

To Lead or Manage ... Both for the Agile Manager

Point of View
Maryann Billington
Executive Thought Leader



leadership and
management –
balanced behaviors
The Competency Conundrum

Decades Old Debate Globally

Peter Drucker started the debate fifty years ago when he began to talk about leadership as a skill that drove business success. Since then, consultants, academics, and business leaders have pontificated views about what it means to manage or lead and how, or even *if*, you can develop and use the capabilities. The recent crises* in leadership have reenergized the discussion on a global scale.

Popular Perspectives

In a November 2004 interview with Peter Drucker printed in Forbes Magazine, Drucker restated his perspectives on leaders. These are a few that could distinguish between leaders and managers:

What Needs to Be Done

Successful leaders do not start out asking, "What do I want to do?" They ask, "What needs to be done?" Then they ask, "of those things that would make a difference, which are right for me?" They do not tackle things they are not good at doing. They make sure other necessities get done, but not by them.

Transition ... to Large Company CEO

Effective leaders match the objective needs of their company with the subjective competencies.

Today's recognized Guru on the topic based on his book on the topic is John Kotter's work on management and leadership. He functionally drills down to convey the difference and even creates the ever-popular 4-box view.

- **Management** – makes systems of people and technology work well day after day, week after week, year after year with planning & budgeting, organizing and staffing, controlling & problem solving, taking complex systems of people and technology and making them run efficiently and effectively, hour after hour, day after day
- **Leadership** – creates the systems that managers manage and changes them in fundamental ways to take advantage of opportunities and to avoid hazards with creating vision & strategy, communicating & setting direction, motivating action, aligning people, and creating systems that managers can manage and transforming them when needed to allow for growth, evolution, opportunities, and hazard avoidance.

Leadership is
doing the right
things;
management is
doing things right.
- Peter Drucker



The more commonly cited distinctions between leadership and management from a variety of sources includes:

Leaders and Leaders	Managers and Management
Innate capability – defining role	Authority based on role
Inspires and motivates others	Directs others
Strategic and change based	Tactical and outcome based
Behavioral rooted	Performance rooted
More about how to do things (What, why, how)	More about getting things done (who, when, where)
Blaze the trails	Follows the trails and assure compliance
Pioneers and architects	Orienteers and builders
Innovative and imaginative	Administrative and practical
Have followers	Have reports and subordinates

Dave Straker at www.ChangingMinds.Org does a great job of specifying differences behaviorally:

Subject	Leader	Manager
Essence	Change	Stability
Focus	Leading people	Managing work
Horizon	Long-term	Short-term
Seeks	Vision	Objectives
Approach	Sets direction	Plans detail
Decision	Facilitates	Makes
Power	Personal charisma	Formal authority
Appeal to	Heart	Head
Culture	Shapes	Enacts
Dynamic	Proactive	Reactive
Persuasion	Sell	Tell
Style	Transformational	Transactional
Likes	Striving	Action
Wants	Achievement	Results
Risk	Takes	Minimizes
Rules	Breaks	Makes
Conflict	Uses	Avoids
Direction	New roads	Existing roads
Truth	Seeks	Establishes
Concern	What is right	Being right
Credit	Gives	Takes
Blame	Takes	Blames

www.diffen.com captures these differences:

	Leadership	Management
Conflicts:	Leader uses the conflicts	Manager avoids the conflicts
Focus:	Leading people	Managing work
Outcomes:	Achievements	Results
Appeal to:	Heart	Head
Origin of word:	The word "leader" adopted from the German: the word Führer, and its accompanying ideas on the Führerprinzip	The verb manage comes from the Italian maneggiare which in turn derives from the Latin manus The French word mesagement
Also refers to:	Leadership also refers to those entities that perform one or more acts of leading	Management can also refer to the person or people who perform the act(s) of management
Approach to risk:	Risk-taking	Risk averse
Meaning:	Leadership means "the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members."	Management comprises directing and controlling a group of one or more people or entities for the purpose of coordinating and harmonizing that group towards accomplishing a goal.
Seeks:	Vision	Objectives
Decision-making:	Facilitative	Involved
Horizon:	Long term	Short term
Offers in exchange:	Excitement in exchange for work	Money in exchange of work
Styles:	Transformational, Dictatorial, Authoritative, Consultative & Participative	Transactional, Autocratic, Consultative and Democratic
Power through:	Charisma & Influence	Formal authority & Position
Organization:	Leaders have followers	Manager have subordinates

"Manage things...
lead people."
— Admiral Grace Hopper

The Emerging Point of View

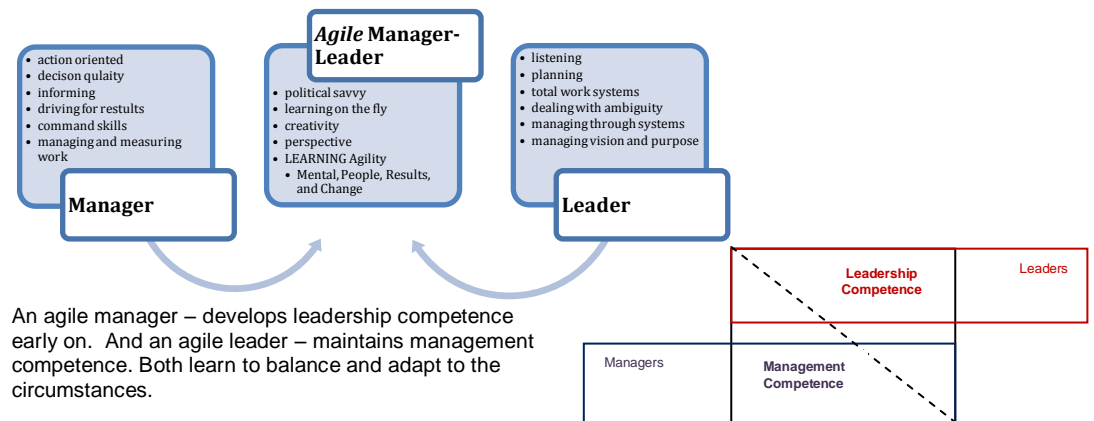
From the perspective of thirty-five years of observation, coaching, and developing leaders and managers, what is more and more evident is the answer is “all of the above.” Those who are asked to take on the responsibility of getting work done through others draw from the entire set of skills.

A few years ago, I began to speak to leaders and managers about adaptability. The conditions and context of the organization dictate the methods of your madness. We know that engagement of workers seems to be perplexing organizations and requiring new skills.

We might think more about leadership and management being a preponderance of one style or another. Terry Bacon from Korn/Ferry’s Research Institute once published a white paper called The Balanced Leader. Truly successful heads of organizations (companies or teams) use their strengths well, develop or augment their weakness, and adapt to the situation that they head. When the circumstances call for management and control, such as in crisis or ascertaining, those skills and behaviors are best to prevail. When driving towards the future and stimulating innovation, then the leadership behaviors surface as most effective.

Managers are Leaders, and Leaders are Managers - Sometimes

Based on decades of Lominger research, Korn/Ferry’s Career Flow Perspective could best portray the competencies of a truly agile leader and manager in the following adaptive fashion. This list does not include competencies that are constant such as customer focus, boss relationships, motivating others, and peer relationships.



Developing Agility in Leaders and Managers

Some last thoughts are what you need to do to develop the agility that will assure this adaptability:

1. Understand what talent is under circumstances as well as within roles. Develop a competency model and the capability of all managers and leaders to “talk talent” and understand competence at all levels.
2. Create learning agility and adaptability AS an underlying competence for everyone
3. Develop an organizational structure and reward system that recognizes good decisions and behaviors, not just “role-specific performance.”
4. Create an environment that recognizes humility and vulnerability so that there is a transparency in communications, which welcomes adaptation.
5. Use assessment tools – and, yes, Korn/Ferry promotes tools such as Learning Agility, Choices, Voices, Decision Styles and Influence – that help people understand their true strengths and needs so they strengthen their core capability to balance their style.
6. Seek to develop the inner core capability to think subjectively from within, and not just respond to the outside objective factors.
7. Examine your development and coaching practices to see that they are aligned across leaders and managers, across business units and globally.