**Exercise: Leading or Managing?**

Many people confuse or merge the different attributes of management and leadership. This exercise enables you to understand the differences.

***Instructions:***

A list of managing or leading categories is displayed on the next page. In groups of three or four you have 15 minutes to identify the items that are associated with **managing**, and those that are associated with **leading** by ticking the appropriate boxes.

You will then be given an opportunity to compare your team's answers with a list of suggested answers.

## Exercise: Leading or Managing?

| Category | Managing | Leading |
|---|---|---|
| reporting | | |
| monitoring | | |
| budgeting | | |
| measuring | | |
| applying rules and policies | | |
| disciplining people | | |
| being honest with people | | |
| developing strategy | | |
| consulting with team | | |
| giving responsibility to others | | |
| determining direction | | |
| explaining decisions | | |
| assessing performance | | |
| defining aims and objectives | | |
| doing the right thing | | |
| taking people with you | | |
| developing successors | | |
| inspiring others | | |
| running meetings | | |
| interviewing | | |
| organising resources | | |
| decision-making | | |
| mentoring | | |
| negotiating | | |
| keeping promises | | |
| working alongside team members | | |
| sharing a vision with team members | | |
| motivating others | | |
| giving praise | | |
| thanking people | | |
| being determined | | |
| communicating instructions | | |
| making painful decisions | | |
| appraising people | | |
| recruiting | | |
| counselling | | |
| coaching | | |
| problem-solving | | |
| selling and persuading | | |
| doing things right | | |
| using systems | | |
| getting people to do things | | |
| implementing tactics | | |
| resolving conflict | | |
| giving constructive feedback | | |
| accepting criticism and suggestions | | |
| allowing the team to make mistakes | | |
| taking responsibility for others' | | |
| mistakes | | |
| formal team briefing | | |
| responding to emails | | |
| planning schedules | | |
| delegating | | |
| reacting to requests | | |
| reviewing performance | | |
| time management | | |
| nurturing and growing people | | |
| team-building | | |
| taking responsibility | | |
| identifying the need for action | | |

| | | |
|---|---|---|
| acting with integrity | | |
| listening | | |