

Leadership and Management—You Gotta Have Both

by James E. Christenson

The best executive is the one who has enough sense to pick good people to do what he wants done, and self-restraint enough to keep from meddling with them while they do it.

—Theodore Roosevelt

Leaders are in demand as never before. When we think of history's outstanding leaders, what names do you think of? Take a pause and list the first dozen that come to mind. Now, who stands out as the world's greatest manager? Interesting, isn't it, that we can easily make a long list of the first, but are hard-pressed to come up with one name for the second.

Distinctions

Those of us in the facilities profession have probably heard more about management than leadership until recently. What are the differences between orientation and actions? The lists below are from Stephen Covey, Burt Nanus, and others:

MANAGER	LEADER
Present oriented	Future-oriented, eye on the horizon
Problem solver	Problem finder
Paradigm maintainer	Paradigm changer
Program	Programmer
Expense	Investment
Techniques	Principles
Asks how?/when?	Asks what?/why?
Transaction	Transformation
Deploys/controls people	Serves, empowers people
Facts	Motivation
Left brain	Right brain
Scarcity mentality	Abundance mentality
Continuous improvement	Re-engineering
Efficiency (=doing things right)	Effectiveness (=doing the right things)

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Leadership

If these are the respective characteristics, what does it take to be a *great* leader? I suggest these as starters:

- *A person of principle:* The leader's values are aligned with universal "true north" principles, as Stephen Covey calls them.
- *Integrity:* The leader "walks the talk." It was once said about Mahatma Gandhi that "what he thinks, what he feels, what he says, and what he does are all the same." That is total integrity.
- *Competence:* Sufficient skill and ability to lead the organization.
- *Trustworthiness:* A leader's integrity and competence are prerequisites for trustworthiness. No one will trust a person who does not walk the talk or who has not demonstrated basic abilities and skills related to the leadership role.
- *Honesty:* Speaks and lives uncompromising truth. Does not touch dishonest money.
- *A comprehensive understanding of purpose or mission:* A leader must know why the organization exists, what value it is expected to add to the enterprise or to society.
- *Passion about the importance of the mission:* One who doesn't exude enthusiasm for the organization's mission cannot be its leader. That

person needs to find a different type of organization to lead.

- *Vision:* That is, where exactly do we want the organization to be at a specified time? The leader visualizes not what is, but what might be. Vision is the most important characteristic distinguishing great leaders from good leaders.
- *Ability to meaningfully communicate the mission, vision, and their importance to every person in the organization:* We often hear that poor communications is the problem in organizations. Each person in the organization responds in different degrees to different types of communications. So, to get the message across, many types of communications are necessary. The ultimate objective is an organization where the vision and the values are shared by every person. Then everyone can be a leader. And everyone can make their own decisions affecting their work life and the services they provide.
- *Decision maker:* The leader should make only a few basic decisions. In a well-run organization, decision making takes place at the level where the best information exists, preferably on the front line.
- *Ability to influence others to grow, to act, and to become self-directed:* Larry Dobbs says "The only inheritance that a man will leave that has eternal value is his influence."
- *Comfortable with—even enthusiastic about—change:* If change were not required, leaders would not be necessary. Leaders exist to change the paradigms of the organization and the paradigms of the people in it. Beyond initiating change, it is nearly as important that the leader be skillful in leading others

through the *transitions* that make the change successful.

Management

I think we all realize that no person is exclusively a leader or a manager. As different as the tasks may be, and even though one requires right-brain activity and the other heavily depends on the left brain, many people somehow manage to perform in both realms. This is especially true for those of you in small schools, where out of necessity, you must be both leaders and managers. In fact, at very small institutions, you may also be the supervisor. In our private lives, we are also both leaders and managers. If you remember Covey's seven habits, number two (Begin with the end in mind) is a leadership habit and number three (Put first things first) is a management habit. Both habits are essential in getting the right things done. So we can't let either side of the brain atrophy. Let's look at what makes a competent manager:

- Sets goals to get to the leader's vision
- Establishes milestones to be sure progress is being made in getting to the goals
- Establishes key performance measures tied to the goals
- Creates processes for tracking, reporting on, and taking follow-up action on performance indicators
- Organizes and adjusts the organizational structure from time to time to ensure accountability for goals and tasks
- Supports the use of standard work management systems and invites continuous improvements to such systems
- Develops flow charts to streamline work processes
- Benchmarks against outstanding organizations
- Evaluates new technology to determine potential payback
- Decentralizes budget authority and accountability
- Supports and fine-tunes orientation and skills training


- Monitors and seeks reductions in lost time, including that due to accidents

As you can see, these are no trivial tasks. Once the direction is set, these management tasks make the vision attainable. An organization with a great leader and no one with management skills resembles a well-programmed interstellar rocket with

no fuel. An organization with no leader, but excellent managers resembles a completely fueled rocket with remarkably efficient engines, but no guidance system. The best leaders know that without excellent managers their special abilities will be wasted. The organization will go nowhere. Both skills are required. 🏢


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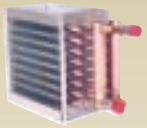
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