

Leadership & Management

What's the Difference?

Karlene Clark - May 2017

“The leader’s most important role is to instill confidence in people. They must dare to take risks and responsibility. You must back them up if they make mistakes.”

Let them see
you fail.



Two distinctive and complementary systems.

Challenge: combine them and balance each other!

Management:

Copes with complexity

Sets goals - allocate resources

Produce orderly results, not change

Leadership:

Coping with Change

Sets a direction - develops a vision

Aid people to adjust values, change perspectives and learn new habits

Motivate and inspire to produce change



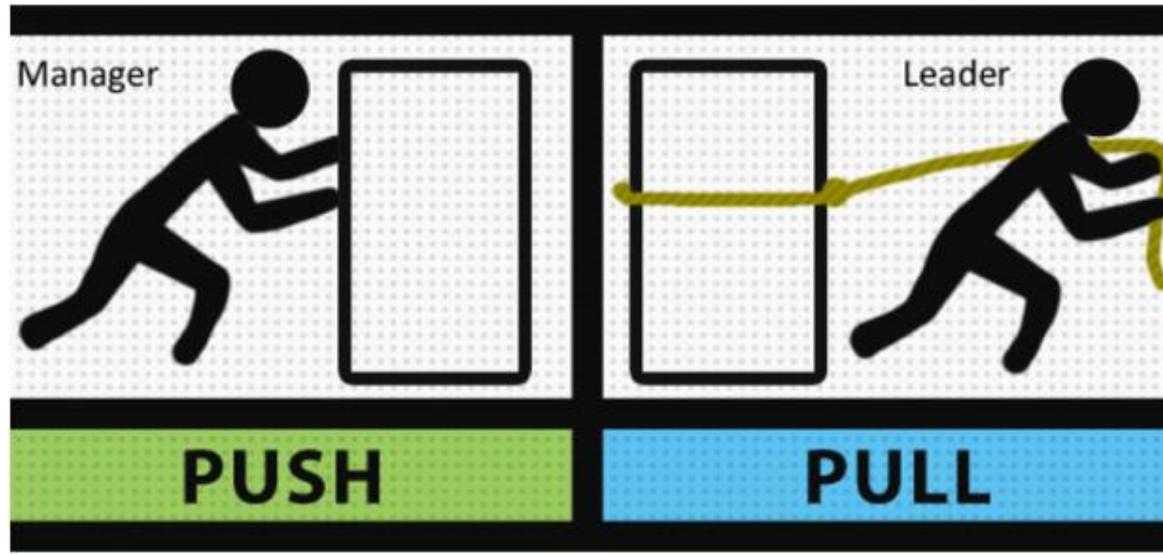
- **Management:** controlling and problem solving – monitoring results versus the plan (reports, meetings, etc; identifying deviations; planning and organizing to solve the problems)
- **Leadership:** achieving a vision requires motivating and inspiring – keep people moving in the right direction, despite major obstacles to change, by appealing to basic but often untapped human needs, values and emotions.

“Leaders almost always have had opportunities during their twenties and thirties to actually try to lead, to take a risk, and to learn from both triumphs and failures.”

“To executives who are overeducated in management and undereducated in leadership, the idea of getting people moving in the same direction appears to be an organizational problem. What executives need to do, however, is not organize people but align them.”

- **Management:** organizing and staffing – create structure and jobs to accomplish plans, communicate the plan, delegate responsibility, devise systems to monitor implementation

- **Leadership:** aligns people – communicate the new direction to those that can create coalitions that understand the vision and are committed to its achievement



Aligning vs. Organizing

Aligning is a communication challenge; not a design problem.

Creates **empowerment** rather than vulnerability at hearing “that’s against policy” “we can’t afford it” or “shut up and do as you’re told” (Kottner, 2011, p.107)

Mistakes are stepping stones to greatness, rather than failure - they need to know there is no punishment for addressing areas of improvement (Kouzes & Posner, 2011)

Aligning vs. Organizing

Give the work back to the people

Integrity



Management is
doing things right;
leadership is doing
the right things.

Peter Drucker

Effective executives all follow eight practices:

They asked, “What needs to be done?”

The first two give the knowledge they need.

They asked, “What is right for the enterprise?”

The next four help them convert the knowledge into effective action

They developed action plans.

They took responsibility for decisions.

The last one ensures that the whole organization feels responsible and accountable.

They took responsibility for communicating.

They were focused on opportunities rather than problems.

Great Managers can come with training

but...

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LEADERSHIP
IS ABOUT MAKING OTHERS
BETTER AS A
RESULT OF YOUR PRESENCE
AND MAKING **SURE**
THAT IMPACT LASTS IN YOUR
ABSENCE.

References

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