

Leaders vs. Managers

Fall MARC Meeting

Diane Dempsey

November 7, 2019



Topics

- Managers vs. Leaders
- Managers Power
- Leaders Power
- Trust
- Leaders Key Attributes
- Servant Leadership
- Professional Development
- Transformational Leadership
- Unsuccessful Leaders
- Traits - Leaders



How Does a Leader Differ From a Manager?

A manager has the **power** to make others do things. A manager may delegate responsibility solely using his or her positional power; however, this does not mean that he or she is being a leader.

A leader leads through his or her ability to **influence** others to do things—accomplished by using a certain degree of power or charisma.

Influence is that part of power involving the capacity to have an effect on the character, develop someone, something or the effect itself.

Managers Possess Power



Managers possess varying types of power based on their corporate role. Managers use ***positional power***:

- **Legitimate Power**— Ability to influence others because of position.
- **Reward Power**—A manager's capacity to reward employee performance.
- **Coercive Power**—Ability of the manager to remove something from a person or punish an employee for not conforming to a request.



Leaders Use Personal Power

Leaders typically utilize:

- **Expert Power**—Expertise in a specific area of knowledge that is highly valued, usually acquired through experience.
- **Referential Power**—Influences others through personality, behavior, and/or charisma (a meld of physical traits, speech, mannerisms, and self confidence). Other important personal traits, including empathy, persuasiveness, patience, and the ability to listen.
- **Authentic Power**—Strong sense of self, rather than from the position one holds.



Leaders Leverage Personal Power

- Personal power is the ability to exert influence in an organization beyond the authority granted through position. A leader effectively develops and uses personal power. Personal power includes:
 - **job knowledge,**
 - **interpersonal skills,**
 - **ability to get results,**
 - **empathetic abilities, or**
 - **persuasive abilities**

Leadership is a highly valued asset.

Trust

Promoting a positive and healthy work environment requires managers and employees to genuinely want to trust each other. The trust employees have in a manager directly relates to the decision making process and in communicating decisions to employees.

Decision-making - factors of trust:

- Level of tolerance employees possess that impacts their willingness to trust,
- The amount of time required to build trust.
- Extent a manager trusts employees based on the methods in which they sanction employees who violate his or her trust.
- Personal attributes of a manager are discernable by employees within a relatively short period.



The Cs of Trust



Key Attributes of a Leader



- **Honesty**—employees assess a manager’s ability and the sincerity of his or her promises and commitments and try to understand the decision-making process a manager uses to deal with numerous topics, in particular those concerning employees’ employment;
- **Forward-looking Mindset**—employees want to believe that a manager’s actions are in-line with a company’s organizational, departmental, and personal goals that are derived from the company’s mission statement;
- **Inspiration**—employees gain trust in managers who inspire them with bold visions and complimentary goals to accomplish them;
- **Competence**—employees trust managers who are supportive, loyal, self-confident, intelligent, and open.

Leaders must be open to suggestions from their employees, empower them to take a leadership role, be available for coaching and continue to challenge them.

Leaders believe in “servant leadership”. They are not self serving.

Servant Leadership



Leaders Are Proactive

- Lead by Example
- Set reasonable and achievable goals
- Demonstrate the rewards of collaboration
- Encourage strong communication skills
- Be highly visible to your staff and the entire organization
- Place a high level of focus on performance:
 - Recognize top performers
 - Continually coach mediocre performers
 - Deal effectively with poor performers
- Possess intelligence
- Strong interpersonal skills
- Self Monitoring

Professional Development

Leaders recognize the importance of professional development. It should be a requirement and on going.

- Promotes participation in professional organizations fostering development and requiring personal commitment.
- Encourage their employees to achieve stretch goals and take leadership positions on projects.
- Leadership skills must be practiced; e.g. *Leaders in Training*
- Embrace the 3-2-1 model for leadership development:
 - Participate in three outreach events,
 - Give two speeches or serve on two panels,
 - Serve on one board of directors or committee

Transformational Leadership

- Visionary
- Charismatic
- Inspirational
- Challenges the status quo
- Carefully analyzes problems
- Confident
- Optimistic



Unsuccessful Leaders

Lacks training

Cognitive deficiencies

Personality Challenges:

- Passive-aggressive
- High likeability floater
- Narcissist
- Disorganized
- Blames others
- Paranoid
- Ego-centric
- Self Involved
- Passes the Buck



**Narcissist
At Work**



Traits - Leaders

- Steps up and assumes responsibility
- Works collaboratively
- Self motivated
- Undertakes challenging projects
- Attracts executive management's attention
- Understand the company's mission and how to support those goals
- Attracts strong performers
- Offers unsolicited assistance
- High Emotional IQ
- Decisive
- Active listener
- Not threatened by others
- Possesses strong negotiation skills
- Not passive aggressive
- Chosen for difficult assignment due to their reliability, optimism and technical skills.

