

## Good Manager Bad Manager - -By Greg Hungerford

Have you ever had a really 'good' manager and/or a really 'bad' manager?

Have you wondered or made the distinction between the two? What actually makes a good leader and role model?

In my early career I worked in an organisation that had many managers. Some would suggest today too many! I worked closely with two, and could not have had a more different experience and relationship with them.

In terms of the first one (let's call them the 'good' boss), I found myself actively listening to what they said, bouncing ideas and concepts off them and even modelling my behaviour on theirs.

At the time I didn't understand why, but, for the 'bad boss', I'd find myself switching off (I may have nodded off once during a teleconference!), avoiding contact and doing the bare minimum when completing tasks for them.

Now, I understand my experience was a result of the leadership styles my bosses used. It's the difference between ***Transformational Leaders*** and ***Transactional Leaders***.

Transformational leaders inspire their followers to change and work towards common goals and objectives. They do this by gaining the trust, admiration, and respect of their followers, with the success of the leader being measured by the impact on his/her followers.

The theory identifies 4 different components of transformational leadership:

**1. Intellectual Stimulation** - Transformational leaders challenge and encourage creativity among their team members and encourage them to explore new ways of doing things and provide new opportunities to learn.

**2. Individualised Consideration** - Transformational leadership offers support and encouragement to individual staff members. It fosters supportive relationships and keeps lines of communication open so that staff are able to share ideas and receive direct recognition for their contributions.

**3. Inspirational Motivation** - Transformational leaders have a clear vision that they are able to articulate to their team. These leaders are also able to motivate staff to experience the passion and motivation required to fulfil goals.

**4. Idealised Influence** - The transformational leader serves as a role model to the staff. Staff learn to trust, respect, and strive to emulate their leader by internalising the leader's ideals.

On the other hand, transactional leaders believe that staff are motivated by rewards or punishments. Rewards demonstrate that staff are following orders, and punishment is a result of non-performance or disobeying orders.

Unlike transformational leaders, transactional leaders do not inspire their staff. They believe staff should do as they are told, and hence don't provide team members any reason to perceive them as role models.

Of course there is a time and a place for transactional leadership and really good bosses and managers understand that there is no single leadership style and that leadership is dependent on the task being managed. They consider the context of a situation and utilise a leadership style best suited to that context. Situational leaders therefore manage according to the situation, and to the task/team member they are dealing with at the time. To be effective, this type of leader needs to be able and ready to change depending on the circumstances they are facing.

I've concluded that my "good boss", who is now a close friend and mentor was a situational leader.

Now consider your position as a Club Manager and/or Leader. How would you describe your leadership style? Do you use a transactional, transformational or situational style?

The Club Managers Leadership and Management program looks at this topic and many others aimed at assisting you in your managerial growth and development. For more information on the program [click here](#)

## Author Profile

Greg is the principle trainer for the new CMAA Leadership and ACCM program.

Greg has had over twenty four (24) years' experience in operational and management roles in the financial services industry. Notably, he held senior management positions in both boutique and large corporate organisations. His knowledge, skills and desire around business success are the foundation stones of his training philosophy and services.

In recent times Greg has applied his managerial expertise by working with Registered Training Organisations to develop, deliver and continually improve training techniques that turn theory into practical knowledge that help businesses bolster performance through individual and team productivity improvement. As part of this he has specifically worked with Brisbane based service and sporting clubs.

