



A Study of Similarities & Differences Between Management & Leadership: Implications for Assessment Centres

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Overview of Presentation

- Leadership v. Management – Are they similar of different constructs? (Kotter)
- Leadership Dimensions Questionnaire & Occupational Personality Questionnaire
- Findings from Research Study on Royal Navy Officers
- Use of Results by Royal Navy
- Admiralty Interview Board – AC set up in 2nd World War
- Results of Recent Review of the Process
- Agenda for Future Research



Kotter's Views on Leadership

“Many organisations are over-lead and under-managed.”

**“Strong leadership with weak management
is worse than the reverse”**

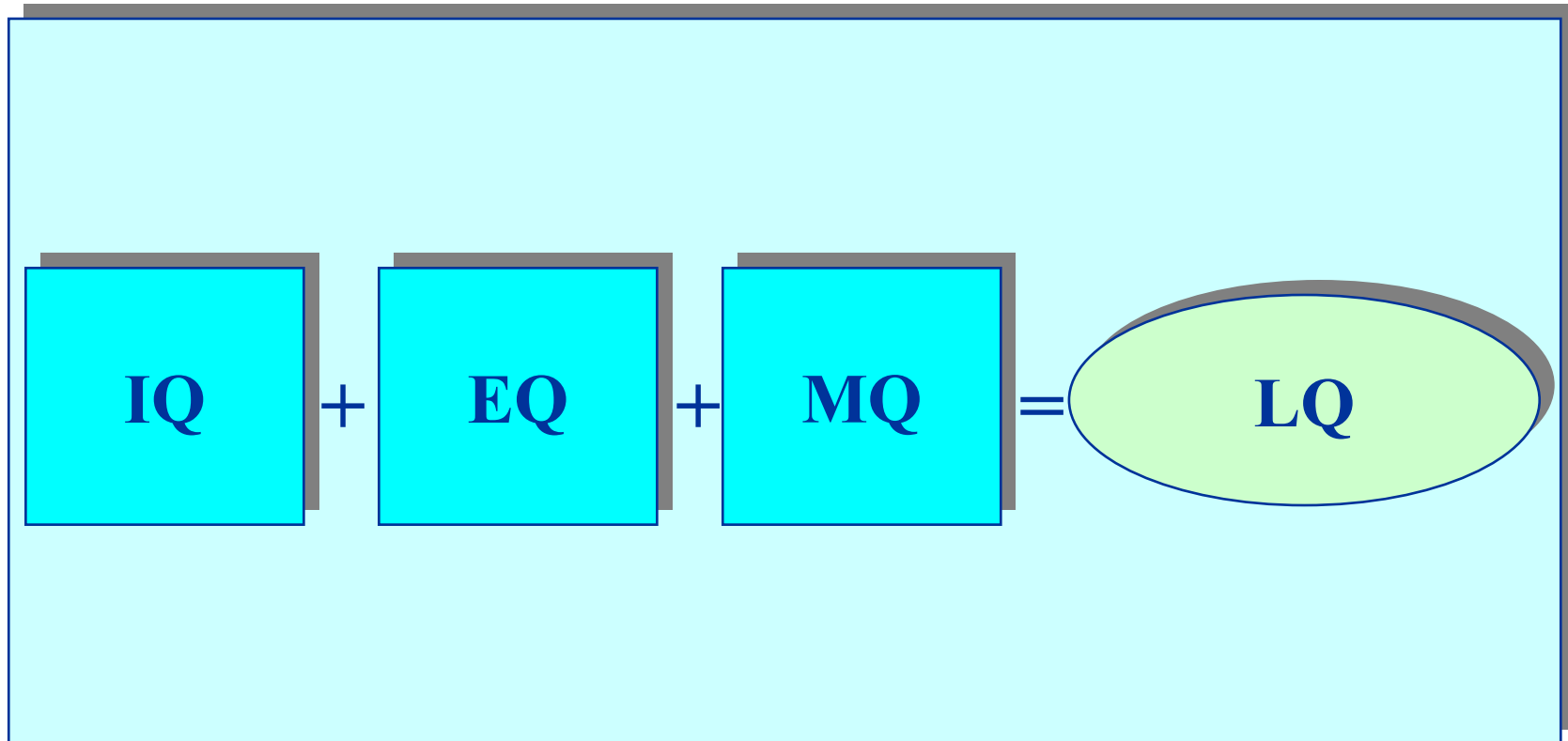
**“The real challenge is to combine strong leadership and
strong management and use each to balance the other”**

**“Management is about coping with complexity.
Leadership, by contrast, is about coping with change”**

Kotter, J. (1990)

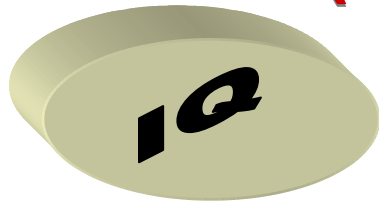


EQ, IQ, MQ & Leadership

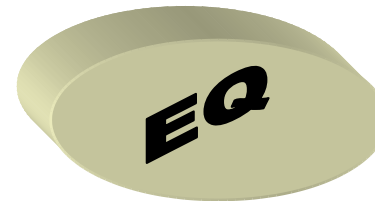




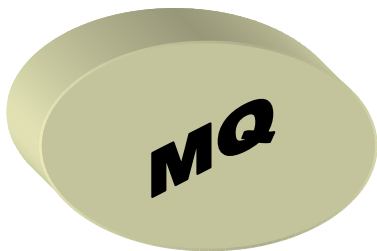
Leadership Dimensions Questionnaire (LDQ) Model



- Critical Analysis & Judgement – **IQ**
- Vision & Imagination - **IQ**
- Strategic Perspective - **IQ**



- Self Awareness - **EQ**
- Emotional Resilience - **EQ**
- Intuitiveness – **EQ**
- Sensitivity - **EQ**
- Influence - **EQ**
- Motivation - **EQ**
- Conscientiousness - **EQ**



- Empowering - **MQ**
- Developing - **MQ**
- Managing Resources - **MQ**
- Communicating - **MQ**
- Achieving - **MQ**



The LDQ Style Model

Leadership Styles

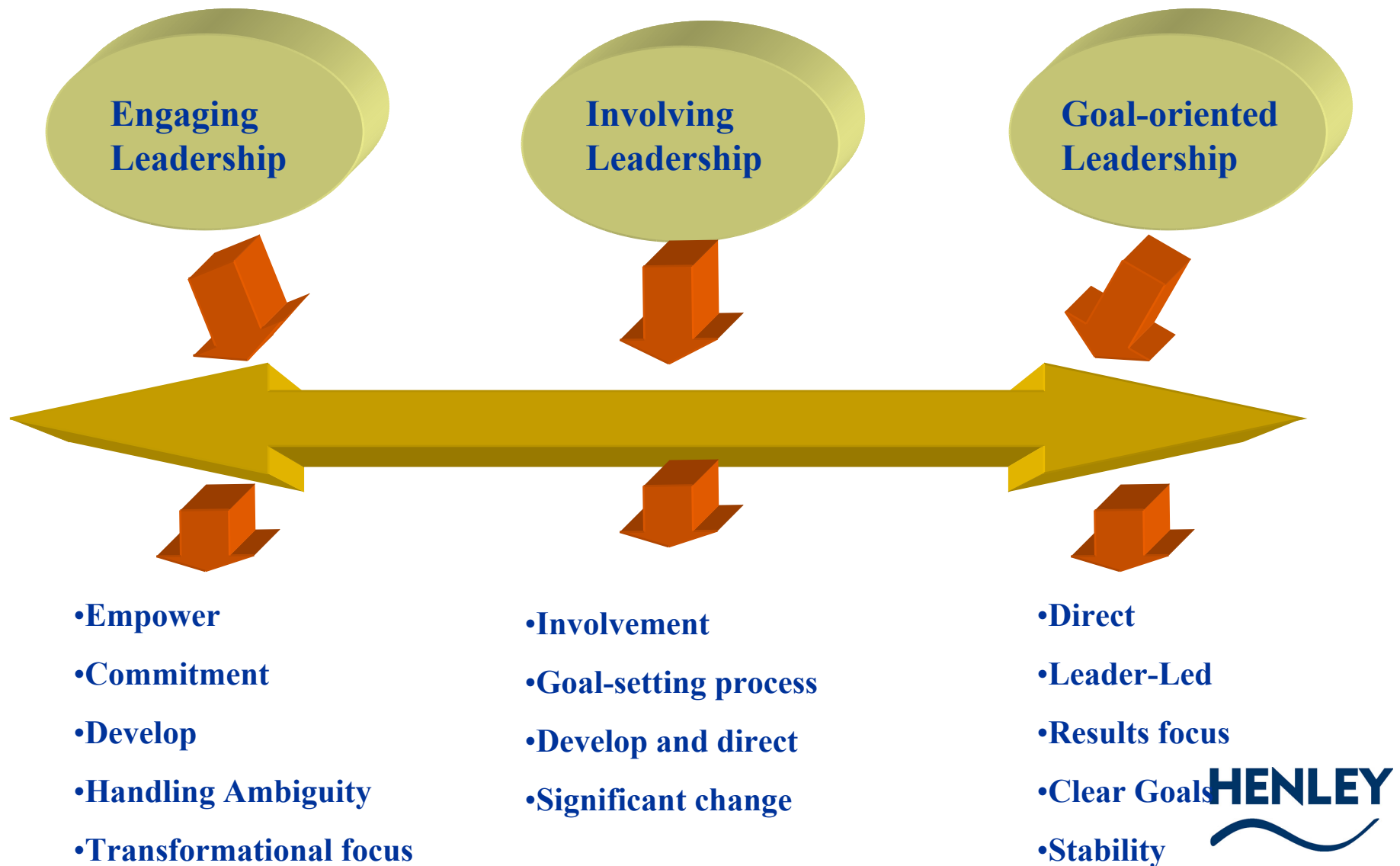
Goal-Oriented

Involving

Engaging



LDQ – Leadership Styles





Current Uses of LDQ Including Reliability & Validity Studies

Public Sector:

- Cabinet Office – Permanent Secretary
Leadership Development Programme
(& Research)
- Dept of Work & Pensions -
Leadership Development Programme
- Home Office -
Leadership Development Programme
- Senior Police Officers - Research
- **RAF Change Leadership** – Research
- **Royal Navy – Research, Development
& Selection**

Private Sector:

- DHL Europe – High Flyers’
Development Programme
- CEOs of SMEs - Leadership
Development Programme
(DTI Pilot Scheme)
- Telecom Company
Research
- Russian Managers
- French Managers in IBM
- UK Retail Directors
- UK Project Managers



Occupational Personality Questionnaire

**Tool used to measure personality factors; designed by SHL
Latest version, OPQ32, measures 32 scales under 8 headings:**

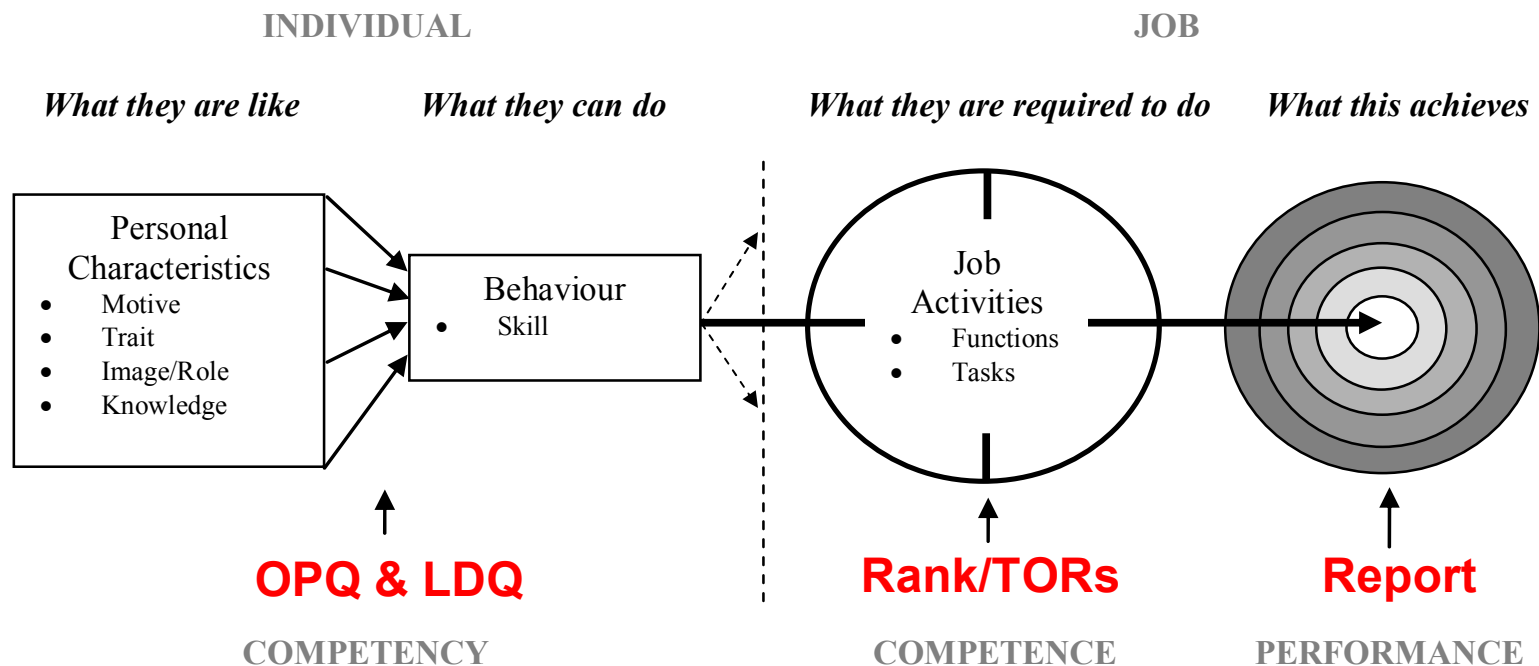
- 1. Emotion**
- 2. Dynamism**
- 3. Influence**
- 4. Empathy**
- 5. Sociability**
- 6. Structure**
- 7. Analysis**
- 8. Creativity & Change**



Competencies of Effective Leadership and Management in The Royal Navy

**A Study by
Cdr (Dr) Mike Young MBE**

Summary of Study Methodology



Young, (2005). 'Clarifying Competency and Competence'
Competency & Emotional Intelligence, Summer 2005



Findings: 4 CLM Supra Competencies:

- **Conceptualise** *Get the picture*
- **Align** *Focus Controllable Activities*
- **Interact** *Work with and through people & events*
- **Create Success** *Achieve Results (Habitually)*



Why the Supra-Competencies Work

Activity	COMMAND*	LEADERSHIP**	MANAGEMENT***
Conceptualise	Clarifying superior intent	Setting a Direction	Planning and Budgeting
Align	Ensuring subordinate ability to meet remit	Aligning People	Organising and Staffing
Interact	Timely Decision Making	Motivating	Co-ordination and Problem Solving
Create Success	Success through determination	Mastery of the Context	Control of the Environment

* *British Defence Doctrine* (2002) Second Edition.

** Kotter, (1990). *What Leaders Really Do*; Bennis & Nanus (1997). *Leaders*.

*** Kotter, J. (1990); Fayol, H. (1916). *Administration Industrielle et Generale*.



Leadership and Management:

Different



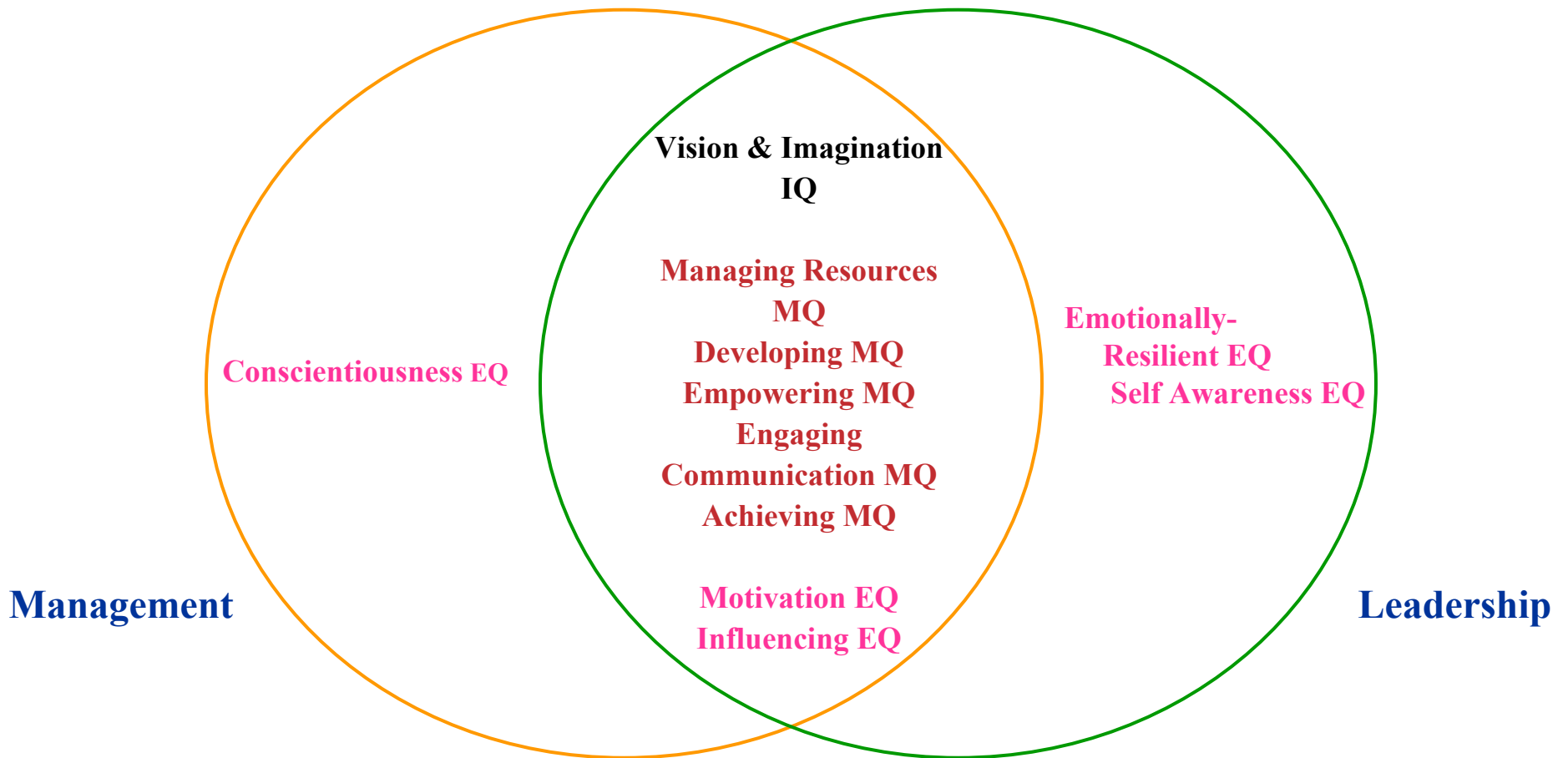
Good Leaders and Managers:

Different or Essentially the same



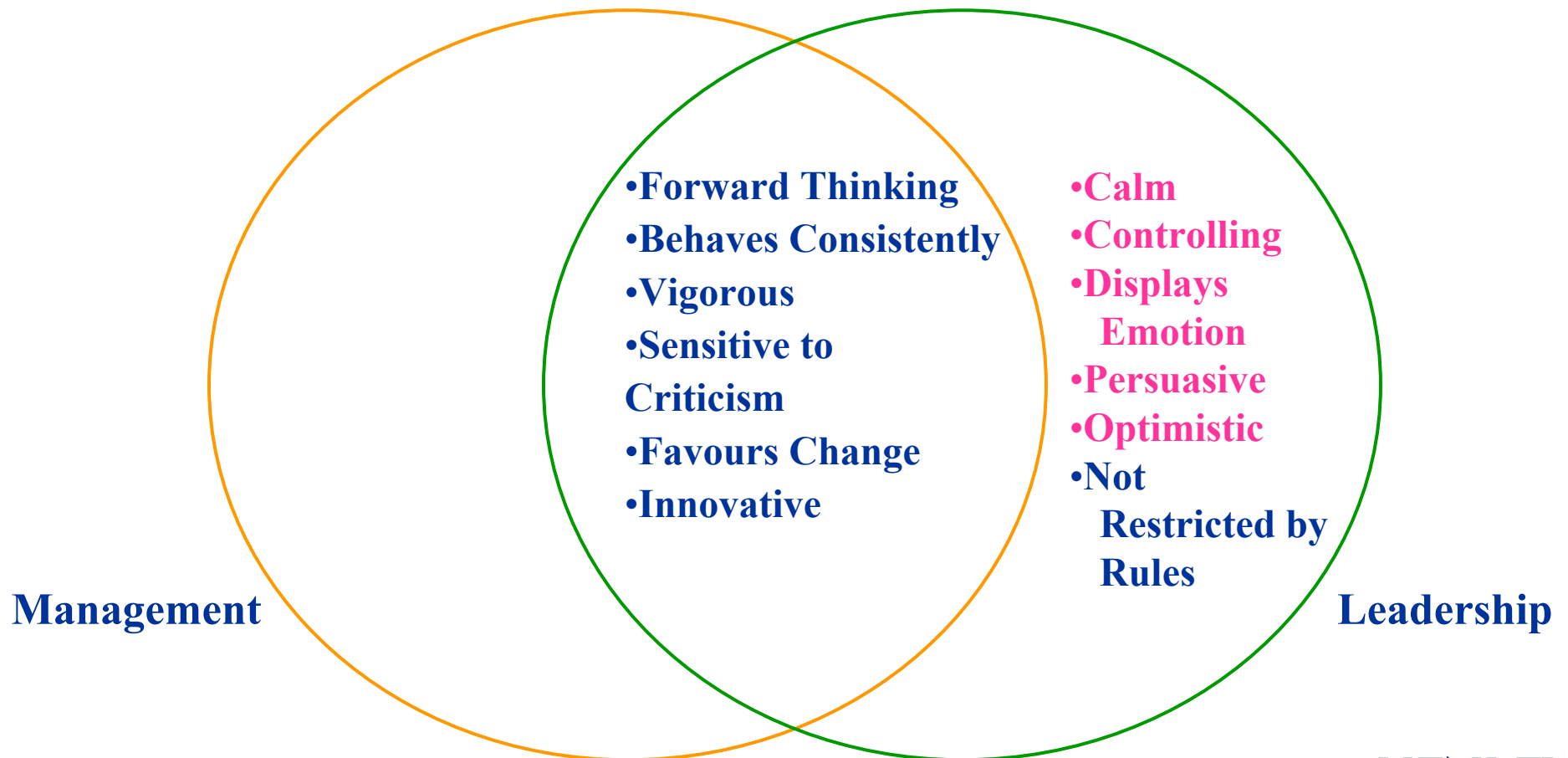


Management / Leadership: Significant Correlates of LDQ



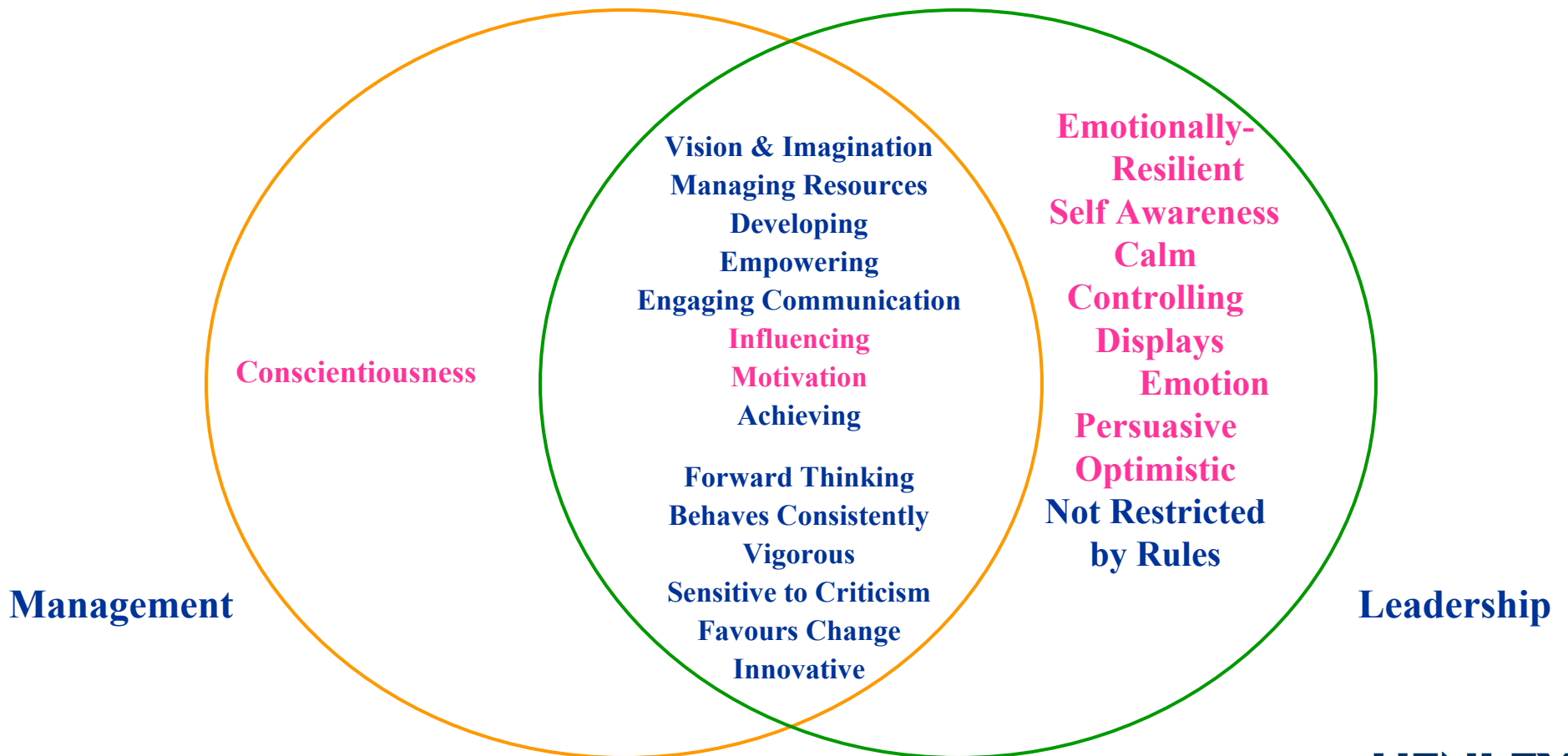


Management / Leadership: Significant Correlates of Personality (OPQ)





Management / Leadership (LDQ & OPQ)





Integration of the findings in RN Leadership & Management Practice

Generic Competency framework fine tuned to reflect the emotional contribution required in effective Leadership, i.e.

- **Plan for resources but give people a vision**
- **Organise manpower but attune your team**
- **Co-ordinate activity but motivate team members**
- **Manage assets but Lead people**



Findings to be integrated into RN Assessment and Development

The evidence that:

- **Effective performers possess competencies which enable them to demonstrate a balanced combination of leadership and management.**
- **Certain individuals can be developed into good managers and good leaders, supporting Kotter's (1990, p.104) assertion that 'companies must ignore the recent literature that says people cannot manage and lead'.**



How has the Royal Navy made use of these findings?

- **Command Training Group** – Developmental Centre for in-service personnel seeking promotion
- **Admiralty Interview Board** – Selection & Assessment Centre for all RN & RM Officers



Command Training Group

- RN Development Centre – part of promotion selection process for Naval Ratings
- Pass Leadership Course before becoming a Leading Hand (Junior Manager) and then a Non-commissioned officer (NCO – Middle Manager)
- The Research has led to a new competency framework against which all training is assessed and students final assessment is made



Admiralty Interview Board (AIB)

Julia Carden

HR R&D Consultant to 2nd Sea Lord

Royal Navy





Admiralty Interview Board (AIB)

- AIB – Assessment & Selection Centre for all RN & RM Officers
- Interviewing from 1905
- AC Method Post 2nd World War
- Over the years process has developed and matured – but has largely remained unchanged



2002 – Review of AIB process

Following findings:

1. Process was very subjective
2. Assessment criteria were not linked to training success or on-job assessment
3. Using un-trained assessors
4. Not aligned to CIPD or BPS best practice

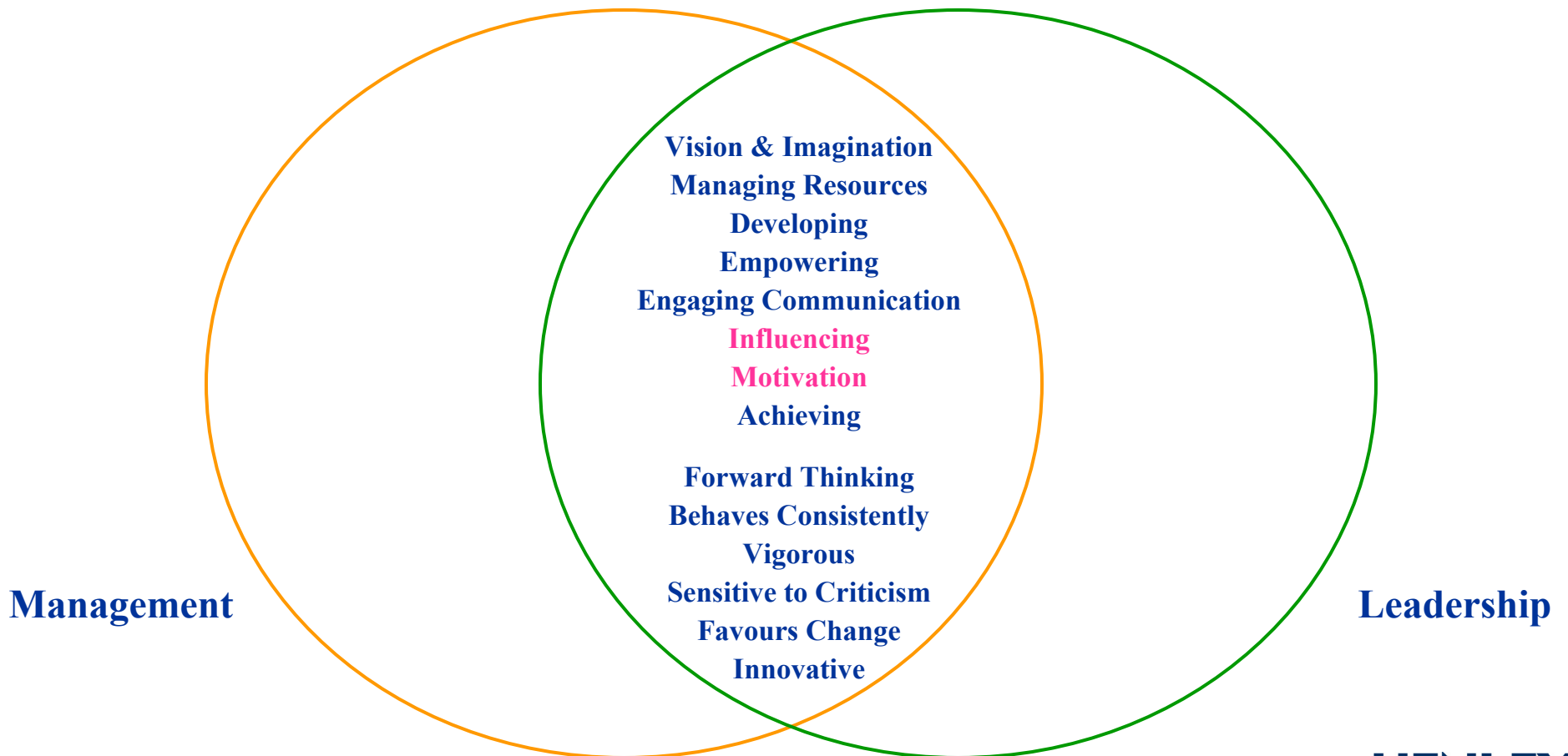


What did RN do?

- Introduce new competency framework – to reflect research findings
- New competency-based assessment method using a range of assessment techniques including psychometric tests, written test, practical tasks and a competency-based interview



Using the Research in AIB Competency Framework





Measuring Motivation

- Motivation is now formally assessed and measured at AIB – in Fitness Assessment and in Interview
- **BUT this is a snapshot? Not real evidence**
- ***Challenge*** – how to measure & assess motivation in a 2 day selection centre?



Future Research & Work

- How to assess & measure motivation
- Current research findings are based on using OPQ and LDQ – need to investigate the feasibility of using these tools in the selection centre
- Investigate the predictive validity of other tools available



Future Research & Work 2

- **Challenge 2** – the RN has a high wastage rate at 4-5 length of service – how can the selection process select “the stayers” – investigating greater use of personality profiles



Summary & Conclusions

- Leadership v. Management – An answer to question “are they similar or different constructs”?
- Findings from Research Study on Royal Navy Officers showed different leadership competencies & personality factors required for high performance, especially EQ for Leadership
- Use of Results by Royal Navy for
 - Command Training Group
 - Admiralty Interview Board
- Agenda for Future Research
 1. Measuring Motivation
 2. Use & Predictive Validity of Leadership Dimensions & Occupational Personality Questionnaires
 3. Identifying & Selecting “Stayers”