



THE STRATEGIC COACH® APPROACH to

Leadership vs. Management





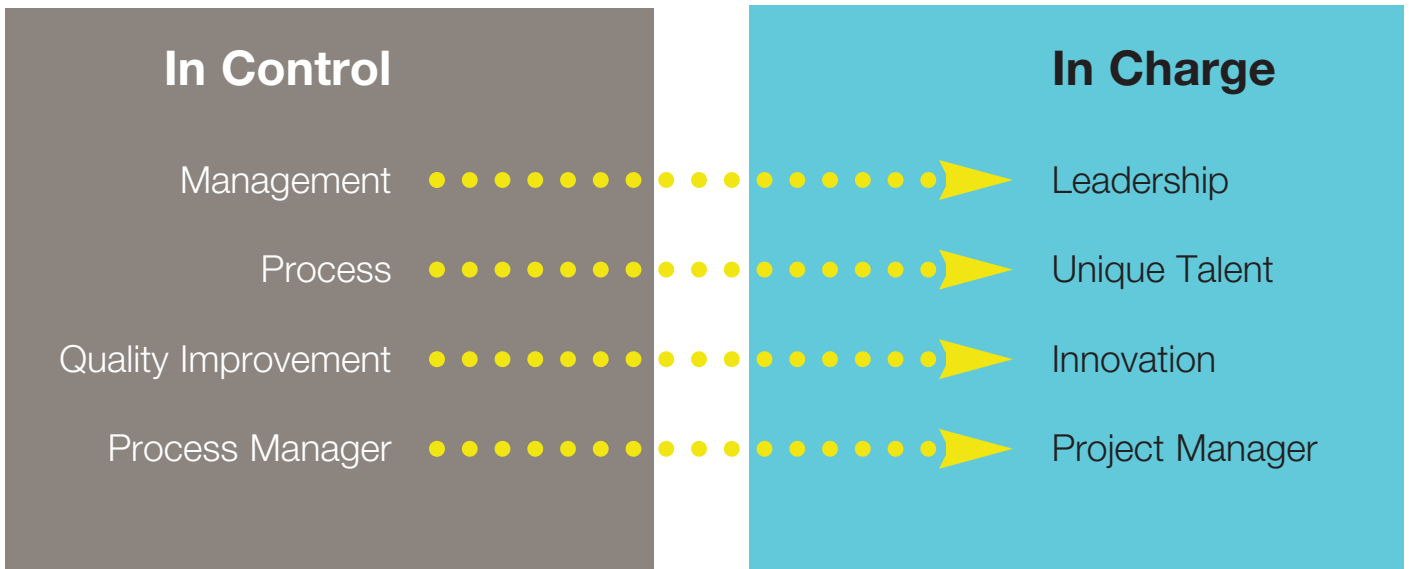
Leadership vs. Management

Successful entrepreneurs are leaders. They have a vision of a bigger future that will benefit those around them—their team, their clients, their family, their community, and in some cases, the world. This always involves new ideas, and new and creative ways of solving problems for people. In all these areas of a leader’s life, they provide direction—which in turn gives others clarity, confidence, and greater capabilities.

In a fast-changing, commodity-based world, a strong leader who can help those around them be more clear, confident, and capable is of immeasurable value. Let’s look at five distinctions that will help you to see more clearly your role as a leader in your company.

In control vs. in charge.

First, let’s draw the distinction between “in control” and “in charge.” Being in control means running and controlling an established system. Being in charge means “charging up” your team with your vision and getting them excited. With the world changing rapidly, someone needs to be looking out for the overall company and anticipating what’s needed next for future success.





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Management vs. leadership.

Being in charge is about directing and providing leadership, while being in control is about management. The leader’s job is to look beyond the horizon to make sure that what the company is doing stays relevant to the outside world, while the managers control the existing systems. It’s very hard for someone to be equally good at both managing and leading—they’re two very different functions.

Process vs. unique talent.

Well-managed companies take all the activities in the company and turn them into documented processes. These either show the company’s value creation process or are geared to the work flow, how the clients are supported, and so on. These processes help sell and also ensure that the company is getting things done in the most sensible, effective, and efficient way—using the unique talents of the people involved. For the most part, people who are good managers are skilled at converting things into processes. They can see all the moving parts and how they fit together. Leaders, on the other hand, are really good at seeing individual areas of Unique Ability® that

will expand the company. In the digital age, some of these abilities aren’t inside your company. Leaders are always looking for abilities, both internal and external, that will multiply and expand the organization.

Quality improvement vs. innovation.

The fourth distinction is that the primary objective of the manager is constant quality improvement. If there are glitches in the system, the manager fixes them. The primary goal of the leader is innovation. The leader is always asking, “What do customers want to buy next? What will they pay more for? What improves our position in the marketplace?” The manager’s job is to then take over the innovations (new capabilities, products, and experiences) once they start to become profitable. It’s like a relay, with the leader focused on the broad result and the manager figuring out the means.

A lot of leaders fall short because they never give the team a clear picture of what the results look like. As the leader, your job is to set up the framework—consistently communicating to everyone what the game is, how to win, and what it looks like when the game is won. Then others can adjust their efforts, skills, abilities, and resources to that vision. Team members know how to win inside their processes, but it’s hard for them to expand their processes if they don’t see the bigger game being played.

Process manager vs. project manager.

The fifth distinction is the difference between a process manager and a project manager. What’s missing in most entrepreneurial organizations is a connection between the leaders and the managers. There’s an intervening person needed, and that person is a project manager. First, let’s look at process managers. The greatest love of a process manager is



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managing processes that already exist and constantly improving them. The greatest love of a project manager is doing something new. Again, these are two different kinds of people.

Here's a quick way of understanding the difference between these two in action. Have you ever gone back to your office really excited about a new idea and shared it with a team member, but found they weren't quite as excited as you were? If so, you were probably talking to a process manager. Process managers already have a list of current processes that are tied to making money, and their list is more important than anything you're going to come up with. As a result, the new idea goes to the bottom of their list. You've brought them a new idea, but it doesn't mean money to them yet.

A project manager is different. When you bring them a new idea, it's immediately exciting to them, and they love the idea of implementing it. Right away,

they want to be your partner in fleshing it out to see if it'll work. The process manager will take the idea and say, "Well, I'm already doing all this other stuff, so where does it fit in?" The project manager will fit it in. Their responses are neither right nor wrong. The key lies in distinguishing the right person to share new ideas with and how your organization is going to buy into your new idea.

Focus on being in charge.

Now that you have these five distinctions, you can get really clear on your role as the leader in your company. The role you play is invaluable—you're in charge of innovating new ideas and solutions and of setting the context for the future growth of the organization. Get the right process and project managers in place, let them manage the processes within your company, and you'll be freed up to use your Unique Ability to provide direction, confidence, and capabilities to your clientele and to your organization.

NEXT STEPS:

- 1. Share these five distinctions with your team.
- 2. Define what is and what isn't your role as the leader in charge.
- 3. Identify your project and process managers, and outline the unique talents needed to help your company grow.