



# LEADERSHIP

ORGANISATIONAL DEVELOPMENT  
INSTRUMENTS

## MANAGER VERSUS LEADER

*Please select from the following statements what a manager and what a leader should do. It is recommended to do this exercise in a group. Please mind that there are no correct answers, thus try to see what fits best to your understanding of the two terms.*

Statement	Manager	Leader
Monitors feelings and morale		
Schedules work		
Evaluates progress of the activities		
Checks task completion		
Is a good role model		
Monitors progress of the activities		
Delegates tasks		
Provides development opportunities		
Follows systems and procedures		
Guides progress of people		
Provides feedback on performance		
Builds teams		
Shares the vision with the people		

Statement	Manager	Leader
Creates an organisational 'culture'		
Plans/ prioritizes tasks of people		
Explains goals, plans and roles		
Ensures effective induction of people		
Gives orders and instructions		
Takes decisions		
Looks 'over the horizon'		
Uses analytical data to take decisions		
Co-ordinates resources		
Motivates staff		
Takes risks		
Uses analytical data to forecast trends		
Acts as interface between team and others		
Ensures predictability		
Creates a positive team feeling		
Unleashes team potential		
Provides focus for the team		
Inspires people		

## CONCLUSIONS

*How does this exercise apply to your organisation? Do you have an appropriate mix of leadership and management? If not, how can you enhance this?*

## LEADERSHIP SKILLS

*Please write some general description of how the leaders of the organisation are and how they should become (what additional skills they need):*

Skills that leaders in the organisation already have	Skills that leaders in the organisation need to develop	How it will be acquired/ through what activity

## NEW LEADERS

*Please think about and write in the table below what measures could be taken to actively search for leader within and outside of the organisation.*

Measure/ Activity to be undertaken	How to implement the measure	Who is responsible?