
Leadership versus Management: Ms. Jayenelle Ryan

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Leadership can be defined as the ability of a leader to successfully persuade or influence a group of people without the use of force or threats. This ability helps to shape the goals of both the group and the organization. In so doing, individuals' behaviour and attitudes are changed thus making them more motivated to achieve the goals and objectives of the organization. (Barney & Griffin, 1992). "Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims" (Koontz and Weihrich 1990) and as a manager they carry out the functions of planning, motivating, co-ordinating and controlling.

Thus, management refers to the development of bureaucracy that derives its importance from the need for strategic planning, co-ordination, directing and controlling of large and complex decision-making processes. Essentially, therefore, management entails the acquisition of managerial competence, and effectiveness in the following key areas: problem solving, administration, human resource management, and organizational leadership.

For the organization to be effective it needs both leadership and management. Leadership is needed to create change and management is needed to create orderly results. Therefore from this we can conclude that both leadership and management go hand in hand and should not be taken lightly because both are needed to direct the organization to its success. (Barney & Griffin, 1992).

Ms. Jayenelle Ryan joined the Digicel Group four years ago and has been a part of the Business solution for 3 years, she was promoted in 2016 as the business solutions manager for the Montserrat market. Her primary focus is to continually promote the eminence of the local market by increasing brand awareness which would lead to help drive and increase business results. She is hardworking and is dedicated in shaping the organization in reaching its desired goals and objectives. Her leadership and management style she believes is what caused her to be an effective manager.

Management practice she uses and identifies in Digicel

The management practice that she identifies is basically a touch of two of the management theories, she then goes on to further outline that there is a little of the Taylorism practices evident in the organization especially in the recruitment process where only the most qualified person will be hired for the job, she also goes on to say that they believe in rewarding their employees for work done. She said that rewards can be in the form of bonuses, paid vacations, increase salary and etc. Maslow's theory is also quite evident as the organization believes that employees' needs are very important and once those needs are met then employees will contribute greater to the organization's success.

How she applies the leadership and management theories to Digicel

A Predictive index survey was conducted on March 31st 2016 shows what type of leader she would be, and indeed the results were very true as I have identified that she demonstrated the charismatic and transformational behaviour towards staffs. Which includes motivating and influencing employees to achieve the company's policies and values. Collaboration is a key factor in getting the job done and this is an approach that is used by the leader to gain inputs from the employees, building trusting relationship and encouraging them to be creative thinkers, thus presenting ideas that will help the organization to be more competitive as well as retain its customers through valued services and or products.

As a leader Ms. Ryan explained that it is important to be able to have the ability to work well with people. She outlined that based on the kind of industry with is mostly a customer based business the leadership theory that most apply to her leadership is the transformational theory. Transformational Theory are leaders who inspire followers to transcend their own self-interest and who are capable of having a profound and extraordinary effect on followers (Robbins, S. P. 2003). This theory is defined in further details below.

Background knowledge of the theories helps to understand her traits and behaviour

During our one on one section Ms. Ryan explained there is no guidelines provided by the organization to stay which leadership or management theories they follow. But in her belief and experience over the years as well as her background knowledge of the theories she stated that as a leader she believes that it is important to inspire and encourage her followers. "Leading the Digicel way means that we want to be dynamic and be extraordinary". Over the years in her career she recognizes that teamwork makes the dream works which is a popular saying within the organization, therefore she tries to influence her team to be effective and efficient in carrying out there given task.

Finally, the management styles that she demonstrates are that of a democratic and task-orientes work environment. Democratic management style which includes encouraging employees involvement in the decision making process. This motivates employees to work harder as it gives them a sense of belonging and or part of something great.

Task-oriented management include coordinating work activities, paying attention to administrative details, monitoring and preparing reports. There is no doubt in her mind that it's because of these management styles which has lead the company to where it is today, these two management styles will be defined and explained in more details below.