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What is Leadership?

"The Truth is that no one factor makes a company admirable. But if you were forced to pick the one that makes the most difference, you'd pick leadership."
(Warren Bennis, 1998)

"Leadership is getting ordinary people to do extraordinary things: and there's a hell of a difference between the two." (Sir John Harvey-Jones)

"Of all leaders, the one who is the most successful is the one whose subjects can say 'we achieved this ourselves' " (Lao Tse - Chinese Philosopher)

"A leader shapes and shares a vision, which gives point to the work of others"
(Charles Handy)

"Leadership is the process of influencing activities of an organised group in its efforts toward goal setting and achievement" (R Stogdill)

"Effective leadership is not about making speeches or being liked it's defined by results not attributes" (Peter Drucker)

"Self-awareness is central to being a successful leader" (Kouzes & Posner (The Future of Leadership))

"Leadership that excites, energises, motivates and liberates others is the essence of empowerment" (Voght and Murrell)

Bob Stark CEO hall mark cards: "we are going on a long journey, we will carry are wounded with us but we will shoot our stragglers"

Sir John Harvey Jones: "the aim of the business leader is to be better than the best"

Peter Senge: "we have moved from the age of heroes to the age of designers, stewards and teachers"

John Adair: "the elements of the team, individual and task are interwoven and all three should be kept in balance"

Tom Peters: "the most effective leaders empower others to act and grow in support of the cause that both a leader and follower find worthy"

Charles Handy: "a manager is given subordinates, a leader must earn followers"

What's the difference between leading and managing?

- Managing is the control of processes, structures and measurement is usually more directive
- Leading is the ability to inspire and develop others through a compelling vision to achieve results

What's the difference between managers and leaders

- Managers administer, leaders innovate
- Managers ask how and when, leaders ask what and why
- Managers focus on systems, leaders focus on people
- Managers do things right, leaders do the right things
- Managers maintain, leaders develop
- Managers rely on control, leaders inspire and trust
- Managers have a short-term perspective, leaders have a longer-term perspective
- Managers accept the status-quo, leaders challenge the status-quo
- Managers have an eye on the bottom line, leaders have an eye on the horizon
- Managers imitate, leaders originate
- Managers emulate the classic good soldier, leaders are their own person
- Managers copy, leaders show originality

Abraham Zaleznik (1977) and Warren Bennis (1989) identified differences between leadership and management.

Leaders

- Drive the process of change
- Question existing rules, structures and paradigms
- Continually work towards transforming the organisation and its structure, processes and goals
- Create and strive for the achievement of a shared vision
- Inspire all the members of the organisation, or that part for which the individual is responsible, to high level of energy and commitment
- Be prepared to take a succession of considered and thoughtful risks
- And, to paraphrase the motto of the Starship Enterprise, split infinitive and all, "to boldly go where no one in the business has gone before".