



Management and Leadership

Jane Nabbuto Kavuma

Content Outline

- Definition of management
- Skills needed for management success
- Management process
- Sources of power/authority for managers
- Definition of leadership
- Leadership roles
- Differences between leaders and Managers
- Conclusion



Definition

- Comprised of four terms=Man+age+men+t(echnique)
- Technique used by man for dealing and managing persons (men) of different age group, to work together for achieving a common objective.
- Constitutes the 5Ms; Men, Money, Materials, Machines and Methods
- It's the process of achieving organizational objectives through people and other resources



Manager

- Someone who uses the resources both physical and human at their disposal, to achieve results.
- 



What does a manager manage?

- People
 - Resources
 - Activities
 - Data/Information
 - Self
 - Environment
- 



Skills Needed For Management Success

➤ **Technical skills**

Ability to understand and use the techniques, knowledge and tools for a specific discipline

➤ **Human skills**

Interpersonal skills that enable the manager to work effectively

➤ **Conceptual skills**

Ability to see the organization as a unified whole and to understand how each part of the overall organization interacts with other parts

Management Activities



➤ How does a manager manage?

Planning-what, how, when, and in what order?

Organising-putting into practice, making things happen

Monitoring-comparing planned & actual performance

Controlling-bringing back things on course or changing course

Evaluating-learning from experience

Management process



Sources of Power/authority for Managers

➡ i) Position

Power derived from the position the manager holds as recognized by the formal structures in place within the institution

You will do it this way because I am your manager and I say so

ii) Knowledge

Power derived from the depth and breadth of the knowledge the manager has about the work of the team or the organization—more specialized jobs

You will do it this way because I know more about the situation than you

Sources of power/authority(II)

iii) Personality

Power derived on personal presence, style, manner and traits of the manager

You will do it this way because you are doing it for me

iv) Moral authority

Power derived from the moral strength of the managers stand point and outlook

You will do it this way because this is the right thing to do

v) Behavior

Power derived from trust and respect. Manager uses a range of behaviors to engage, involve and motivate others. s/he motivates others by being similarly motivated

'You'll do it this way because this is the way we've agreed to do it and this is the way I do it myself.'

Quick self assessment

➔ Where is your power as a manager based?

Power	%age score
Position	%
Knowledge	%
Personality	%
Moral authority	%
Behaviour	%



Leadership

- The skill of leading a group of people and inspiring them towards a direction
- It is an interpersonal process which involves influencing a person or a group, so as to ensure achievement of objectives, willingly and enthusiastically.
- A quality of influencing people, so that the objectives are attained willingly and enthusiastically



Leadership (II)

- Leadership is not about memorizing techniques or devising the perfect game plan. It is about really paying attention to people, really believing them, really caring about them, really involving them.

(Peters & Austin, 1985)



Leadership roles

A good leader is the one who;

- ▶ Is a good teacher
- ▶ Does not put down those they are working with
- ▶ Gets the most from those they are working with
- ▶ Works within the framework of the rules

A leader is the one who knows the way, goes the way, shows the way,

(John C. Maxwell)

Leadership is about

- Motivating
- Inspiring
- Taking people to greater heights
- Action
- Enabling not telling
- Encouraging them to push themselves to the best possible performance
- Working with subordinates on the how and helping them figure out the what and why

Difference between leaders and managers

LEADERS



Does the Right Things.....

- Challenges
- Originates
- People Focus
- Inspires / Motivates
- Strategic Thinker
- Asks What & Why??
- Long Term Thinker

VS

MANAGERS



Does Things Right

- Maintains
- Administers
- System Focus
- Control / Solve Problem
- Operational Thinker
- Ask How and When??
- Plans for Execution /output



Conclusion

- Leadership and management are inseparable in nature, where there's management, there's leadership
 - The qualities of a manager require leadership skills to inspire subordinates
 - Many times managers play the role of a leader too, at the demand of the organisation
 - An organisation needs both leaders and managers for its growth and survival.
 - Management is all about the arrangement and maintenance of the 5M while leadership is about persuading people in a positive direction for digging out talent in them.
- 