

Distinguishing between a Leader and Manager

A test for determining your natural “bent”

This is not a matter of bad or good or wrong or right

This is one of those ticklish subjects where a sensitive person can end up feeling either bad or good about themselves. If you feel good about the revealed results of this exercise, you may be having trouble with pride, But on the other hand, if you feel bad about the revealed results of the testing below, you may have a problem of low self-worth and self-esteem. Neither conclusion is warranted, and it should not determine how you feel about yourself. God’s view of you is the absolute baseline and benchmark of your goodness. He created you, and He did not make a mistake or a flaw in His design nor when and how He wants to use you!

That being the case, please pause for a quick protective prayer and remind yourself of God’s truths regarding as to how God has created and gifted you in a unique way and take assurance and gratitude in His personal design of who you are. Read these two truths and let them be the only foundation for how you feel about yourself.

“For I know the plans I have for you, declares the LORD, plans for welfare and not for evil, to give you a future and a hope.” Jeremiah 20:11 (ESV)

“For you formed my inward parts; you knitted me together in my mother's womb. I praise you, for I am fearfully and wonderfully made. Wonderful are your works; my soul knows it very well. My frame was not hidden from you, when I was being made in secret, intricately woven in the depths of the earth. Your eyes saw my unformed substance; in your book were written, every one of them, the days that were formed for me, when as yet there was none of them. How precious to me are your thoughts, O God! How vast is the sum of them!”

Psalm 139:13-17 (ESV)

With these foundational truths being understood and accepted, you are in a good position to do some self-discovery and find out why you may be feeling uncomfortable or unfulfilled in doing certain work activities. Let's begin with some definitions that will be helpful in interpreting and applying the results.

The difference between Leader and Manager

The main difference between leaders and managers is that **leaders** have inspired people who follow them while **managers** have loyal people who work for them. Their unique differences become more obvious when you examine the summarized skill utilization differences between **leadership** and **management**:

- **Leadership** skills are used to focus on a potential change by establishing direction in a new area, aligning or realigning people, while motivating and inspiring people towards the achievement of the leader's vision.
- **Management** skills are used to plan, build, and direct managerial systems and processes to accomplish missions and setting and monitoring success goals for accomplishing organizational advancement.

Uncovering one's natural inclination "bent"

To determine your Leadership and/or Management DNA and how God has "hardwired" you, assess in which of the following six activities, are you the most comfortable and that you find the most meaningful and satisfying. (Circle the answer that best describes your initial and natural response.)

1. In which area do you derive more pleasure:

- a) Improving organizational performance or
- b) Setting or adjusting the direction of the organization?

2. Which of the following gives you the most personal satisfaction:

- a) Solving a thorny problem or
- b) Exploring new ideas?

3. Are you better at:

- a) Having a deep intellectual discussion or
- b) Delving into a moving emotional dialog?

4. For which subject do you have the most natural energy

- a) Creating and installing processes or
- b) Motivating and inspiring people?

5. In which setting are you the most comfortable:

- a) An orderly and predictable work environment or
- b) A fluid and flexible work environment?

6. Which of the following causes you the most anxiety and unease:

- a) When rules are not being followed or
- b) When your values are not being applied?

If you circled more a)'s than b)'s, you have a natural inclination toward **Management**. If you circled more b)'s, your natural and most comfortable role would be in **Leadership**. If, however, you are a little of both, you are a **Hybrid**. The following is an application of your scores when applied to the profession of Sales.

A pure Account Manager: (Farmer) A professional tasked to cultivate, grow and protect revenue in existing accounts while achieving high customer satisfaction and valued relationships

Attributes: *Very Relational, somewhat Risk adverse, prefers a known environment, collaborative, even tempered, predictable, steady, and dependable*

A pure Account Leader: (Hunter) A professional tasked to win high risk opportunities (i.e. competitively held, previously lost, adverse environment) or to accelerate the acquisition of new markets, new account divisions new geographies, new accounts

Attributes: *Assertive, Confident, High risk tolerance, needs recognition, Unrelenting, Persistent, Single-minded focus, Independent, Competitive, Impatient, Need for variety, and resilience.*

A hybrid: (Hunting-Farmer) A professional tasked with both protecting while expanding an existing account's wallet-share by penetrating new areas i.e. divisions, geographies, and subsidiaries.

Attributes: *skill elasticity, a more patient forbearance, flexibility, adaptable, and a leniency for utilizing multiple approaches.*

Determining Organizational need and fit:

The challenge is and always has been, how to get the right people into the right positions so that they can deliver the right value for accelerating the advancement of the organization's agenda. Distinguishing between the differences of leadership and Management traits can lay a solid foundation for achieving acceptable growth rates. Here are three guidelines to assist you in jumpstarting your people deployment challenges.

- If you are wanting to open new areas and involving new activities in uncharted areas, you would get better results by having **Leaders**,
- If, on the other hand, you are wanting to stabilize an area with steady and predictable results, you would get better production from deploying **Managers**,
- If you need a little of both, you would get better results from a blended approach by utilizing **Hybrids**.

Answers to the most common questions concerning Leadership and Management

1. Is it better to be a Leader or Manager?

To be successful, every organization needs both roles. Although “leadership” seems currently to be getting more favorable press, one is NOT better than the other. Over seventy percent of all new companies fail within the first three years. And that failure can usually be traced back to the absence or weakness in one of these two roles causing the organization in becoming overly dependent on just one of the roles. From ground up, every business needs a strong Mr/Mrs. Outside and a strong Mr/Mrs. Inside. Which is another way of saying that both a strong Leadership and strong Management role is essential for success.

It should also be stated that all Leaders need the support of Managers to be successful and all Managers need the support of Leaders to be successful. They need each other to achieve their individual full potential as well of the full potential of the organization.

2. Can any person develop leadership and Management abilities?

Even a natural athlete needs to be trained, practiced, and developed. But those who have natural athletic abilities can be developed much faster and much better. The same is true of Leadership and Management abilities.

3. What are the consequences of ignoring the Leadership and Management inclination of individuals?

The misplacement of the wrong individuals into the wrong roles will show up in a variety of the following consequences:

- An unnecessary long “time-to-performance” for the deployment and development of a new person.
- People hitting the proverbial “glass ceiling” in their development.

They top out.

- Due to their discomfort in a role in which they are not naturally suited, they may develop a morale problem.
- An otherwise good employee can be sub optimized solely because they have been put into the wrong position.
- Good and well-intended people in the organization will begin getting in each other’s way and begin tripping over each other and may eventually end up battling each other destroying the organizational morale where power plays will likely erupt.

Controlling the God-created natural tension between Leaders and Managers

If you have not drawn clear lines and responsibilities between the people and these two roles that are very different but are both vital and essential to the health and well-being of the organization, you and your organization will probably be at risk of running into serious growth and personnel problems. These complications are as old as the Bible itself.

Moses is one such leader who was distracted by the pressing needs of the day, and lost sight of his call to lead the Israelites into God's future. From this episode in Exodus 18. Here are some poignant Biblical lessons and guidelines with their foundational principles.

1. Leaders are to lead, not manage.

Of course, there will be problems when you are leading an organization in a new direction to a new place while confronting new obstacles. And when the leader sees that his/her vision is in trouble, it is the human instinct to stop what you are doing and give your attention to the problem and immediately try to do something to solve the problem.

That is when it happens, The Leader is tempted to stop leading and start managing. The role of leadership is sacrificed and derailed. Moses committed that mistake. It was his father-in-law who caught it and bravely called it out. Moses had put his God given talent for leading into jeopardy by diverting his attention to management responsibilities.

Leaders must not jeopardize their "calling" to lead. This is the classic mistake when a Leader begins working in an organization as opposed to working on the organization.

2. If Managers are not managing, Leaders cannot lead.

If an organization is on the move, issues will always arise (growing pains) and will need immediate managing attention. If they are not managed, the Leader's focus will be diverted (like Moses) to putting out fires. And when the leader stops leading, the vision grows old and blurred and loses its inspirational power and relevancy. This results in organizational personnel becoming confused and

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lethargic allowing mediocracy to set in, destroying growth momentum. They will have lost sight of their God-inspired future.

Therefore, it is imperative to follow Jethro's advice to Moses and put in place a management infrastructure. This must be done proactively not reactively.

It is the Leader's responsibility to ask themselves, "what could go wrong," and put in place a management fix before it happens.

3. Managers must become Order-givers not just Order-takers.

If Managers are not empowered with decision authority, then the leader who put them in place has failed them and the Management infrastructure is weak and probably nonexistent. This is because the Leader-Manager Partnership has not been sufficiently developed and installed. And if this is the reality, Managers are not trusted by their Leaders nor are the Managers trusted by their workers.

To make this "partnership" a reality, you will need to invest in your people as much as you invest in your product/service offering. If you do not do this, you will tend to run over your people and misuse them. At the end of the day, you may get a lot done but you leave people drained, depleted, and ultimately resentful toward you, and the organization.

Just by becoming conscious and responsible in these three areas portrayed in Exodus, the natural healthy tension between Leadership and Management will have been proactively managed and harnessed for the good of your organization. This will result in a healthy and productive leadership and management partnership that will last for the lifetime of your organization.

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