

What is Great Manager Summary

Leadership and Management

A purposeful balance is required between management and leadership. When we think of “great managers” it is often their leadership qualities that set them apart.

Management <i>Coping with Complexity</i> ----- Managers Promote Stability	Leadership <i>Coping with Change</i> ----- Leaders Press for Change
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The following chart summarizes the distinctions for manager and leader activities related to Planning, Organizing, and Problem Solving.

Component	Manager	Leader
Planning	<ul style="list-style-type: none"> Budgeting and controlling projects and operations. 	<ul style="list-style-type: none"> Setting direction, envisioning, and articulating the characteristics of the future.
Organizing	<ul style="list-style-type: none"> Defining structures, reporting relationships, and staffing models. Promoting stability by creating processes and structures and finding ways to reduce risk. 	<ul style="list-style-type: none"> Aligning people behind a goal, advocating for change, getting everyone on the same page, or empowering employees to achieve the goals of the plan. Envisioning opportunities and opening up options.
Problem Solving	<ul style="list-style-type: none"> Emphasis on the work: structuring the analysis, establishing plans, and monitoring results. 	<ul style="list-style-type: none"> Emphasis on people: clarifying problems to solve and then focusing on what they have to do enable their teams to solve them. Includes things like motivating and supporting team members, providing appropriate resources and guidance, and finding development opportunities for team members to excel.