

# Leadership versus Management

In our experience there are four stages of development for anyone responsible for a business.

## 1. Artisan.

The artisan is still at the potter's wheel. The artisan loves to make pottery and when they need others in the business to make more pots, they sit beside the new potters and are one of the gang of artisans. This usually works fine when life is predictable and stable, and when demand doesn't fluctuate or the market change. Anyone who has become responsible for others will recognise that the earliest part of their career would have been typified by this type of behaviour. Where it starts to fall down is where the business grows and more people come on board, requiring more input and support. This inevitably prompts someone to step up and be willing to look after others.

## 2. First manager stage.

At this stage, we are not far from the tools and we are also, possibly, the most skilled at the job. What this tends to prompt is what we call the hero stage of management. Heroes (wearing their underpants firmly on the outside) love nothing better than to save the day. Their team face a challenge, and in flies the hero to sort things out and take over to make things work. At first glance, this seems like a sensible plan: the person with the most experience does the most challenging work. But what are the consequences of this type of management? At a personal level it can feel, at least initially, quite satisfying – others look to you for answers, and you, the hero, are there to save the day. However, in the longer term it is tiring and has the significant disadvantage that it does not develop others to learn and develop themselves to be able to handle these situations in the future. So if you are at this level, you need to ask yourself if you are willing to change the way you engage with your team to take a bit more time and ask them to come up with solutions, and to work with them to help them develop themselves to become more capable so your role is no longer the hero, but rather the developer.

## 3. Meddler.

Meddlers typically invest a lot of time and money in recruiting or growing capable people to run parts of their business. And when these wonderful people come in and start working, meddlers feel a need to dip into the areas of responsibility they have

officially delegated and start getting in the way! The impact of this is that they generally undermine and annoy these wonderful people who then may decide to leave as they like their own autonomy, and do not enjoy being micro managed! The trick to effectively work at this level, when you have capable managers in the business is to create effective ways to manage them that are mutually agreed between you (clear roles and responsibilities, clear decision making authorities, clear goals and targets). If you do this, it will leave you free to move into the fourth place...

#### **4. The Strategist.**

At this point you are able to take time away from the coal face to think clearly about your business. This position is sometimes called working 'on' the business rather than 'in' the business. This is when you are doing the work of strategic leadership: mapping out your on-going understanding of the business, your industry dynamics, the latest developments in technology, best practice care and what is going on with your team.

Our experience is that people who devote some time to this leadership role get far better results than those who do not. To give yourself confidence to do this effectively, it is helpful to have some analysis tools to help you see things differently.

Learn more about these types of leaders and useful analysis tools at the SPVS Leadership Academy on the 11/12 September and 5/6 November.

Dates : 11/12 September and 5/6 November 2018

Location : Guilford

For further information and to register visit <https://spvs.org.uk/leadership-academy/>