

Developing Management and Leadership (M2L)

The A to Z of M2L – Part Two



Putting your resources on TAP

Management and Leadership

The purpose of this presentation is to:

- 1. Help you understand the different components of management & leadership;**
- 2. Determine the attitude, knowledge and skills most required by your management & leadership;**
- 3. Avoid the pain and pitfalls of promoting the wrong people ;**
- 4. Provide development opportunities that are fair, just & equitable; and**
- 5. Provide development opportunities that benefit the organisation and its people.**



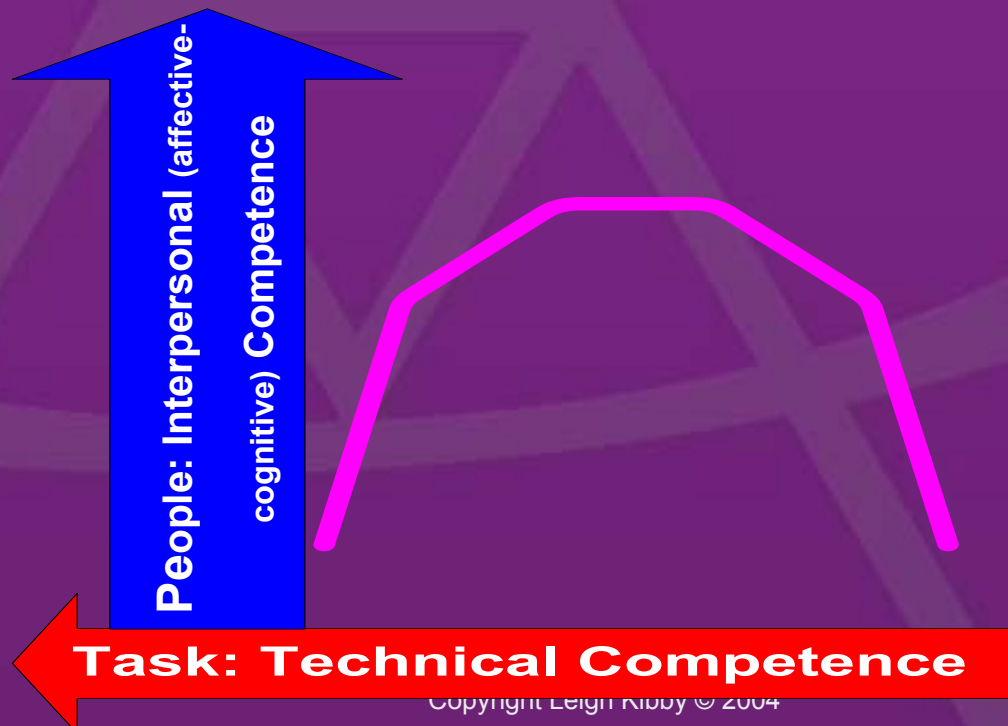
Management and Leadership

Ask indicated in presentation one, Management and Leadership are different!

Management is predominantly about task & process and Leadership focuses on people and strategy.

Therefore, different competencies are involved.

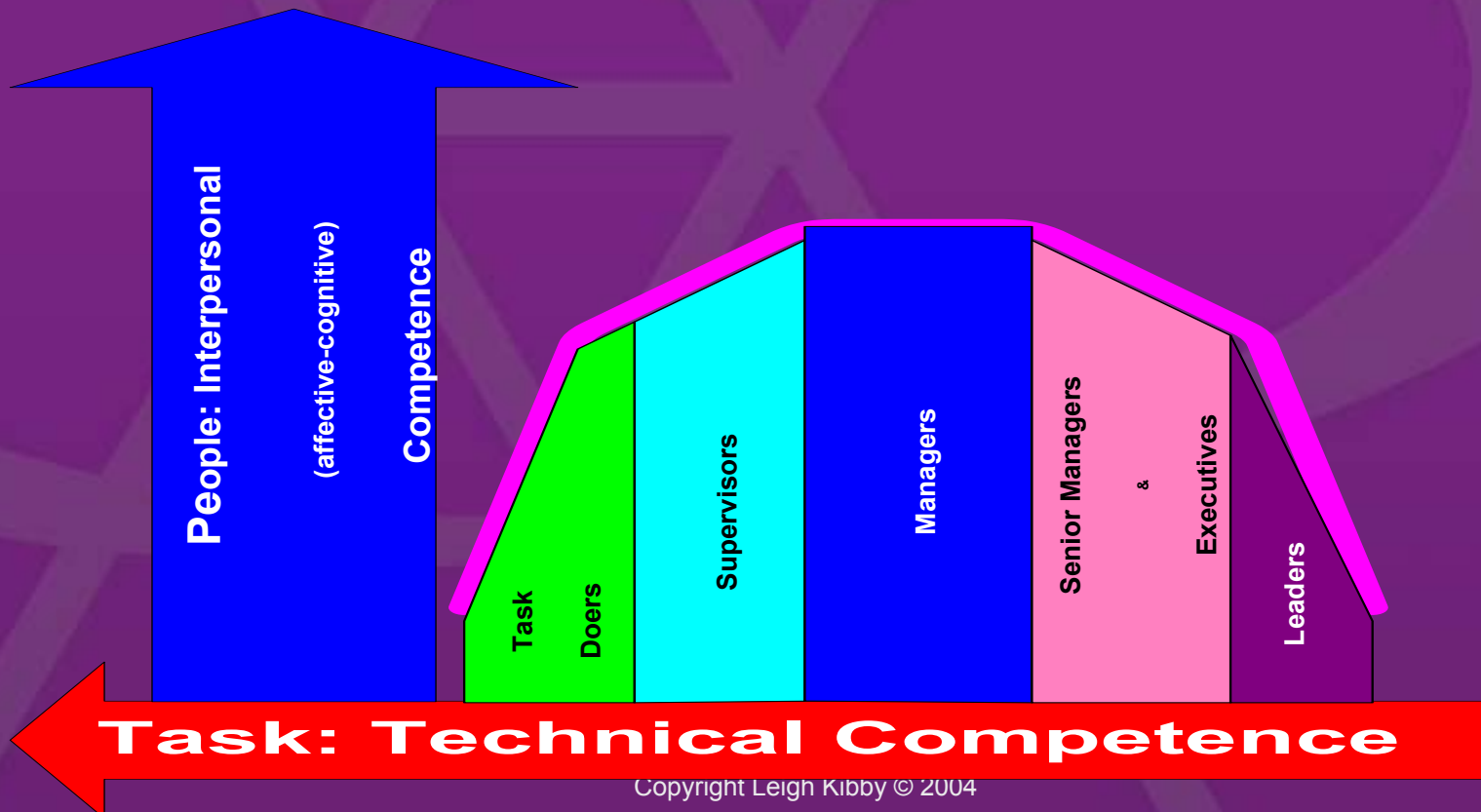
The diagram below shows how the task- people competencies relationship based on Hersey and Blanchard 1977.



Management and Leadership

This model depicts the difference between Management & Leadership roles as determined by the relationship between administrative-strategic competencies and task competencies.

Key role types are indicated under each section of the graph below. As can be seen, greater technical competence is required by the doers and greater people competence is required by Managers and Leaders.



Management and Leadership

Apart from task-people competencies, Managers and Leaders need administrative and strategic competence.

The next slide shows the relationship between roles, people competencies and administrative competencies using the administrative-strategic skills continuum.

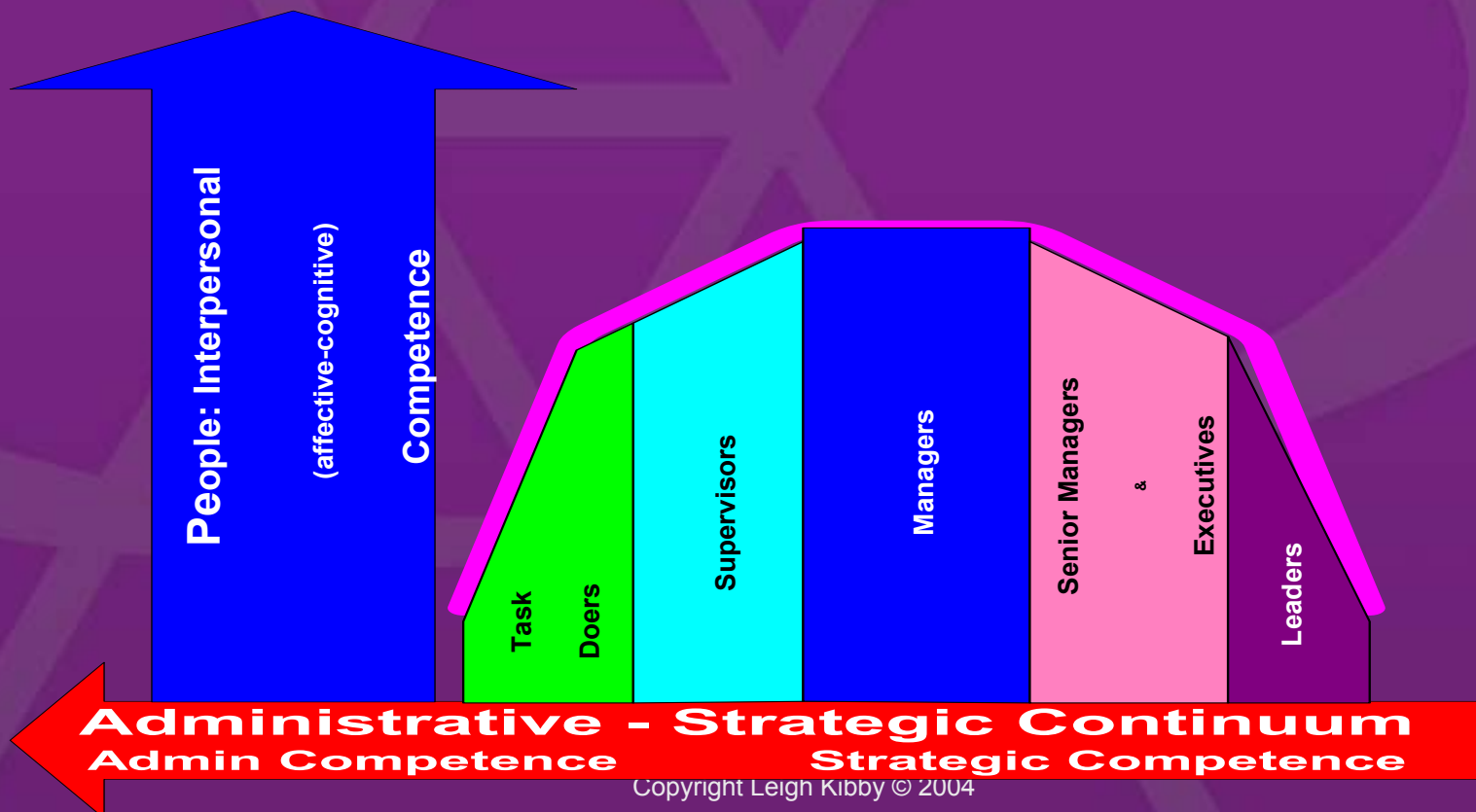


Management and Leadership

This model depicts the difference between Management & Leadership roles as determined by the relationship between administrative-strategic competencies and people competencies.

Key role types are indicated under each section of the graph below.

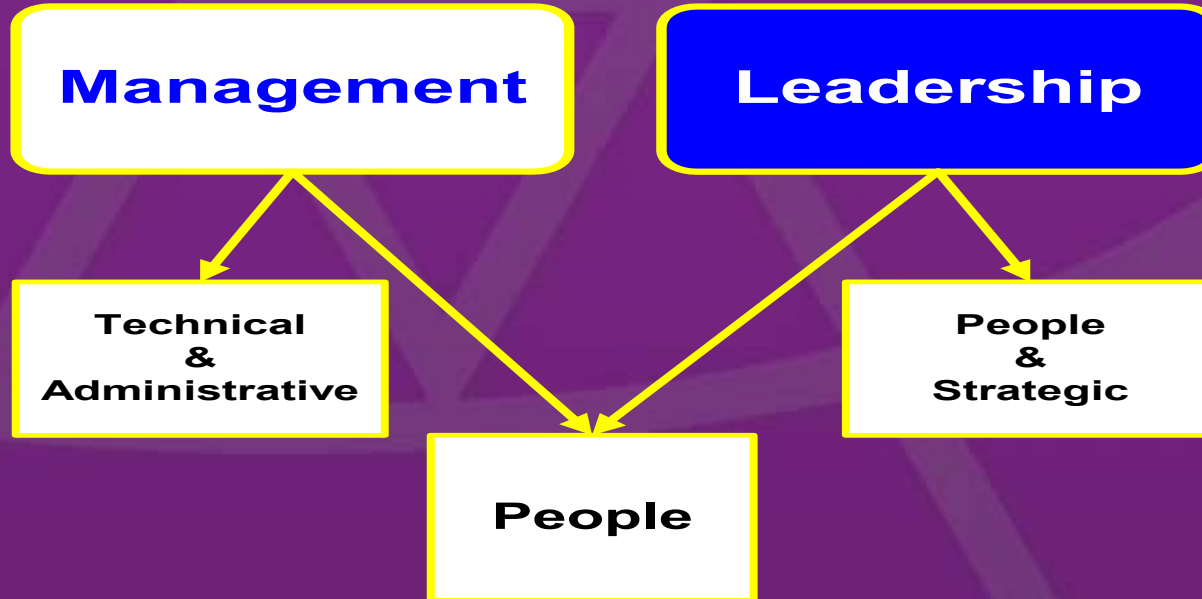
As can be seen, greater administrative competence is required by the supervisors & managers and greater strategic competence is required by leaders.



Management and Leadership

Therefore, effective workplaces have skills on TAPS i.e .
**Technical (task) Skills, Administrative Skills, People Skills &
Strategic Skills.**

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



Management and Leadership

Using the preceding TAPS differentiation between Management and Leadership competencies, it is possible to designate positions according to their TAPS needs and design tools for assessing TAPS competencies. Likewise, it is possible to:

Promote people in “skills streams” which are either solely Technical, Administrative, People or Strategic;

OR

Promote people in “skills streams” which are designated combinations of Technical, Administrative, People or Strategic; and
Provide TAPS streamed development opportunities.



Management and Leadership

TAPS Streaming means you can:

- 1. Ensure your organisation has the mix of skills it requires of supervisors, managers and leaders;**
- 2. Designate positions as a combination of either technical, administrative, people or strategic e.g. supervisory roles could be technical-administrative, some management roles could be administrative-strategic and some senior roles could be administrative-people-strategic; and**
- 3. Develop people within the stream that most suits their talents and/or the stream that meets the organisational need. Thus, people can become more senior, and their talents recognised more appropriately, without necessarily placing people in management positions that require skills they do not have or do not want to have.**



Management and Leadership

Recommendations

To utilise TAPS, it is recommended that you:

- 1. Assess the requirements of roles in terms of the role itself and the organisation's need of that role;**
- 2. Use a TAPS related tool for assessing/designating role types;**
- 3. Develop a competency/skill matrix for key roles in accordance with each role's TAPS designation;**
- 4. Stream personnel according to TAPS preference and competency;**
- 5. Allow movement across streams subject to demonstrated competency; and**
- 6. Help people plan their development according to their stream or the requirement of a future role.**

For assistance with these, contact leigh@kinematic.com.au

Tel: +61 3 5222 7578 OR + 61 3 (0) 407 657 923



Management and Leadership

Key Points

In using the TAPS approach, the greatest obstacle you will face are:

- 1. A resistance to the TAPS concept which is usually associated with a “cultural” unwillingness, conscious or subconscious, to be held accountable for the skills, competencies and outcomes that diverse roles really need;**
- 2. Resistance with regards to promoting people for their technical or administrative competence alone, even if those competencies add great value;**
- 3. A concern about the justice and equity of streaming even though the streaming itself does not prohibit movement across streams; and**
- 4. The inability to draw up appropriate and accurate skills matrices across all the TAPS realms, a unique and uncommon talent.**

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



Management and Leadership

TAPS Next Steps

In summary, the next steps are:

- 1. Describe the organisational requirements, and “role justice” you are seeking;**
- 2. Link these to a role specific competency matrix;**
- 3. Assess people according to the competency matrix of the role they seek or to which they aspire;**
- 4. Provide development opportunities according to the competency gaps identified in step 3 above (this can include activities such as the “Leadership Apprenticeship” model developed by Kinematic); and**
- 5. Act on the results!**

Finally.....



Management and Leadership

Finally

The question is whether your organisation is ready to stream their talent which means that the organisation needs to critically assess its current and future needs. This is a VERY proactive and strategic move that means thinking outside the box and extrapolating significantly into the future.

If the answer is YES, then the organisation is ready to take a quantum leap forward in performance and increasing satisfaction for all. However, it also means that people who are not suited to a role, or do not have the competencies, will be identified sooner and easier. For some, this will present a problem and they are likely to resist the TAPS notion strenuously. Such resistance can be expected to come from all quarters and all levels, especially those who want to hold a balance of power through unique or specialist knowledge or experience.

For assistance with these issues, and with M2L, consulting,

contact leigh@kinematic.com.au

Tel: +61 3 5222 7578 OR + 61 3 (0) 407 657 923

Copyright Leigh Kibby © 2004

