



# WENTWORTH 1

Leadership, Teamwork and Self-awareness

## VIEWPOINT

### Leader or Manager?

Over the last few years, in magazine articles and at seminars, I have increasingly come across the notion that there is a difference between managers and leaders. What do people mean by this differentiation? Broadly a manager is seen as someone who organises the inputs and processes which will lead to effective outputs. This normally involves working through people but the involvement can be minimal. A leader on the other hand, is definitely linked with the people side - inspiring, encouraging, coaching, and creating a good team atmosphere to get the best out of the people doing the job. The argument goes that the skills needed for a good manager and a good leader are different and we need to be clear what we want.

Using those definitions, I agree with the point, but I struggle with the practical implications of the stance. Most key positions need a strong capability in both skill areas, but organisations are obviously not going to hire two people for each key job - a manager and a leader, each with different skills. So, the only use of the differentiation I can see is in highlighting the need to get the best skill sets for a particular job.

However, in reality, most organisations have "management" positions, and hire and promote people as managers not leaders - you see adverts for a "manager to lead a team" but almost never for a "leader to manage a team". Also, (unfortunately) I still see in most organisations a strong tendency to promote people who are well versed in the technology of the business, with less emphasis on their management and leadership capabilities. This all means that there is an ongoing need to train managers in leadership skills.

It just so happens that there is a really good leadership course on the market, which gets used regularly by those organisations who have experienced it. Wentworth One is more of a "leadership" course than a "management" course, but there is such an overlap (especially in the key areas of objective setting, planning and communicating), that we believe it will help "leaders" and "managers" to develop.

Oh and it helps "people" too!

- AS/August 08

### REMAINING COURSE DATES FOR 2008

7 - 12 September 2008 (FULL)

30 Nov - 5 Dec 2008 (2 places left)

(extra course under consideration)