Management vs Leadership: How to Propel Yourself Into Greatness and Become an Influential Leader

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Objectives

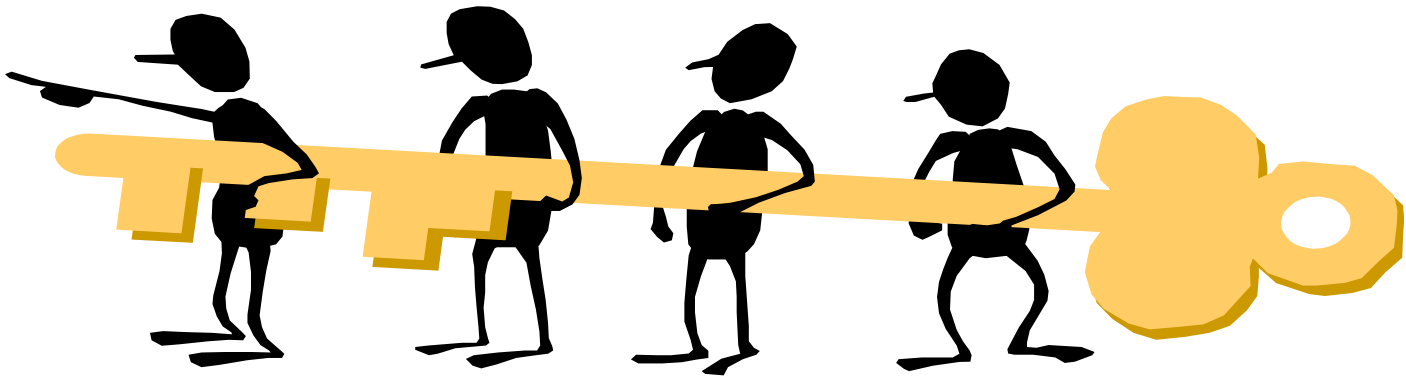Understand the difference between managing and leading

Describe the skills you can learn to become a leader

Learn how to use those skills to influence others and create team success

Correlate these tools for improved engagement – both in yourself and your team

Management is the skill of getting people to do something that you want them to do because you want them to do it.

Leadership is the art of getting people to do something you want them to do because they want to do it.

Sal F. Marino, "The Difference between Managing and Leading", *Industry Week, June 19, 1999)*

What is Management?

Management largely involves communicating and implementing company strategy created by leaders.

Depending upon the company a Manager's duties might include:

1. Hiring and Firing
2. Training
3. Administration and coordination of teams
4. Planning and strategizing
5. Task orientated
6. Performance measurement

What is Leadership?

Leaders provide the organization's vision, mission, and values and takes the initiative to achieve these goals.

Typically, a Leader:

1. Provides vision
2. Develops company strategy
3. Inspires others
4. 30,000 foot view
5. Generate passion and commitment
6. Focus on organization's direction

Both Leadership and Management Are Important

LEADERSHIP

Leaders place more emphasis on the organization's reputation and image.

They focus on building a positive and influential identity, attracting top talent and loyal customer

Solution-orientated approach to problem solving. Encourage open communication and collaboration.

MANAGEMENT

Managers prioritize project results and adherence to established processes and policies.

Their values revolve around achieving tangible outcomes within designated time frames

Preventive approach to problem solving focusing on risk mitigation and identifying issues before they escalate

You Manage

To Produce Order

To Achieve Consistency

To Plan Outcomes

To Cope with Complexity

To Organize and Staff

To Manage Independent Functions

To Control

Are "Other" Directed

And Are More Reactive

You Lead

To Produce Change

To Achieve a Vision

To Set a Direction

To Cope with Change

To Align People

To Lead Interdependent Functions

To Motivate

Are "Self" Directed

And Are More Proactive

Managers

Leaders

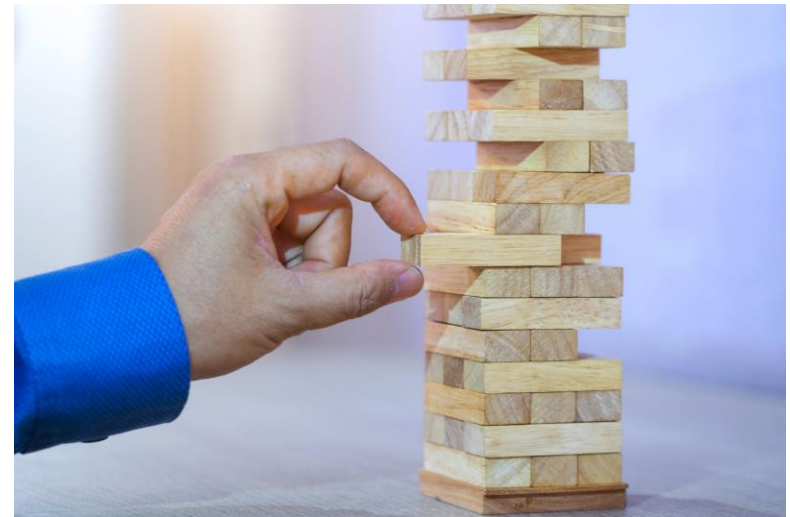| Managers	Leaders
Cuss	Discuss
Stew	Do
Resolve	Involve
Spare	Share
Pare	Dare
Require	Inspire
Preach	Teach
Depress	Impress
Detect	Respect
Haze	Praise
Control	Extol
React	Enact
Yank	Thank
Do things right	Do right things
Work within the culture	Work on the culture

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

~ Peter Drucker

Management vs Leadership

Process vs Vision: Managers are eager to accomplish organizational goals through implementing processes whereas leaders are more focused on thinking ahead for opportunities

Organizing vs Aligning: Managers pursue goals by organizing people through coordinated actions and tactical processes, or tasks whereas leaders are more concerned about finding ways to align and influence people.

Position vs Quality: Manager is a title with a role and a set of responsibilities. Having the title "Manager" does not make you a leader while referring to someone as a "leader" has a more fluid meaning. Leadership is a quality that needs to be developed, grown.

Leaders of the World

Who are the five richest people in the world?

1

2

3

4

5

Who were the last five Time Magazine "People of the Year"

1

2

3

4

5

Leaders of the World

2024 - Who are the five richest people in the world?

1. Elon Musk – 215B

2. Jeff Bezos – 199B

3. Bernard Arnault Franco – 198B

4. Mark Zuckerberg – 171B

5. Bill Gates – 149B

Who were the last five Time Magazine "People of the Year"

2023 – Taylor Swift

2022 – Volodemyr Zelenskyy and the Spirit of Ukraine

2021 – Elon Musk

2020 – Joe Biden, Kamala Harris

2019 – Greta Thornberg

Leaders in <u>Your</u> World

Who are the five teachers that helped you the most through school?

1

2

3

4

5

Who are the five friends who helped you through a difficult time?

1

2

3

4

5

It is the relationship you had with these leaders that makes them effective, influential, and memorable

Common Leadership Styles

Leadership Styles

Democratic

Autocratic

Laissez-Faire

Transformational

Transactional

Bureaucratic

Servant

Why is Leadership Important?

The employee's perception of leadership effectiveness increases job satisfaction, engagement, and company loyalty (Johlke & Duhnan, 2000)

A strong company requires a balance of both transactional management and transformational leadership to grow and expand. (Helen Wale, 2023)

The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them. (John C. Maxwell)

Enable Others To Act

Transformational leaders empower their team members, providing them with the necessary tools, resources, and support to succeed. They encourage collaboration and delegate responsibilities, enabling their team to take ownership of their work.

Encourage the Heart

Strong leaders recognize and celebrate the diversity and achievements of their team members. They build meaningful relationships and show genuine appreciation and support, fostering a positive and motivating work environment.

The Leadership Challenge, Third Edition, Kouzes & Posner, 2002

Inspire a Shared Vision

An effective leader communicates a compelling and inspiring vision for the organization's future. They paint pictures with words. They engage their team emotionally, motivating them to work towards a common goal.

Challenge the Process

Transformational leaders are not afraid to challenge the status quo. In fact, they are rarely satisfied if there is a better vision. They encourage innovation and creativity, fostering a culture of continuous improvement.

The Leadership Challenge, Third Edition, Kouzes & Posner, 2002

Model the Way

Effective leaders lead by example, upholding the highest of ethical standards and demonstrating the behaviors they expect from their team members. This earns respect and has a very positive impact on the organization.
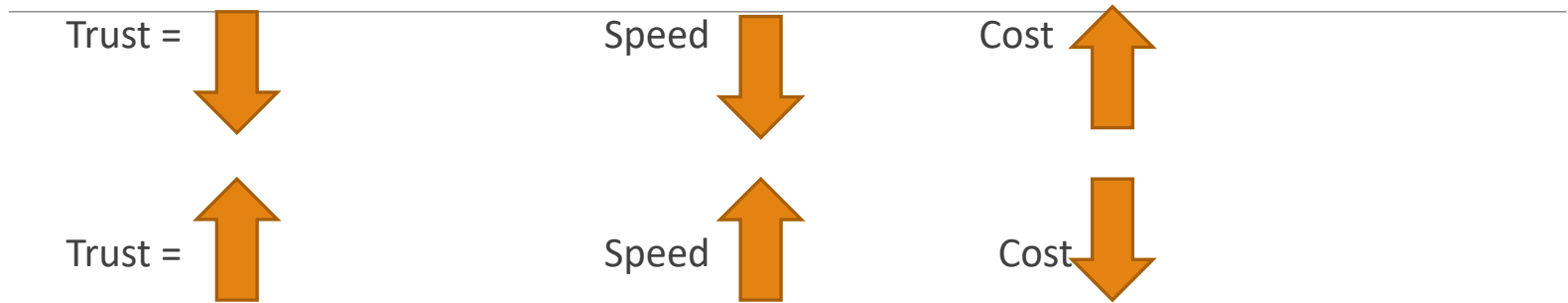
Leaders Build Trust
13 Behaviors That Build Trust

1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better

8. Confront Reality
9. Clarify Expectations
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust

Trust – Stephen MR Covey

Trust =   Speed   Cost

Trust =   Speed   Cost

Strategy X Execution = Results (SxE=R)

Strategy X Execution **Multiplied by Trust** = Results (SxE)T = R

Trust = Tax   Trust = Dividend

Leaders Have Vision

Don't confuse a vision statement with a mission statement!

Vision statement: a long-term idealistic state of the future that doesn't exist yet. It's an inspiring, rally cry that inspires others to become a part of it.

Mission statement: is how the company chooses to persue its vision. Like a roadmap, it is more specific and relates directly to the company's products and services.

Examples of vision statements

Apple: "We believe that we are on the face of the earth to make great products and that's not changing."

Microsoft: "To empower every person and every organization on the planet to achieve more."

Google: "To provide an important service to the world, instantly delivering relevant information on virtually any topic."

John F. Kennedy: "We choose to go to the Moon in this decade and do the other things, not because they are easy, but because they are *hard*. Because that goal will serve to organize and measure the best of our energies and skills, because that challenge is the one that we are willing to accept, one we are unwilling to postpone and one we intend to win."

~ May 25, 1961, Rice University Speech

"I say to you today, my friends, that in spite of the difficulties and frustrations of the moment I still have a dream. It is a dream deeply rooted in the American dream.

I have a dream that one day this nation will rise up and live out the true meaning of its creed: "We hold these truths to be self-evident; that all men are created equal."

I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slave owners will be able to sit down together at the table of brotherhood

I have a dream that one day even the state of Mississippi, a desert state sweltering with the heat of injustice and oppression, will be transformed into an oasis of freedom and justice.

I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character….."

Leaders Influence

The Three Keys to Influence

- **Focus and measure**
  - Crystal clear goals
  - Credible measures to ensure intention is met

- **Find vital behaviors**
  - Focus on high-leverage behaviors that drive results

- **Engage all six sources of influence**
  - Personal motivation, Personal ability
  - Social motivation, Social ability
  - Structural motivation, Structural ability

iNfLUEnCe

"Leadership is INFLUENCE. If people can increase their influence with others, they CAN lead more effectively."

~ John Maxwell

Focus and Measure

Clear goals

- **S** = Specific

- **M** = Measurable

- **A** = Attainable

- **R** = Relevant

- **T** = Time-Bound

By September 30th, 2023, laboratory employee engagement scores for the question **"I know what is expected of me at work"** will increase by 10% from a score of 4.55 to 5.00

- S = Specific question to improve
- M = 4.55 to 5.00
- A = Yes, 6 months available for initiative
- R = One of the key drivers for engagement
- T = By September 30th 2023

Find Vital Behaviors

Vital behaviors:

- A behavior is an action taken by a person that is specific, observable, and repeatable. It can be recalled as a fact, something that can be seen, heard, or filmed.

- It is vital because in this crucial moment it can make or break your desired outcome.

Crucial moment:

- A situation or point in time where the right action or behavior causes the results you want.

Crucial moments can be:

- Situations
- A point in time
- Certain people
- Certain places
- Emotions or feelings

Influencer: The New Science of Leading Change. Grenny, Patterson, Maxfield, McMillan, Switzler. 2013

Find Vital Behaviors

Identified crucial moments that can impact "I know what is expected of me at work".

Interview during hiring	On-boarding	Training
90-day review	6-month/Annual competency	Team/Organization Culture
Routinely scheduled team meetings	Conversations with peers, supervisor, other departments	Posted expectations, policies and procedures

Find Vital Behaviors

What are the vital behaviors in those crucial moments?

Interview during hiring **Clear Expectations**	On-boarding **Welcoming and engaged team**	Training **Thorough checklists** **Competent trainers**
90-day review **Honest feedback**	6-month/Annual competency **Regulatory requirements**	Team/Organization Culture **Positivity and encouragement**
Routinely scheduled team meetings **Daily huddles** **Weekly overviews**	Conversations with peers, supervisor, other departments **Positive culture**	Posted expectations, policies and procedures **Consistency**

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Find Vital Behaviors
Watch current behaviors to ensure expectations

- "I am very busy – I don't have time! Sit here and read these procedures."

- "Have you had any experience on this instrument before?"
    - May skip steps assuming the new employee already knows

- "I don't like to train! Can you schedule them in chemistry when I am working a different bench?"

- "This person rubs me the wrong way, can you reassign me elsewhere?"

- "Here is a part of the procedure I hate to do…"

- "I know it says to do this _____, but we never do."

- "Just be glad you are working with me today, so-and-so is a real jerk!"

The Six Sources Of Influence

	Motivation	Ability
Personal	Want to	Trained to
Social	Peer pressure	Help from others
Structural	Carrots and sticks	Structures, environments, and tools

The Six Sources Of Influence

	Motivation	Ability
Personal	Do they enjoy it?	Are they personally able?
Social	Do others motivate?	Do others make it easier?
Structural	Do "things" motivate?	Do "things" make it easier?

The Six Sources Of Influence

	Motivation	Ability
Personal	Want to	Train the trainer

Help them love what they hate

- Find ways to make it fun

- Allow for more choice

- Connect training to something they value
  - Feeling valued for your knowledge and expertise

Help them do what they can't

- Pair them up with someone who loves to train

- Set clear expectations

- Practice and role play
  - Have a coach stand by to provide positive feedback and encouragement

The Six Sources Of Influence

	Motivation	Ability
Social	Peer pressure	Help from others

Engage the team
- Hold a "There's a new kid in town" meeting so that everyone participates in how the new team member will be trained.
- Lead the way
  - Are you willing to help train?
- Who on the team can also influence?

Leverage the strengths of the team
- Who is training on what
- Who can they ask for assistance?
- Provide a mechanism to communicate progress so that others can help,
- Have a training coach available to help spot problematic behavior and immediate feedback
  - Shared accountability

Influencer: The New Science of Leading Change. Grenny, Patterson, Maxfield, McMillan, Switzler. 2013

The Six Sources Of Influence

|	Motivation	Ability
Structural	Carrots and sticks	Structures, environments, and tools

Change their economy
- Rewards and incentives often encourage the wrong behaviors and discourage the right ones
- Use rewards as a motivator only after you have tried motivating them on a personal and social level first.
- Use rewards that reward – recognition first, money last
  - Trainer of the year award
    - Based on set criteria, scored by new employees and team feedback

Change their environment
- Pull in more resources so that they do not have to do both the patient workload and train
- If you have back-up instrumentation, use one for patient work and the other for training

- Use the power of data and cues
  - Hang posters for behavioral reminders

- Use the power of tools
  - Ensure check-off lists are clear and easy to follow

10x the Success

"**Enlist all six sources of influence and you will have ten times a greater chance for success!**"

SUCCESS

what people think
it looks like

SUCCESS

what it really
looks like
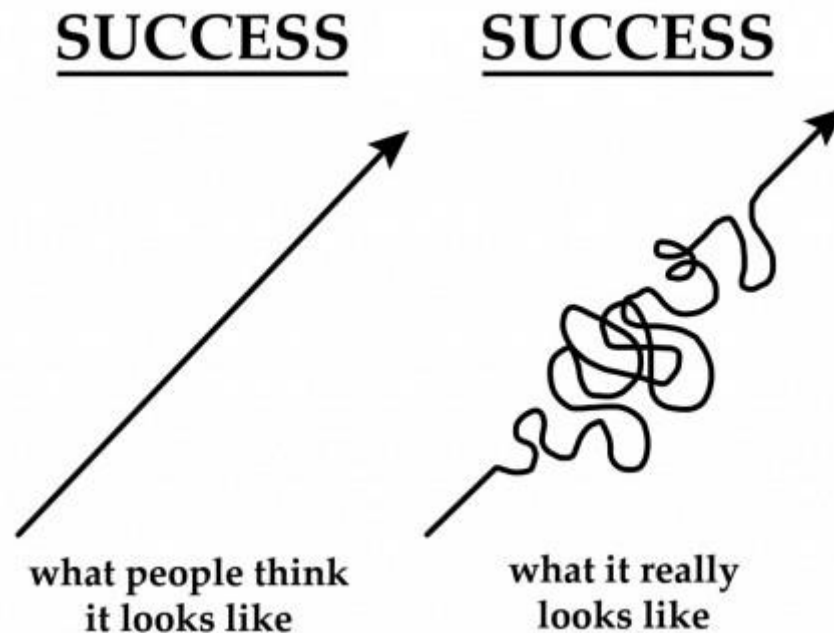
Remember This Goal?

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Mission Accomplished!

Leadership = Building Relationships

Encourage, recognize, and celebrate

- Set achievable goals, share your commitments with others, and establish/celebrate measurable milestones

- Show confidence in your abilities

- Show appreciation and support for the contributions of your team

- Make it safe for them to make mistakes, showing vulnerability is a strength

- Help when needed, learn to look

- Be your best self and inspire others to do the same

- Smile, encourage, and enjoy

Remember….

"Management is about skills. Leadership is about skills coupled with character" Patrick and Joan Gebhardt in *Five Star Leadership*

"Management is getting work done through others. Leadership is taking people where they haven't been but need to go" Don Roberts, Human Capital Advisory Services, Deloitte and Touche

"Manage for consistency. Lead for Change" Marsha Lommel, Retired CEO and President Madonna Rehabilitation Hospital

Objectives

Understand the difference between managing and leading

Describe the skills you can learn to become a leader

Learn how to use those skills to influence others and create team success

Correlate these tools for improved engagement – both in yourself and your team

Authenticity is the daily practice of letting go of who we think we're supposed to be and embracing who we are.

Brene Brown

YOUR ENERGY IS CONTAGIOUS. EITHER YOU AFFECT PEOPLE OR YOU INFECT PEOPLE.

Thank you!

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