Leadership vs. Management: Similarities, Differences and Skill Development

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Leadership vs. Management

• Statement of Disclosure

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Dr. Akers has no relevant financial or nonfinancial relationships to disclose.

Leadership vs. Management

Objectives

1. Describe the fundamental definitions of leadership and management
2. Recognize behaviors consistent with effective leadership and management
3. Recognize 6 styles of leadership
4. Identify skills for effective management
Leadership

Basic Definition:

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

• What does that mean? What are components and behaviors that are consistent with Leadership?

Leadership Components:

• Is a process
• Involves influence
• Occurs in a group context
• Involves goal attainment

“Leadership is the ability to direct people, more important, to have those people accept that direction”.

(Lombardi, 2001)

Leadership

What are some behaviors or characteristics you look for in a leader?
Leadership

Leadership Behaviors and Characteristics
- Coaching skills
- Confidence
- Creativity
- Inspiring
- Visionary
- Trust
- Consistency between work and action—“walk the talk”
- Strong self-esteem
- Willing to share responsibility, credit, and recognition

Six Styles of Leadership
1. Coercive
2. Authoritative
3. Affiliative
4. Democratic
5. Pacesetting
6. Coaching

Coercive
- Demands immediate compliance
- “Do what I tell you”
- Drive to achieve, has initiative and self-control
- Negative

When is this style beneficial?
- In a crisis, to kick start a turnaround, or with problem employees
Leadership

Authoritative
• Mobilizes people toward a vision
• “Come with me”
• Self-confidence, empathy, change catalyst
• Most strongly positive

When is this style beneficial?
• When changes require a new vision, or when a clear direction is needed

Leadership

Affiliative
• Creates harmony and builds emotional bonds
• “People come first”
• Empathy, building relationships, communication
• Positive

When is this style beneficial?
• To heal rifts in a team or to motivate people during stressful circumstances

Leadership

Democratic
• Forges consensus through participation
• “What do you think?”
• Collaboration, team leadership, communication
• Positive

When is this style beneficial?
• To build buy-in or consensus, or to get input from valuable employees

http://www.aaec.ttu.edu/faculty/clyford/4315/Management%20Styles_students.ppt

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Leadership

Pacesetting
• Sets high standards for performance
• “Do as I do, now.”
• Conscientiousness, drive to achieve, initiative
• Negative

When is this style beneficial?
• To get quick results from a highly motivated and competent team

Leadership

Coaching
• Develops people for the future
• “Try this.”
• Developing others, empathy, self awareness
• Positive

When is this style beneficial?
• To help an employee improve performance or develop long term strengths

Leadership

• Can a leader demonstrate more than one style?
• Which Leadership Style do you present most often?
• Which Leadership Style do you prefer to work under?

“Inventories can be managed, but people must be led.”
(H. Ross Perot)
Management

Basic Definition:

Management is to exercise executive, administrative, and supervisory direction of a group or organization.

- What does that mean? What are components and behaviors that are consistent with Management?

Management Components:

- Task oriented
- Unidirectional authority relationship
- Accomplishing activities
- Mastering routines

Skills are different from traits or characteristics in that they are the ability to use one’s knowledge and competencies to accomplish a set of objectives.

- What are 3 personal skill sets needed for effective management?

Management

Three Skills for Management

1. Technical Skill
2. Human Skill
3. Conceptual Skill
Management

Technical Skill
• Knowledge about and proficiency in a specific type of work or activity
• Competencies within a specialized field, analytical ability, or the ability to use appropriate tools and techniques.
Example:
• Knowledge of software language and programming, the company’s software products, and how to troubleshoot for clients when working for a computer software company.

Management

Human Skill
• Knowledge about and ability to work with people, often considered “people” skills.
• Allow a manager to assist group members when working cooperatively as a group to achieve a task or assignment.
Example:
• Being aware of one’s own perspective on issues as well as your employees’ perspectives, knowing the needs and motivations of your staff, and talking into account others’ needs during decision-making.

Management

Conceptual Skill
• Ability to work with ideas and concepts.
• Doesn’t involve working with people or things, but focuses on ideas.
• Comfortable talking about the ideas and details that shape their group or organization.
Example:
• Good at seeing the bigger picture and can translate this understanding into words everyone understands.
Leadership vs. Management

A Comparison of Management and Leadership Competencies

<table>
<thead>
<tr>
<th>Management Produces Order &amp; Consistency</th>
<th>Leadership Produces Change &amp; Movement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Planning and Budgeting</td>
<td>• Establishing Direction</td>
</tr>
<tr>
<td>• Establishing agendas</td>
<td>• Creating a vision</td>
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<tr>
<td>• Setting timetables</td>
<td>• Clarifying the big picture</td>
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<tr>
<td>• Allocating resources</td>
<td>• Setting strategies</td>
</tr>
<tr>
<td>• Organizing and Staffing</td>
<td>• Aligning People</td>
</tr>
<tr>
<td>• Providing structure</td>
<td>• Communicating goals</td>
</tr>
<tr>
<td>• Making job placements</td>
<td>• Seeking commitment</td>
</tr>
<tr>
<td>• Establishing rules and procedures</td>
<td>• Building teams and coalitions</td>
</tr>
<tr>
<td>• Controlling and Problem Solving</td>
<td>• Motivating and inspiring</td>
</tr>
<tr>
<td>• Developing incentives</td>
<td>• Inspiring and energizing</td>
</tr>
<tr>
<td>• Generating creative solutions</td>
<td>• Empowering subordinates</td>
</tr>
<tr>
<td>• Taking corrective action</td>
<td>• Satisfying unmet needs</td>
</tr>
</tbody>
</table>

Exercise

Leadership Style Questionnaire

• Questionnaire provided breaks down Leadership Style into three types:
  o Authoritarian Style (autocratic)
  o Participative Style (democratic)
  o Delegative Style (free reign)

• Utilize to help you assess what leadership style you normally operate out of, as well as your team.

Exercise

• The highest of the three scores indicates what style of leadership you normally use — Authoritarian, Participative, or Delegative.

• If your highest score is 40 or more, it is a strong indicator of your normal style.

• The lowest is an indicator of the style you least use. If your lowest score is 20 or less, it is a strong indicator that you normally do not operate out of this mode.
Exercise

• If two of the scores are close to the same, you might be going through a transition phase, either personally or at work, except if you score high in both the participative and the delegative then you are probably a delegative leader.

• If there is only a small difference between the three scores, then this indicates that you have no clear perception of the mode you operate out of, or you are a new leader and are trying to feel out the correct style for yourself.

References


• http://www.aaec.ttu.edu.faculty/clyford/4315/Management%20Styles_students.ppt