

Managers or Leaders? Which do your organisation want?

One of the questions that often comes up in our trainings or coaching sessions is whether employees are expected to be managers or leaders in their organisations. To a large degree the answer depends on the culture of the organisation. Some organisations view the idea of their employees becoming leaders as a threat to the status quo and they will have a culture of containment. Other organisations will actively encourage their people to develop as leaders knowing that the opportunities that this can bring about will far outweigh any threats.

So what are the differences between being a manager and being a leader? Here are some ideas:

- Managers manage. Leaders lead.
- Managers maintain a system or a process that may include people. Leaders will look for opportunities beyond the system and seek to guide people to explore those opportunities
- Managers operate within a patch or territory. Leaders are looking over the horizon.
- Managers are driven by a task or responsibility. Leaders are driven by a purpose and a vision.

Organisations that embark on a leadership development programme need to accept that it is okay for their leaders to challenge and change the existing paradigm. In other words they must be prepared to empower their leaders otherwise they will leave and the investment will have been wasted. Leaders will bring the organisations into previously uncharted territory and potentially deliver a value far in excess of the investment.

Regardless of whether our jobs require us to lead others or not, we all need to be self-leaders in order to fulfil our potential. This is a different aspect on leadership that is often overlooked. By leading ourselves better through growth and personal development we are more likely to be asked to lead others when the situation arises.

Leadership Quotes.....

"Control is not leadership; management is not leadership; leadership is leadership. If you seek to lead, invest at least 50% of your time in leading yourself-your own purpose, ethics, principles, motivation, conduct. Invest at least 20% leading those with authority over you and 15% leading your peers."

Dee Hock - Founder and CEO Emeritus, Visa

"Management is efficiency in climbing the ladder of success while leadership determines whether the ladder is leaning against the right wall."

Stephen Covey - The 7 Habits of Highly Effective People

"Managers are people who do things right, while leaders are people who do the right things."

Warren Bennis