

# Leadership

## “Leadership vs Management”



Tony Swainston Ltd

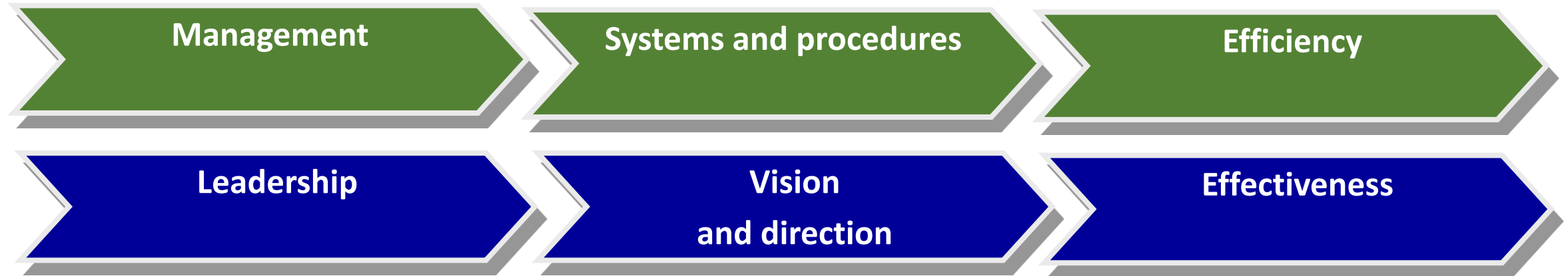
# Defining leadership

A lovely definition of an effective leader comes from John W. Work:

*“They are those individuals who, in their inimitable ways, inspire confidence, understand despair, fight fear, initiate positive and productive actions, light the candles, define the goals, and paint brighter tomorrows”.*



# Management and leadership



# Stephen Covey



# Exercise

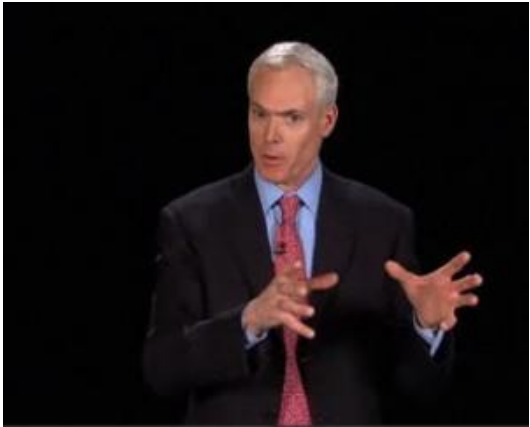
## Leadership & Management

How does this relate to what goes on in your organisation?

- Who are the producers?
- Who are the managers?
- Who are the leaders?
- There may be a lot of excellent leaders who are not in positions of authority. If they climb the tallest trees and suggest ideas about ways forward will they be listened to?



"IT'S THE BOSS' ATTEMPT TO CONVEY A CERTAIN OPENNESS."

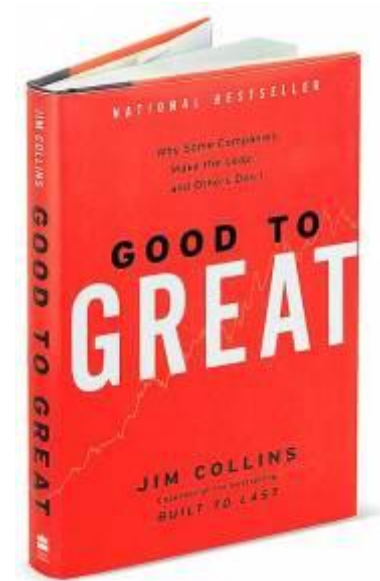


## Jim Collins – Good to Great

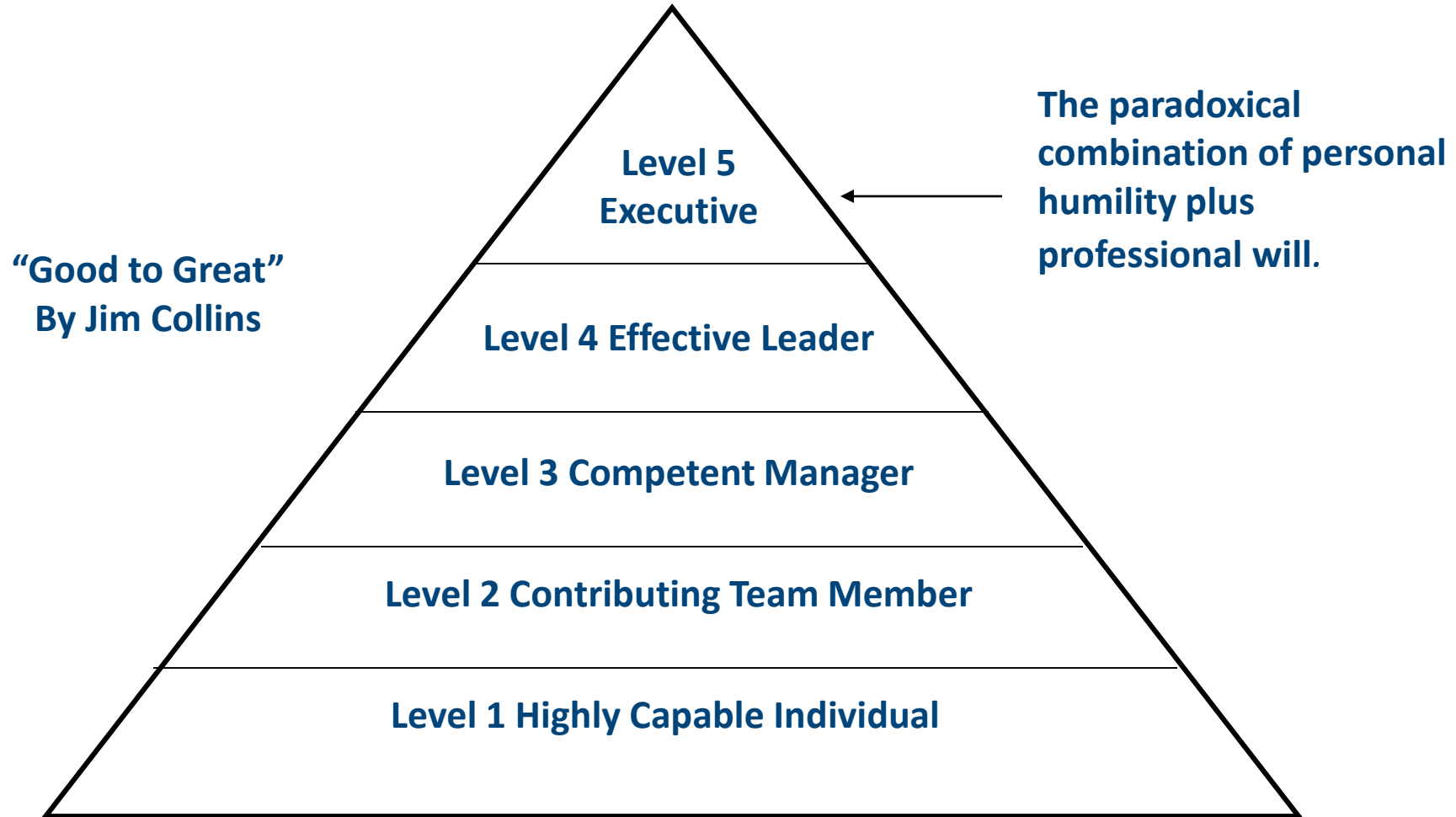
Level 5 leaders

One characteristic  
“The window and the mirror”

Level 5 leaders look out of the window to credit others for success and look in the mirror to apportion responsibility (to themselves) when things don't go to plan.



# The 5 Level Hierarchy



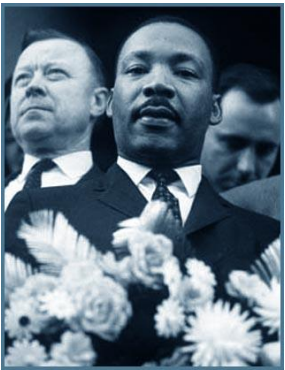


# Level Five Leadership

<b>Level 5 Executive</b>	<b>Builds enduring greatness through a paradoxical blend of personal humility and professional will</b>
<b>Level 4 Effective Leader</b>	<b>Catalyses commitment to and vigorous pursuit of a clear and compelling vision stimulating higher performance standards</b>
<b>Level 3 Competent Manager</b>	<b>Organises people and resources toward the effective and efficient pursuit of predetermined objectives</b>
<b>Level 2 Contributing Team Member</b>	<b>Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting</b>
<b>Level 1 Highly Capable Individual</b>	<b>Makes productive contributions through talent, knowledge, skills and good work habits</b>

# Characteristics of Level 5 Leaders

- Modest and willful
  - Humble and fearless
  - Quiet and reserved
  - Courteous
  - Self-effacing
  - Understated
  - Normal People
- Not ego-driven
  - Not “larger than life”
  - Not a genius with a thousand helpers
  - Does not believe his own press clippings
  - “Plow horses” instead of “Show horses”
  - Rigorous, not ruthless
  - Consider themselves Lucky



# Efficiency and effectiveness



“Efficiency is doing things right

Effectiveness is doing the right things.”

Peter F Drucker

# Ask yourself:

- Ask yourself: Am I doing something that truly matters, or am I just being busy for the sake of it?
- Effectiveness comes from taking the time to stop and evaluate, rather than running faster and faster.

“Here you see, it takes all the running you can do to stay in the same place”

The Red Queen’s speech from *Through the Looking Glass*

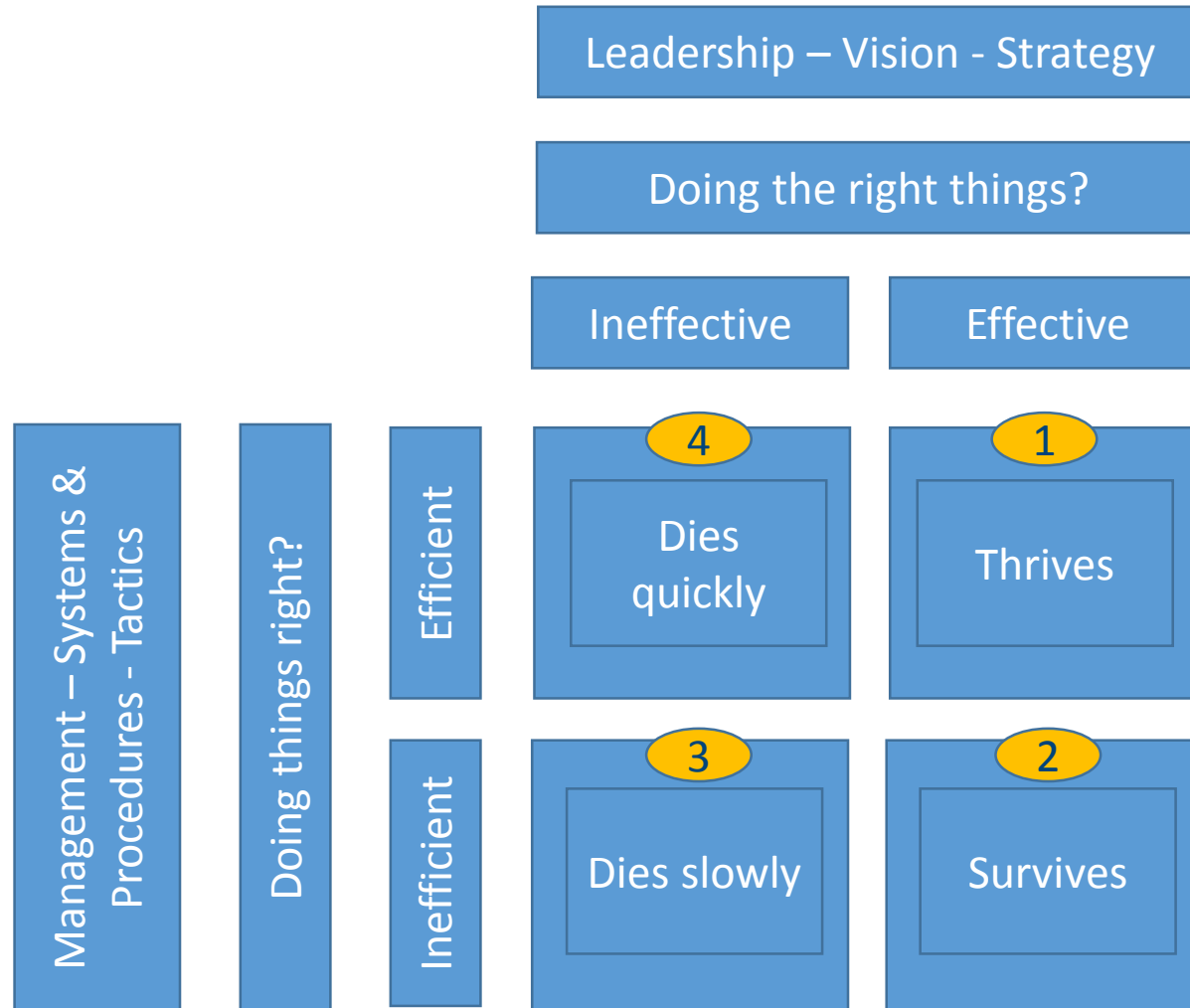
## Exercise: Efficiency and effectiveness

Discuss with a colleague here today how you understand that efficiency and effectiveness relate to management and leadership.

Think of something that might be taking place in your school that represents that is done efficiently but you believe that there might be a more effective way of doing this.

What stops better ways of doing things in schools from being implemented at times?

# Efficiency and effectiveness matrix



## Exercise: Personal efficiency and effectiveness

How would you assess yourself in terms of being efficient at the moment? This will be linked with your management.

How would you assess yourself in terms of being effective at the moment? This will be linked with your leadership.

Is there anything you can do differently about your efficiency or effectiveness?

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