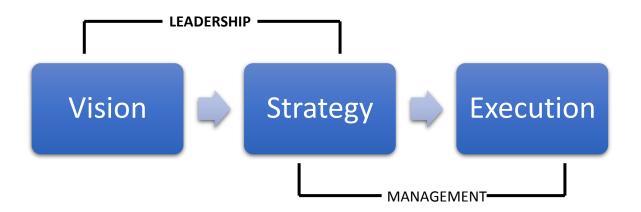




Starting to Lead

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

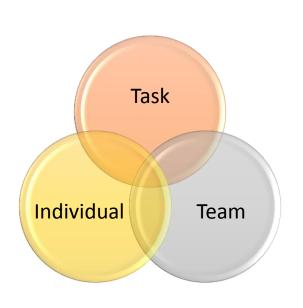
www.power-hour.co.uk Page 1







Action Centred Leadership (John Adair)





Put simply, managing the TASK is about making sure that we produce the right things, in the right way, at the right time, to the right standards.



Managing INDIVIDUALS is about getting the best out of people: Setting clear standards, giving them support and tackling underperformance so that AS A BUSINESS we achieve the TASK.



This is about managing fairly and openly to motivate an engage the TEAM so that they are willing (as well as able) to achieve the TASK. This is what builds our future.

Dangers of Spending too Much Time in Each Circle

TASK	INDIVIDUAL	TEAM
 Only focus on 'here and how' Little planning No development Crisis management People feel neglected Team morale suffers People get stressed People leave 	 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' 	 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

www.power-hour.co.uk Page 2