



Manager AND Leader

Balancing Leadership and Management for
Outstanding Project Success

Mick Spiers – CEO The Leadership Project and
Bestselling Author “You’re a leader, now what?”

LEARN TOGETHER LEAD TOGETHER



Success?

- Where did this guy go wrong?



Disclaimer

*“ All
generalisations
are wrong.
Some are useful ”*

*George Box
(Edited)*



Leader vs Manager

- Manager:
 - Tells people what to do and how to do it
 - Focuses on performance of direct reports
 - Monitoring Projects; To Do; and Task Lists
 - Personally connected to projects
 - Project CAN be more important than the people



Leader vs Manager

- Leader
 - inspires people into action because they want to do it
 - See a bigger picture and vision
 - Focuses on WHY more than WHAT
 - Is a coach
 - Helping people to become the best version of themselves
 - Takes care of those in their charge
 - Provides a psychologically safe environment





Leadership without Management

- Clear vision and purpose
- BUT
- Nightmare:
 - 1000 ideas per day
 - NOTHING would get done
 - No control of cost; schedule; resources; quality





Management without leadership

- Why are we doing this?
- Are we even building the right thing?
- Performance at the expense of people
- Disengaged team





Glasser's Choice Theory

- Who is holding the steering wheel of your life?





WHAT???

- People are NOT doing what I asked them to do
- They don't take my advice





Glasser's Choice Theory

•5 Needs

- Survival
- Love & Belonging
- Power
- Fun
- Freedom





Glasser's Choice Theory

- Freedom of choice
- Freedom from oppression

Glasser's Choice Theory

- People have control over the own lives
- Empower individuals to make choices; improve their lives and assume responsibility





Mistakes leaders make

- Being the answer to every question
- “Doing” too much
- Wanting to be the smartest in the room
- Being closed minded to new approaches
- Correcting mistakes
- Expressing your opinion too early





Extreme Question Experiment

- Liz Wiseman
- Multipliers





Attributes people look for in a leader

- Feel valued and they matter
- Trust
- Authenticity
- Vision, Purpose & Impact
- Values & Beliefs
- Empowerment & Enablement
- Accountability & Responsibility
- A no-blame culture
- Inspired into meaningful action



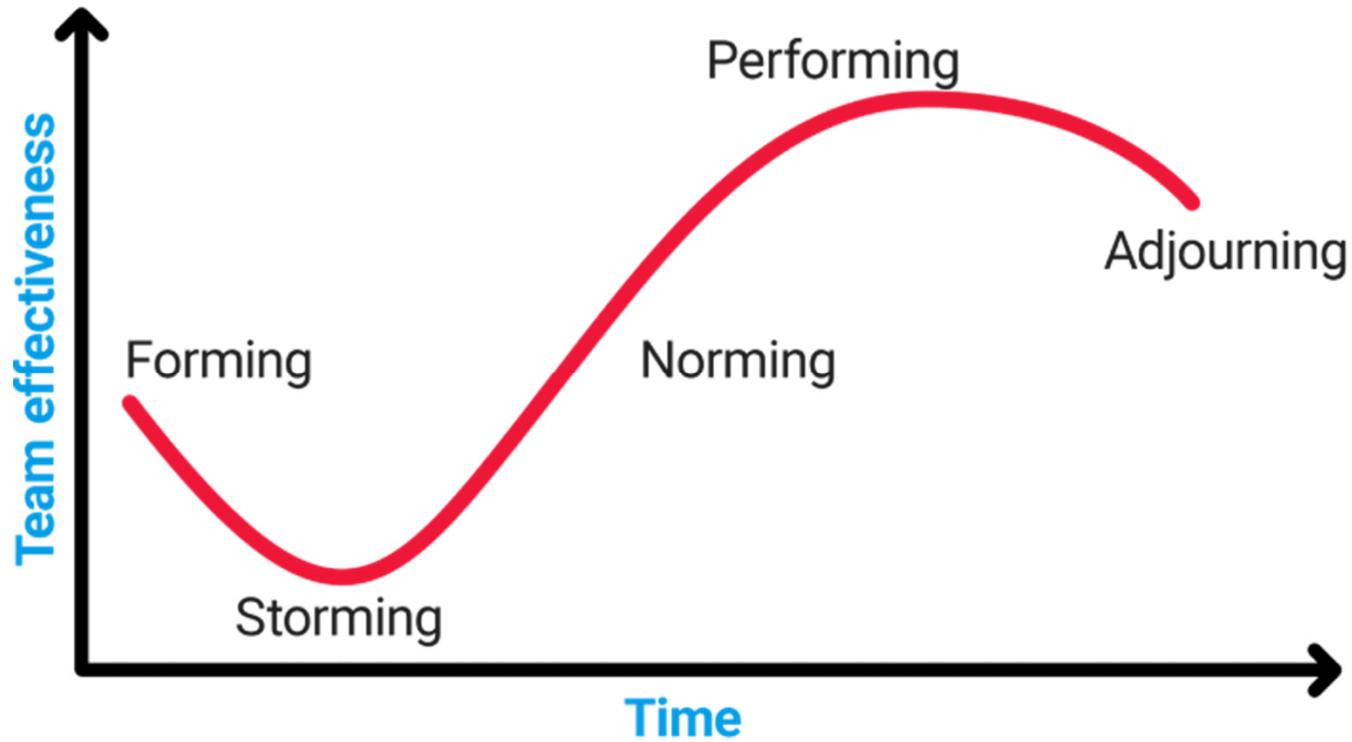


Leader AND Manager

- Build the plan together
- Provide purpose & meaning (WHY)
- Give everyone a voice
- Value all opinions
- Empower and enable
- Make them feel like they matter
- Give them the environment to flourish

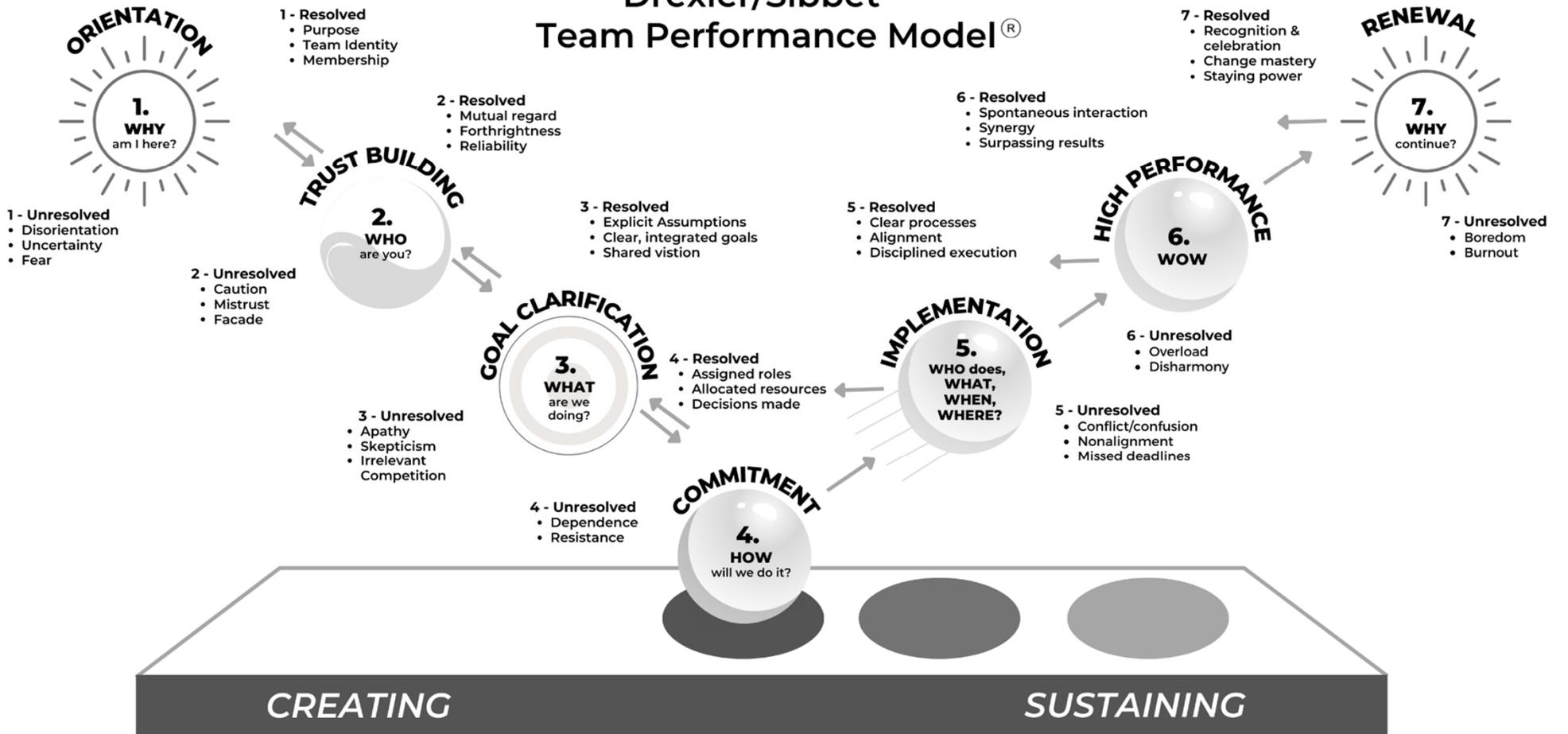


Tuckman Stages of Team Development



LEARN TOGETHER LEAD TOGETHER

Drexler/Sibbet Team Performance Model[®]



LEARN TOGETHER | LEAD TOGETHER



Our Manager / Leader

- Returns to Auckland
- New Approach; Heightened success
- Multiplies impact



Give people what they need

- To feel good about what they do
- To feel good about themselves
- People want to believe that they matter
- Mattering starts with purpose



WHY

“ People don't buy
WHAT you do, they
buy **WHY** you do it. ”

- Simon Sinek



WHY

“ He who has a **WHY**
to live can bear any
how. ”

- Friedrich Nietzsche

