

Leadership/ Management

**Right Approach for
The right Situation**

Why this topic?

- **Do more with less**
- **Demands for results (“density”)**
- **Increased complexity and chaotic**
- **People are still at the core of success**

Purpose

- **Clarify the differences between “Managing” and “Leadership”**
- **Identify your areas of weakness/strength**
- **Continue to develop yourself as a manager and a leader**

Get Connected

- **Meet as many people as you can in 3 minutes**
- **Cluster together in groups of 4/5 with 'strangers'**

If you could get one thing out of today

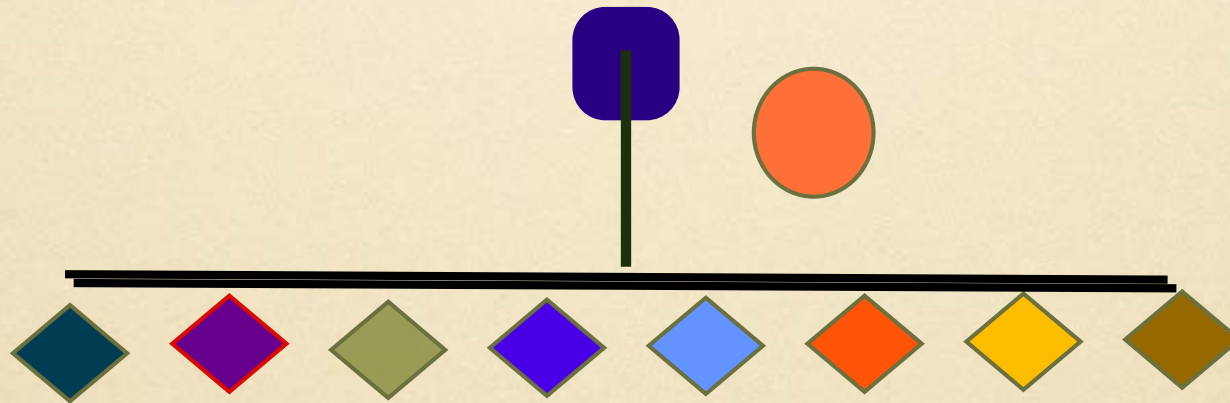
- **For yourself**
- **For your peers**
- **For your staff**
- **WHAT WOULD IT BE--WHY?**

•Agricultural Era pre 1700's Large Family

Historical Context

•Management Theory:

•Dominate Authority

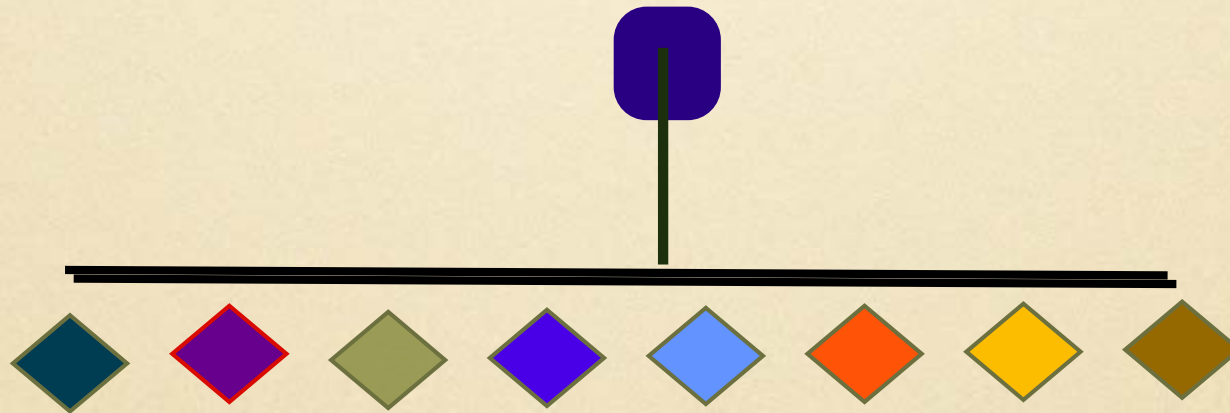


•Industrial Revolution 1800-1900's

Historical Context

•Factories - standardization, mass production

•Management Theory: **Supervision**
(Management)



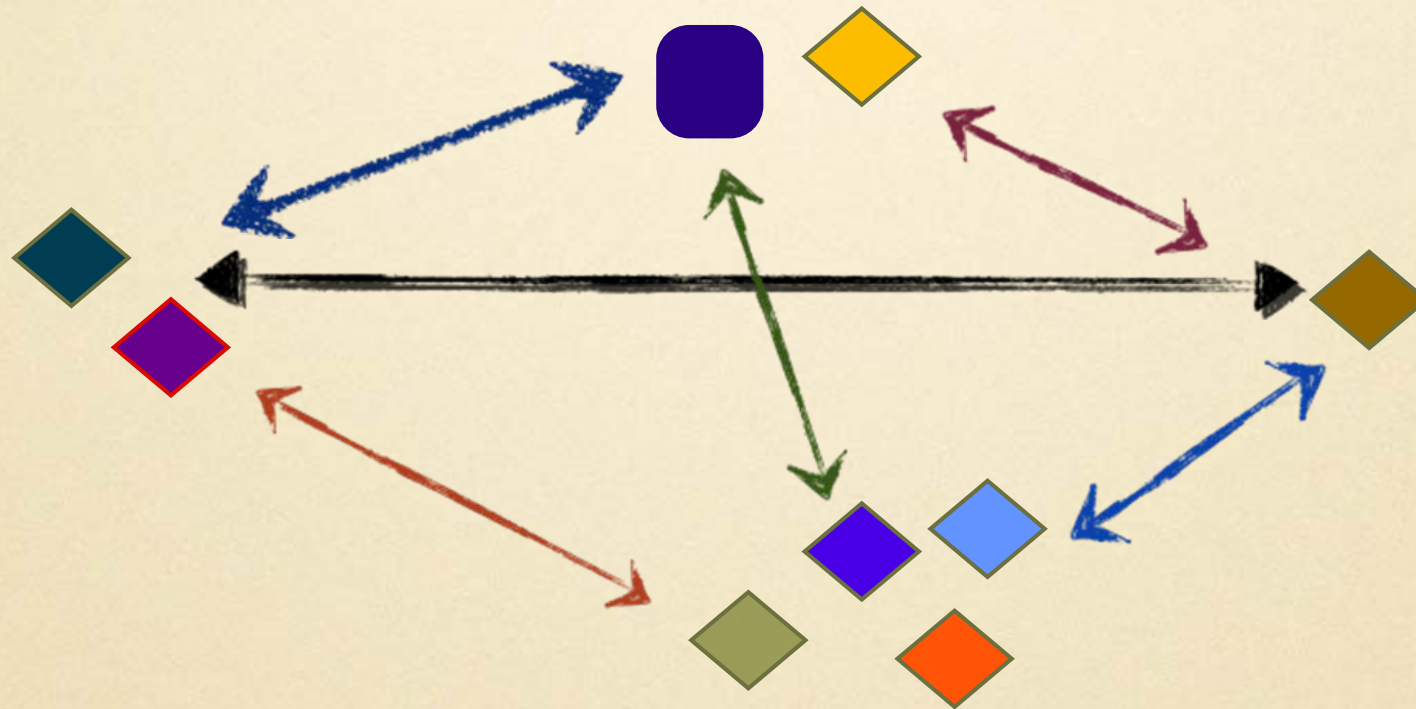
•Supervising--> Teams-->Self Management

Service/Information Era 1950--present
•Structure --> System--> Matrix

•Management Theories:

Partnership	Empowerment	Self-Management
Organization Culture	Team Building	Workplace Democracy
Coaching	Leadership	Emotional Intelligence

Service/Information Era 1950--present



Computers/Telephony/Technology
Platform

Management/Leadership

- **Big Challenge--To manage or to lead?**
- **When and why?**
- **How to balance?**

Management/Leadership **Self-assessment**

- **Handout: follow instructions on page 1-2**
- **Use your current job**

“Management”

- *The process of dealing with or controlling people or things*
- *The people responsible for running a company or part of an organization*
- *Controlling, running, administering, directing, commanding or driving a group of people to produce specified results*

“Leadership”

- ***Failing organizations are usually over-managed and under-led***
- ***Good leaders make people feel that they're at the very heart of things, not the periphery***
- ***Leaders are people who do the right things and managers people who do things right***
- ***Leaders must encourage their organizations to dance to forms of music yet to be heard***

Leadership

- *The capacity to translate vision into reality*
- *The manager ask how and when; the leader ask what and why*
 - Warren Bennis
- *Problems are opportunities in work clothes*
 - Henry Kaiser

Leadership & Open-loop system*

- **Circulatory system = closed-loop (self-contained and self-regulating) not effected by other outside systems**
- **Human brains are open-loop systems=largely influenced and impacted by others and outside factors**
- ****Primal Leadership--Goleman***

Leadership & Open-loop system*

- What is the importance of this fact to the management/leadership conversation?

Leadership & Open-loop system

- When Humans are involved you must consider the “emotional component” of work

“Management” or “Leadership?”

- **Operational
excellence**

“Management” or “Leadership?”

- **Setting clear expectations**

“Management” or “Leadership?”

- **Stretch Goals**

“Management” or “Leadership?”

- Creating ‘Challenge’ and
‘opportunity’

“Management” or “Leadership?”

- Lean 6 sigma

“Management” or “Leadership?”

- **Setting priorities**

“Management” or “Leadership?”

- Organizing and reorganizing

“Management” or “Leadership?”

- Holding staff accountable for their results and actions

“Management” or “Leadership?”

- Nurturing individual potential

“Management” or “Leadership?”

- Building teams

“Management” or “Leadership?”

- ***Setting context
and vision***

“Management” or “Leadership?”

- Challenging People to do their best and be their best

“Management” or “Leadership?”

- **Developing individual development plans**

“Management” or “Leadership?”

- **Creating a high performance Culture**

Essence/Substance

- **Management ?**
- **Leadership?**

Management

- **All actions that ensure people will accomplish specified goals effectively and efficiently**

Leadership

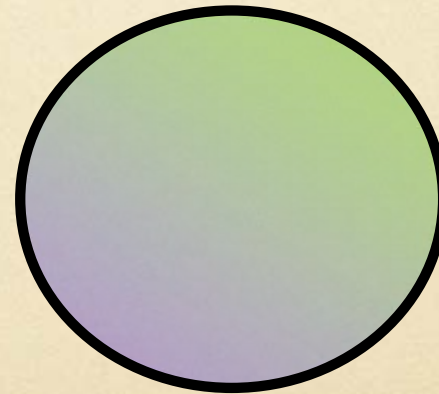
- **Creating an environment in which everyone can be their best for the good of the enterprise**

Your profile

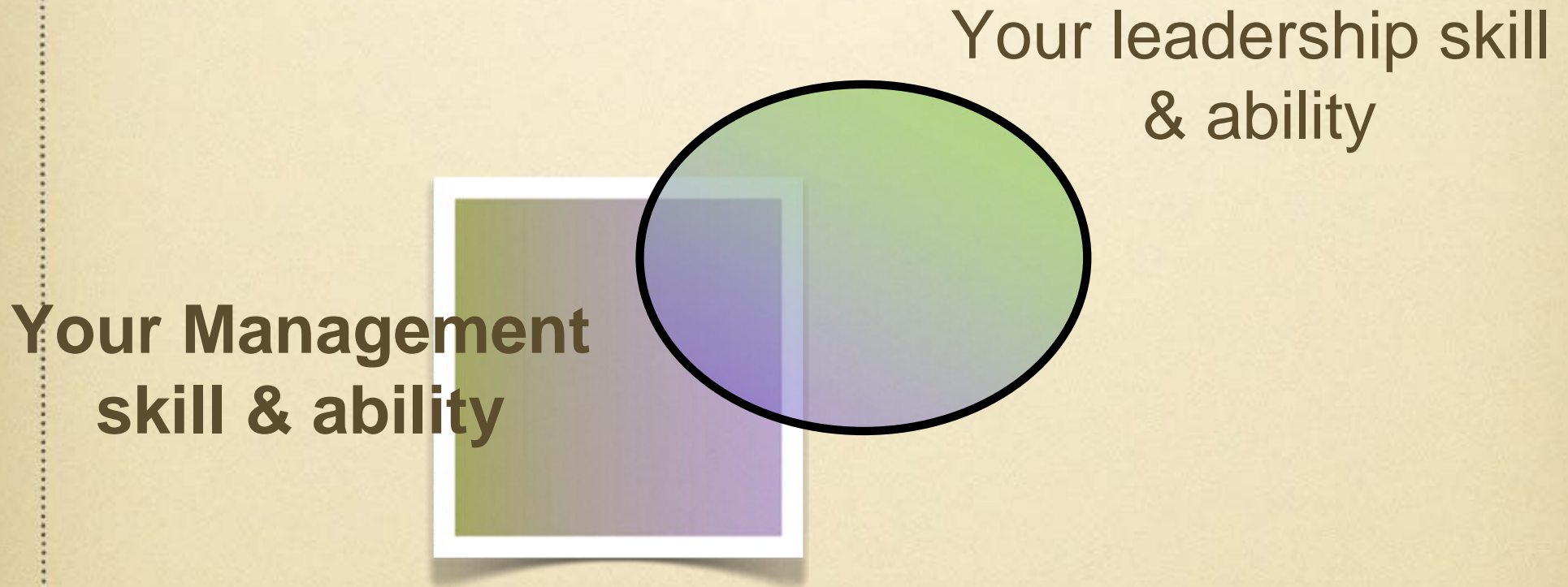
Your Management
skill & ability



Your leadership skill
& ability

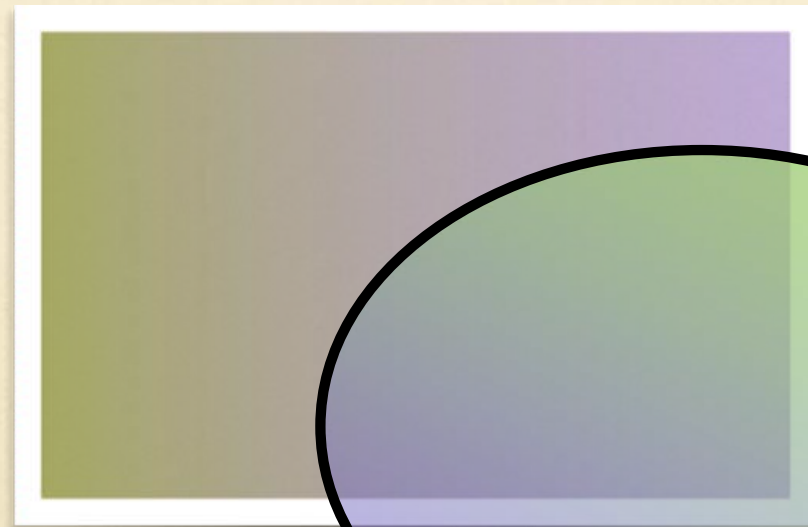


Your profile--how you are **NOW**



Your profile--how you **want** them to be

Management skill & ability



Your leadership skill
& ability

Pre-work Case Study

- **How do your pre-work responses map to your current thinking?**

When Management

- **Critical immediate results**
- **No time for “teaming”**
- **No HPC and no time to build**
- **Adequate staff--no superstars**
- **High risk + High threat**

When Leadership

- **Need long-term sustainable results**
- **You can invest in creating HPC**
- **People are your advantage**
- **You value investing and growing**

- Innovation-1st solution
problems
- # When Leadership

- **Complex working relationships**

- **Highly trained self generating staff**

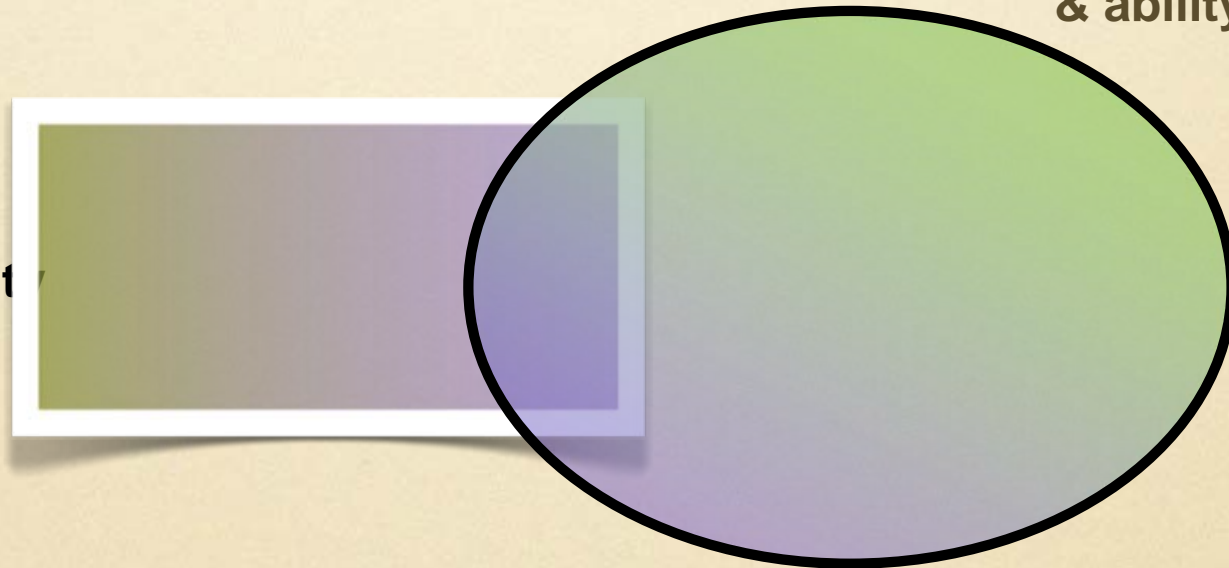
- **“Adult” workforce--
sophisticated**

Cisco Executive

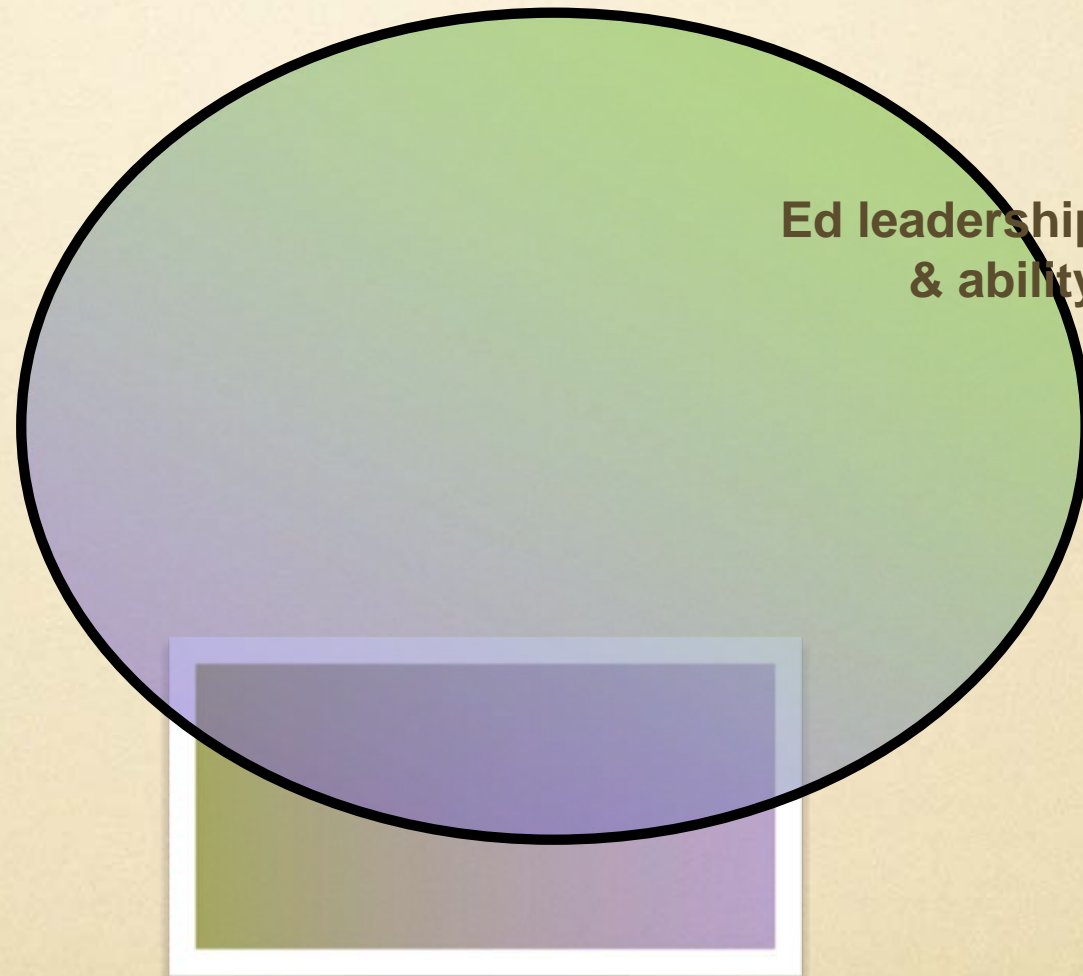
\$6 billion in revenue

George leadership skill
& ability

Management skill & ability



Cisco Executive Service Manager



Ed leadership skill
& ability

Management skill & ability







Leadership/ Management

**Right Approach for
The right Situation**