

# LEADERS AND MANAGEMENT THE SEARCH FOR BALANCED RELATIONSHIPS

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When properly understood, the leading  
and managing functions of president  
and treasurer are complementary

# The Managerial-Leadership Continuum

# Leadership and Management

- Leaders seize opportunities; Managers avert threats.
- Leaders amplify strengths; Managers reduce weaknesses.
- Leaders optimise the upside; Managers minimise the downside.
- Leaders envision possibilities; Managers calculate probabilities.
- Leaders focus on the ends; Managers focus on the means.
- Leaders focus on the what; Managers focus on the how.

# Leadership and Management

- Leaders prepare beyond the limits; Managers focus execution within limits.
- Leaders generate energy; Managers preserve energy.
- Leaders are the first ones on the battlefield; Managers are the last ones off.
- Leaders provide vision; Managers provide execution.
- Leaders do the right things; Managers do things right.
- Leaders drive change; Managers maintain consistency.

# Leadership vs Management

- Direction
- Values
- Purpose
- Family feeling
- Motives
- Effectiveness
- Control
- Rules and Policies
- Process
- Implementation
- Operation
- Efficiency

<b>Subject</b>	<b>Leader</b>	<b>Manager</b>
Essence	Change	Stability
Focus	Leading people	Managing work
Have	Followers	Subordinates
Horizon	Long-term	Short-term
Seeks	Vision	Objectives
Approach	Sets direction	Plans detail
Decision	Facilitates	Makes
Power	Personal charisma	Formal authority
Appeal to	Heart	Head
Energy	Passion	Control
Dynamic	Proactive	Reactive
Persuasion	Sell	Tell

Subject	Leader	Manager
Style	<u>Transformational</u>	<u>Transactional</u>
Exchange	Excitement for work	Money for work
Likes	Striving	Action
Wants	Achievement	Results
Risk	Takes	Minimizes
Rules	Breaks	Makes
Conflict	Uses	Avoids
Direction	New roads	Existing roads
Truth	Seeks	Establishes
Concern	What is right	Being right
Credit	Gives	Takes
Blame	Takes	Blames



# Questions Executive Officers Need to Answer

- Why did you accept the job?
- Do I know what the priorities are?
- What are the unexpressed fears?
- Have you established a working capital and liquidity philosophy?
- What is the financial moment of the organization?
- Is there a strategic plan?

# More Questions

- Do you discuss values, issues and programs periodically?
- Do you have or recognize the need of a mentor?
- Do you trust each other?
- Do you enjoy each other's company?
- Do you have questions about integrity, motive and character?

# More Questions

- What are your ultimate objectives in life?
- Can you live with less than perfection?
- Do you know your limitations?

# Balancing Power and Authority

What is the difference between these two?

# Discussion

- What is position power?
- What is personal Power?
- Other types of Power
  - Financial
  - Information
  - Social
  - Reputation
  - Skill/Expertise
  - Referent
  - Coercive
  - What are limits that need to be placed on the use of power?

# J. Robert Clinton's Leader Development Model

# Maturing as Leaders

## Immaturity - Maturity Continuum

Immaturity

Passive

Dependence

Behave in a few ways

Erratic shallow interests

Short time perspective

Subordinate position

Lack of awareness of self

Maturity

Active

Independence

Capable of behaving in many ways

Deeper and stronger interests

Long time perspective (past and future)

Equal or superordinate position

Awareness and control over self

# Imprisoned Not Empowered

- **John Gardner** warns,
- "All too often on the long road up young leaders become *servants of what is* rather than *shapers of what might be*. In the long process of learning how the system works, they are rewarded for playing within the intricate structure of existing rules, and by the time they reach the top are likely to be trained prisoners of the structure."
- "To the extent that leaders enable followers to develop their own initiative, they are creating something that can survive their own departure."



