

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

- 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:
 - 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



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End!