Module: Leadership Training Workshop for Health Professionals

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Session 2: The Relationship Between Leadership and Management
Differences bet’ n leadership and management

• Leadership is different from Management, but not for the reason most people think
• Leadership isn't mystical
• It has nothing to do with 'charisma,' some vague quality that some people have and others don't
• Nor is it 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
Leadership and Management

• 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

- Smart organizations value both leadership and management
- They encourage personnel to develop their skills in both areas
- People who are good managers are able to develop a sound plan
- They make sure that it will be carried out by competent personnel with the needed resources
Both Leadership and Management are necessary

- 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
The Four Management practices

• 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
The Four Management practices

• **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 goes with 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
• Managers must also learn to lead their staff through the changes needed to face strategic and tactical challenges
Good management goes with good leadership

• Mangers 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:
  – Scanning
  – Focusing
  – Aligning and Mobilizing
  – Inspiring

• We shall look at these in detail in the next session
The Management & Leadership Framework

• The Leading and Managing Framework shown summarizes the four key leadership practices and the four management practices.
End!