

WHEN LEADING OR MANAGING BECOMES... *A MATTER OF PERSPECTIVE*

Why are leaders followed for different reasons than managers? Why do leaders derive their energy from the consent of their constituencies, while managers take their authority from organization charts?

Leaders take their missions from a special sensitivity to the needs of their public.

Managers write mission statements from an organizational perspective.

Leaders focus on innovations and differentiation as the keys to sustained market presence.

Managers incline to imitate.

Leaders inspire out of a compelling vision for the promise of their organization.

Managers struggle with their capacity to motivate.

Leaders seek to earn the applause of their customers.

Managers seek the approval of their competitors.

Leaders behave consistently, displaying the depth of their belief in the missions they undertake.

Managerial behavior is often simulated where different personalities emerge on-the-job and off-the-job.

Leaders demonstrate “super-vision” in picturing the outcomes of a united effort toward uncommon goals.

Managers see supervision as organizational control.

Leaders beget unselfish attitudes in the approach of their associates to corporate needs.

Managers identify self-interest with motivation, allowing themselves to harbor unfounded expectations for the team power of their people.

Leaders look to numbers as a demanding measurement of effectiveness in winning public response and employee commitment (productivity) to the operating style (culture) of the organization.

Managers think of numbers as objectives in themselves.

Leaders address annual planning as an ongoing exercise in building special customer relationships and loyalties, allocating resources with optimum priorities.

Managers address annual planning as a repetitive, quantitative process where resources are bent to short-term pressures.

Leaders represent the vision of their organizations as having unique appeal to the desires of customers and public, recognizing the productivity of the total enterprise.

Managers take an internal view of their responsibilities, addressing problem areas as distinct from the whole.

Leaders listen to their public.

Managers listen to their competitors.

Leaders focus on the effectiveness of the team.

Managers focus on the competence of individuals.

Leaders improve their communities, understanding that sustaining organizations have noble purposes.

Managers have little time for “intangibles.”

Leaders develop co-leaders, accountable to one another and driven by mutual responsibility for the success of their missions.

Managers delude themselves that their associates can be individually so motivated.