

Development of Management Skills (MGMT 411)

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Agenda

- * Maxwell reflection's (2-3)
- * Problem based learning (PBL) group
- * Basics and definitions of management, Leadership and quality
- * Maxwell reflection's (4-6)

Activity (1):

>> Form a group out of **four and select:**

Leader:

Writer:

Member 1,2,3,...:

Point out as many as your can lessons from reflections 4,5, and 6!

Then, present your group work in 2 minutes
by using English language.



Activity (2):

Review your colleague Maxwell reflections (2-3).

Number	Task	Grade
1-	Include references	2
2-	Title	1
3-	Wrote his name and university ID	1
4-	Used understandable English language	2
5-	Print it and brought it to the class	2
6-	Submit it before the deadline	2
Total		10

Management, Leadership and Quality

Stephen Covey

2010



Management, Leadership and Quality

Stephen Covey

2010



2020



Management, Leadership and Quality

Stephen Covey



In just 10 years, both the cameraman and the pilot
lost their jobs (UPGRADE YOURSELF!)

Management, Leadership and Quality

Stephen Covey

Leadership

vs.

Management



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Management, Leadership and Quality

Stephen Covey

“Effective
management is
discipline,
carrying it out”.

“Effective
leadership is
putting first
things first”.

Management, Leadership and Quality

Stephen Covey

Leadership is the process of motivation
other people to act in particular ways in
order to achieve specific goals.

Management, Leadership and Quality

Stephen Covey

What is the difference between
a leader and a manager ?

The Difference: *per Manfred Kets de Vries*

Manager	Leader
▪ Focuses on the present ▪ Prefers stability ▪ Orients toward the short term ▪ Focuses on procedure ▪ Asks “what” and “how” ▪ Prefers to control ▪ Is happy in complexity ▪ Works within the context of the organization and the business	▪ Looks toward the future ▪ Appreciates change ▪ Orients toward the long term ▪ Engages in a Vision ▪ Asks “why” and “what” ▪ Knows how to delegate ▪ Prefers to simplify ▪ Takes social and environmental contexts into consideration

The Difference: *John Kotter on Managers*

Roles & Responsibilities

Planning

Guiding

Budgeting

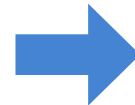
Reassuring

Organizing

Monitoring

Staffing

Controlling



Objectives

Predictability

Order

Consistency

Zero Deviations

Stable Performance

Short-Term Results

The Difference: *John Kotter on leaders*

Roles & Responsibilities

Seeing

Enrolling

Visioning

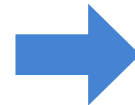
Inspiring

Strategizing

Performing

Risking

Delegating



Objectives

Vision

Leaders

Strategies

Movement

Challenge

Energy

Risk

Passion

Action

Change

Leadership vs. Management

Leadership can be seen as performing the influencing function of management, largely involved in goals setting and motivating people to achieve them.

Leaders decide 'where we are going' and influence people to take that particular direction, rather than describe 'how we are going to get there'.

Inspired leaders are not necessarily good organizers and excellent managers.

The most effective managers are also leaders, and **the quality of leadership has become and increasingly important part of management ability.**

Leadership Types

All leadership is temporary-the transient nature of leadership is because the situation may come to an end or times and circumstances change:

- Situational Leadership
- Transitional Leadership
- Hierarchical Leadership

1- Situational Leadership

- The right person in the right place at the right moment.
- Recognize the time and circumstances.
- Willingness and ability to assume the responsibility, listen and to take the responsibility to help the group achieve its goal.
- It often involves: no cost decision, moral decision, meditative decision, community decisions, philanthropic decisions, institutional decisions, community decisions, princely decisions.

Bring example form your own experience

2- Transitional Leadership

- The right time **but** wrong circumstances.
- It may occur when: leadership requires at a certain moment, but the person who is the leader **may not** be capable of delivering the leadership.
- Transitional leaders may: be missing all the right stuff, be fearing the risk.

Bring example form your own experience

3- Hierarchical Leadership

- The right circumstances but wrong time.
- Assumes a leadership role because it is “their turn”,
whether they want the role or not.

Bring example form your own experience

Leadership Styles

- **Coercive** – Do what I tell you
- **Affiliative** – People come first
- **Pacesetting** – Do as I do, now
- **Authoritative** – Come with me
- **Democratic** – What do you think?
- **Coaching** – Try this

Is Leadership Necessary?

- 1st task of the Leaders:
to be the trumpet that sounds a clear sound.
- 2nd task of the Leaders:
to accept the leadership as responsibility rather than rank or privilege.
- 3rd task of the Leaders:
to earn trust.

Leadership vs. Management

“Managers are people who do things right and Leaders are people who do the right things”

Transitioning from Manager to Leader

- The journey from manager to leader, and from leader to executive, has **3 key transition points**:
 - Manager: from individual performer to managing a team;
“what’s good for me” $\Rightarrow$ “what’s good for my team”
 - Leader: from managing a team to orchestrating groups of teams;
“what’s good for my team $\Rightarrow$ what’s good for the organization”
 - Executive: from groups of teams to complex organizations;
“what’s good for my organization $\Rightarrow$ what’s the larger, longer term context”

Transitioning is situational as well as hierarchical!

THINK! about jobs of the future



Maxwell reflection's (4-6)

Due On Saturday

5/10/2021

at 11:00 p.m.

Note:

- *Use your own words; copy from other recourses will consider as plagiarism.*
- *Any pdf or hand writing document submission will not be considered, only words file is submitted in blackboard is going to be accepted.*
- *For any questions, reach me by email: a.alghafis@qu.edu.sa*