



*Stop **Loving** Leadership  
and  
**Maligning** Management*

November 30, 2007

## *Leadership Loved*

“Nobody aspires to being a good manager anymore; everybody wants to be a great leader.”

Henry Mintzberg, *HBR*

## *Management Maligned*

“The manager is a copy; the leader is an original. The manager imitates; the leader originates.

Quoted in *Training*

# *Is This Distinction Helpful?*

- Leadership vs. Management
- Leader  $\equiv$  Executive
- Manager  $\equiv$  Low-level Bureaucrat
- *Be a leader, not a manager!*



## *He/ She is a "Leader" of...*

- an organization
- an army
- a political party
- a team
- a country

## *He/ She is a "Manager" of...*

- a work group
- a department
- a project
- a business

# Which is Managing? Which is Leading?

Managing   Leading

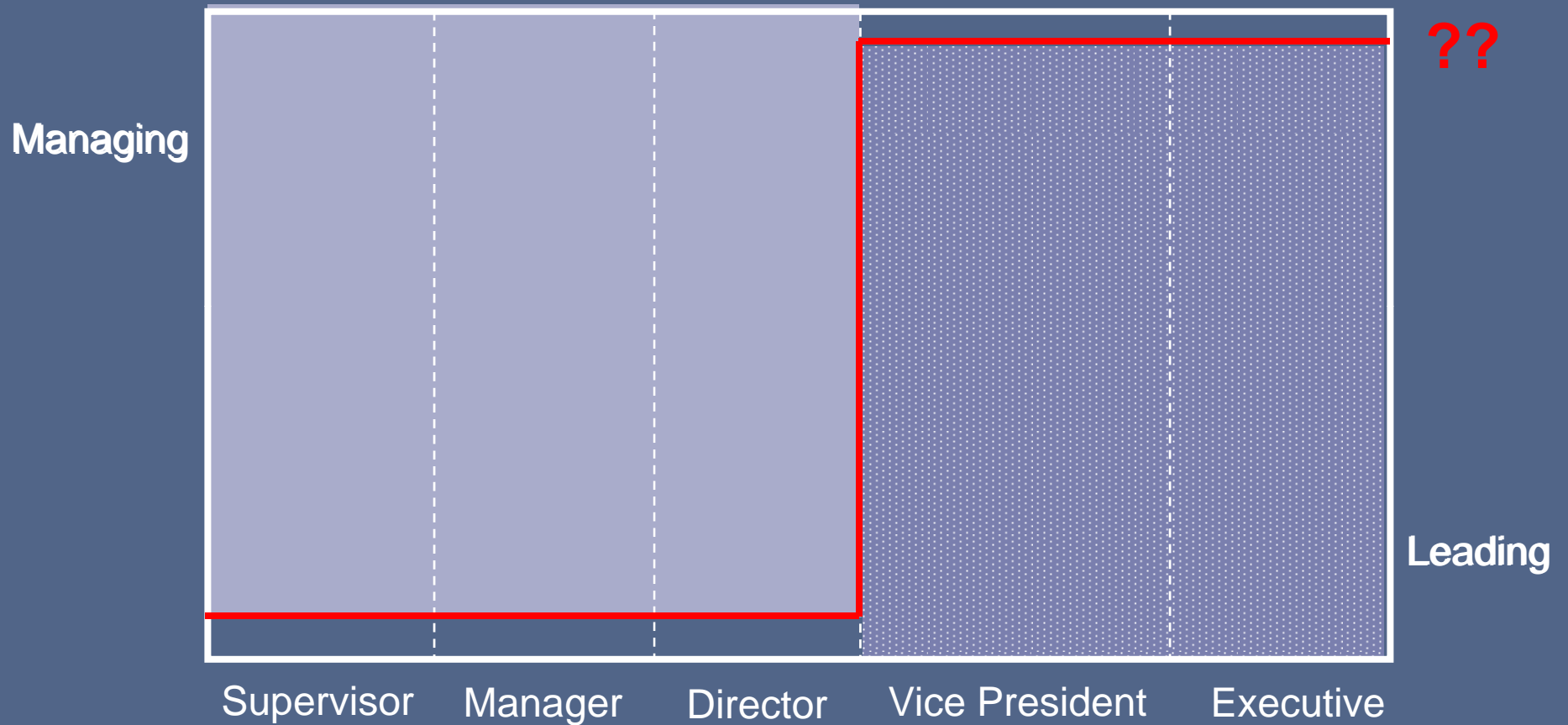
1. Ensuring people are clear about their responsibilities	-	-
2. Motivating people to be excited about their work	-	-
3. Setting objectives for individuals in the workgroup	-	-
4. Selecting the right people	-	-
5. Articulating inspiring future possibilities	-	-
6. Holding people accountable for results	-	-
7. Reducing conflict among people or between groups	-	-
8. Mentoring individuals to help them be their best	-	-

# *What About? Managing? Or Leading?*

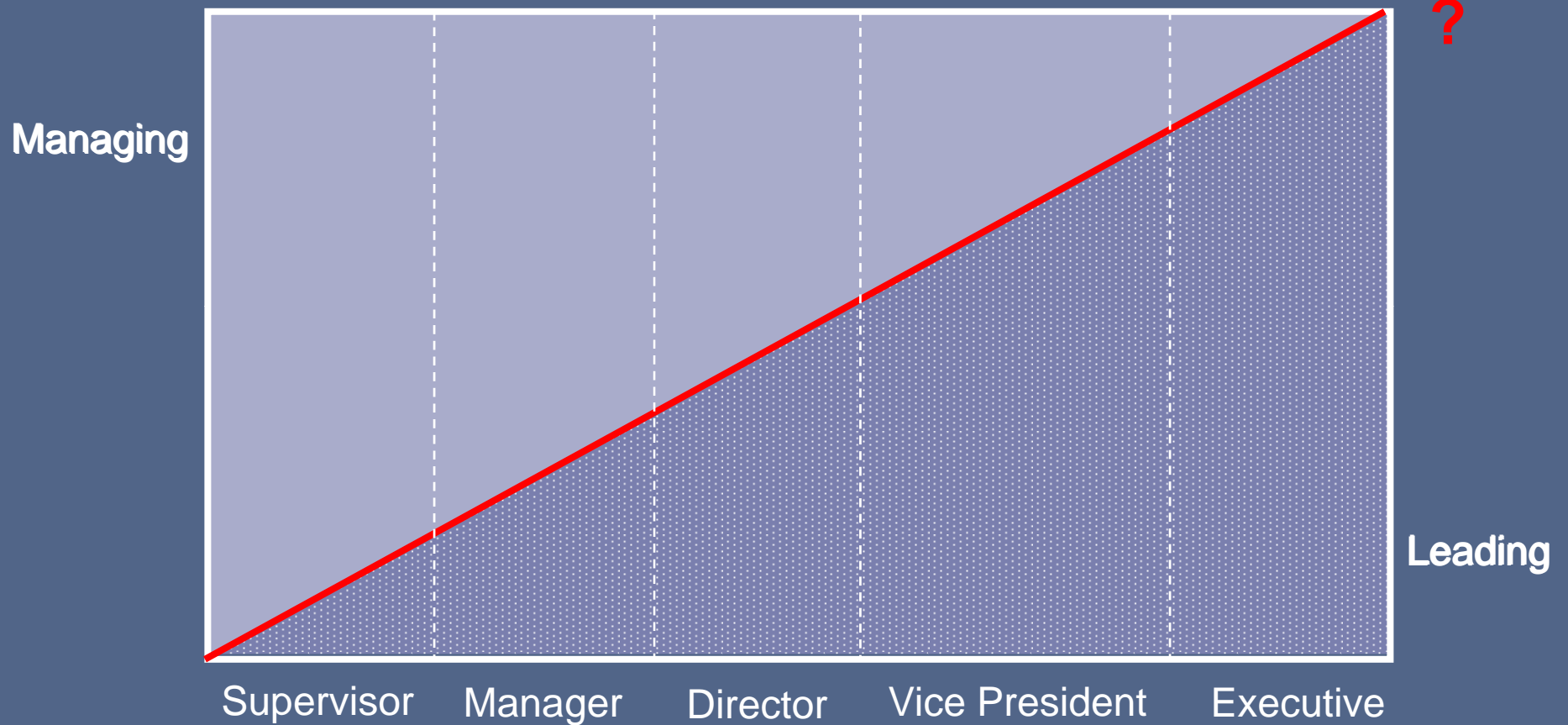
- Using language that reflects and reinforces the best aspects of the culture of the organization
- Using processes and systems as intended
- Constantly looking for ways to improve productivity
- Always considering the economics of the business – how the company makes money
- Understanding the customer – their needs, their “life-cycle” experience with the company’s product/ service
- Communicating what gives the company competitive advantage



# Sense and Sensibility

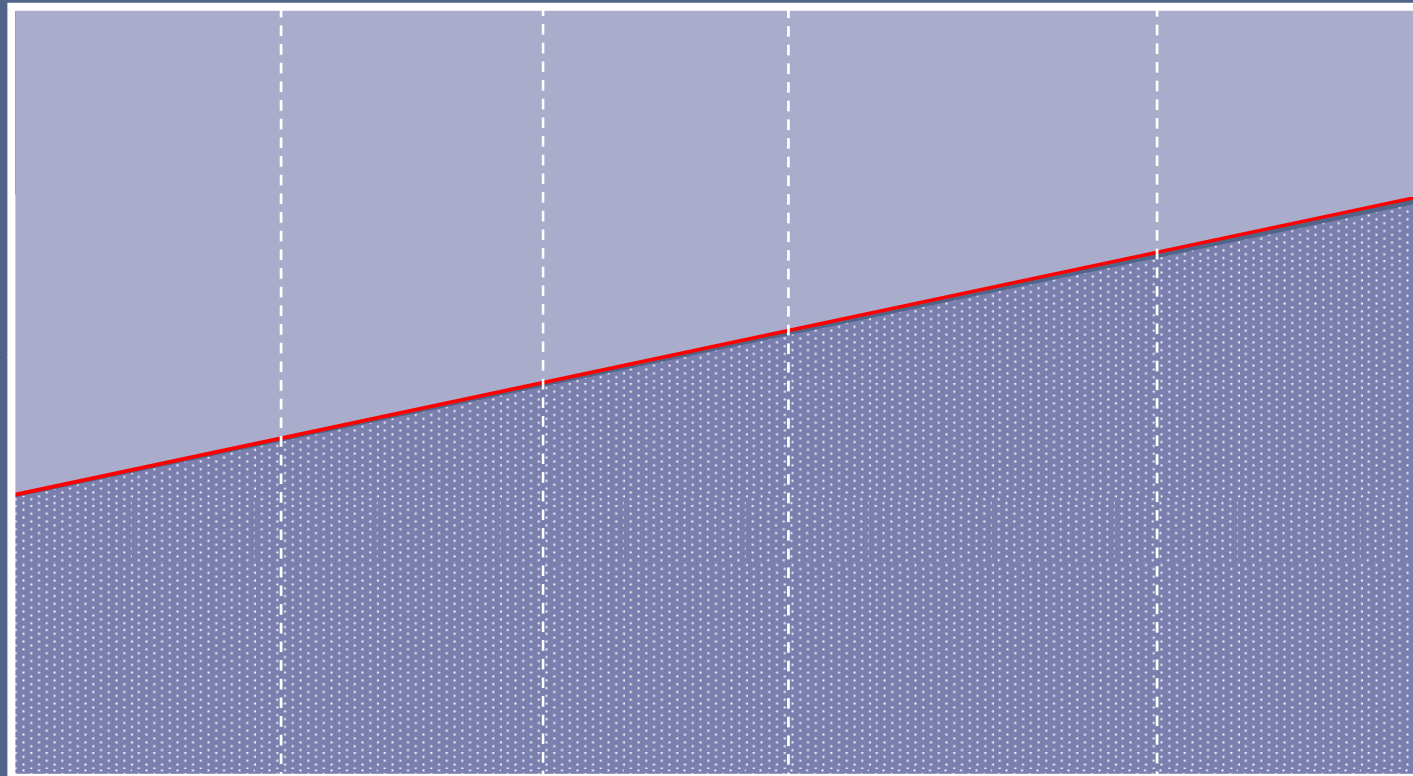


# Sense and Sensibility



# Sense and Sensibility

Managing



Leading

Supervisor

Manager

Director

Vice President

Executive

# *What Do They Actually Assess?*



## *How Do We Avoid This?*

“The tidal wave of half-baked, vanity-driven business books may now have reached the point of detracting from the sum of human knowledge.”

*Fortune*

# McKinsey/ LSE 2005 Study

- Showed that management practices do drive business results:
    - Clear and thorough goal setting → Planning
    - Rapid adoption of best practices → Organizing
    - Thoughtful selection and development
    - Involvement in decision making
    - Flexibility and openness in interactions
    - Thorough follow-up on objectives → Controlling
- } Leading

# McKinsey/ LSE Study

	Sales Growth	Sales per Employee	Market Share Growth	Return on Capital
Average Management score	100	100	100	100
1 point better Management score*	141	106	171	132

\*on a 5 point scale

# *Managing and Leading... Evolving Paradigm*

## *MANAGING*

- Planning
- Staffing
- Organizing
- Measuring
- Problem Solving
- Ensuring Results

## *LEADING*

- Articulating a Vision
- Motivating Others
- Communicating Clearly
- Judicious Decision Making
- Supporting Change
- Being Trustworthy



# *What Corporate Culture Tells Us*

- Debate, Decide, Commit (**Intel**)
- Action Items (**Intel**)
- The 1 page memo (**P&G**)
- Consultative selling (**IBM**)
- 15% idiosyncratic innovation (**3M**)
- Boundaryless organization (**GE**)
- 6 Sigma (**Motorola**)
- Annual “live cases” (**Citibank**)
- Intel inside
- Only Paranoid Survive
- The Housewife
- White shirts
- Adding value
- Crotonville
- Motorola University
- OD Career Path

# Which is Trainable?

## Trainability Score

- |   |   |
|---|---|
| 1. Ensuring people are clear about their responsibilities | - |
| 2. Motivating people to be excited about their work       | - |
| 3. Setting objectives for individuals in the workgroup    | - |
| 4. Selecting the right people                             | - |
| 5. Articulating inspiring future possibilities            | - |
| 6. Holding people accountable for results                 | - |
| 7. Reducing conflict among people or between groups       | - |
| 8. Mentoring individuals to help them be their best       | - |

# Approach to Development

- Only 3% of training budgets are used for middle managers
- Curriculum for middle managers is heavily weighted toward interpersonal skills
- Most structured learning is in “the classroom” or separated from actual work
- Feedback is infrequent and of poor quality
- **Imagine if sales people got as much sales training as managers get training in performance management?**
- **Imagine if athletes:**
  - *Spent only 3% of their time on the basics?*
  - *Paid more attention to form than technique?*
  - *Only tried new ways in practice?*
  - *Saw their scores or times only once a year?*

## Conclusion?

“Let’s get back to plain old  
management.”

**No!**

Mintzberg, *HBR*

## *Reinvent Management/ Leadership Development*

- See them as an integral whole, with differing emphasis on various skills depending upon role and responsibilities.
- Utilize much more technique in managing.
- Make learning and development an on-going process, not an event-driven punch-list item.
- Incorporate significantly more data and feedback into the managing process.