



Leader, Manager, or Both?

It never fails that a thoughtful question from an inquiring, intellectual mind, sparks a desire to explore an important topic even more deeply than before. Recently, a Client of ours asked a thoughtful question in relation to some **Culture & Performance Effectiveness Research** we were conducting for their business. Our Client asked; *“Can you be in Management and not be a Leader?”* Years of research and work in the field with our Clients gave pause, as this was not a superficial question, but one that required thought, depth, and understanding of **How Business Works in the Real World**®.

Before providing my response to the question, I thanked our Client for the reminder of the weight and ethical obligation each of us has when accepting the call of responsibility that comes with the Title of Leader & Manager. We are also reminded that Leaders & Managers who are highly effective are **built** from *their passionate desire to make an impact*, and their **persistent, unrelenting routine** of learning, implementing, and refining the skills, knowledge, and attitudes required of someone who is to be known, respected, and admired as a **Champion in the field of Leadership & Management**.

The response I provided our Client was constructed from more than 25 years of *in-the-field* work with Businesses, Professionals, and Organizations from a wide variety of industries, nations, and walks of life. The topic is difficult to summarize in a precise way in that, there are a minimum of **42 Competencies of Leadership & Management** that are known and measurable, and many dimensions that are yet to be identified, researched, validated, and cataloged for further exploration.

My response to our Client was as follows...

*The term **Leadership & Management** is used to describe the two parallel roles associated with the job of a Leader & Manager. **Leadership** is the **Art** or **Style & Characteristics** associated with someone people are inspired to follow, while **Management** is the **Science** or **Structure-Processes-Systems** used to guide a Team, Department, or other entity toward the successful accomplishment of Key Strategic Objectives.*

*To your question; **“Can you be in Management and not be a Leader?”**, the answer is most definitely YES! One can possess the title of Leader and not possess the attributes of a Leader. One can also be given the title of Manager and lack the Structure-Processes-Systems to be effective. Unfortunately, being granted a title without the Competencies to Fulfill the Title Responsibilities, is a little like a friend inviting you over for a glass of ice cold tea and not pouring any in the glass when you arrive. Your friend offered ice cold tea, you expressed an interest in enjoying a glass with him or her, but they failed to put the promise (ICE COLD TEA) in the glass because they did not take the steps necessary to possess the tea they promised to serve; in the professional world we refer to that as **Lacking the Required Competencies for the Job**.*

*All too often people are granted a title of responsibility without taking the steps necessary to develop the Competencies required to fulfill the responsibility. **The result of ineffective Leaders & Managers is harsh, resulting in a substantial loss of momentum toward desired outcomes, complicated by symptoms such as: low moral, diminished quality of output, increased waste & expense, sagging profits, lack of focus on what is important, and a blurred vision of the future.** When evaluating the Leadership & Management performance of your business, the most important question to ask is; **“What level of Leadership & Management commitment, performance, and passion will it take for our organization to deliver upon its Brand Promise?”** The next most important question to ask is; **“Are those we have charged with Leading & Managing our future properly prepared to master the roles they have been assigned?”***

Thank You for your insightful question!

*We wish you **success in reaching for your dreams and maximizing your potential!***

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