

# Assessing Management and Leadership (M2L)

## The A to Z of M2L – Part One



# Management and Leadership

**The purpose of this presentation is to:**

- 1. Help you avoid the mistakes and pitfalls associated with assessing the performance of Managers and Leaders; and**
- 2. Recommend actions based on the M-L equation i.e. understanding the difference between Management & Leadership.**

**The next slide shows the key difference.**



# Management and Leadership

**Management and Leadership are different!**

**Management is predominantly about task performance and outcomes.**

**Leadership focuses on people & culture.**

**The diagram below shows the difference.**

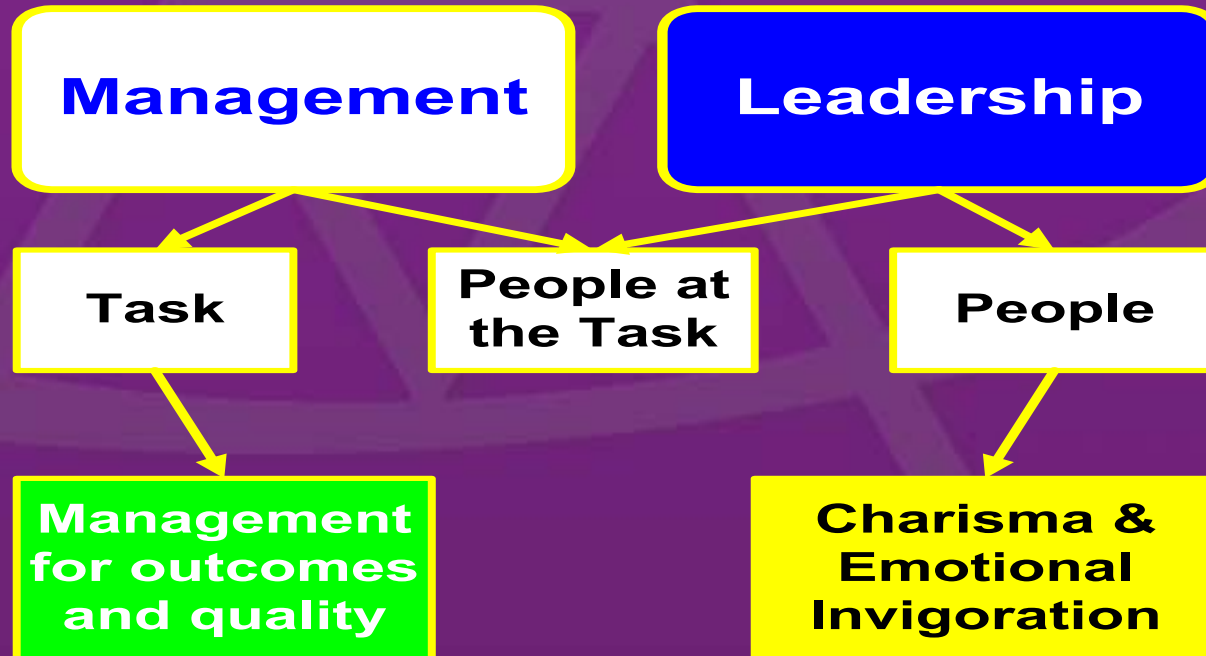


# Management and Leadership

**This model depicts the difference between Management & Leadership**

Management is task oriented and involves the quantity, quality and precision of output i.e. goal achievement.

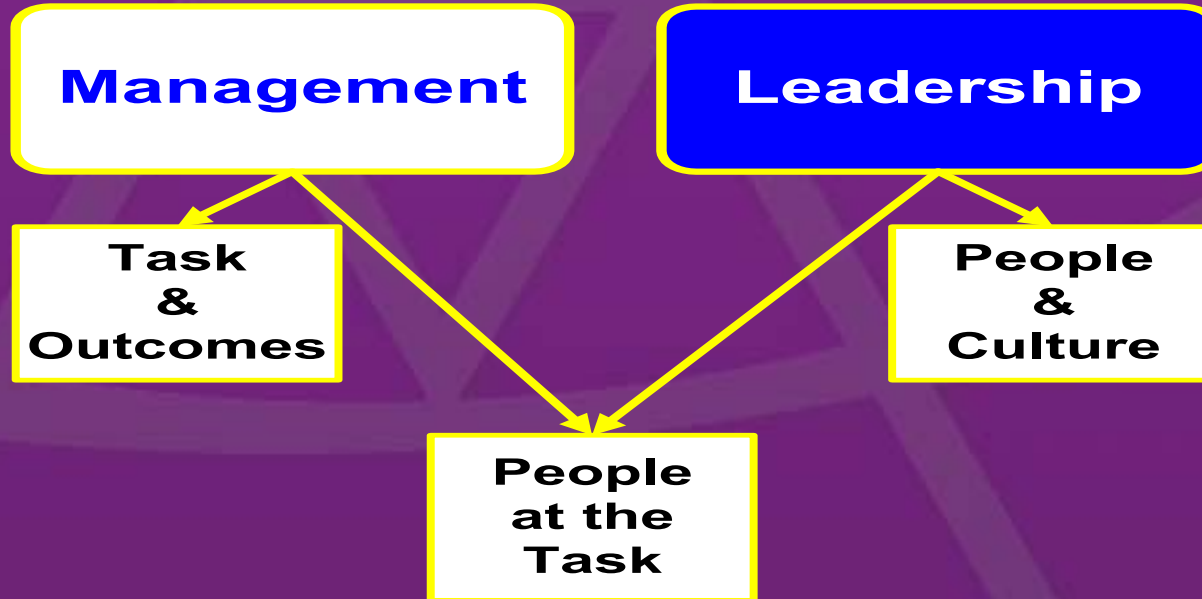
Leadership is people oriented and focuses on inspiration, charisma and emotional invigoration. Roles overlap with regards to people doing the task.



# Management and Leadership

Management and Leadership overlap with respect to managing people at a task. In this regard, a manager ought focus on developing people's skills for doing the task. Leaders focus on creating a culture where people and performance mix to promote a noetic and inspirational workplace.

The diagram below shows the overlap of roles with respect to people..



# Management and Leadership

Using the preceding differentiation between Management and Leadership, to assess the performance of Managers and Leaders any process should adopt the “Managing Performance” cycle which means creating a context, establishing requirements (goals and KRAs), providing feedback, providing development opportunities and R&R (Recognition and Rewards).

On the basis that the Managing Performance cycle will be adopted, the next slides discuss what to assess and how to undertake the assessment.



# Management and Leadership

If you want to assess performance, the key questions regarding management performance are:

1. Do you want managers to be good at leading and developing people?
2. If yes, what aspects should managers be good at?
3. If managers need leadership skills, how will you ensure managers have the skills?
4. If managers are meant to have leadership skills, how will you measure their performance?



# Management and Leadership

If you want to assess performance, the key questions regarding leadership performance are:

1. Do you want leaders to be good at managing processes?
2. If yes, what aspects of management should leaders be good at?
3. If leaders need task & process skills, how will you ensure they have these skills?
4. If leaders are meant to have task and process skills, how will you measure their performance?

The next slides offer answers to these questions on management and leadership performance.



# Management and Leadership

## Assessing Managers

### Please NOTE:

It is not necessary for all managers to be leaders. Managers need skills at:

- analysing job needs,
- job, task planning;
- delivering job messages and communicating requirements;
- assessing needs (people and process);
- providing clear, emotionally free feedback;
- process diligence & outcome assurance;
- modelling consistency with the organisation's strategy, values, beliefs;
- assessing "critical pathways, critical points and critical moments";
- being there when it is critical and slightly before (re: critical above) and
- caring for people and their development.

Therefore, assess managers against these requirements.



# Management and Leadership

## Assessing Leaders

### Please also NOTE:

It is not necessary for all leaders to manage. Leaders need skills at:

- setting a vision,
- setting and discussing values and beliefs;
- establishing strategies and goals;
- setting behavioural expectations;
- maintaining a culture through behavioural norms by demonstrating exemplary behaviour and ensuring compliance;
- translating the vision, strategies, goals and behaviour into messages for staff;
- holding people accountable;
- delivering messages charismatically to invigorate emotions; and
- caring for people and their development.

Therefore, assess leaders against these requirements.



# Management and Leadership

## Assessing Managers & Leaders

**Please NOTE:**

**Both Managers and Leaders ought:**

- 2.1 hold peers and superiors accountable;**
- 2.2 hold themselves & subordinates accountable;**
- 2.3 address resistance (re: techniques like ERA and EBB);**
- 2.4 help maintain work-place well being (establish work-life balance and work goals);**
- 2.5 model behavioural norms;**
- 2.5 accept staff messages openly;**
- 2.6 practice consequence management; and**
- 2.7 manage the workplace existential dilemma (wed) by helping create personal and team meaning.**

**Therefore, assess managers & leaders against these requirements.**



# Management and Leadership

## Assessment Processes

### The tools of assessment are:

1. Self-review/Self-reflection questionnaires
2. Observer behavioural review of manager or leader in action (recommend using specific behavioural observation tools)
3. Feedback from others (subjective impression)
4. Feedback from others (rating specific behaviours)
5. Feedback from others (subjective rating based on behavioural continuum)
6. Review based on the types of subsequent behaviours the actions of managers or leaders will create in teams, subordinates, peers and superiors i.e. an inspirational leader will inspire people to behave in very specific ways so measuring inspiration could be based on assessing the number and frequency of the behaviours that were people were being inspired to enact



# Management and Leadership

## Recommendations

**To assess managers and leaders, it is recommended that:**

- 1. Start with simple questionnaires and move towards the usage of observational tools;**
- 2. Assessment begin with a questionnaire that uses very specific behavioural questions; and**
- 3. Questions in questionnaires relate to specific management and leadership functions that are essential to the role, the team, the life phase of the team and current organisational needs of that manager or leader.**

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# Management and Leadership

## Key Points

**In creating and using performance tools that assess managers and leaders, the greatest obstacle you will face are:**

- 1. An assumption that, because managers and leaders are people themselves, they know best how to lead and manage people;**
- 2. An assumption that, because managers and leaders are people themselves, they know best what to assess and how to assess it; and**
- 3. The hidden fear that many people have about being assessed – the fear of failing and not being good enough – which leads to the creation of ineffective tools or a variety of reasons for avoiding performance assessment e.g. it is too hard, the measures are not 100% right, “I need more proof”, what is the bottom-line? etc.**

**The answer is to do something and begin the process as suggested in the following slides.**



# Management and Leadership

## Next Steps

**In summary, the next steps are:**

- 1. Describe the behavioural requirements and cultural outcomes you are seeking;**
- 2. Link these to an assessment mechanism (questionnaire or behavioural observation);**
- 3. Ask brief questions on a random basis sufficiently to collect useful information;**
- 4. Do not over survey with too many questions too often; and**
- 5. Act on the results!**

 **AND consider one of the real ISSUES....See the Next Page**

# Management and Leadership

**Finally .....**

**The fundamental question is, are leaders really ready to give and receive feedback because any process will fail unless leaders hold themselves, and the managers who report to them, accountable? That is, the behavioural loop needs to be completed and the “buck” has to stop with the leaders.**

**If the answer to the question asked above is open, it is recommended that managers and leaders jointly undertake a program such as “Paradigm Shift” that can help create, at senior levels, a culture of clear communication and the type of honesty that is possible in high performance, exciting teams that foster team and individual well-being whilst delivering results.**

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