Exercise: Leading or Managing - Solution

Here's the list sorted into suggested categories. The answers are not absolute as context and style can affect the category.

There is certainly a justification for some of the 'managing' activities to appear in the 'leading' category depending on the style of performance. For example, 'reporting the performance of the team in a way that attributes praise and credit to the team' would be an activity associated with leadership, whereas 'reporting' is a basic management duty.

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