

Does Leadership & Management contribute to Operational Excellence and do you understand the difference ?

“Management is doing things right ; leadership is doing the right things” (Peter F. Drucker)

Operational Excellence and its delivery are ever more critical in today’s increasing competitive global market and are fundamental in both the winning and retaining of key contracts.

Management & Leadership are key components in delivering ‘Operational Excellence’.

Ask yourself the following questions:-

1. As a leader or manager how well do you understand yourself and what are your work personality traits?
2. Do your teams and peers see these same traits?
3. How do these traits manifest themselves when you are under pressure and what impact does it have on others?
4. Looking at these traits within your team, do you focus on each other’s strengths ?
5. How balanced is your team or the team within which you operate?
6. Are you a manager or a leader?
7. If you believe you are both, how much do you spend on each v’s how much you should?
8. Is there a functional aspect to your role and how does this fit?
9. To be a great manager what do you need to do differently?
10. If you aspire to being a leader, how should you operate differently to being a manager?



If the honest answer is ‘No’ or you just don’t know to a number of these questions, you are not getting the most from yourself or your team.

This means you are **not maximising your business results or bottom line.**

Consider the following:

“It’s a fact : The effects of having poor management and leadership in your organization can be devastating. High turnover, poor employee morale / engagement, diminished customer service, substandard employee performance, lower productivity, and an organizational culture of fear and mistrust can all be blamed in part on poor bosses and managers.

*“More than 1 million employees can’t be wrong. A UK Gallup poll of more than 1 million employed workers concluded that the **No 1 reason** people quit their jobs and company is a bad boss or immediate supervisor. (Gallup)*

*“The effect of poor management is widely felt. Gallup also determined that poorly managed work groups are on average **50 percent less productive** and **44 percent less profitable** than well managed groups.*

*“Deloitte found that companies viewed as having particularly strong leadership could enjoy a **stock market valuation premium** of more than 15 percent. Those seen as having ineffective leadership suffered discounts of up to 20 percent (Deloitte)*

Leaders

“Leadership is practiced not so much in words as in attitude and in actions (Harold S. Green)

“A good leader takes a little more than his share of the blame , a little less than his share of the credit” (Arnold H. Glasgow)

“A leader is a dealer in hope” (Napoleon Bonaparte)

Managers

“A good manager is a man who isn’t worried about his own career but rather the careers of those who work for him” (H.S.M. Burns)

“An employee’s motivation is a direct result of the sum of interactions with his or her manager” (Bob Nelson)

SOME BASIC TIPS TO IMPROVE MANAGEMENT & LEADERSHIP SKILLS AND EXAMPLES OF THE DIFFERENCE BETWEEN THESE TWO

1. Career

- Be sure to know the career aspirations of each staff member who reports to you.
- Provide employees with challenging and meaningful work with opportunities to learn and grow
- Good leaders challenge employees and at the same time instill confidence

2. Control

- Avoid Micro Management
- Give your teams responsibility, authority AND accountability
- Leaders should be flexible and attuned to the needs of the employees as well as the company

3. Management V’s Leadership

- Managers get the job done, leaders inspire and focus
- Managers develop and implement action plans, leaders set strategy
- Managers ensure that peoples objectives are achieved, leaders seek ways to empower people



Remember there is a management part of each leadership position; they can be compatible; one is not more important than the other eg comparing lungs and heart of a body – **NO** value without each other !



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