



INVESTORS
IN PEOPLE | London



INVESTORS IN PEOPLE ASSESSMENT REPORT

RCJ Advice Bureau

Written by Lindsey Tuley
Investors in People Assessor
On behalf of Capital Quality Limited

29th November 2009



IMPROVING PERFORMANCE THROUGH PEOPLE



INVESTORS
IN PEOPLE | London

T: 020 7492 5901 F: 020 7492 5999 E: info@cqlgroup.co.uk W: www.cqlgroup.co.uk

Contents	Page No.
■ Introduction	2
■ Executive Summary	2
■ Stop/ Start/ Continue	3
■ Assessment Findings	5-9
■ Recommendation and next steps	10
■ Options for your next Review	11
■ Annex A: Evidence Summary	12
■ Annex B: Outcome table	15
■ Annex C: Measurement, Evaluation and Feedback	16
■ Annex D: Leadership Versus Management	18

■ Introduction

This report is for the first assessment of Royal Courts of Justice Advice Bureau (RCJ Advice Bureau). The assessment was carried out over 2 days on site and 20 people were interviewed in total.

My sincere thanks to Cathy Kane for her help and efficiency in organising the onsite days, Also thank you to everyone I interviewed for their friendly and open approach.

■ Executive Summary

The Bureau was first set up in 1978 as an 18 month 'experiment' upon the initiative of the then Lord Chancellor, Lord Elwyn-Jones to help bridge what was then considered to be a glaring gap in legal services as a result of changes in the Legal Aid system. In August 1979 the experiment was extended with funding from the Department of Trade. Help in kind including premises, secretarial services and equipment, was provided by the Courts. To begin with, the Bureau was housed in what had previously been the Porter's Lodge, a small windowed booth in the main entrance foyer of the Royal Courts of Justice (subsequently to become the RCJ tourist shop). This proved to be impractical, not least because of the lack of any confidential space for clients, and within four months, the Bureau was transferred to more spacious accommodation in one of the recessed alcoves off the Great Hall. Within the year, a survey revealed that more than 50% of visitors to the service for advice were of high relevance to the High Court and most left, saying they were satisfied with the advice they received. The Bureau was an independent advice service in the early days but joined the National Association of Citizens Advice Bureaux in 1982.

RCJ Bureau details its mission and aims as below:

Mission

To provide access to justice to un-represented litigants and potential litigants in the Royal Courts of Justice and the Principal Registry of the Family Division, through the provision of legal and other advice services.

Aims

1. To ensure that individuals do not suffer through lack of knowledge of their rights and responsibilities, or of the services available to them through their inability to express their needs effectively;
2. To develop an effective and efficient service through partnership working with the Voluntary sector, pro bono providers, court services, government bodies and funders;
3. To exercise a responsible influence on the development of social policies and services, both locally and nationally.

Commercial in Confidence

The organisation decided a couple of years ago to embark on the path to Investors in People recognition and put together (with the help of an adviser) a detailed action plan. The DOA and CEO said that through focussing on Investors in People principles in the action plan over the last couple of years, the organisation has already benefitted.

RCJ Advice Bureau runs on approximately 80% public funding and the rest is made up through fund raising. Unfortunately the majority of the public funding the bureau receives potentially ends in the next year to 18 months. In recent years the bureau has grown considerably in size and staff numbers have increased.

The changes within the Bureau over the last 2 or 3 years have been significant with a new CEO and Director of Operations. The Bureau now works with more structures in place and this is recognised by the partner Law Firms, as well as staff. An inclusive approach to planning is adopted and the 4 annual staff away days are an example of excellent practice in both staff engagement and team building. An open culture of communication is supported by regular meetings at different levels and staff also have a say in the activities undertaken at team building away days.

Management competencies are defined and understood and the challenge now is to develop this area further by continuing to benchmark performance against these.

Staff morale in general is good with people demonstrating enthusiasm and commitment in how they help to deliver the Bureau's mission and vision. The Bureau has an impressive record in attracting and retaining volunteers and the only problem now is to find enough space for them all, to ensure the best use of such a valuable resource. Learning and development for volunteers in particular is well planned with clear objectives to achieve, and learning is effectively used post training to the benefit of the Bureau.



IMPROVING PERFORMANCE THROUGH PEOPLE



■ Start / Stop / Continue

START

- Using upward feedback as part of managers' appraisals.
- Linking organisational values to management competencies.
- Communicating more clearly the roles of the SMT.

STOP

- Having too many volunteers attend on any one day which results in some people having no desk or computer to work on.
- Holding away days during the same part of the week as this excludes a group of people every time.

CONTINUE

- Holding away days 4 times a year
- Having regular one to ones in addition to appraisals
- Providing structured inductions for new pro bono solicitors and extend this structured format to the induction of all staff and volunteers.
- Investing in the development of staff through structured training and development.

- **Assessment Findings**

1. As the majority of the funding received by RCJ Advice Bureau comes to an end in the next 12 months, effective planning is going to be vital. How engaged are staff with strategic planning, do they feel the plan in place actually reflects their views? What services should the Bureau offer in the future, and who should it approach for funding?

Core Standard Indicators 1, 2, 3, 6, 7, 8

The staff away days which are held 4 times a year show an excellent commitment to fully engage with staff and volunteers. Opportunities within these days exist for everyone to have their say and to talk about the future of the Bureau. Working in break out groups and presenting back thoughts and ideas to the team ensures that even quieter members of the team are able to take part and be involved in mapping out where the Bureau is going. This year GANT charts were used to establish links between team activities and corporate objectives. As the majority of the Bureau's funding comes from Government it was felt by most that the best way to secure this funding in the future was to ensure delivery of a consistently high quality service, and also to ensure that staff are continually updating and broadening their skills so that the organisation is equipped to broaden its offer.

With many part time volunteers and workers it is important that the Bureau works hard to build rapport across its team. The 2 staff away days each year which are dedicated to team building are an effective way to address this, and some people spoke about the days with real excitement and said they looked forward to going on them. Some part time workers said they were unable to attend away days as they always seem to fall in the latter part of the week when they are not working.

Although most people were clear about what the Bureau is trying to achieve and also the current situation with funding, there was a minority of feedback which suggests that perhaps not everyone understands the link between the away days and the final business plan produced. There was however, a clear understanding of the services offered to clients and why people's individual work is important. This understanding is cascaded through the setting of individual objectives at annual appraisals and also through quarterly one to ones. All staff have skills audit forms to complete and these are then linked to annual objectives. Competencies are then assessed by both the individual and the manager and through this process any gaps in skills are identified which need to be addressed. To identify development needs across the organisation the Operational Management Team meeting has this as an item on their meeting agenda, and identified L&D needs are reviewed in this forum.

People understand how their needs are identified and many spoke of training which is planned for them in the future. They were also clear about the programme of training they will receive, and volunteers said this was communicated through induction at the outset.

Commercial in Confidence

Because of the investment the Bureau makes in the development of staff and volunteers, people felt appreciated and valued. A minority of people felt that communication could be improved and said that at times the information cascade could be better. Also one or two people felt that occasionally decisions affecting their area of work were made without any consultation. The majority of evidence however, indicated that people felt engaged with the vision of the Bureau as a direct result of excellent internal communication.

The many changes in the past 3 years have been positively received by most people, but for some it continues to be harder to adjust. It is important to continue communicating through different channels to ensure that people are kept on board with changes as they happen. The split site, and also the layout of the offices within RCJ is undoubtedly a block to communication, which on the whole is tackled very well. The CEO and Director of Operations have led the changes well and have adopted an approachable style. Some people felt they could be more visible and would like to see them more often. In addition, the structure was felt to sometimes prohibit communication as 2 teams that interact all the time may have 2 different managers and so receive their information from different sources.

External communication was judged to be very good, and the partner Law Firms reported receiving information in a timely and structured fashion which made it possible for them to continue to offer their services on a pro bono basis. Comments were made about the business focussed approach of the Bureau, and for some this exceeded their expectation. The external co-ordinators said that the expectation of them was clear and that although appointments with clients were arranged for them, there was never any interference in their actual dealings with a client, and so their responsibilities were clear. Also because of the nature of the work undertaken by many of the staff and volunteers at the Bureau, there is clear autonomy in roles. Some volunteers spoke about the level of advice they were authorised to give and the need to refer to the duty supervisor if they were unclear.

Induction received some variable feedback although most people felt it enabled them to adapt to their role quickly. One or two felt it was too informal and not structured enough. Some new starters seemed unclear about how they would receive feedback on their performance and also the relevance of the away days.

"I'm here 2 days a week and don't see other team members much, so away days really help"

"We're in a market that's tough and we have to deliver our targets"



IMPROVING PERFORMANCE THROUGH PEOPLE



Future Development Opportunities

- Think about the timing of away days and try to arrange them for different parts of the week so that the same group of people are not continually excluded from taking part. By doing this it will mean that engagement across the team will increase and people will understand more fully how their role links to the bigger picture.
- It is important for the operational middle managers to continually review team performance and link it back to the organisation's business plan. This may help to strengthen awareness and understanding of staff about what comes out of the away days, and also ensure anyone who unable attend is kept in the loop. There are opportunities to do this through both team meetings and one to ones. By engaging staff at a local level it may result in more upward feedback to the CEO and Director of Operations which can be incorporated in to the business plan where appropriate.
- Ensure new starters are aware of how they will receive feedback on their performance as depending when people start in the annual cycle, there was some uncertainty regarding the appraisal system and when appraisals occur.
- Communication with the HLA firms is very good on a day to day level. Consider how to more consistently communicate the Bureau's strategic vision as some of the firms were unaware of it.
- Focus on how communication is cascaded through the structure and how important it is to work hard on delivering a consistent message to staff. Communication amongst operational managers may be strengthened further by holding occasional joint team meetings for teams which work together on a regular basis. (Please see article attached in Annex C)
- In order to stretch the Bureau towards a deeper level of assessment at the next review, it will be important to focus on areas such as how people are involved in designing the consultation arrangements in place. By doing this, people may become more engaged with the discussions which take place regarding the organisation's future. It may also serve to engage a higher percentage of staff and volunteers, if people feel their needs are reflected through the design of systems in place.
- In relation to L&D the challenge in order to progress to the next level of good practice, is for people to understand the importance of L&D activities on a team, as well as individual level. A more team focussed approach to L&D may lead to the more effective use of resources, and enhanced sharing of good practice within, and across teams.

2. Since increasing in staff numbers, the Bureau created a management tier in its staffing structure. The DOA and CEO felt this was necessary in order to cascade responsibility down through the organisation. Significant development of individual managers has taken place over the last 15 months in order to enhance their confidence and ability.

Core Standard Indicators 2, 4, 5, 6, 7, 8, 9,10

Wider Framework Evidence Requirements explored 4.5, 4.10, 4.11, 5.7, 5.13, 5.23.

The development of the middle managers since the new structure, has clearly been an area of significant focus. A budget has been established to ensure this development takes place and recently cost/benefit analysis has been introduced to more accurately measure impact on performance of the organisation as a whole. L&D has been recognised as happening in many ways, and not just through training courses. The CEO and Director of Operations have shown this recognition through their own attendance at action learning sets with colleagues from other similar organisations. The individual assessment of development needs for each of the managers has been effective in addressing their needs so far. Moving forward the ability of these managers to reflect on their own performance, and take ownership of their development in a more proactive way will no doubt bring significant benefit to the organisation.

The defined management competencies in place provide an important benchmark for managers in the Bureau. By detailing the benefits of these, the significance is positively communicated to managers. Work already done with individual managers in benchmarking their performance through the management skills matrix is an excellent start and no doubt over time this will help to embed managers' understanding of the expectation of them and also the areas they still need to work on. The vast majority of people spoke positively about their managers, but the need for continual improvement was indicated through a small amount of people feeling their managers were not as effective as they could be. At present the use of upward feedback to measure management effectiveness is not in place, and this may now be a natural progression.

The approach by managers of thanking staff for their efforts has resulted in high levels of morale in teams. There were some small pockets of lower morale with people feeling some managers were not always open to new suggestions and ideas. However flexibility of working arrangements for staff through the TOIL system and also emergency leave in times of need, have helped people to feel valued, and also that the Bureau has a commitment to their work life balance.

The evaluation of L&D which happens through pre and post training forms is consolidated through regular one to ones and also discussion at meetings. In addition to this, the ongoing support of the SMT to managers in dealing with staff in specific situations, and discussions at meetings is an excellent way of supporting and empowering managers to transfer their learning into the workplace.

Future Development Opportunities

- It is important to embed understanding of the defined management competencies through continuing to benchmark performance. In addition, tailored development of managers against these competencies will ensure managers display enhanced ownership for their own development and become more proactive in identifying their areas of need.
- Managers now need to be encouraged to develop leadership skills in addition to the management capability they already have. By developing leadership, middle managers will be able to contribute more effectively at a strategic level in the Bureau. (Please see Annex D)
- Some comment was made about the visibility of the SMT. The importance of this in relation to role modelling the desired management behaviours, may be worth considering. As suggested by the CEO clarity of the roles of the SMT will help staff gain a better understanding of the priorities being addressed by the leadership of the Bureau.
- In relation to longer term planning it may be beneficial to develop a succession strategy regarding the leadership of the Bureau. This will ensure that the significant progress made in recent years continues.
- The inclusion of upward feedback in the appraisal of all people managers will ensure feedback is comprehensive, and enable development to be specifically targeted at any development areas which emerge.
- In order to move towards enhanced good practice in the wider framework consider how to link the defined management competencies to organisational values. By doing this, it will ensure that management practice reinforces the unique culture of the Bureau.
- In addition to the above, consider how to more effectively use managers as a resource, and focus on their role as coaches to enhance the performance of colleagues they manage. This could most effectively be role modelled by the SMT with the operational managers.

■ Recommendation and Next Steps

Having carried out the assessment process in accordance with the guidelines provided for Assessors by Investors in People UK, the Assessor is totally satisfied that RCJ Advice Bureau meets the requirements of the Investors in People National Standard.

Subject to the Recognition Panel endorsing the Assessor's recommendation, the Investors in People recognition is granted indefinitely, with a proviso that reviews take place no greater than 3 years apart. Reviews can be undertaken at any time and the organisation should discuss the timing of the first review with their Assessor and Adviser, using the Improvement Planning Meeting to agree the best strategy for future use of the Investors in People framework.

Assessor Name	Lindsey Tuley
Date	29 th November 2009
Contact Details	lindsey.tuley@leadinginfluence.co.uk Tel. 07970 433529

■ Panel Feedback

"Having read the report for RCJ we are satisfied that you meet the requirements of the Investors in People Standard and we echo the Assessor's observations on how things might be developed and improved. Good luck for the future."

■ Options for your next Review

Investors in People Rolling Review

Rolling Review is a popular model for ongoing assessment which builds evidence over a three year timeframe, rather than all at once every three years. An annual visit can be focussed on the parts of the framework most relevant to you at the time, reflect changing business priorities and focus on different parts of your organisation at different stages.

Internal Review

Internal Review is a flexible review option available to all Investor in People organisations. It was introduced because recognised organisations identified that they wanted more involvement and ownership of their post recognition reviews. Internal Review works on selected principles of quality assured self-assessment and must be conducted with the full involvement of Capital Quality Limited. We develop your people to a nationally approved standard, providing you with an internal resource to enable you to monitor your own performance, target your resources appropriately and participate more fully in the review process.

Investors in People Interactive

This free online support tool is designed to guide you through development activities and help you maintain the benefits of using Investors in People as an organisational development tool. Obtain an on-going understanding of your organisation's current strengths and development areas by using the tool's diagnostic function which is built around 5 management practices which relate directly to the Investors in People indicators

You can also review and update your progress within the tool and access a wide range of downloads, good practice tips, templates and other resources to inspire and inform - no matter where you are on your Investors in People journey

www.investorsinpeople.co.uk/interactive

Promoting continuous improvement

CQL offers an integrated advice and assessment support service, as well as workshops, surgeries and networking events to promote continuous improvement and maximize the benefits of working with the Standard. Details of the support available to you can be found on: -

Internet: 

www.cqlgroup.co.uk

Telephone: 

020 7492 5901

Email: 

info@cqlgroup.co.uk



IMPROVING PERFORMANCE THROUGH PEOPLE



■ Annex A Evidence Summary

Plan

- 4 staff away days per annum, 2 of which focus specifically on the business plan and its review.
- All staff and volunteers are invited to away days and also team meetings.
- Annual appraisal and regular one to ones with staff to agree individual objectives and L&D needs identified.
- Regular schedule of meetings and one to ones to enable staff opportunities to put forward ideas and suggestions.
- Flexible working arrangements such as TOIL and emergency leave.
- Structured staff development linked to performance objectives and volunteer programme.
- Defined management competencies with skills audit to bench mark performance.

Do

- Feedback on performance for all staff and volunteers through annual appraisals and regular one to ones.
- Consistent feedback of effective management practice with staff feeling supported in their continuous development.
- A culture of appreciation embedded through praise and thanks by managers.
- All staff invited to away days which further endorses an inclusive environment where everyone's views are valued.
- Empowerment through clearly delegated responsibility in roles. In particular the structured approach to volunteer development ensures that thresholds between different levels of responsibility are clear.
- The excellent relationship with partner Law Firms is the result of a supportive and enabling relationship between Bureau staff and the pro bono solicitors.
- Induction for all new staff and volunteers, as well as Law Firms.
- L&D activities clearly linked through objectives to requirements of the work undertaken.

Review

- Quarterly and annual reporting to the Trustees of progress against objectives, broken down into teams.
- L&D evaluated at an individual level through post training evaluation forms, one to ones and appraisals.
- Evaluation at an organisational level carried out in Operational Management Team meetings where this features as an agenda item. Outcomes are reviewed, as well as the quality of training providers.
- Recent introduction of cost/ benefit analysis has challenged the SMT as it has strengthened the focus on tangible outcomes from development.
- Reflective management practice through management meetings, skills matrix against competencies, and action learning sets for the top team.

Commercial in Confidence

- The new management structure was brought in order to cascade responsibility which has been achieved.
- Significant improvements have been made by the SMT in terms of more structured and robust processes, and also inclusive planning involving the whole team.

Audit Trail Examples

- 2 staff attended POD cast training recently in preparation for the introduction of POD casts onto the Bureau's website next year. Responsibility for this has already been delegated to the 2 staff that had training.
- GANT charts used at this year's away day linked team activities to corporate objectives. One team came up with the idea of delivering advice to businesses as well as individuals. This was then broken down into an identified need for training for 3 staff and a defined timescale of when to start on this type of work. Further training proved costly and so the team are currently working in partnership with another organisation to find a cost effective solution to having dedicated training in London.
- Management courses attended to enhance performance included; support and supervision, how to do an appraisal, and managing for the first time.
- Introduction of 'The Listening Ear' 24/ 7 helpline advisory resource for staff, friends and family which was introduced as a result of findings in an occupational health risk assessment conducted.
- One manager was point scored against the skills audit by them and their line manager. L&D needs were identified to put into their individual learning plan.
- A new volunteer was given a 3 month schedule of training which included dates for training, as well as support and supervision sessions. The steps to become a Gateway Adviser were clearly laid out within the structured schedule.
- Newsletter training resulted in responsibility for producing the Bureau's newsletter being given to 2 staff who have now successfully produced several editions.
- Staff are currently being asked for their suggestions regarding the team activity for the Christmas away day.

Other Evidence

"For me getting IIP would be the culmination of these 4 years of work, and it would be like saying yes we're really demonstrating now that we're doing this"

"We're in a market that's tough and we have to deliver our targets"

"It feels more like a partnership now which is what we were always striving for"

"We look forward to the away days - for me it's my fun day!"

"It's much slicker as an organisation than it used to be; 3 or 4 years ago the reminder calls didn't happen"

"I'm glad they've done IIP because it helped my own organisation a great deal"

■ Annex B
Outcomes Table

Evidence Requirements Framework Matrix

Core Standard										
	Indicators									
ERs	01	02	03	04	05	06	07	08	09	10
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	n/a	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓		✓				✓	
5	n/a		✓						✓	
6	✓									

Wider Framework										
	01	02	03	04	05	06	07	08	09	10
4	Core	Core	Core		Core				Core	
5	Core		Core	✓					Core	
6	Core									
7					X					
8										
9										
10				✓						
11				✓						
12										
13					X					
14										
15										
16										
17										
18										
19										
20										
21										
22										
23					X					
24										
25										
26										
27										
28										
29										

■ Annex C

Measurement, Evaluation and Feedback

A vital part of any communication system or campaign is the quality of the feedback, measurement and evaluation that takes place. Without this closing of the loop, communication will take place in a vacuum.

Measurement of communication is often misunderstood and what is measured are the communication inputs and outputs such as the number of newsletters produced or the number of hits on a particular page of the corporate intranet.

However, internal communication, if properly executed, is about helping the organisation to achieve its objectives and, as such, each communication event or campaign should have these clearly identified. It is the achievement or otherwise of the objectives that should be measured.

It is also important to understand the effectiveness of:

- the different communication channels
- communication skills of managers and team leaders

Also worth gathering feedback on are the key issues that exist for target audiences both now and potentially in the future, e.g. a concern about job security. Understanding the key issues and responding to them shows the organisation is listening. The more employees feel that they are being listened to, the more likely they are to listen and respond positively to an organisation's messages.

Given the above, an ideal measurement and feedback report might therefore:

- contain information on the understanding and retention of key communication objectives by employees
- identify and anticipate key issues within the target audiences
- provide information on the effectiveness of the different internal communication media and channels
- provide information on the communication skills and behaviours of management and staff

It is possible to gain this information through a combination of quantitative and qualitative approaches. However, there is little point in undertaking such research if there is not a commitment to act on the findings. In fact, if employees take the time to assist with this type of feedback, they expect to see a response not just in the form of a report, but also in a positive reaction to their feedback.

Failure to provide such a response will lessen future response rates and make employees feel less listened too than before the survey.

Time and resources are required to undertake surveys and care has to be taken to ensure that they do not impose too much on the everyday work of the business. However, it is not necessary to survey the whole organisation at any one time. It is far better to take sample readings on a regular basis and build a more complete picture over time. The regular feedback also provides the communication team and top management with ongoing feedback on issues. The time to review the whole organisation is usually at the time of a full communication audit.

Communication audits

A full communication audit within an organisation is a useful exercise to undertake on an annual or biannual basis, or if someone is taking over responsibility for the role

Commercial in Confidence

and no previous audit has been completed.

As well as measuring the information set out in the survey, an audit will usually take place on a larger scale and map the communication channels and functions to establish any gaps that might exist.

From the audit it should be possible to establish a clear set of prioritised goals for the communication team to work on in partnership with line managers.

Staff attitude surveys

Many organisations today carry out staff attitude surveys and a good survey will often provide a lot of the information detailed above. For the communications professional it is important to understand the feedback that will be delivered through this source and how it relates to the other measurement and feedback tools they will be using.

360 degree feedback

Many organisations, such as the Victoria and Albert Museum in London, [1] are now using online methods of 360° feedback. Feedback forms available online are secure, safe, easy to use and allow anonymity. They also enable the communications manager to easily monitor the responses, prompt progress and generate results automatically. This removes the need to chase paper-based forms, transcribe and wait for analysis.

[1] *Internal Communications*, Issue 90 (November 2003) pp 15-16.

■ Annex D

Leadership Versus Management

The terms leadership and management are often used interchangeably, but they are two distinctive and complementary processes. John Kotter[1], Konosuke Matsushita Professor of Leadership at Harvard Business School, argues that leadership is different from management, but if either is missing, success in today’s business environment will be elusive.

According to Warren Bennis and Bert Nanus, ‘leadership is one of the most observed and least understood phenomena on earth’[2]. There are consequently many definitions of leadership, but the following one is worth quoting because it includes elements of influence, intention, responsibility, change, and creating a shared purpose:

Leadership is an influence relationship among leaders and followers who intend real changes that reflect their shared purpose.[3]

Management, on the other hand, has been described as the:

Attainment of organisational goals in an effective and efficient manner through planning, organising, staffing, directing and controlling organisational resource[4]

Leadership is thus about influencing people while management is about control and creating predictable results.

Unfortunately, management is today regarded by some as being a lesser skill than leadership. Kotter argues, however, that neither is better than, nor a replacement for, the other and that, ‘the real challenge is to combine strong leadership and strong management and use each to balance the other’[5]. This point is summed up in the following analogy:

‘Leadership and management are like the oil and vinegar in a good salad dressing: although they remain quite separate and have their own distinct qualities, when shaken together properly their combined effect can be quite stunning. Just don’t try dressing your salad with one or another alone!’ Peter Cunningham, FCIPD, (September, 2004).

Schoemaker and Russo, have produced the following comparison between management and leadership.

	Management	Leadership
Direction	<ul style="list-style-type: none"> • Planning and budgeting • Keeping an eye on the bottom line 	<ul style="list-style-type: none"> • Creating vision and strategy • Keeping an eye on the horizon
Alignment	<ul style="list-style-type: none"> • Organising and staffing 	<ul style="list-style-type: none"> • Creating shared culture and values

Commercial in Confidence

	<ul style="list-style-type: none"> • Directing and controlling • Creating boundaries 	<ul style="list-style-type: none"> • Helping others grow • Reducing boundaries
Relationships	<ul style="list-style-type: none"> • Focusing on objects – producing/selling goods and services • Based on a position of power • Acting as boss 	<ul style="list-style-type: none"> • Focusing on people – inspiring and motivating followers • Based on personal power • Acting as coach, facilitator, servant
Personal Qualities	<ul style="list-style-type: none"> • Emotional distance • Expert mind • Talking • Conformity • Insight into organisation 	<ul style="list-style-type: none"> • Emotional connections (Heart) • Open Mind (Mindfulness) • Listening (Communication) • Non-conformity (Courage) • Insight into self (Integrity)
Outcomes	<ul style="list-style-type: none"> • Maintain stability 	<ul style="list-style-type: none"> • Creates change, often radical change

Paul J Schoemaker and J. Edward Russo, 'A Pyramid of Decision Approaches', *California Management Review* (Fall 1993), 9-31.

Management is about the control process, which aims to ensure that lapses in performance are spotted and corrected.

The leadership contribution is to motivate, inspire and energise people by satisfying basic human needs for achievement, a sense of belonging, recognition, self-esteem, control over one's own life and an ability to live up to one's ideals.

Good leaders motivate people by making the vision relevant to the particular group, supporting the employee with coaching, feedback and role-modelling, and by recognising and rewarding success.

[1] J P Kotter, 'What Leaders Really Do', *Harvard Business Review* (May/June 1990).

[2] Warren Bennis & Bert Nanus, *Leaders: The Strategies for Taking Charge* (Harper and Row, 1985).

[3] Joseph C Rost, *Leadership for the 21st Century* (Praeger, 1993), p 102.

[4] R L Daft, *Leadership Theory and Practice* (Dryden Press, 1999).

[5] Kotter, p 26.

[6] Copyright © 1993, by The Regents of the University of California. Reprinted from the *California Management Review*, Vol. 36, No. 1. By permission of The Regents. All rights reserved. This article is for personal viewing by individuals accessing the site. It is not to be copied, reproduced, or otherwise disseminated without written permission from the California Management Review. By viewing this document, you hereby agree to these terms. For permission reprints, contact: cmr@haas.berkeley.edu. www.haas.berkeley.edu/cmr.