

Leadership and Management

The terms 'leadership' and 'management' are often used interchangeably when they are actually quite different functions. An individual role may have aspects of both or be mostly one or the other. Neither is line management responsibility synonymous with leadership. Most managers will have direct staff responsibilities. Many leaders do not, especially academic leaders.

Leaders may be at the Strategic, Emerging or Aspiring Level depending on their role in the University and the extent and frequency to which they demonstrate the behaviours in the Framework.

Organisational Development offers a range of [leadership and management development programmes](#) for leaders and managers at different levels within the University.

Leadership Functions (influence leading to achievement of desired purpose) ¹	Management Functions (efficient and effective maintenance of current activities) ¹
Creating an agenda: establishing direction (vision of future) developing strategies for change to achieve goals) ²	Creating an agenda: planning & budgeting (decide actions and timetables, allocate resources) ²
Developing people: aligning people (communicate vision and strategy, include creation of teams which accept goals) ²	Developing people: organising and staffing: decide structure and allocate staff, develop policies, procedures and monitoring ²
Execution: motivating and inspiring (energising people to overcome obstacles, satisfy human needs) ²	Execution: controlling, problem solving (monitor results against plan and take corrective action) ²
Outcomes: produce positive and sometimes dramatic change ²	Outcomes: produce order, consistency and predictability

1. Bush and Glover, 2003

2. Kotter, 1990