

LEADER VERSUS MANAGER

by Beth Armknecht Miller

According to Professor John P. Kotter of Harvard Business School “smart companies value both kinds of people”, leaders and managers. And, when developing leaders, these companies work to develop leader-managers (LMs). LMs have the ability to work within the two systems of actions that define these roles.

Directions: Below are some questions focused on the two systems for self-assessment. Estimate the percentage of time you are spending on the various activities versus the time you think you should be spending on them.

Questions	% today	% future
1. Involving people in the decision process of how to achieve the vision		
2. Budgeting and planning		
3. Allocating resources to meet goals		
4. Staffing the organization		
5. Creating strategies to accomplish company vision		
6. Creating systems that can implement and control plans effectively		
7. Communicating with large numbers of people, internal and external, to believe in the new direction		
8. Looking for opportunities to provide coaching and feedback		
9. Identifying people that will align with the future		
10. Delegating parts of the plan		
11. Motivating and supporting employees efforts to realize the vision		

Leader Versus Manager



The difference between management and leadership is that leaders have to cope with rapid change as the business becomes increasingly competitive, more complex, and volatile. Management on the other hand is focused on dealing with complexities and the need to create predictable outcomes within a complex environment.

With these two different goals, management's work is about planning, budgeting, organizing, staffing, controlling activities, and solving problems. In order for leaders to cope and deal with change, they need to be setting new directions, aligning the people to these directions, and motivating and inspiring others.

Add up the percentages in questions: 2, 3, 4, 6, and 10 to determine the percent of time spent managing today and in the future.

Add up the percentages associated with questions: 1, 5, 7, 8, 9, and 11 to determine the percent of time spent leading your organization today and in the future.

QUESTIONS:

1. What is the one thing you are going to STOP doing which will have the biggest impact on shifting your percentage to the desired future?

2. What is the one thing you are going to DO MORE of which will have the biggest impact on shifting your percentage to the desired future?

3. What is the one thing you are going to START doing which will have the biggest impact on shifting your percentage to the desired future?
4. And what steps are you going to take in the next 30 days to move toward your desired future?

*Adapted from *What Leaders Really Do*, by John P. Kotter

Beth Armknecht Miller's passion for learning, and dedication to helping others, are strands woven throughout her distinguished career, which continue to guide her work with Executive Velocity, a top talent and leadership development advisory firm.

To Your Leadership Success


Beth Armknecht Miller



<http://executive-velocity.com>



beth.miller@executive-velocity.com



678.579.9191

© 2015 Executive Velocity Inc,
Beth A Miller
beth.miller@executive-velocity.com

