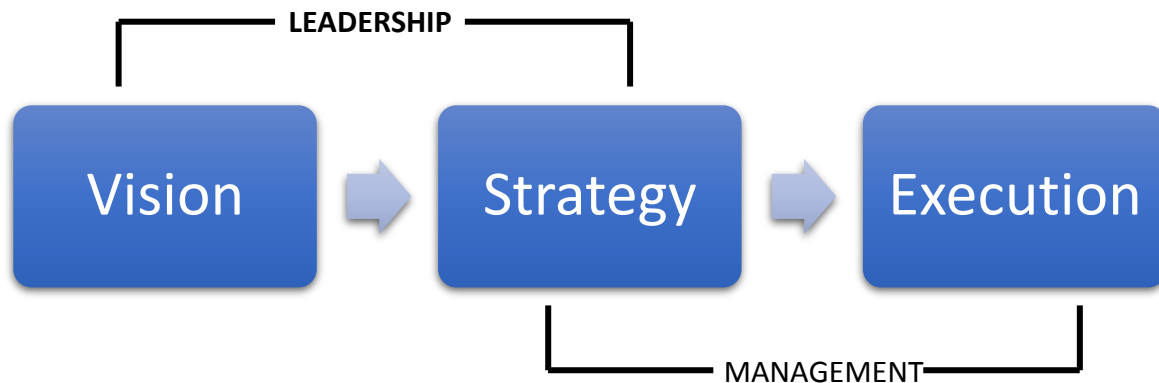


KEY POINTS



Starting to Lead

Management and Leadership

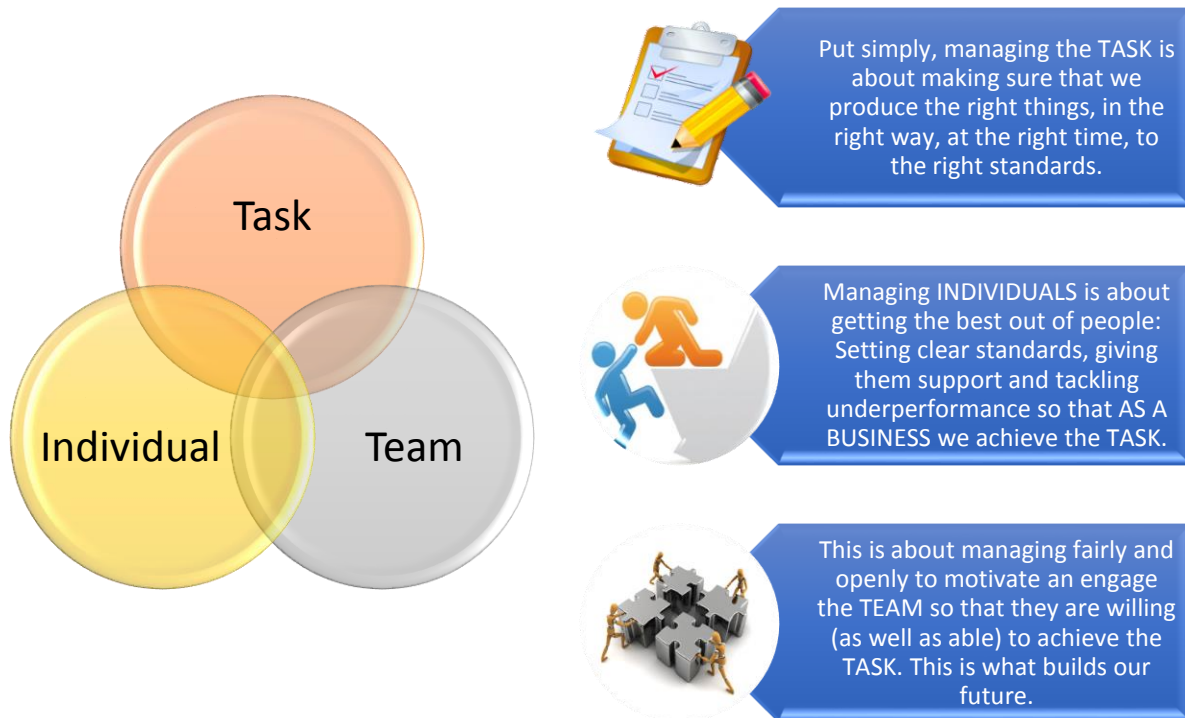


What Managers Do

Set objectives	Motivate people	Check work
Coach people	Monitor performance	Make decisions
Authorise actions	Solve problems	Allocate tasks
Resolve conflict	Prioritise work	Report back
Have difficult conversations	Influence people	Produce reports/data
Hold or attend meetings	Do the work	Represent the business
Plan ahead	Be commercially aware	Balance corporate needs with local ones
Develop themselves	Review information	Achieve results



Action Centred Leadership (John Adair)



Dangers of Spending too Much Time in Each Circle

TASK	INDIVIDUAL	TEAM
<ul style="list-style-type: none"> Only focus on 'here and how' Little planning No development Crisis management People feel neglected Team morale suffers People get stressed People leave 	<ul style="list-style-type: none"> No common goal or approach Rumours start Danger of 'favouritism' Standards slip Manager finds it hard to detach and be impartial People become 'victims' with the manager the 'saviour' 	<ul style="list-style-type: none"> Having a good time is more important than achieving results Hard to make 'tough' decisions Individuals 'carried' or overlooked People stop taking personal responsibility Team becomes isolated