





Leading vs. Managing – What's the Difference?

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How many of you are now in a leadership role?





How many of you would like to be in a leadership role or in a higher level of leadership?





There are two distinct aspects of learning anything (*including leadership*):

1. Learning what to do
2. Learning to do it





Learning to do it is much harder to achieve than learning what to do.



Today I will tell you some of what to do to be a good leader.


More importantly, I will tell you how you can train yourself to do it.





I've asked all who report directly to me and my executive assistant to be here today.



I would like to introduce them to you.



Chris Gent
Vice President of
Corporate Communications



Jef Gray
Vice President of
Information Technology





Ken Davis
Vice President of
Engineering & Operations



Larry Mattern
Vice President of
Power Supply



Wilbur Hill
Vice President of
Human Resources





Joseph Hostetler
Vice President of
Finance & Risk Management





Susan Postans
Vice President of
Customer Service




Greg Woessner
Vice President of System Compliance
& Operations




Grant Lacerte, Esq.
Vice President & General Counsel




Judy Ambrosi
Executive Assistant to the
President & General Manager



Some of What to Do...







Leading vs. Managing



Leading – getting others to do

Managing – facilitating others doing



The amount of leading (*as opposed to managing*), varies from job to job.

Usually the higher up in the organization you are, the more leadership is needed (*vs. managing or doing*).





Want to be a Leader?

Don't do

Don't facilitate others to do



Get others to do

And/or get others to facilitate



Leadership Clichés and Adages Examined



- The Fearless Leader
- Lead by Example
- Have a Vision
- Have Ideas
- Set Direction
- Give Credit to Others
- Making Decisions
- Be Rational
- It's Lonely at the Top
- Lead, Follow or Get Out of the Way
- First be a Good Follower



The Fearless Leader

Whenever you experience fear, reluctance or hesitation about something that you should do....

- Blow through it
- By doing immediately




Lead By Example

Nothing is too hard to do to get the job done.

Do what you know is right (always).

But when you do something wrong, admit it, apologize and correct it if possible.



DON'T DO IT AGAIN!





The Golden Rule
Use it to Lead by Example

Treat your subordinates with kindness, respect; i.e., be genuine (*here's the hard part!*) even when they treat you unkindly, disrespectfully, and/or dishonestly or disingenuously.





The Golden Rule is:

“Do unto others as you would like them to do unto you”.

The Golden rule is not:

“Do unto others as they do unto you.”



My Sins of the Past (*of setting a poor example*)

Numerous 1 on 1 with subordinates


Just say “Mea Culpa”

My Public Sin:

An off color joke at our annual holiday party.

Admitted and apologized in an open letter to all employees.

(I have not done it since.)




Have Vision

Get others to adopt your vision

or better yet

Get others to create the vision



Have Ideas!

Most people have or hear good ideas


Most people don't act on them

Act on them immediately!

Or write them down

Or the idea will evaporate

(no matter how outstandingly good or significant it is!)





Set Direction

Get others to follow this direction

or better yet



Get others to set direction that you then approve of





Give Credit to Others - Always


If someone recognizes and/or appreciates you, that's good but don't need or seek it.

Making Decisions

Get others to recommend decisions to you and you approve

Hardly ever (or never) use **The ATOM BOMB!** unless you must!





Be Rational

Have no negative emotions while you're leading:

- Fear - Be "The Fearless Leader"
- Anger
- Greed
- Boredom
- Intolerance
- Impatience (My most recent sin)

But be empathetic to other's negative emotions.

Be Rational



but do have many positive emotions:

- Joy
- Pride in others
- Enthusiasm
- Surprise

Be pleasantly surprised



Pleasantly surprise others whenever you can.

You cannot celebrate too much.

It's Lonely at the Top


(but that's ok because you fear nothing, even loneliness)





Remember the old adage:
"Lead, Follow or Get out of the Way!"

Here is an addendum to the old adage:
"...if you decide to lead, get out of the way."



Generals rarely lead the charge.







How do you stifle yourself when you have:

- Valuable insight ?
- Wisdom ?
- Pertinent past experience ?
- A broader view ?

Make it clear that you are becoming the free advisor or consultant of those following. Tell them you're giving them some free consultation. ...which they may or may not choose in their recommended approach to the situation or their implemented solution. Recognize to them that they probably have a better insight into the situation since they are closer to it.






When you are staying out of the way **do**:

- Stay engaged and interested.
- Ask for continued updates on how those following are handling or planning to recommend you handle it.



Don't:

- Ignore or walk away from the situation.



When the decision needs to be your final decision, ask your subordinate(s) for their recommendation on how to handle.

Make sure you involve all direct reports who's input is needed and/or who are affected.

If you require a recommendation from more than one direct report, establish them as a group.


- Designate a point person or ad hoc group leader.
- Instruct them to deliberate together.
- Instruct each individual to consider their recommendation from the overall organizational standpoint.





Tell them that they can either reach a consensus recommendation to give to you... ...or they may have differing recommendations

You may give them individual and/or group insight and/or advice if you make it clear that is what it is.



You still want their recommendation(s) (consensus or differing).





Remember....

“...stay out of the way.”



Remember the old adage:

“To be a good leader you must first be a good follower”

Here is an addendum to that old adage:

“...if you decide to lead, continue to follow”

The lead of your subordinates when they know better *(which is usually the case if you have correctly and successfully staffed)*



What Makes a Strong Team?

First, they're doing what they're ask to do.

If it is right and most strategic.

But it's 10 times more valuable if they do what they are not asked to do.

If it is right and strategic.





What Makes a Strong Team? (continued)

Second, them being coachable *(allows for their professional/personal growth).*

But it's 10 times more valuable for them being able to coach you *(allows for your professional/personnel growth).*

Generally, your team is a lot stronger than you know. **If you will only let them.**





Coach – don't criticize

Criticism focuses on the past

Coaching focuses on the future

Coach! Coach! Coach!






If you are going to be a leader you will have rank

Rankism – marginalizing or putting down others of a lower rank

Shun rankism like the plague!



Remember, rank does not make you better; it merely indicates your position in the necessary order of things.







Some Definitions of the Work Rank
 Noun: relative standing or position
 Adverb: (rankly)shockingly conspicuously
 Verb: rate
 Adjective: putrid

"If you use your rank (*noun*) rankly (*adverb*) your subordinates will rank (*verb*) you rank (*adjective*)!"






The preceding was some of what to do. Many or most of you already knew the foregoing, but I guarantee that many or most of you are not doing it **all the time**. **Guess what?** It does no good for you to know it. You have to do it **all the time**.



The rest of our focus in this presentation will be how you can get yourself to do it **all the time**.



You can "learn" what to do.
 You can't just "learn" to do it.
 You must "distinguish" it to do it **all the time**.
 Like distinguishing balance in learning to ride a bike.


Making a "distinction" is sometimes an "AHA!" experience.
 Sometimes it is a bit painful because you thought you were doing it right.
 It sometimes causes a bit of angst or resentment toward the one helping you to "distinguish" it.





That's me in this case so I apologize in advance for any angst I may cause you.
 Remember!
 If you begin to feel angst or resentment toward me you may be beginning to get it.

Want to become a **better** leader?
 Really?









Continually ask your followers how you are doing.

Watch out!

If you ask them, they will tell you!

How do you ask them?






There are three main in a ways to ask.

To become a really good leader you should do all three. Most people do not have the fortitude and guts to do all three.

Most are not (*nor will never be*) a really good leader.

That's ok – the world does not need that many good leaders.



1st Way to Ask

This is hard but a lot of you can and will do this.

Monthly ask your direct reports on an one on one basis, "How am I doing as a leader?"

Listen, and tell your subordinate which action (*if any*) you will take.

Take that action.



2nd Way to Ask

This is harder so a fewer of you will do this.

Annually survey the entire work group.

Keep it anonymous

Keep it simple






Example:

Do you approve of your immediate leadership?
 Yes ___ No ___
 Why or Why Not? _____

Do you approve of your department leadership?
 Yes ___ No ___
 Why or Why Not? _____

Do you approve of overall organizational leadership?
 Yes ___ No ___
 Why or Why Not? _____






Provide your subordinates and your superiors the results of the survey.

Tell them what action (if any) you will take.

Take that action.





3rd Way to Ask

This is very hard so very few of you will do this.

(Remember, that's OK! The world only needs a few very good leaders.)

(The world needs a lot more followers than top leaders.)

Annually, have your direct reports complete a performance review on you!



Annually, have your direct reports complete a performance review on you!

Have it thorough and detailed with ratings and comments.

Keep it as anonymous as possible.

Share all input with all your direct reports.

Meet and discuss the results with all your direct reports.






Annually, have your direct reports complete a performance review on you! *(continued)*

Tell them anything(s) you decide to do differently.



Follow up in writing to your direct reports all that you have told them in your meeting with them.

Send a copy of this written communication to your superior(s).

What I Found I was Doing Wrong
(or perceived as doing wrong):

- Disrespecting subordinates!
- Micromanaging!
- Making staff meetings too long!
- Not spending enough time on topics in staff meetings.






What I Found I was Doing Wrong
(or perceived as doing wrong):

- Not following opinions of staff
- Not giving an order and moving on

Suggested final topics for all staff meetings:



- Too long/too short?
- Too hard/too soft?
- Here again, "Ask them!"







“What?” vs. “Why?”

When you ask always ask “what?”
 Never ask, “why?”
 It’s extremely hard to discern “what?”
 It’s nearly impossible to discern “why?”
 “What?” is very important
 “Why?” is generally immaterial



There were many years when I was a poorer leader than I am now.

Continually and anonymously (*when feasible*) asking my followers how I am doing as a leader has improved me as a leader.








Why is the 3rd way to ask how you are doing (as a leader) so hard?

It is not as hard as it appears. **It is harder!!**
 This mainly is due to the fact that you are not as good of leader as you would like to think that you are and when asked (*in this anonymous fashion*) your direct reports will tell you!!
 It is very painful to hear! But if you can endure and take action **you will become a much better leader.**

Now Feel Free to ask them:

Leading vs. Managing – What’s the Difference?

Thank you!

Jim Welsh

