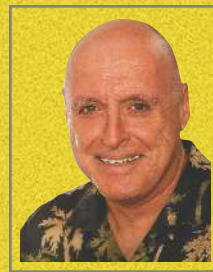


THE EXTRA POINT

BY JERRY ROBERTS



1169 Are You a Manager, Leader, or Both? – Part 1

If you're employed in "management," does that also mean you're employed in "leadership"? If it does, how much of your job is manager and how much is leader? Of the two, which is most comfortable for you, and which motivates you more? If asked to answer on the differences between the two, how would you respond? I'm Jerry Roberts, and let's chew this over, next on The Extra Point.

There are thousands of people in Guam who are involved in organizational management of some kind. This ranges from supervising a frontline group or being a team lead, through middle management, which might include directing a department, into senior manager territory, often with responsibilities over a division, then into general management over an entire operation.

We're using the term "management" a lot here, not leadership. I want to approach this topic from different directions, but not blur the lines so much that we get lost.

What is the expectation of the organization, do they want you to manage or lead? If you're now in management, did you ever ask that question when you were going through the hiring phase?

If you had to apply percentages to the job you do, how much of the time are you a manager and how much are you a leader? To go a step or two further, what percentages would your boss give your job, and what would those who work for you say?

We're going to spend a couple of days on this because it's important for you, your employer, and those you manager and/or lead.

What is the difference between the role of a manager and a leader? We hear the two terms tossed around a lot, but at gut level, what are we realistically talking about and does it matter?

Without getting into any wordy and confusing definitions, what if I called the manager the *guardian of the process*, and the leader the *keeper of the compass*?

Managers have been given goals for the annual operation of the company. They deal with budgets and planning, organizing and staffing, and solving problems that may endanger the process. Their job is to govern that process and keep the unit on-track to the achievement of the goals. If you consider yourself in the manager category, is this a fair description of what you do most of the time?

Leaders are made aware of the status of the process but are freed up from the day-to-day operational issues, and will plan the direction of the organization. They're in the growth and vision business, and their job is to not only decide the direction, but to influence everyone concerned to get onboard with it. Does this describe where your efforts are centered?

In larger companies, these functions are more easily separated or should be. That said, most of us can probably tell stories of leaders who spent too much of their time managing, and not enough in the vision and direction work.

This may be because they had trust issues, or hadn't developed a manager who could keep up with the process; or they just found it hard to let go.

In smaller operations, it's not so simple. The manager may also have to be the leader. If this is where you are now, let's get back to those percentages. How much time are putting in as the manager and how time as the leader?

My guess is almost all of your time is in the day-to-day managing of the process, and very little in the vision/direction, keeper of the compass side. You may be good at both and able to effortlessly slide between the two, and the unit thrives, but that's not the norm. (Con't.)

Okay, we've established the differences in the two roles, in general how it goes in both large and small organizations, and where you might be in your present position. This sets the table for getting into some problems that gum up the works in all of this. We'll launch ourselves down that road tomorrow.

That's the Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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