Are you Leading or Managing?

Deb Assheton

Tuesday 25 July 2023

Wolters Kluwer   THE AMPLIFY Group
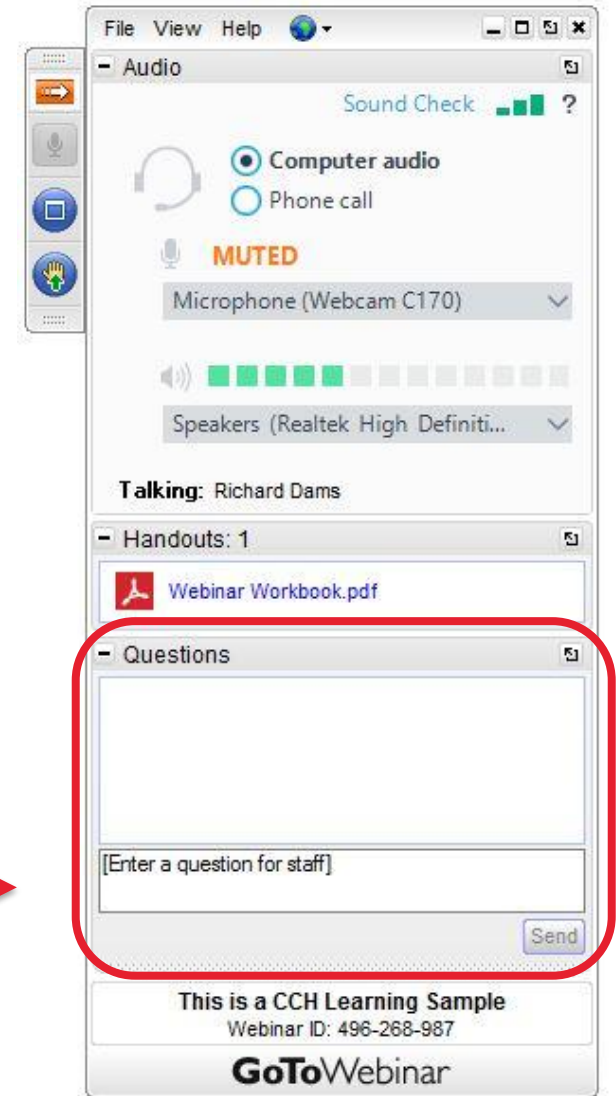
How to participate today
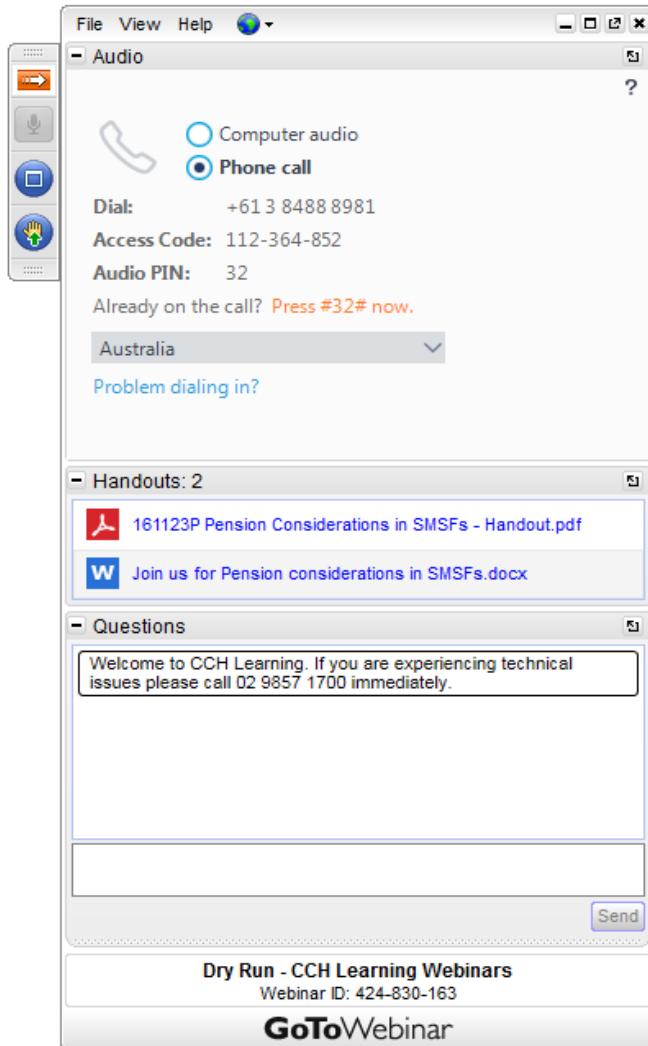
- Handouts Section - PowerPoint

- Sound Problems? Toggle between Audio and Phone

- Within 24-48 hours you will receive an email notification of the e-learning Recording

Wolters Kluwer **CCH Learning**

THE AMPLIFY Group

Questions?

Alison Wood
Moderator

Type your question and hit Send

GROW YOUR SKILLS, GROW YOUR KNOWLEDGE, GROW YOUR BUSINESS.

Subscribe to CCH Learning and gain **unlimited access** to all live webinars, E-Learnings and supporting documentation.
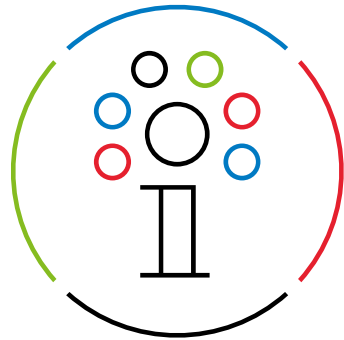
Plus, your CPD hours will be recorded automatically.

au-cchlearning@wolterskluwer.com

Your Presenter

- **Deb Assheton**
- Director
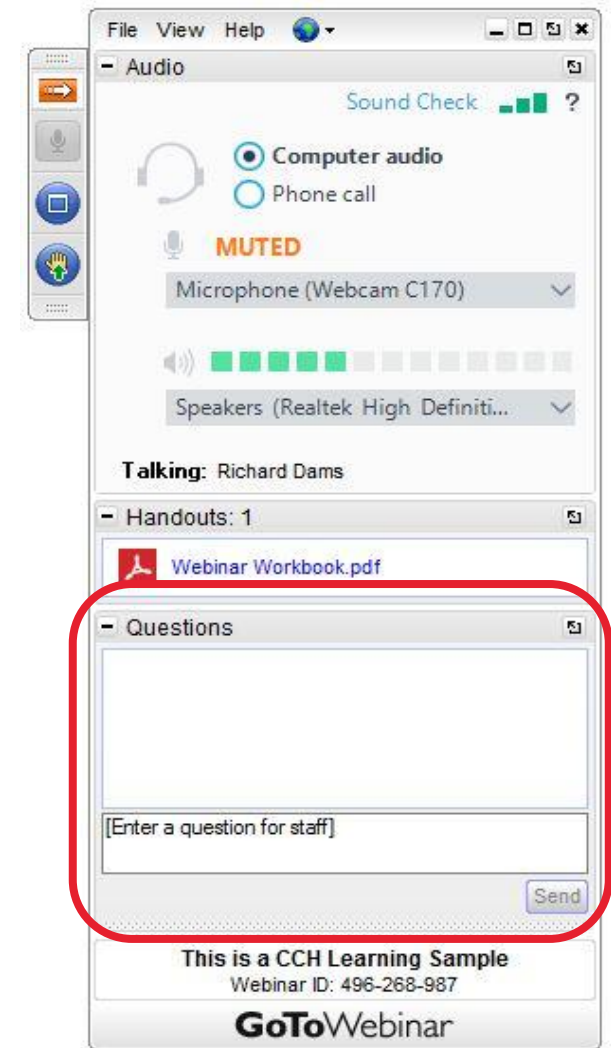- The Amplify Group

Today's session will cover

Are you Leading or Managing

- What's the difference between Leading and Managing?
- Perspectives
- Skill sets
- Execution
- Q & A

QUESTION: How do you know that a Leader is in the room?

Please type your response in the questions box
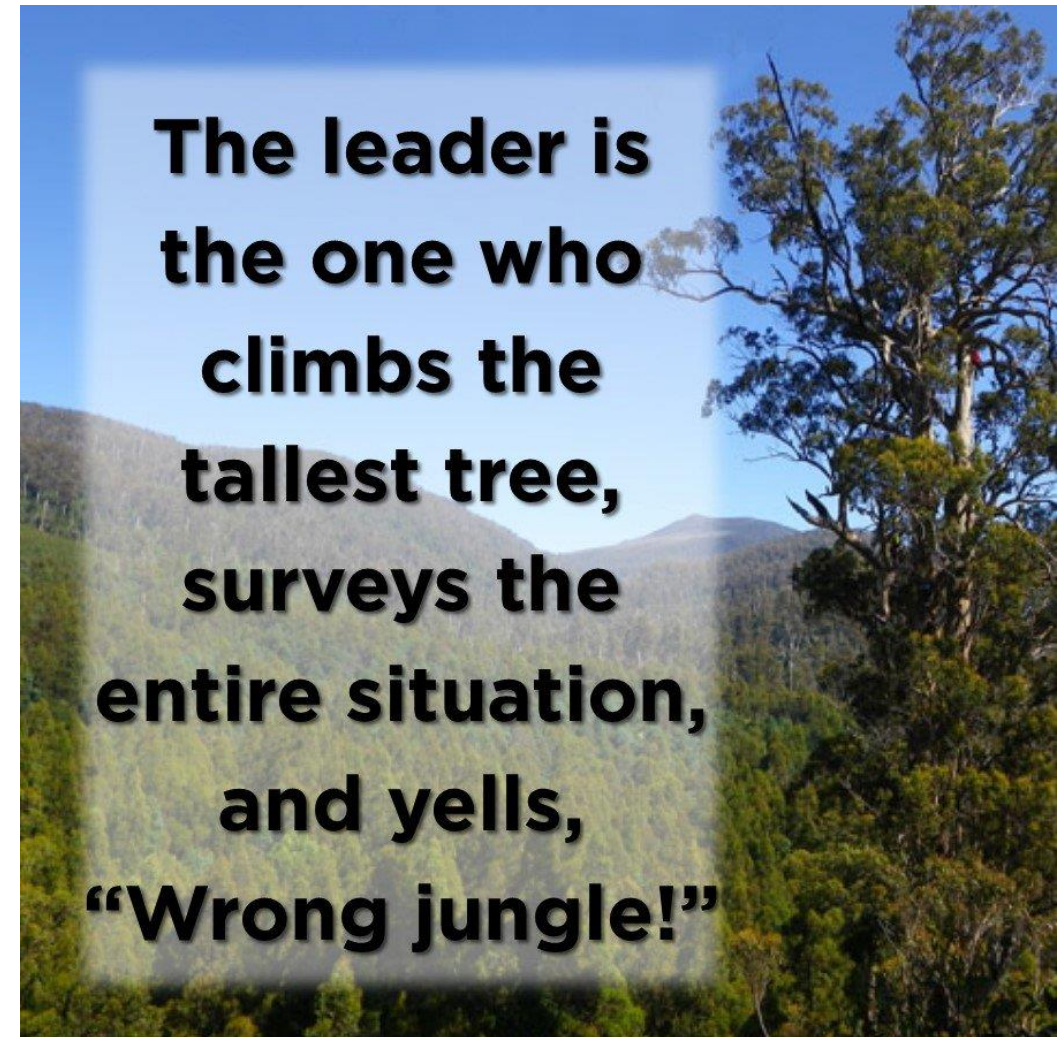
Leading & managing in practice

Leadership is
about
Setting Direction

Management is
about
Mobilising Resources

Why do we want or need both Leadership and management?

- Leadership and management are two distinct domains (of perspective, skill and focus)
- They are complementary perspectives, skill sets and areas of focus
- Both are necessary to achieve and maintain anything of substance
- Both are necessary for effective change
- Without Leadership we go in circles
- Without Management nothing gets done

The leader is the one who climbs the tallest tree, surveys the entire situation, and yells, "Wrong jungle!"

Leading & managing in practice

Setting Direction

- Creating vision
- Sharing vision
- Resolving conflict
- Inspires and expands
- Generates shared understanding and ownership
- Raises expectations
- Articulates and makes explicit what is possible
- Challenges us/I/you

Mobilizing Resources

- Plans and executes
- Allocates of resources
- Creates teams and work streams
- Assigns tasks
- Plots the steps
- Measures progress
- Course corrects
- Counts and monitors
- Iterates and responds

The Global Environment

**Volatility Uncertainty Complexity Ambiguity**

For Leaders VUCA is…

Is changing the nature of challenges

Changing the nature of mistakes

Requires the ability to constantly adapt

Wolters Kluwer   **CCH Learning**

Symmetra

THE AMPLIFY Group

We need both Leadership and Management to help our teams to *FIND A WAY*

We are always leading and managing the process of *finding a way*
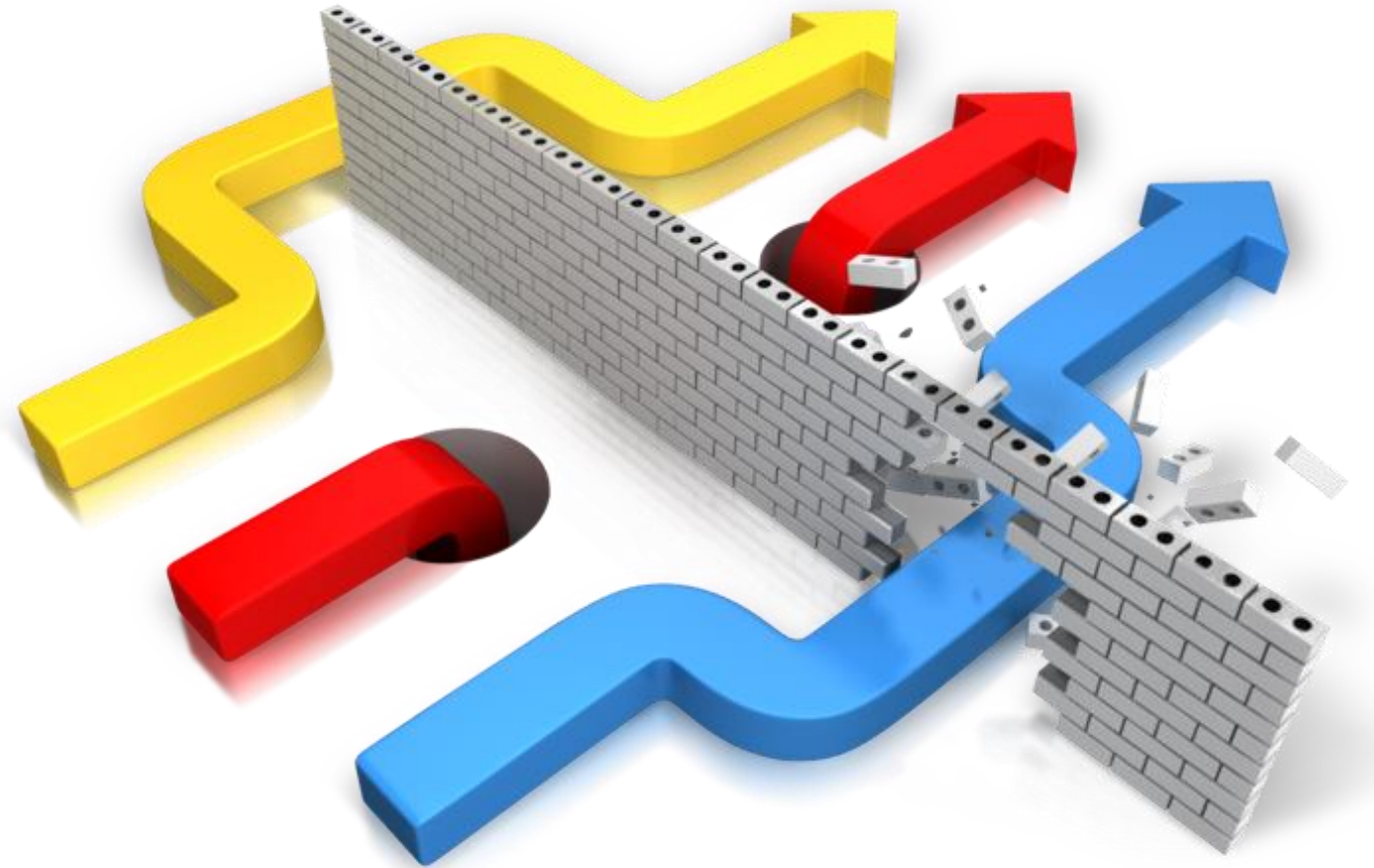
The work for Leaders…

Leadership

- Seek opportunities for sustainable revenue growth
- Identify and lead your organisation/ team through adaptive challenges
- Engage your team and customers
- Demonstrate passion - commitment, openness, decisiveness, empathy and confidence
- Focus the vision – make it specific and clear

Management

- Prioritise (be ruthless)
- Pace the progress
- Utilise conflict constructively
- Create line of sight (goal clarity)
- Elevate clarity
- Create a performance focus
- Call the problems and challenges (zero avoidance)
- Utilise diversity of thought
- Measure and communicate progress

Wolters Kluwer **CCH Learning**

THE AMPLIFY Group

VUCA is changing the nature of our problems & challenges
Historically Leaders have solved mainly technical challenges

Technical challenges are:

- Easy to identify
- Can be solved by the knowledge of experts
- The link between problem, solution and implementation are clear
- Resolution is easily identifiable

Adaptive Challenges

Wolters Kluwer **CCH Learning**

THE AMPLIFY Group
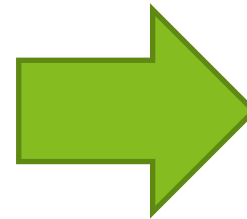
Adaptive Challenges

- The problem is hard to define
- There is often no one clear solution
- Is easy to resist or ignore – generate disequilibrium and avoidance
- Have a longer timeframe than technical challenges
- People need to solve adaptive changes through a process of experimentation
- Leaders need to be able to generate and sustain productive discomfort

The Balcony and the Dance Floor
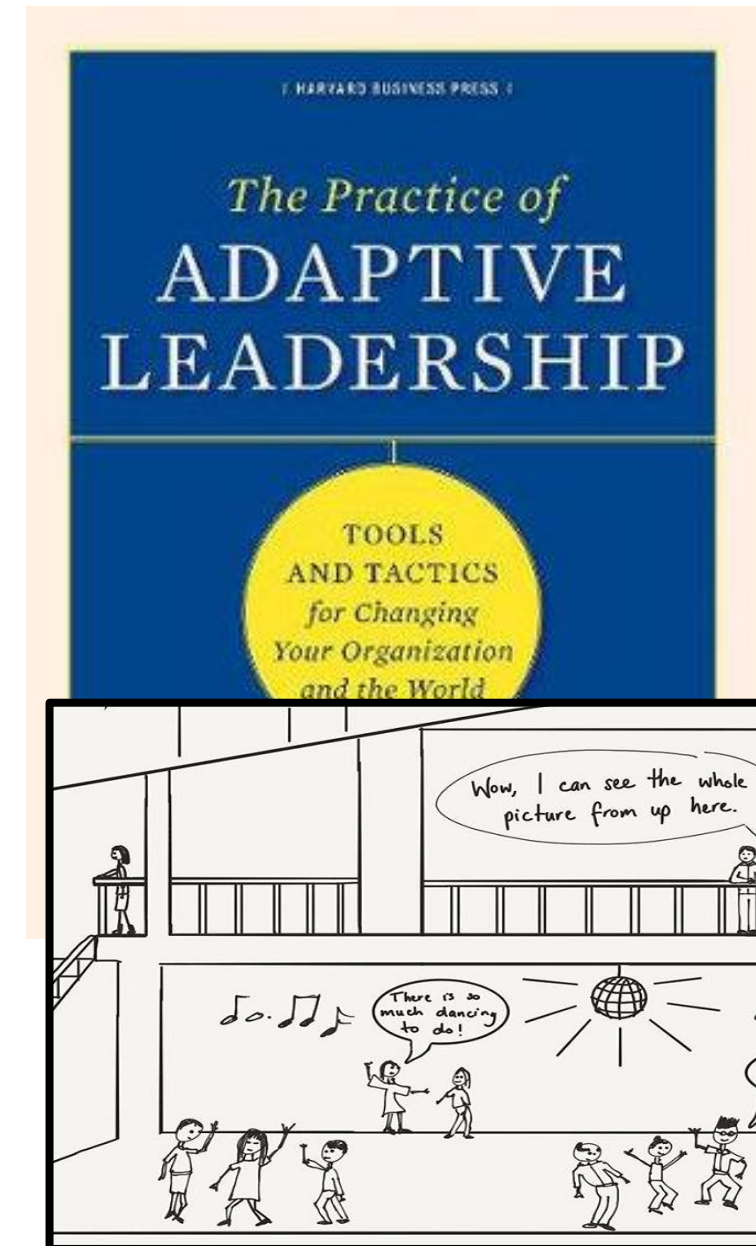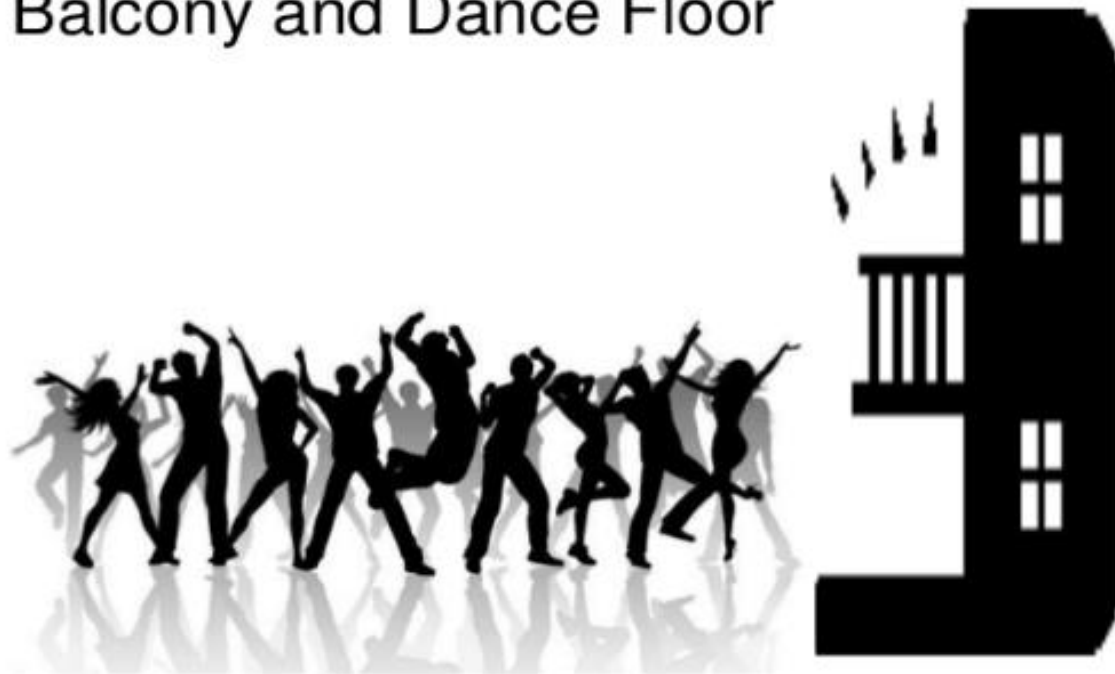
The Balcony and the Dance Floor

Reflection …

- How much time do you spend on the balcony considering strategic themes?
- In meetings do you typically present a dance floor or a balcony perspective about the topic being discussed?
- Do you typically notice Balcony 'problems/issues' or Dance Floor 'problems/issues'?
- Do you typically notice Balcony opportunities or Dance Floor opportunities?
- Do you typically have Balcony insights or Dance Floor insights?
- Do you typically provide Balcony feedback or Dance Floor feedback?
- Can you think of a time where you have successfully combined both perspectives while on the dance floor or while on the balcony?
- What do you need to do differently to better position your perspective/time/energy and insight?

Balcony and Dance floor perspectives

	The Benefits	The Skill	One perspective only	Final outcome of one view
The Balcony (leading)	• Broad view • Greater timeframe • Objective perspective • Systemic explanations • Situation dynamics	Capacity to respond and initiate	• Decreased levels of actual participation • Decreased capacity to manage day to day • Pontification and ineffectual	Contribution becomes irrelevant
The Dance Floor (managing)	• Acting and doing • Narrow view • Next challenge/deadline view • Task focus • Hurdles, challenges, problems perspective • Balancing resources	Capacity to react	• Inability to see what is coming • Decreased understanding of your own role • Decreased leadership capacity • Repetitive levels of performance	Can only react

Wolters Kluwer CCH Learning

The AMPLIFY Group
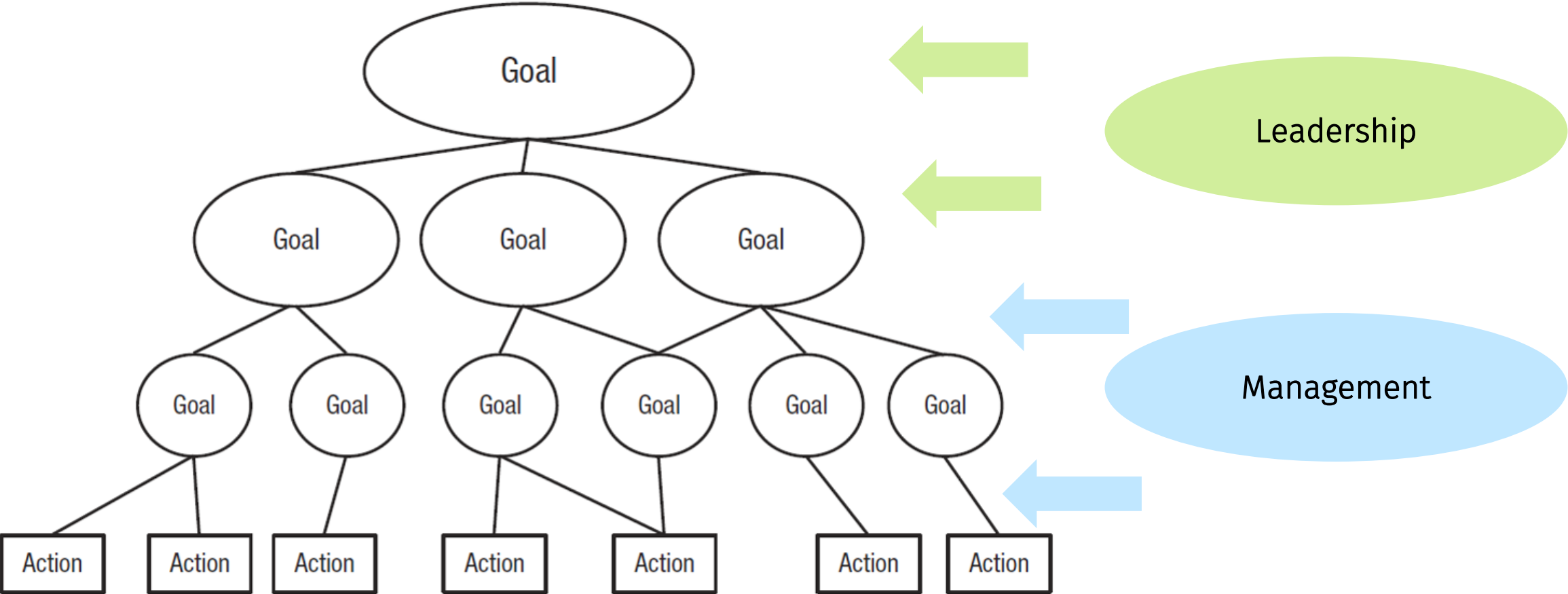
Skills of Leadership

- Cultivate your Emotional intelligence
- Cultivate your Change capacity
- Cultivate your capacity for debate and constructive conflict
- Develop your capacity for setting direction and goal orientation
- Learn to partner

Goal Hierarchies

Goal

Superordinate Goal

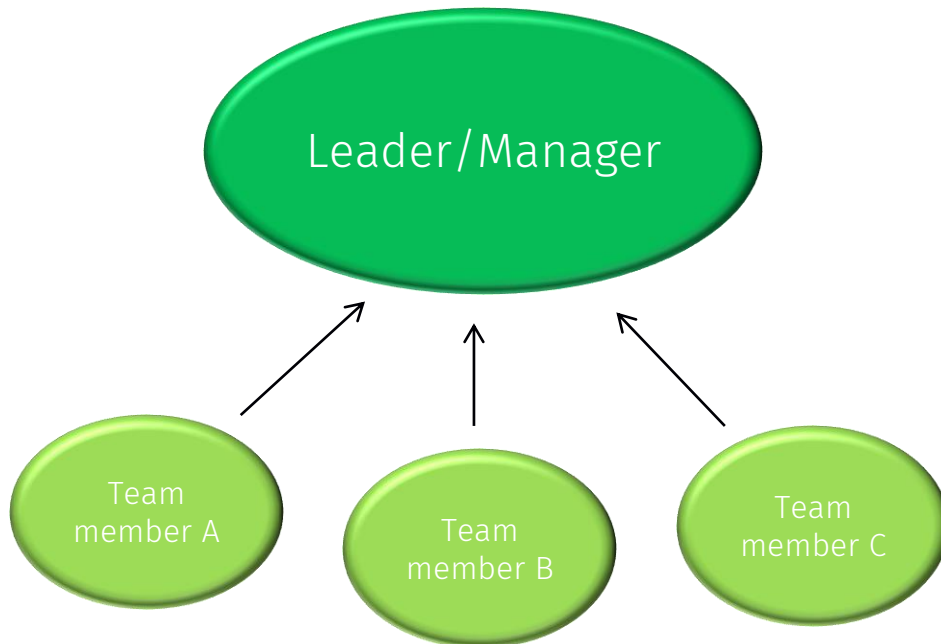Higher order Goals

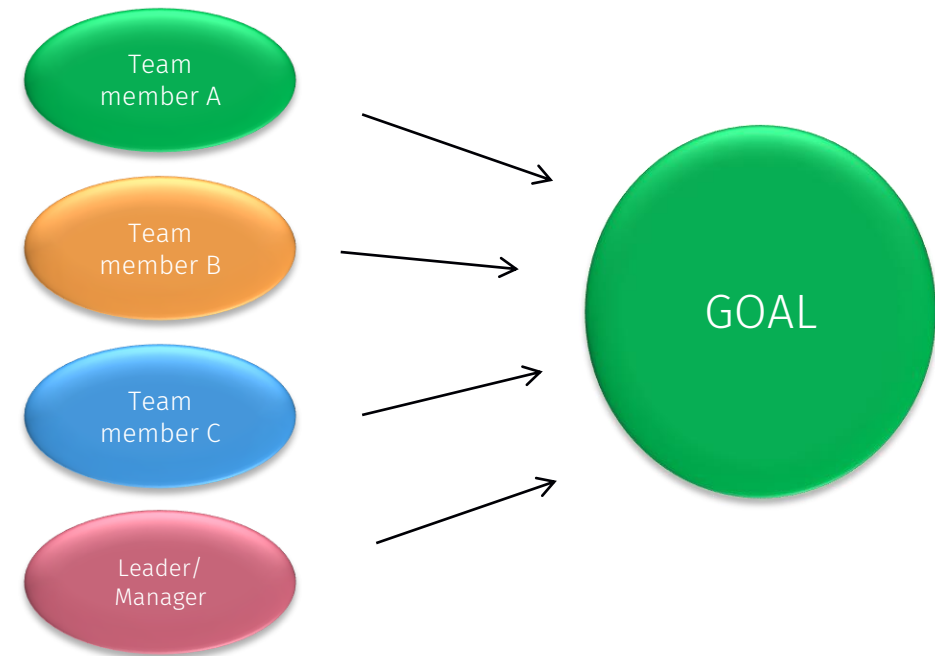Lower order Goals

Action
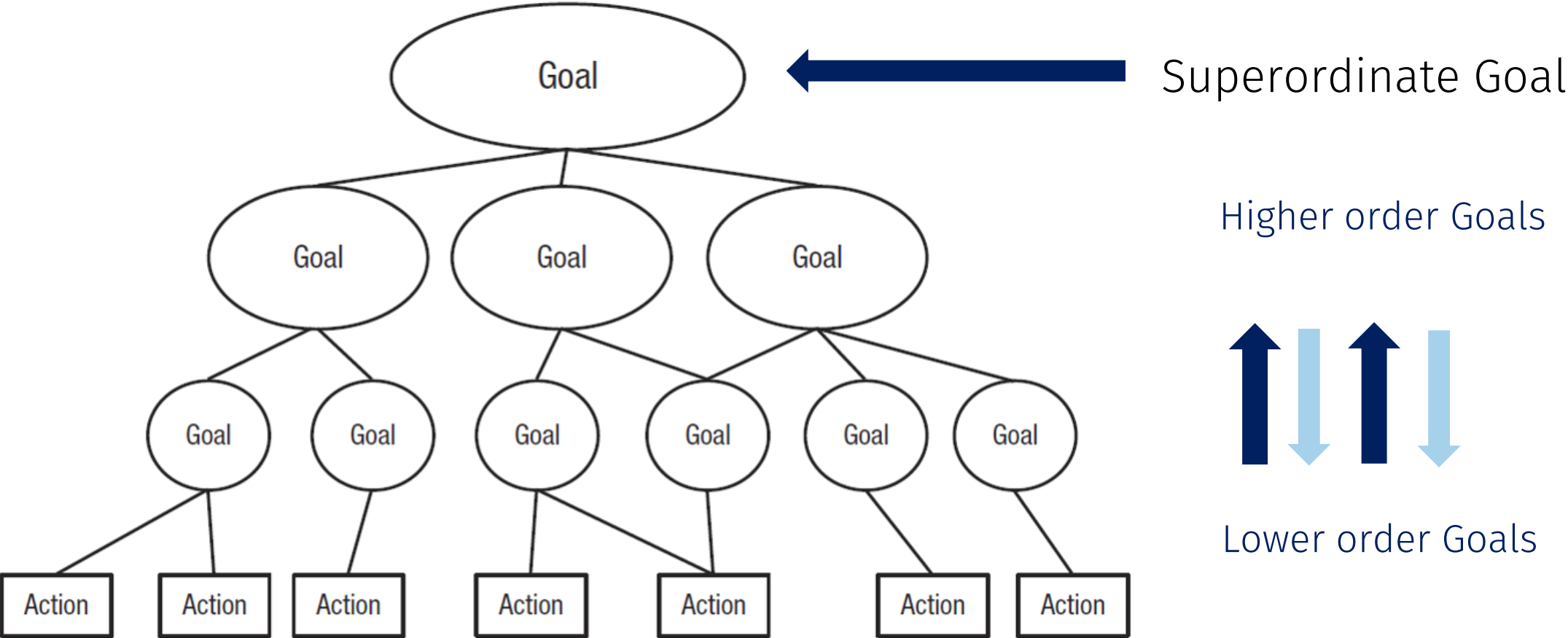
Goal Hierarchies

Source: Angela Duckworth. GRIT, 2017

Goal orientation in teams

Typical Team Orientation

High-performance Orientation

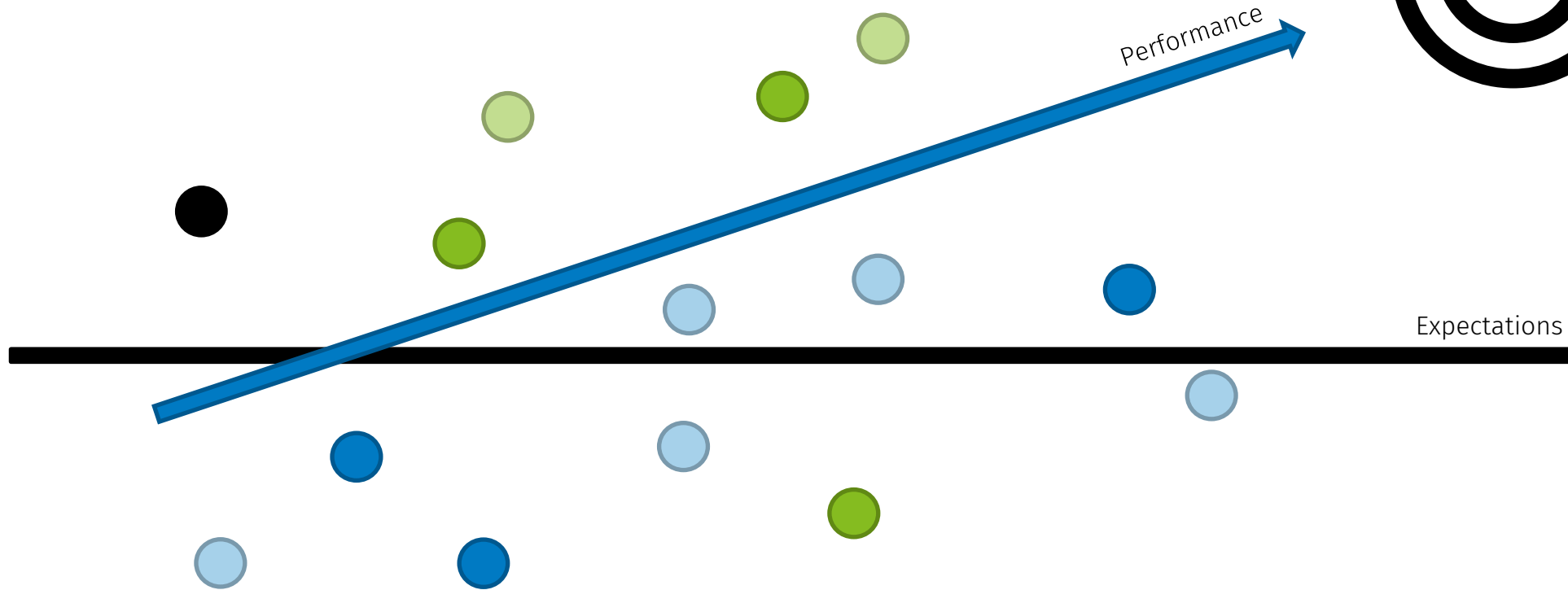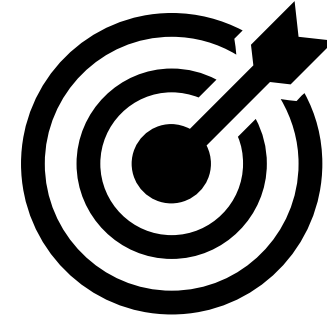Source: Locke and Latham 1990, 2002, 2011, 2013

Aspects of Management

- Manage your energy
- Manage your time
- Master your calendar
- Stay in your Power
- Know your goals
- Set expectations
- Stay connected and communicate (feedback)
- Manage at the right level
- Celebrate and Learn

The art and science of work management

High Performance in action

Performance

Expectations

Best-practice expectation discussions

Communication

Technical work

Ways of working

**Important &
disparate aspects**

My expectations

Your expectations

**Explicit
discussion**

Our Agreement

**Collective
expectations**

Source: B4P©, Helmsman International, 2017

Wolters Kluwer   **CCH Learning**

THE AMPLIFY Group
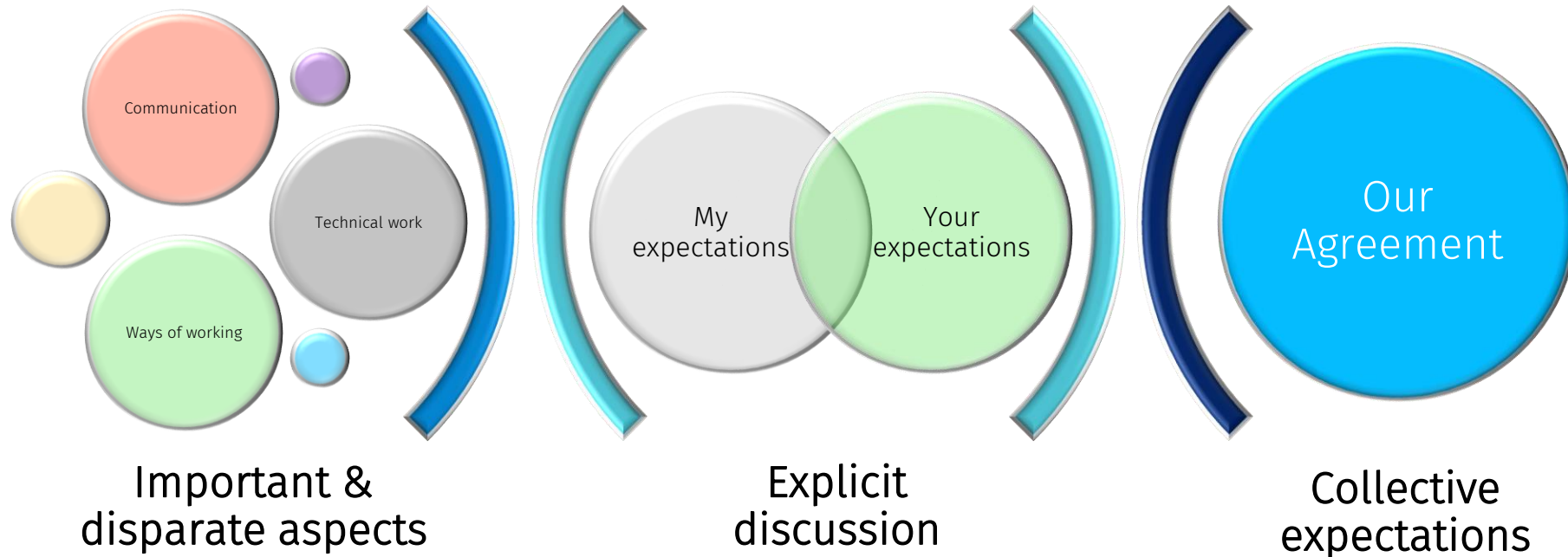
Setting your expectations

Personal Expectations

"I like to work with my team rather than just tell everyone what to do. It's important to me to hear your views, your thoughts, your concerns and I want to you know that it is okay to express doubt, to ask questions and certainly to tell me when you see problems."

"It is very important to me that we have complete honesty between us – at all times and on any issue. You have my commitment that I will be completely honest with you, to the extent that I can be, on any issue and I ask you for the same commitment"

Performance Expectations

"I want us to be a very high performing team. In that I mean that we deliver to our KPI's plus we learn, grow, work well together and add value while we do it. For me that means we have to each contribute and put in the effort as needed. While I am not a fan of extensive working hours, when we have a deadline I need your commitment to out in the work required to meet it. I will support you in balancing that later if we need to"

"Where we hit roadblocks, problems etc, please come with solutions you are ready to talk through or suggest. Rather than just 'bringing a problem'.

Communication Expectations

"Where you think we can't deliver something, or you see signs of it 'going south' or there are errors. Please tell me asap so we can deal with it early. My hard and fast rule here is 'no surprises'

"This is the 1:1 meeting structure I propose…share contribution expectations

These are the team meetings we have – share contribution expectations

"I send emails at all hours as I work around my family. I have no expectation that you respond as you receive them. Only that you are responding in line with commitments we have"

Technical/Professional Expectations

Role specific expectations around levels of expertise, checking of work, responsibilities for collaboration

How you will respond to scope/budget changes

Your expectations around self-development of professional skills

Might also include communication with client stakeholders/other professional stakeholders
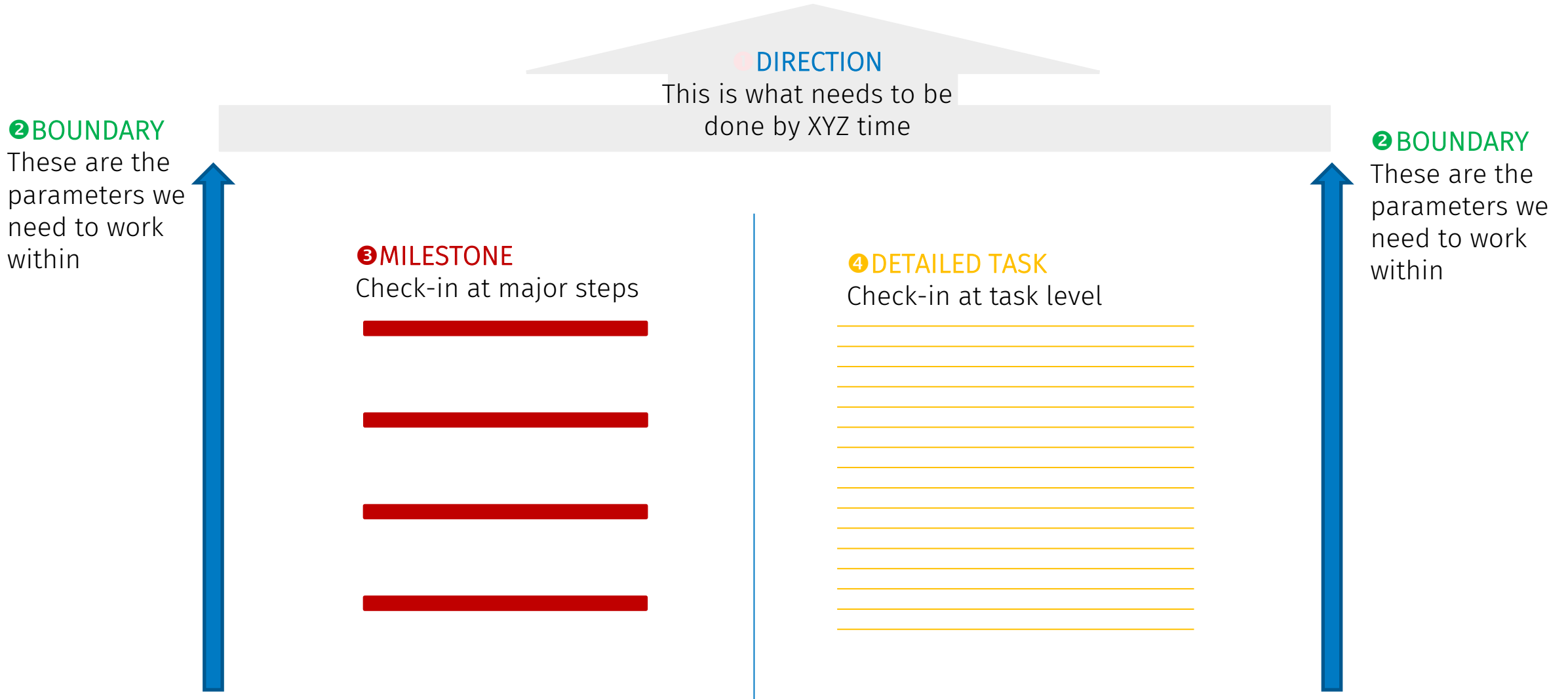
Possible areas of expectation for discussion..

What other areas can you think of?

1. Communication
2. Technical/professional expectations
3. Performance expectations
4. Personal expectations
5. Flexible/Ways of working expectations
6. Conflict resolution
7. Client/project specific expectations
8. Career progression

The levels we manage at

❶ DIRECTION
This is what needs to be done by XYZ time

❷ BOUNDARY
These are the parameters we need to work within

❷ BOUNDARY
These are the parameters we need to work within

❸ MILESTONE
Check-in at major steps

❹ DETAILED TASK
Check-in at task level

THE AMPLIFY Group
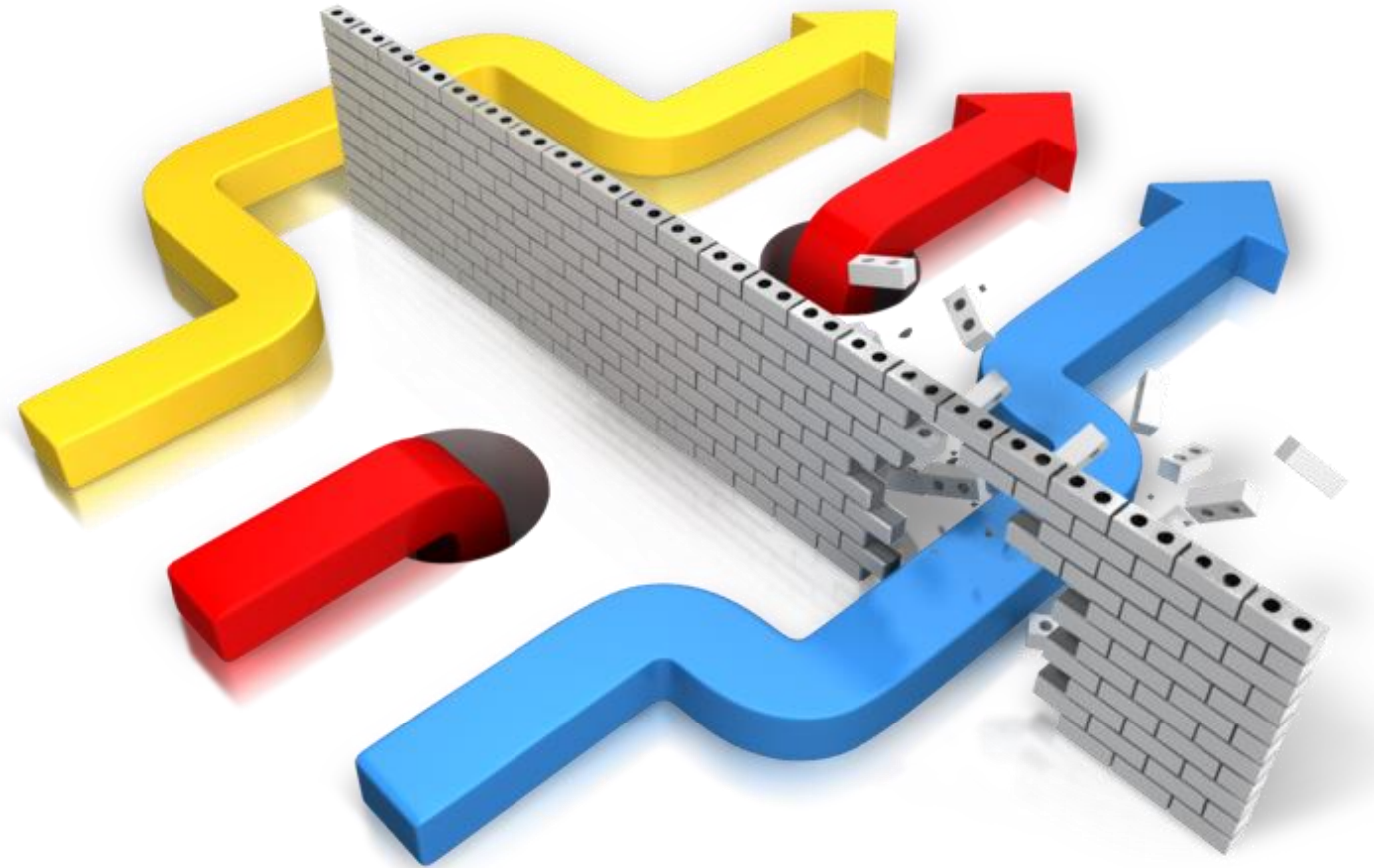
We need both Leadership and Management to help our teams to *FIND A WAY*

We are always leading and managing the process of
finding a way

Wolters Kluwer **CCH Learning**
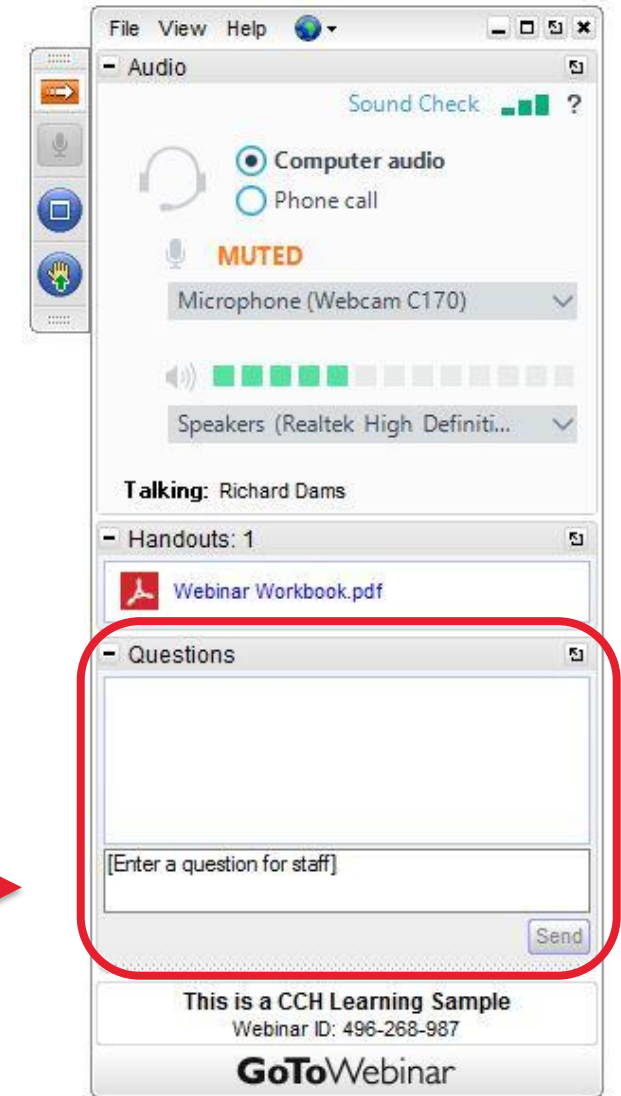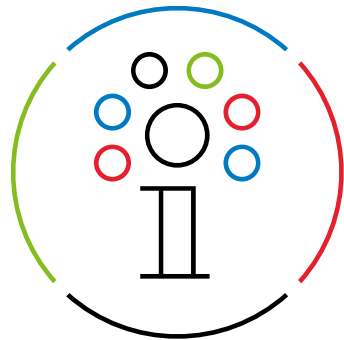
THE AMPLIFY Group

Questions?

Alison Wood
Moderator

Type your
question and hit
Send

Upcoming Webinars

- 26 July – End of Financial Year Guide (Accountants Edition)

- 27 July - Referrals for Revenue Growth

- 01 August - Cyber Security Update - August 2023

- 01 August - SME Structuring (Part 2)

- 02 August - The Role of Trusts in Estate Planning

- 02 August – Investment Properties: Repairs, Renovations and Improvements

Questions

- **Deborah Assheton**
- Director
- The Amplify Group
- 0425 214 215
- deb@theamplifygroup.com.au

Wolters Kluwer **CCH Learning**

Next steps

Please complete the Feedback Survey when the webinar ends

Within 24-48 hours you will be enrolled into the E-Learning which includes:

- a PDF of the PowerPoint
- a verbatim Transcript
- any supporting documentation
- a CPD Certificate

Thank you for attending

Wolters Kluwer

THE AMPLIFY Group