

# THE EXTRA POINT

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## # 1170 Are You a Manager, Leader, or Both? – Part 2

Yesterday, we dug into the definition of the roles of both a manager and a leader, and we asked where you might be in that conversation. If it doesn't now apply to you, maybe you'll think about people you work with or know. I'm Jerry Roberts, and today we look issues that can be problematic when we have to balance these two positions, next on The Extra Point.

In the first part of this discussion, which you can download at [guamtraining.com](http://guamtraining.com), see transcript #1169, we defined the terms and roles of both a manager and a leader. It went like this:

The manager is the *guardian of the process*, dealing with budgets, planning, organizing, staffing, and solving problems to keep the daily operation on-track to achieve results.

The leader is *the keeper of the compass*, the person who decides the vision and direction of the organization, and who motivates various stakeholders to buy into the vision.

We also said that large companies may have an advantage in clarifying these two roles and providing separation between them. In smaller organizations, a position of authority is almost certainly going to be a combination of the two, with the manager side getting most of the attention.

This sets us up for today, to look at potential problems for managers, leaders, and those who straddle both worlds. There's only time for one example in each, but these are common and you might be familiar with them.

1. Scenario: There's a strong chain of command in place and managers are expected to work through their leader. You're on target for your goals. You're mentoring key workers and there are some who are ready to accept greater responsibility. However, your boss isn't focused on creating opportunities for people to move up, and those who are ready have no place to go.

You end up losing good talent, which results in your unit falling short of the goals. This reflects negatively on your performance.

You could have pitched the leadership on the need for succession planning in your division, but that might have caused an issue between you and your manager. Now, it's too late.

2. Scenario: You're involved in the vision and direction of the organization, and you've charted a course for your managers that will return the results you need to fuel expansion next year. However, one of your managers isn't watching the process as closely as he should. Production problems and staffing shortages put the team behind projections, and you need to fix things fast.

You fire the manager and choose to split your time between his job and yours. Doing this usually means that both jobs suffer to a degree as you can't give them the adequate attention needed. Targets aren't reached, the expansion is put on hold, and you're burned out.

Plenty of managers and leaders who handle their position well are taken down by the performance of someone else.

3. The last one concerns the person who wears both hats on a daily basis. They own or lead a small operation, and there's nobody else to shoulder the responsibilities.

This situation too often leads to a major case of frustration, results that fall short of what you want, and eventual burnout. You may get it all done for a while, but one day it will prove to be too much.

The key is the decision to become a very good delegator, and to get as much off your plate and onto someone else's.

(Con't.)

I've had people in this position tell me, "Yeah, but if I give them more to do, they'll want more money". Okay, pay them as best you can.

Or they say, "Yeah, but if I give them more to do and I can't pay them enough, they'll leave me and I'll be back at square one." Okay, go back to square one. However, this time, start with the delegation from day one and make this a permanent part of what you do.

Even if you have to replace people once in a while, the workload on you will be lighter and you can focus your energy on the things that will help you grow.

You've heard me say this before: *"You need to work ON your business, not IN your business."*

If you're bogged down by the day-to-day tasks of operating a company, you will never reach its potential. Keep handing things off.

Manager? Leader? Both? There's nothing harder in the world of work. In each case, it's a full-time and "then some" kind of job.

Tomorrow, one more angle on this. Where are you in the mix, are you in the right place, and where are you headed?

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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