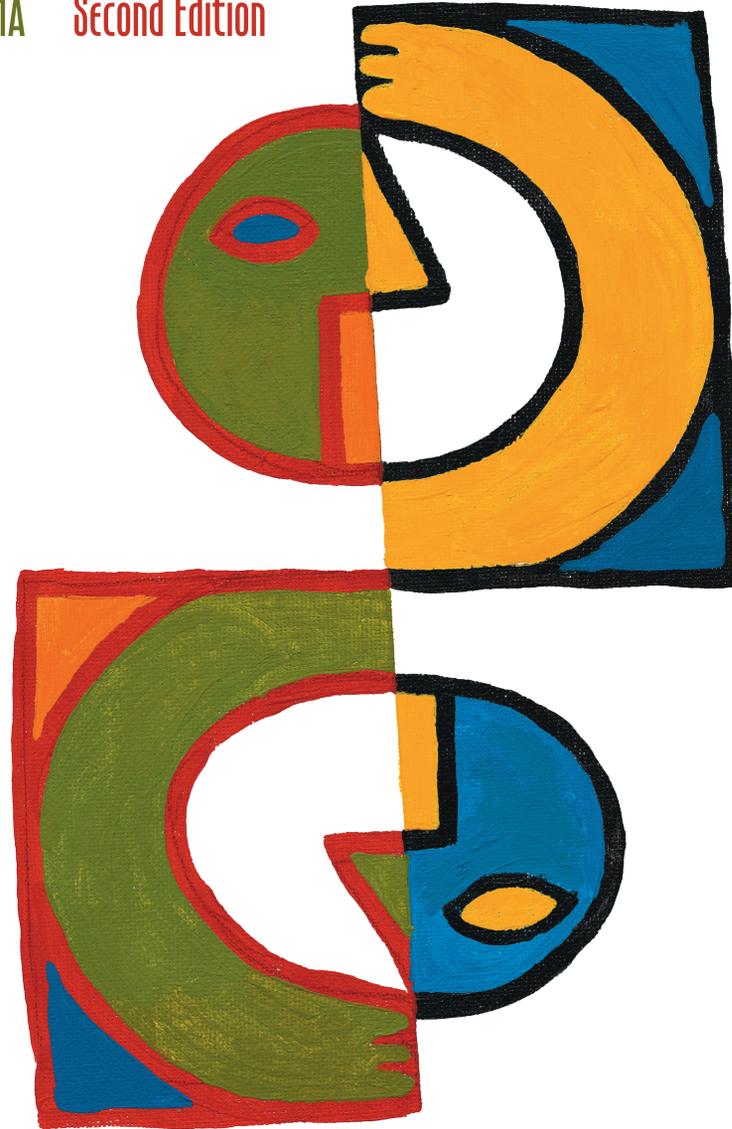


LEADER-MANAGER

James P. Eicher, MA *Second Edition*



P R O F I L E

t h e o r e t i c a l b a c k g r o u n d

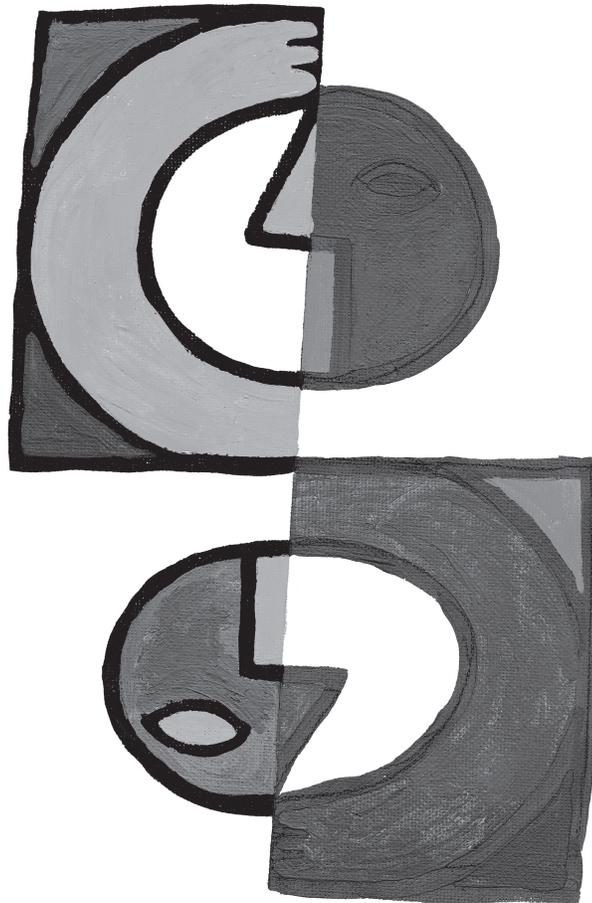
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LEADER-MANAGER PROFILE

facilitator guide
second edition

An Excerpt

developed by James P. Eicher, MA



HRDQ®

BACKGROUND INFORMATION

The Case for Change

“We live in a time in history when the basic institutions of society and the relationships between them are being reevaluated and redesigned Anyone in a leadership position in a large organization has to be acutely aware of these changes and the challenges that result from them.”

*Changing the Essence: The Art of Creating and Leading
Fundamental Change in Organizations
Richard Beckhard and Wendy Pritchard, 1992, p. 93*

In the first few decades following World War II, business literature emphasized the skills and competencies needed to manage large, fast growing manufacturing organizations. In the late 1970s and early 1980s, the rise of international competition and the growth of the service economy ushered in an era of rapid change. The pendulum swung toward identifying those skills and competencies emphasizing leadership, almost to the point of “demeaning” management.

Beginning in the late 1980s and early 1990s it became apparent that balancing leadership and management was the formula necessary to successfully navigate through industry changes, stay on top of the competition, and perform well financially. Organizations looked toward enduring examples of both skills and competencies embodied in people like Jack Welch at General Electric and pairs of Leader-Managers like Hewlett and Packard.

In today’s economy, it is necessary to have entrepreneurial zeal, vision, and operational skill. Managers and leaders today face extraordinary pressures to perform, both to innovate and to control. Rates of change, industry consolidation and growth, the rise of a unified international marketplace, and so-called “Internet time” all contribute to the increased demands of day-to-day performance.

In particular, organizations need to provide products and services that:

- Arrive in the marketplace at the rate that customers expect
- Function at a quality level that meets or exceeds customer expectations
- Can be serviced on demand.

The pressures of meeting these expectations have caused a reassessment of Leader-Manager capabilities. Organizations are realizing that the rapid development of human capital has become as important as traditional forms of capital and infrastructure. Results of research reveal the following regarding developing leadership and management skills:

- Leadership and management are distinct, though complementary, competencies that can be objectively observed, analyzed, and learned.
- Leadership and management require different skills to be effective in each designated role capacity. Role capacity is the range of ability an individual needs

to perform his or her tasks. Implicit in the definition of role capacity is that both leadership and management can be improved.

- Leading and managing can be balanced in an organization either through individual development or through the conscious, deliberate effort of a team of individuals with the required skills and competencies.
- The developmental level of the organization and/or the individual will dictate the combination of leadership and management skills necessary to be successful.

Ultimately, today's Leader-Manager needs to create a balance between using leadership and management skills. The Balanced Leader-Manager model includes both the definition of and distinction between leading and managing and how the skills for each cluster together for optimum performance.

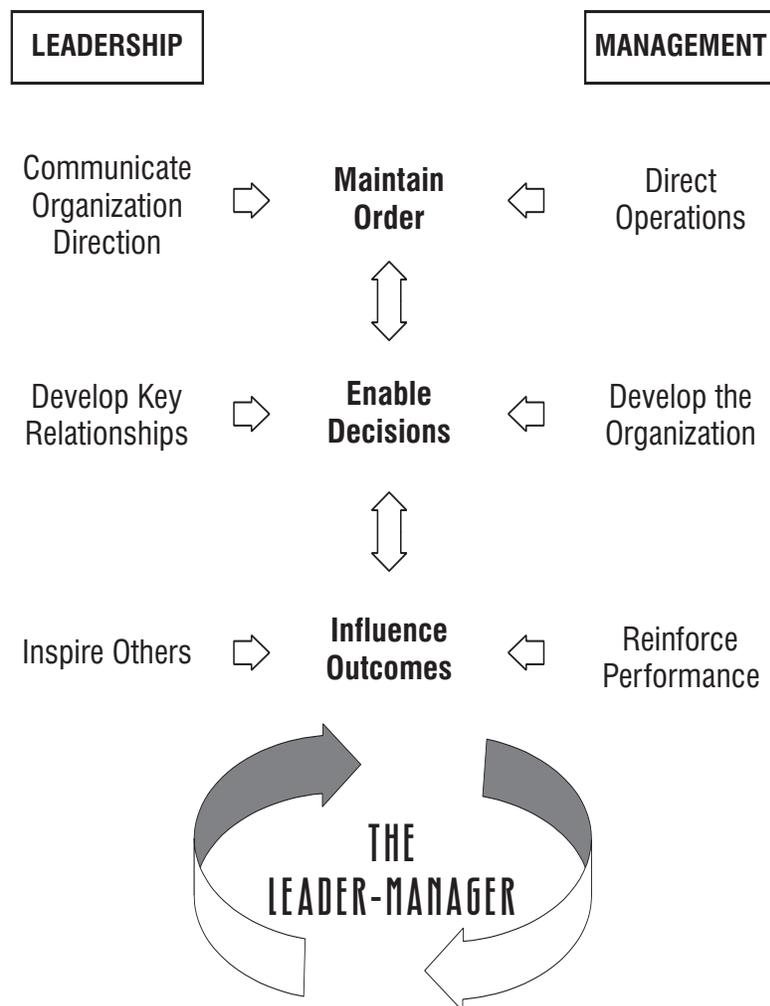


Figure 7. The Balanced Leader-Manager.

Leadership

“People with ... leadership competence ... articulate and arouse enthusiasm for a shared vision and mission; step forward to lead as needed, regardless of position; guide the performance of others while holding them accountable; lead by example.”

Working with Emotional Intelligence
Daniel Goleman, 1998, p. 183

Leadership is defined as the skills needed to motivate people to act based on the growth and fulfillment of the mission of the organization, both in terms of its operations and its financial well-being. Leadership requires action based on future needs. Implicit in the focus on the *future* is that the leader functions effectively in an environment of some uncertainty — personal, financial, marketplace, and organizational.

Leadership demands emphasis on a set of competencies based on guidance — blazing a path through the unknown and open. Specifically, the leader needs the skills to:

- **Communicate Organization Direction** — understand the landscape of the organization and drive the organization to a single, overarching objective that clearly positions it beyond its competitors’ reach.
- **Develop Key Relationships** — determine all individuals, groups, and/or organizations that view themselves as having a critical role in the business success of the organization and clearly acknowledge their roles.
- **Inspire Others** — establish immediate credibility with the key parties identified above and “infuse” them with a sense of commitment to each other, the organization, and its clients.

In summary, the areas of focus for the Leader are:

- *Guiding* others and the organization
- *Personally* developing others
- Promoting opportunities for *growth*
- Looking to the *future* for employees, customers, and the marketplace
- Developing comfort with *uncertainty*.

Management

“Management skills can be taught ... and they are useful skills for leaders to have.”

Managing People Is Like Herding Cats: Warren Bennis on Leadership
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Management is defined as the skills needed to motivate people to act based on the performance of the organization, both in terms of its operations and its financial well-being. It requires action based on *present* needs. Implicit with the focus on the present is that the manager functions effectively in an environment of some certainty — personal, financial, marketplace, and organizational.

Management demands emphasis on a set of competencies based on administration — charting a course through the known and fixed. Specifically, the manager needs the skills to:

- **Direct Operations** — implement the support mechanisms that allow the organization (and individuals in the organization) to move forward in fulfilling growth targets.
- **Develop the Organization** — set in motion all the people skills, including competencies, roles, responsibilities, and task definitions, which the organization needs to perform its work.
- **Reinforce Performance** — provide the personal, one-to-one messages that individuals need to manage and understand their performance in the wider context of the team, group, or department in which they work.

In summary, the areas of focus for the Manager are:

- *Administering* the organization’s cultural and operational rules and policies
- *Behaviorally* providing examples of desired outcomes to others and the organization
- Setting and communicating the standards of successful *performance*
- Maintaining focus on the *present* needs of others and the organization
- Improving operations in an environment of *certainty*.

Leader-Manager Synergies

Optimum Leader-Manager performance demands an integrated role that the individual learns, changes, and improves. Specifically, the competencies of leading and managing can be paired to produce complementary synergies. The synergies produce business outcomes that when combined are greater than the singular skills of either leading or managing:

First, the Leader-Manager initiates and *maintains order* in the organization. The Leader-Manager must be able to impart (i.e., articulate, initiate, and, when necessary, implement) the strategic direction of an organization and direct its operations, so that business order, particularly among the organization's systems, is crystal clear.

Next, the Leader-Manager facilitates connections between people, that is, *enables decisions*. The Leader-Manager must be able to rapidly develop relationships with key parties both inside and outside the organization and quickly develop the organization so that comprehensive decisions can be made regarding business outcomes and the structure needed to achieve those outcomes.

Finally, the Leader-Manager galvanizes support and encourages effective performance, that is, *influences outcomes*. The Leader-Manager must be able to seize the moment to inspire others, building credibility and personal commitment and simultaneously reinforcing effective performance so that a balance exists between organization-based outcomes and the employee's sense of inclusion.

Improving both leadership and management skills facilitates individual and organizational success and increases the probability of achieving designated business objectives. In summary, the goal of today's "Leader-Manager" is to achieve balance between each pairing of competencies and to be aware of areas of strength and needed improvement.

ABOUT HRDQ

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At HRDQ, we believe an experiential approach is the best catalyst for adult learning. Our unique Experiential Learning Model has been the core of what we do for more than 30 years. Combining the best of organizational learning theory and proven facilitation methods with an appreciation for adult learning styles, our philosophy initiates and inspires lasting change.

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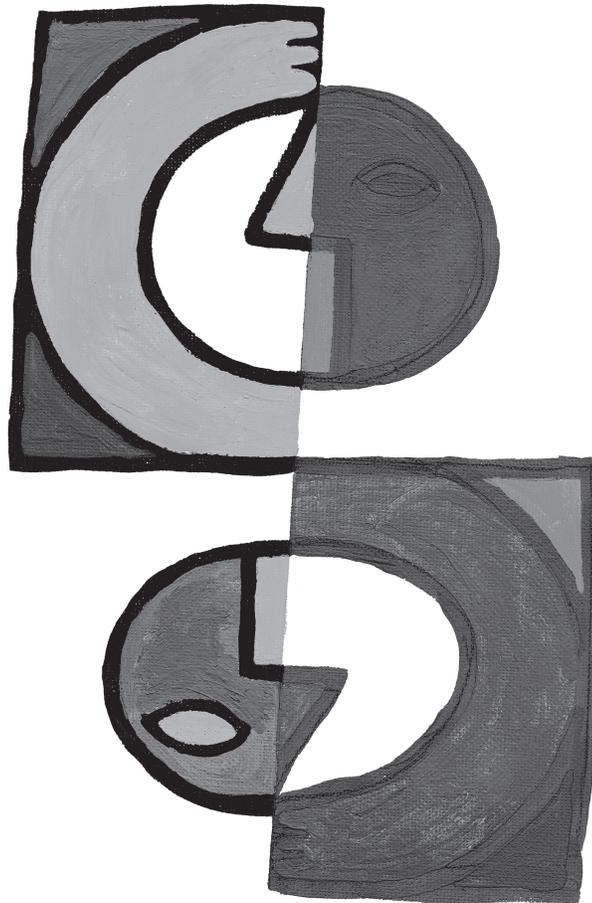
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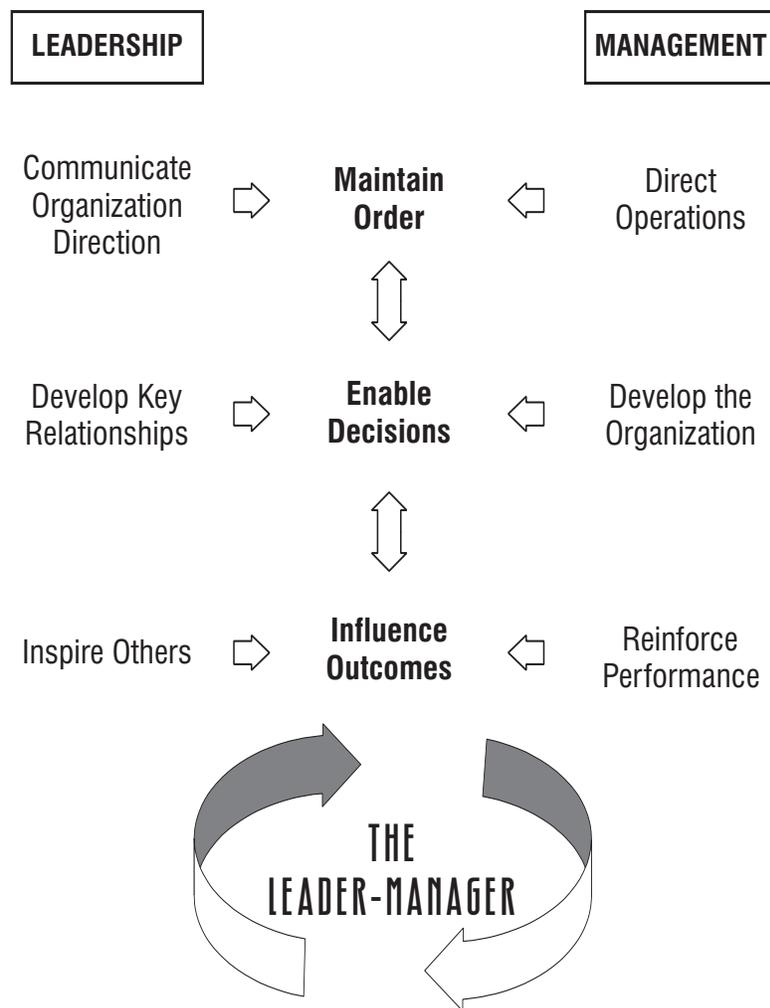


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