

Module: Leadership Training Workshop for Health Professionals
Organization: East Africa HEALTH Alliance
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Session 2: The Relationship Between Leadership and Management

Differences between leadership and management

Leadership is different from Management, but not for the reason most people think:

- Leadership isn't mystical or mysterious," says Harvard's Professor John Kotter.
- It has nothing to do with what people sometimes call 'charisma,' some vague quality that some people have and others don't.
- Nor is leadership dependent on exceptional personality characteristics
- Leadership is not for a chosen few

Leadership and Management

Leadership and management are two distinctive, complementary systems of action.

Each has its own functions and characteristic activities.

Both are necessary for success

Leadership and management have different functions and activities

Not everyone has the ability to both lead and manage equally well

- Some people are excellent managers but not good leaders.
- Others have a great capacity for leadership but cannot be successful as executives because they are not skilled or effective managers

Both Leadership and Management are necessary in Organisations

Smart organizations value both leadership and management and encourage personnel to develop their skills in both areas

- People who are good managers are able to develop a sound plan and make sure that it will be carried out by competent personnel with the needed resources

They are skilled in using the major management practices

- On the other hand, people who are good leaders are able to develop a compelling vision that is ultimately shared with everyone.

They can focus organizational efforts on achieving that vision

The Four management practices

Effective managers carry out four essential management practices:

- they **plan**
- they **organize**
- they **implement**
- they **monitor and evaluate.**

This is how these practices are carried out in daily life:

Plan: *Health professionals who lead* plan how to achieve desired results and document these activities in form of a workplan with set objectives and outputs

Organize: *Health professionals who lead* make sure that resources are available for planned activities and that the necessary structures and systems exist

Implement: *Health professionals who lead* execute and delegate execution of planned activities, coordinating multiple efforts to achieve desired results

Monitor and evaluate: *Health professionals who lead* track activities, outputs, and results and compare them with what was planned and collect feed-back

Good management is complemented by good leadership

Good management alone does not guarantee sustainable results

When conditions are complex and interconnected it is not enough to be a good manager

Such managers must also learn to *lead* their staff through the changes needed to face strategic and tactical challenges

- Managers must learn to focus their people's energy and resources on achieving sustainable results that satisfy the clients
- *Health professionals who lead* support their personnel and change ways of working in order to overcome obstacles

The Four Leadership Practices

In contrast to management, leadership has 4 main practices:

1. Scanning
2. Focusing
3. Aligning and Mobilizing
4. Inspiring

We shall look at these in detail in the next session

The Management & Leadership Framework

The Leading and Managing Framework shown below summarizes the four key leadership practices and the four management practices:

