Management Matters
A PMFO Series
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What Is Leadership?
Why Do I Need to Learn About Leadership?

- Increasingly complex communities
- Unprecedented change and challenges
- New and different tasks
Why Do I Need to Learn About Leadership?

- Increasingly complex communities
- Unprecedented change and challenges
- New and different tasks

Require the talents, creativity, and leadership of everyone

Each of you can lead!
What is Leadership?

In this presentation, you will:

• Consider ways that leadership is different than other work you do
• Identify opportunities to lead, regardless of your position
To Lead, You Must:

**Know**
what leadership is

**Understand**
how leadership is different from other work you do

**Believe**
that you can lead

**Develop**
your leadership skills, habits, and behaviors
Leadership

Is about action
defined by what you do

Is not about position
defined by your role
Leadership

Doesn’t have to come from above
Leadership

Can come from any chair
Leadership Is:

A Process of

. . . envisioning and initiating
. . . change by mobilizing others to
. . . alter the status quo
. . . in response to an urgent challenge or exciting opportunity
Leadership Is:

A **Process** of

... envisioning and initiating change by
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A **Behavior** that

- embraces relationships and
- has **change** as its essential goal
Leadership Is:

**A Process of**

... envisioning and initiating change by
... mobilizing others to
... alter the status quo
... in response to an urgent challenge or exciting opportunity

**A Behavior that**

- embraces relationships and
- has change as its essential goal

**An Awareness of your choice to**

- strengthen relationships
- bring clarity
- ask a good question

**OR**

- shut someone down
- show frustration
- blame
- not be engaged
Leadership

Applies to every aspect of your life

Is a personal journey

Is a 24/7 experience and choice to make
Leadership Is Not

• Management
• Authority
• Advocacy
• Strategic Planning
• Facilitation
More workers and complexity = greater need for management
Leadership is Different from Management

Managers

Maintain the status quo

Leaders

Change the status quo
Management and Leadership Create Different Experiences & Feelings

Management:
- Stable
- Safe
- Consistent
- Calm
- Order
- Status Quo

Leadership:
- Unstable
- Hard
- Uncomfortable
- Anxious
- Chaos
- Resistance
### Managing Is... Leading Is...

<table>
<thead>
<tr>
<th>Managing Is...</th>
<th>Leading Is...</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Working within boundaries</td>
<td>• Expanding boundaries</td>
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<tr>
<td>• Controlling resources</td>
<td>• Influencing others</td>
</tr>
<tr>
<td>• Planning to reach goals</td>
<td>• Creating a vision of a possible future</td>
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<tr>
<td>• Contracting how and when work will be done</td>
<td>• Committing to get the work done no matter what</td>
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<tr>
<td>• Emphasizing reason and logic supported by intuition</td>
<td>• Emphasizing intuition and feelings supported by reason</td>
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<tr>
<td>• Deciding present actions based on the past and precedent</td>
<td>• Deciding present actions based on the envisioned future</td>
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<tr>
<td>• Waiting for all relevant data before deciding</td>
<td>• Pursuing enough data to decide now</td>
</tr>
<tr>
<td>• Measuring performance against plans</td>
<td>• Assessing accomplishment against vision</td>
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In Your Role, Where Do You Spend Most of Your Time?

**Acting as a Manager?**
- Maintaining the status quo

**Acting as a Leader?**
- Changing the status quo
## VISION IN LEADERSHIP

### Fusion Leadership

**Leader in Management Role**
- Manage to the future
- Analyze hard data
- Pursue goals and objectives
- Direct people
- Focus on measures, money
- Consider dreams to be slightly fuzzy, perhaps unrealistic
- Stick with the logical, doable
- Scorn vision but know we need a vision statement
- Live by tomorrow’s deadlines

**Leader in Leadership Role**
- Create the future
- Facilitate hopes and dreams
- Pursue higher purpose that touches the heart
- Inspire people
- Focus on values, yearnings
- Consider dreams concrete, reliable
- Think big, do the impossible
- Cherish vision as motivating, energizing
- Live by hope and personal experience

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Leadership is Different from Authority

Formal leader

- Formal authority

Informal leader

- No formal authority
Leadership is Different from Advocacy

**Advocacy**
- Provides focus and attention
- Tells
- Argues
- Persuades

**Leadership**
- Provides focus and attention
- Brings people together
- Mobilizes resources
- Asks and reflects
Leadership is Different from Facilitation

Facilitators

Stand outside the work and the culture

Leaders

Are an integral part of the work and culture
“Solutions to adaptive challenges reside not in the executive suite but in the collective intelligence of employees at all levels...”

Ronald Heifetz and Donald Laurie, 2001

References


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