



RYP QUARTERLY

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The Difference Between: Leadership – Management – Supervision

Of all the things that generates confusion in organisations is the misunderstanding of Leadership, Management, and Supervision.

They are different!

Over \$366 Billion is Spent on Leadership Development globally. It is a big business. However – most of it is wasted in inept programs attempting to build leadership competencies into Managers and Supervisors.

All three play an important and vital role in the success of any organisation – but they should not be confused.

Leadership, Management, and Supervision are different. No one is more important than the other, nor should they be interchanged or substituted one for the other. They are very different functions. When HR Professionals loosely interchange the use of Leadership and Management Terminology – it crucially indicates they do not understand the differences and the vital functions and applications each role plays.

To Be Clear:

- **Leadership is about change**
- **Management is about performance**
- **Supervision is about organising day-to-day operations**

There are very few organisations today that have sufficient leadership. The confusion between Leaders, Managers, and Supervisors is massive. This misunderstanding gets in the way of any reasonable discussion and strategy on how to build an organisations capability for the future. It drives me crazy!

- John Kotter (HBR)

LEADERSHIP DEFINED

Leadership is associated with change and taking people into the future. It is about a FROM and TO Journey. It requires a vision for the future that is clear, defined, compelling, and believable. It is associated with growth, new opportunities, a better position, a new way of



thinking, or an improvement in circumstances. Leadership is about vision, producing useful change, people buying in, and empowerment. Leadership is not about a set of predetermined attributes, but about mindsets and behaviours.

John Kotter describes the three functions of leadership as:

- 1. Establishing Direction:** Create a vision, set specific strategies, and develop clarity of the big picture and what it means and looks like
- 2. Motivating and Inspiring:** Empower others, inspire, and energise, satisfy unmet needs, and pursue emerging opportunities.
- 3. Aligning People:** Communicate goals, build team confidence and coalitions (advocates) and engender confidence and commitment.

Leadership is not defined by the exercise of power but by the capacity to increase the sense of empowerment amongst those led. The most essential work of a leader is to create more leaders.

- Mary Parker Follett

Oxford Dictionary Defines Leadership as: The skill of leading a group of people and inspiring them towards a direction. It is an interpersonal process which involves influencing a person or group of people to achieve agreed objectives willingly and enthusiastically.

There is no course in the World which exists that produces and rolls out leaders! Much to the chagrin of business colleges and training providers, leadership is not a lesson that can be taught, but a quality which is possessed, and forms over time.

Leaders leave a legacy. History and others will ultimately judge the effectiveness and impact a leader makes. There are many levels of leadership. It should not be confused with charisma. Leadership is more about imparting confidence, commitment, and belief into people, whilst role modelling trust, respect, integrity, and purpose.

Leadership is not a title! Often, when people are introduced to me as a Leader via the title on their business card, I ask them to share a legacy or impact they have made to a group of people. It is at this moment their leadership credentials will be revealed by the story they share. Too often this defaults to the roles they have held, or the projects they have worked on, not the impact they have made, or the legacy they have left. Just because a person holds a senior position does not mean they are a leader.

MANAGEMENT DEFINED

Management is about performance. Management is about control. Not all Managers can or will become Leaders. Management involves the process of:

- Planning
- Budgeting
- Organising
- Staffing
- Reporting
- Controlling & Coordinating
- Directing & Prioritising
- Motivating & Coaching



John Kotter summarises Management as a set of well-known processes like planning, budgeting, structuring roles, staffing, measuring, and reporting performance, problem solving in a manner that ensures the organisation predictably does what it knows well.

Good management helps organisations produce products or services to promised standards, consistently, to quality standards, on budget day after day. Sound simple? Unfortunately, this is a complex and difficult task to consistently achieve. Good Management is incredibly important to the ongoing health and well-being of any organisation – no matter what industry or sector.

The Management Dynamic Includes:

- Setting Goals and Budgets for Departments and Projects
- Delegating Responsibilities
- Monitoring and Reporting Performance (Budgets – Business Plans – Project Status)
- Overseeing and Coaching Up Worker Performance
- The Hiring and Firing Process
- Ensuring the work environment is of a professional standard
- The Climate Teams work in (Team Chemistry)
- Assessing the future needs of the business (Team Structure, Capability, Skills, Equipment, Resources etc)
- Identifying Training Needs and Future Succession / Team Depth
- Developing and amending policies, procedures, principles
- Role modelling the desired behaviours & mindsets
- Implementing the principles of Business Excellence
- Being Accountable for the performance of their area of responsibility

Team Success requires good management to be successful, but it is not leadership!

***Management is doing things right.
Leadership is doing the right things.***

- Peter Drucker

SUPERVISION DEFINED

Supervision is a focus on the day to day needs and priorities of the organisation. It is about Today! Supervision requires a focus on what is urgent for any team or group of people to address immediately. It is an ongoing dynamic over the course of the day. It requires clear instructions and a constant triaging of priorities.

Supervisors implement the decisions of Management. Supervising requires a daily juggling act that includes:

- Employee Supervision & Rostering
- Tracking Team Performance
- Reviewing & Assessing Targets
- Overseeing standards
- Ensuring Safety Standards



- Enforcing compliance to Policies & Procedures
- Setting short-term milestones
- Leading Team Meetings / Tool-Box Talks
- Handling Customer Complaints
- Training People on the Job
- Inducting New Employees on the Job
- Escalating issues to Management
- Instructing staff on immediate areas of focus or priorities
- Re-Prioritising work schedules
- Dealing with Staff Motivation (Behaviours and Mindsets)

The Supervision Dynamic requires a very clear and highly structured daily and weekly PLAN – DO – CHECK – ACT Team Cadence that involves a start and end of day dynamic, as well as a weekly ritual around the needs of the team.

PLAN: Plan the week (Targets, Staff Rosters, Team Measures, Priorities, Training)

DO: Get Cracking (Predict where there may be issues / React to Performance Needs)

CHECK: Team Cadence (Meetings, Tool-Box Talks, Measures That Matter, Reporting)

ACT: Prioritise (Focus on the things that matter – Performance based Accountability)

Good supervision is the key to ensuring consistency of performance and service standards, with the delivery of upfront brand promises to consumers and their lived experiences.

***Supervisors are more interested in HOW Employees do things.
Managers are more interested in WHAT Employees Produce – Outcomes***

WHAT HAPPENS IF I NEED TO LEAD, MANAGE, & SUPERVISE?

This is always the case in Small Businesses, Family-Owned Organisations, Small Teams, and Start Up Businesses. Often there is a requirement to continually interchange the dynamic of Leadership – Management – Supervision in the same day. Key is to be aware of which dynamic is taking place at any given time.

It Is All About the Correct Ratio! 20-60-20 Ratio

Getting the Leadership – Management – Supervision Ratio Right depends on the person, the context, and the circumstances. This dynamic is as varied as there are people on the planet. But as a starting guide apply the 20-60-20 Rule.

20% of Time should be on Leadership – Future Focused – Inspiring and Engaging the Team – Exploring tactics and strategies on how the Team Will Get there.

60% of Time should be on Management – Managing Performance – Implementing business systems, processes, disciplines, measures, and the desired culture.

20% of the Time should be on Supervision – Focused on the day to day / week in week out dynamic of team disciplines to implement what has been agreed.



The following guiding principle provides a simple set of filters:
LEADERSHIP is about change: A FROM & TO JOURNEY – with a clear Vision
MANAGEMENT is About Performance: How the Team Is Performing to Standards
SUPERVISION is about the Day to Day: Team Disciplines – Immediate Areas of Focus

This simple framework allows someone in responsibility to think through what their Leadership – Management – Supervision ratio should be. There is no hard or fast rule. If for instance, the team is young and inexperienced, lots of time will be initially spent on the supervision dynamic. Likewise, if the team is experienced with capable supervisors, more time should be spent on the Leadership – Management Dynamic.

What is clear – if too much time is spent on the Supervision dynamic, less time will be spent on Management, and No Time will be spent on Leadership.

The Leadership – Management – Supervision Dynamic has no black and white ideal ratio. But it does require a person to develop their own formula. There are blurred lines everywhere. However, it is important to get the Ratio Right. What time each week or month should be spent on Leadership V Management V Supervision. Understanding this and then getting the balance right greatly helps improve the effectiveness of the Leadership & Management Performance of an individual, and the impact they make

THE DIFFERENCES BETWEEN LEADERSHIP – MANAGEMENT – SUPERVISION

LEADERSHIP	MANAGEMENT	SUPERVISION
Is About Change	Is About Performance	Is About Day to Day
Mentoring Dynamic	Coaching Dynamic	Instructing Dynamic
Requires a Compelling Vision	Requires Clear Goals and Measures	Requires Targets and KPI's
Purpose Focus	Policy Focus	Compliance Focus
Timespan is longer term (3-5 Years) (LONGER TERM)	Timespan is annual, quarterly & monthly (SHORT-TERM)	Timespan is weekly & daily (NOW)
Listen & Question – Engage others to raise commitment	Explore Problem Solving to seek improvement	Show & Tell – Provide supervised practice
Explain Goal & Inspire Actions & Initiatives	Empower People on what to do & how to do it	Tell People what to do
Inspire & Influence	Direct & Control	Are In Charge
Focus on Trending the Right Way	Focus on Achievement of Goals directed to performance	Standard – Accurate – Consistent Performance
Promotes Values & Vision	Enforces & Endorses Values & Vision Locally	Role Models Values & Complies with Applications
Has eyes on the Horizon	Has eyes on Bottom Line	Has eyes on Here & Now
Leads People	Manages People	Instructs & Supervises People
Lead Change	Lead Performance	Lead Consistency / Reliability
Proactive	Both Proactive & Reactive	Largely Reactive
Empowers	Delegates	Micromanages



Principles & Guidelines	Policies & Standards	Rules
Leaders have direct & non direct reports reporting to them	Managers have direct reports and people to collaborate with	Supervisors have direct reports
Must deal with and navigate ambiguity (“Yes we might”)	Must solve ambiguity and create clarity and certainty	Must eliminate ambiguity to ensure consistency
Navigate Opportunities & Threats	Drive Agility and Continuous Improvement	Eliminate Errors & Omissions (Remove Waste)

Often Leadership & Management are inseparable by the nature of the task. But there is a clear separation of the Supervision dynamic and the Leadership / Management dynamic. It is important to recognise the different dynamics and formulate your own formula for enacting the right ratio.

SOME FRAMEWORKS FOR EACH

To help provide some clarity & guidelines for each, the following frameworks provide a useful outline of the Leadership – Management – Supervision Dynamic.

LEADERSHIP: THE L5 LEADERSHIP MODEL:

L5 Leadership Framework evolved in 2004 as a meaningful and credible framework for the Education Sector and has since been applied to industries including Education & Academia, Mining, Manufacturing, Architecture & Construction, Accounting, Legal & Financial Services. **Essentially the L5 Leadership Model outlines 5 Qualities all effective leaders have:**

- 1. Leadership Starts from Within.**
- 2. Leadership Is About Influencing Others.**
- 3. Leadership Develops an Environment for Learning & Excellence.**
- 4. Leadership Builds Professionalism and Management Capability.**
- 5. Leadership Inspires Leadership Actions and Aspirations in Others.**

L5 LEADERSHIP MODEL EXPLAINED

Leadership Starts from Within: The “don’t pass go” test of leadership! This is where Leadership & Management principles diverge. Leadership is about Change – Management is about Performance. Effective leaders know themselves, act upon a well-informed set of personal values, have a high degree of self-awareness and a deep sense of commitment and responsibility. They have a clear personal vision for the future, whilst optimising learning & development & well-being amongst their staff, and above all the courage & determination to achieve that vision.

Leadership is about Influencing Others: Effective leaders understand the nature of power of change and know that the quality of the relationships they have with their staff and key stakeholders are crucial to their ability to influence and achieve desired outcomes.

Leadership Develops an Environment for Learning and Excellence Effective leaders understand that Learning is everything you do! They also understand that building the capability of staff through the pursuit of Excellence will help fuel a learning and continuous improvement culture, which is fundamental to the achievement of growth and success.



Leadership builds Professionalism and Management Capability: Effective leaders know that it is their responsibility to promote and the ability to execute strategic plans through building the capability of all Managers to predict and read the play, innovate and problem solve within their teams, whilst maximising their team's ability to being at the top of their profession.

Leadership Inspires Leadership Actions and Aspirations in Others: Effective Leaders know that they have a responsibility to promote & support widespread sustainable leadership throughout the organisation, inspiring others to share in leadership responsibility so that their Management & Leadership qualities are experienced and optimised.

MANAGEMENT: THE 4C's OF A CAPABLE MANAGER:

Management is about Performance, and hence has a specific dynamic that is required to ensure optimal management performance. The 4C Framework provides a useful guide / checklist to apply to the Management Dynamic. The 4C's Include:

CONTROL

CONTRIBUTE

COMPLETE

CALL IT

THE 4C MANAGEMENT FRAMEWORK EXPLAINED

CONTROL: The ability for a manager to Control their day through a clear set of objectives, measures, policies, procedures, and standards. This will enable the Management of staff to drive performance, prioritise decision making, and influence mindsets. This influences workflows and performance outcomes.

CONTRIBUTE: A key role of a manager is to engage with and influence outcomes. There must be front-end and back-end alignment – with no silos. Managers must be heard and seen in meetings, influencing the team by MBWA (Managing by Walking Around), collaborate and have access to colleagues and other teams, and be part of the problem solving and proactive pursuit of continuous improvement.

COMPLETE: Prioritising and triaging what is necessary v what is nice to have dynamic, or the important v urgent dynamic week in week out. Key is focusing on the Delivery in Full on Time (DIFOT) to Promises and Commitments. If this cannot be achieved, proactive communication needs to occur (bad news must travel fast – good news can wait). Maintaining a clear dashboard of Things to Do / Things Being Done / Things Completed which is public and shared helps fuel a sense of team ownership and achievement

CALL IT: The standard you walk past is the standard you accept. Ignoring issues and achievements symbolises what a Manager Stands for – what is important to them! Calling things out – making decisions – putting issues on team agendas are all ways of how Managers Call Out what is Important. Encouraging their team to challenge the status quo, call things out, be open and candid helps foster a culture of continuous improvement. Candour is healthy – Diplomacy is for stopping wars!



SUPERVISION: THE 4 DISCIPLINES OF EXECUTION:

The Four Disciplines of Execution* by Chris McChesney, Sean Covey and Jim Huling is one of the best business books out there that has application to all Managers and Supervisors. It provides a simple framework for ensuring that the most important work gets done, and battle-tested in over a thousand consulting engagements. It is as relevant for personal life as it is essential for line supervisors.

The 4 Disciplines of Execution:

- Discipline 1: Focus on the Wildly Important**
- Discipline 2: Act on Lead Measures**
- Discipline 3: Keep a Compelling Scorecard**
- Discipline 4: Adapt a Cadence of Accountability**

THE 4 DISCIPLINES OF EXECUTION FRAMEWORK EXPLAINED

Focus on the Wildly Important: Clarity leads to focus and prioritisation on the things to matter. Keep a focus to no more than 3 things via the 3 x 3 x 3 Model.

- 3 Priorities for the **Month**
- 3 High Pay of Actions for the **Week**
- 3 Key Priorities for the **Day**

Act on Lead Measures: Lead Measures are Different to Lag Measures. Lead measures can be predicted and influenced. Lag measures are reflective and cannot be measured. Lead measures highlight how the team is going (in the moment). Lag measures showcase how the team went (in the past). Lead measures can change performance TODAY. They are future focused and present in real time. Often, they present as a “moment of truth” that require the application of “good judgement” by a supervisor.

Keep a Compelling Scorecard: What gets measured gets done! A compelling score card drives team focus and commitment and will help fuel a sense of progress. Often it is not the score that is important – but how the team is trending. A score card will always help define acceptable V good performance, and where teams need to focus their attention. A scorecard helps link empowered decision-making principles and symbolises what is important. A scorecard will help focus on the things that matter.

Adapt a Cadence of Accountability: Team rituals are key. How a team starts and ends the day or starts and ends the week will help connect the team, focus them at the start on the things that matter, whilst providing a mechanism for feedback and recognition at the end of a day or week. A Cadence of Accountability requires a PLAN – DO – CHECK – ACT Cycle owned and overseen by a supervisor.

FINALLY

The Leader- Manager – Supervisor dynamic is often a fluid one. In large organisations this may be much clearer to define. But in small organisations, the lines are often blurred, and there are learnt behaviours to untangle, and myth bust as organisations grow, or roles change. Key is to understand the differences for oneself, and then establish the right ratio of Leadership V Management V Supervision.



Not all Leaders are great Managers. Not many Managers become great Leaders. But all Leaders and Managers were at some point in their career a supervisor.

Leaders *inspire* followers via an Envision – Enable – Empower – Energise process

Managers *coach* their team via a Plan – Goal Set – Measure – Report – Motivate process

Supervisors *focus* their reports via a Plan – Endorse – Enforce – Comply process

As a general rule, Supervisors communicate more frequently with their teams compared to Managers or Leaders because they work directly with their teams. The Supervisor is usually the first point of contact for team members on issues, which might need to be escalated to Managers.

Supervisors tend to be the direct influencers for

- Adherence to Work Processes – Procedures – Policies
- Staff More & Team Dynamics
- Employee Engagement & Recognition
- Staff Induction
- On the job training

Managers tend to be the direct influencers for

- Budgeting & business planning
- Reporting and measuring performance
- The setting of remuneration, and the hiring & firing of staff
- Learning & Development of People
- Setting Policies
- Work Conditions & Benefits

Leaders to be the direct influencers for

- Vision & Direction Setting
- Brand Promises
- Organisational Values & Culture
- Strategic Planning
- Exploration of new opportunities

A SAD FACT:

Too often being rich or famous are confused with being a leader. Wealth and fame are by products – not qualifications to Lead.

- Simon Sinek

Facta Non Verba – Deeds Not Words

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