be involved in motivating and empowering workers and helping them to see the relevance of tasks in relation to the service's vision and objectives, providing the tasks are aligned with them.

- Use analytical data to support recommendations
Management typically concentrates on the processes which support an organisation to run smoothly. Gathering and interpreting data is a key management task, for example in relation to budgets, staffing, performance indicators, outputs and outcomes. The analysis may show the service is functioning well with the recommendation to maintain the status quo, or otherwise, indicating that perhaps change is needed. Successful change management requires both management and leadership skills.
Quality improvement methods require managers to collect and interpret relevant data, but good leadership is also needed to communicate well with people and empowering them to be agents of change.

- Ensuring predictability
Management typically concentrates on the processes which support an organisation to run smoothly. Routinely working in ways that achieve predictable results serves continuity and consistency. However, if predictability veers towards complacency or a lack of reflection and questioning, then leadership qualities will be needed to identify and effect favourable change. This may involve taking risks that challenge predictability and the status quo.

- Coordinate effort

  Management typically concentrates on the processes which support an organisation to run smoothly, including coordination of combined effort. Coordination involves management of tasks. However, leadership skills and behaviours may be involved in communicating the vision and objectives for the coordinated effort, working across boundaries and assisting the understanding and motivation of those involved

- Coordinate resources

  Management typically concentrates on the processes which support an organisation to run smoothly. Coordinating resources is a task for a manager. However, leadership skills and behaviours may be involved in identifying, arguing for, negotiating and prioritising resources. Good leadership would also involve inviting and valuing the input of those who can contribute their knowledge on allocation, use and coordination of resources.

- Give orders and instructions

  Management typically concentrates on the processes which support an organisation to run smoothly. Giving directions and instructions would typically fall to someone, like a manager, in a formal position of authority with responsibility for others. However, good leadership skills and behaviours may temper how someone communicates directions and instructions to those receiving them. An empowering and motivating leader may also work to build the capacity and autonomy of workers so there is less need for directions and instructions.

- Guide progress

  Management typically concentrates on the processes which support an organisation to run smoothly. A manager will monitor and guide progress towards agreed objectives, ensuring milestones are reached and measures taken to address slippage. Project management methods and tools are likely to feature in a manager's approach to monitoring and guiding progress. Leadership behaviours, may also be involved in how a manager goes about guiding progress — including good communication in inviting and valuing the involvement of others in the process.

- Monitor progress

  Management typically concentrates on the processes which support an organisation or service to run smoothly. Monitoring progress of work is a key management task. When monitoring progress, it may become apparent that there are blocks or problems impeding progress. While problem solving is an area of responsibility for managers, a good leader will involve others in identifying and solving problems and in taking steps to improve quality.

A frontline worker may be involved in monitoring progress, for example, in relation to a personal outcomes plan for which they are a key worker – in that sense they are managing. They may also show leadership behaviours in the way they work with and empower others, including people they support.

- Check task completion

Management typically concentrates on the processes which support an organisation to run smoothly. This includes checking that tasks are progressing as expected and completed as planned to the required standard. Leadership behaviours may be involved in conveying the importance and purpose of a task and recognising and valuing contributions from people who have helped to complete it successfully.

- Follow systems and procedures

Management typically concentrates on the processes which support an organisation to run smoothly. When they are followed, fit for purpose systems and procedures are tools that help things run smoothly. Successful systems and procedures need to be relevant to agreed objectives and require compliance and consistency from those using them. It takes good leadership behaviours to make sure people engage in systems and procedures, for example:
  - by promoting understanding of the objectives and desired outcomes
  - by inviting and accepting feedback and suggestions from anyone affected by systems and procedures to contribute to ideas for their improvement.

- Monitor budgets, tasks etc.

Management typically concentrates on the processes which support an organisation to run smoothly. This may include planning, budgeting, staffing and solving problems. Most operational activities require to be monitored to make sure they are on track and meeting agreed objectives. While a manager will have overall responsibility for this, most social service workers have a role in monitoring during daily practice. This may relate, for example, to care plans, health and safety or medication.

- Use analytical data to forecast trends

Management typically concentrates on the processes which support an organisation to run smoothly. There are many external factors that can affect the continued smooth running of a service or organisation, including political, economic, sociological, technical, legal and environmental (PESTLE) factors. Managers need to keep an eye on trends that will affect the way their service is able to operate effectively and successfully. They should know where to find and how to generate and interpret the data that will inform their decision making in relation to trends.

- Appeal to rational thinking

Encouraging rational thinking can offer a solid stance for tackling issues and problem solving. Rational thinking is influenced by organisational aims and objectives and managers will be concerned to make sure workers and teams train their thinking on meeting those aims and objectives. However, appeals to rational thinking may also invite a restrictive dimension, if creative and innovative thinking 'outside the box' not be encouraged. A good leader will embrace both rational and creative thinking.

- Build teams
  It is a management responsibility to build teams for achieving specific tasks. A manager needs to make sure a team is made up of people with the right knowledge and skills to complete the required duties and tasks.
  However, a good leader will know and value the strengths and expertise of workers or teams and will delegate tasks with this in mind. Good leadership also involves empowerment of people and enabling them to have appropriate autonomy in handling tasks. Giving workers that responsibility and valuing their strengths and expertise is more likely to build and maintain an effective team.

Leadership

- Provide feedback on performance
  Scheduling supervision sessions and making sure supervision happens is a management task. Providing feedback on performance also falls to a manager, especially if feedback is given in a form of supervision that mainly focuses on the worker completing tasks that meet service objectives. However, feedback is not only the responsibility of managers. Useful feedback can come from peers, colleagues from the same or other organisations and people who use services. Good leadership behaviours and capabilities are also needed to make supervision and feedback on performance a positive and constructive experience. While there may be some focus on tasks to be managed, leadership skills play an important part in supporting staff to reflect on, develop and improve their practice.

- Motivating staff
  Leadership behaviours that respect and value people are prime motivators for staff. This includes recognition of the commitment, desire and values that staff bring to their chosen career in social services. Drawing on this and staff's individual strengths and expertise, a good leader will build and share a vision and set of outcomes that appeal to their colleagues' commitment to help people live the way they want. Recognition and reward come in many shapes and sizes, but a leader's attitude and behaviour in the way they demonstrate respect for and value staff should not be underestimated as powerful motivators. A manager, exercising these leadership attributes, may also increase the likelihood of achieving required tasks and service objectives.

- Act as interface between team and outside
  A good leader takes the initiative when representing their team in contact and collaboration with external or partner services. However, a good leader also encourages and equips workers to build good working relationships themselves, with internal and external colleagues and to be a role model representative of their team and profession.

- Explain goals, plan and roles
  Leadership usually believes in establishing a vision and supporting people to achieve goals (Kotter, 2012). A good leader helps people understand the importance of their contribution to achieving desired goals and outcomes. To achieve this a leader must bring people on board by explaining goals, plans and roles. When people understand the bigger picture and can see how their actions contribute to desired goals, it is much more likely to result in the achievement of positive outcomes for people who use services. A good leader will value and harness the views of those involved and take them into

account when setting or reviewing goals and developing the plans and roles to achieve them.

- Inspiring people

  Inspiring people is a leadership capability that anyone can exercise in their personal and working lives. In the context of work, it is a key component in motivating staff, whether through leading by example or by sharing a vision or by demonstrating attitudes and behaviours that value people. People who are inspired by a good leader are more likely to give more, achieve more and mirror best practice. A good manager will value the importance of inspiration in helping workers to achieve tasks and meet organisational goals. A good manager, by exercising their leadership capability to inspire others, will help a worker or team to achieve tasks and meet organisational goals most effectively and efficiently.

- Appeal to people's emotions

  A leader needs to be able to respect and understand people's emotions to appreciate the motivations and drivers in someone's life, which they bring to their work and practice. A manager may identify a task to be completed. A leader will appeal to the emotions which move and drive someone. Valuing their contribution is more likely to lead to the achievement of desired outcomes.

- Sharing a vision

  Leadership usually believes in establishing a vision and supporting people to achieve goals (Kotter, 2012). Developing and sharing a vision is a key leadership capability.
  When a leader involves people in developing a vision they are valuing and respecting the contributions of others. By inviting people to influence the vision a good leader helps people to understand their contribution to achieving desired goals and outcomes.

- Provide focus

  In these times of constant change for social service provision, a good leader needs to be able to provide focus for practice that responds to change and meets priorities. More than that, a good leader may be at the forefront of generating change to meet new challenges and opportunities. Management will help the workforce to focus on accomplishing the tasks that meet pre-determined objectives.
  A manager deploying good leadership skills will have a constant eye on changes in the factors that affect the continued smooth running of a service or organisation, including political, economic, sociological, technical, legal and environmental (PESTLE) factors. Managers need to keep an eye on trends

that will affect the way their service is able to operate effectively and successfully. Leaders are likely to be actively engaged in setting trends.

- Monitor feelings and morale

  A good leader knows that creating a positive team feeling is going to contribute to achieving better results and a greater likelihood of positive outcomes for people using services. A good leader creates a workplace culture that respects people and values their contribution, strengths and expertise. However, any number of internal and external factors and pressures can upset the morale and feelings of an individual or team. To monitor feelings and morale, a good leader needs to be able to 'take the pulse' of a team and be able to pick up signals that not all is well. A good leader knows that, if left 'untreated', issues of negative feelings and morale may escalate, impacting on the wellbeing and effectiveness of a person or team.

  Ideally, a leader will be able to predict some work-related pressure points and situations that may affect feelings and morale and address these through support and supervision. Other times, there may be a more personal element to difficulties. This is when a good leader will draw on their knowledge of team members and use their relational skills to explore difficulties and arrive at solutions.

  A good manager will exercise such leadership skills. If not, the first a manager may know about a problem in a team is by failures in performance.

- Create a culture

  A supportive workplace culture embraces learning and development. Those working to create and maintain a positive culture will exercise leadership by demonstrating attitudes and behaviours that respect and value people. A supportive workplace culture doesn't happen by accident. It takes contributions from all involved to make it work. Formal leaders have a key role to play in modelling the attitudes and behaviours that create the right conditions for a positive culture. However, it is also every worker's business to exercise self-leadership in helping to build a positive culture; making sure their own behaviours respect and value colleagues, supporting their own and others' learning and development and focusing individual and team energies and efforts on achieving positive outcomes for people who use services.

- Create a positive team feeling

  A good leader knows that creating a positive team feeling is going to contribute to achieving better results and a greater likelihood of positive outcomes for people using services. A good leader also knows how to achieve this by knowing and valuing the strengths and expertise of workers or teams and their areas for development. Good leadership, in creating a positive team feeling, also involves empowerment of people, enabling them to have appropriate autonomy in their daily practice and feeling their contribution is

important and valued. A good manager will draw on their leadership skills to promote a positive team feeling, as it is more likely to lead to achieving tasks and objectives.

- Ensure effective induction
  There are management tasks involved in ensuring induction takes place and the relevant procedures, required standards and ways of working are covered. However, exercising leadership capabilities and behaviours will make sure induction is an effective and meaningful process for those involved. A good leader will draw on the strengths and expertise of their existing staff to contribute to effective induction. This may include mentoring and coaching schemes. New staff can often bring fresh ideas and perspectives to the organisation and good leaders will use the induction process to gather feedback from new people joining the service.

- Provide development opportunities
  A good leader will know and value the strengths and expertise of workers or teams and their areas for development. Good leadership also involves empowerment of people, enabling them to have appropriate autonomy in their daily practice. A good leader will help workers develop new knowledge and skills in support of their practice and to build capacity. Leaders will also want to ensure development opportunities for workers are aligned to the service's vision and desired outcomes. Managers too will have an eye to staff development in terms of aligning workforce capacity and capability to organisational objectives.

- Unleashing potential
  A good leader knows that unleashing the potential of people they work with is important for making the best use of resources and achieving positive outcomes for people who use services. This is also a desirable goal for those in a management role in social services.
  A good leader will know and value the strengths and expertise of workers or teams and will encourage and enable them to exercise their skills and experience to the benefit of themselves and others. Good leadership also involves empowerment of people, enabling them to have appropriate autonomy in their daily practice and allowing them to demonstrate their potential. To unleash the potential of people they work with, a leader also needs to have an eye to development opportunities, as a good leader will assist workers to develop new knowledge and skills in support of their practice and to build capacity.

- Look 'over the horizon'

  Spotting and understanding what's on the horizon, or indeed over the horizon, can influence the way a good leader considers the future shape of

services, necessary changes to approaches in practice and workforce development initiatives to meet new challenges and opportunities.

Good leaders will take calculated risks and looking over the horizon involves a certain degree of speculation, and also risk, in planning for the future. Nonetheless a leader will mitigate risk by accessing or initiating research, gathering relevant data and evidence, involving people and interpreting the results.

Horizon scanning is also a strategic management activity in terms of looking for any potential risks to, and opportunities for, the organisation or service. This may be in terms of changes to business models, tasking and workforce deployment. Ideally a manager brings both management and leadership skills to bear in scanning and responding to what is on and over the horizon.

Frontline workers may also offer insights on the bigger picture, as well as exercising leadership in their daily practice with colleagues and people they support. For example, recognising the issues lying ahead that may have an influence or impact on the achievement of personal outcomes. A worker, exercising leadership, brings a dynamic and not static approach to their practice, scanning the horizon for impact on people they support.

- Take risks

  A good leader does not take risks recklessly but is prepared to challenge the status quo and look at new ways of improving services and developing the workforce. Also, a frontline worker, in exercising leadership, may well support people using services to take risks in achieving personal outcomes.
  Some leaders, who are managers, take risks when they enable workers to exercise autonomy in their practice. Managing change and associated risks takes good management skills along with leadership behaviours.
  Predictability can helpfully serve continuity and consistency and preserve the status quo. However, if predictability veers towards complacency or a lack of reflection and questioning, then leadership qualities will be needed to identify and effect favourable change. This may involve taking risks that challenge predictability.

- Be a good role model

  Leading by example is a key attribute of a good leader and an aspect of leadership that anyone in social services can exercise.
  Drawing on their leadership capabilities and acting as role models, managers are more likely to achieve consistency and commitment from their workers in accomplishing tasks and meeting objectives successfully.
  In everyday practice workers and people who use services are often unaware of their positive influence on others. A good leader will recognise when others are leading by example and will help them realise their behaviours and attitudes are having a positive influence on other people. As the practice of

integration and the incidence of multidisciplinary practice increases in social services provision, the behaviours and attitudes of workers leading by example can have a profound impact on the perception and understanding of workers from other sectors or disciplines.