



# **Understanding Management & Leadership (M&L)**

***To help build sustainable and  
regenerative communities!***

# 1930's – 1950's: Organizations and M&L

## Environment

- Stability / Growth

## Goals

- Efficiency
- Standardization
- Compliance

## Management Approach

- Scientific Management

*“Well Oiled Machine”*

# 1930's – 1950's: M&L Roles



## Structural / Rational

- *Monitor*
- *Coordinator*
- *Director*
- *Producer*

# 1960's – 1970's: Organizations and M&L

## Environment

- Stability / Growth
- Shifting Expectations

## Goals

- Productivity
- High Morale

## Management Approach

- Participative Management

*“Family”*

# 1960's – 1970's: M&L Roles



## Structural / Rational

- Monitor
- Coordinator
- Director
- Producer

## Human Resource

- *Mentor*
- *Facilitator*

# 1980's:

## Organizations and M&L

### Environment

- Competition
- Crisis of Confidence
- Scarce Resources

### Goals

- Survival
- Customer Satisfaction
- Innovation

### Management Approach

- Japanese Management / TQM

*“Teams”*

# 1980's: M&L Roles



## Structural / Rational

- Monitor
- Coordinator
- Director
- Producer

## Human Resource

- Mentor
- Facilitator

## Political

- *Broker*
- *Innovator*

# 1990's – Present: Organizations and M&L

## Environment

- Globalization
- Change as a Way of Life

## Goals

- Reinvention
- Innovation
- Competition

## Management Approach

- Learning Organizations

*“Systems”*



# 1990's – Present(?): M&L Roles

## Structural / Rational

- Monitor
- Coordinator
- Director
- Producer

## Human Resource

- Mentor
- Facilitator

## Political

- Broker
- Innovator

## Symbolic

- *Visionary*
- *Culture Manager*

# Management (M) vs. Leadership (L)



## 4 Frames

**Management**

**Leadership**

**Structural**

**Political**

**+**

**Human Resource**

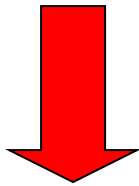
**Symbolic**

# M vs. L



## Management

- Planning and Budgeting
- Organizing and Staffing
- Controlling and Problem Solving



**Predictability and Order**

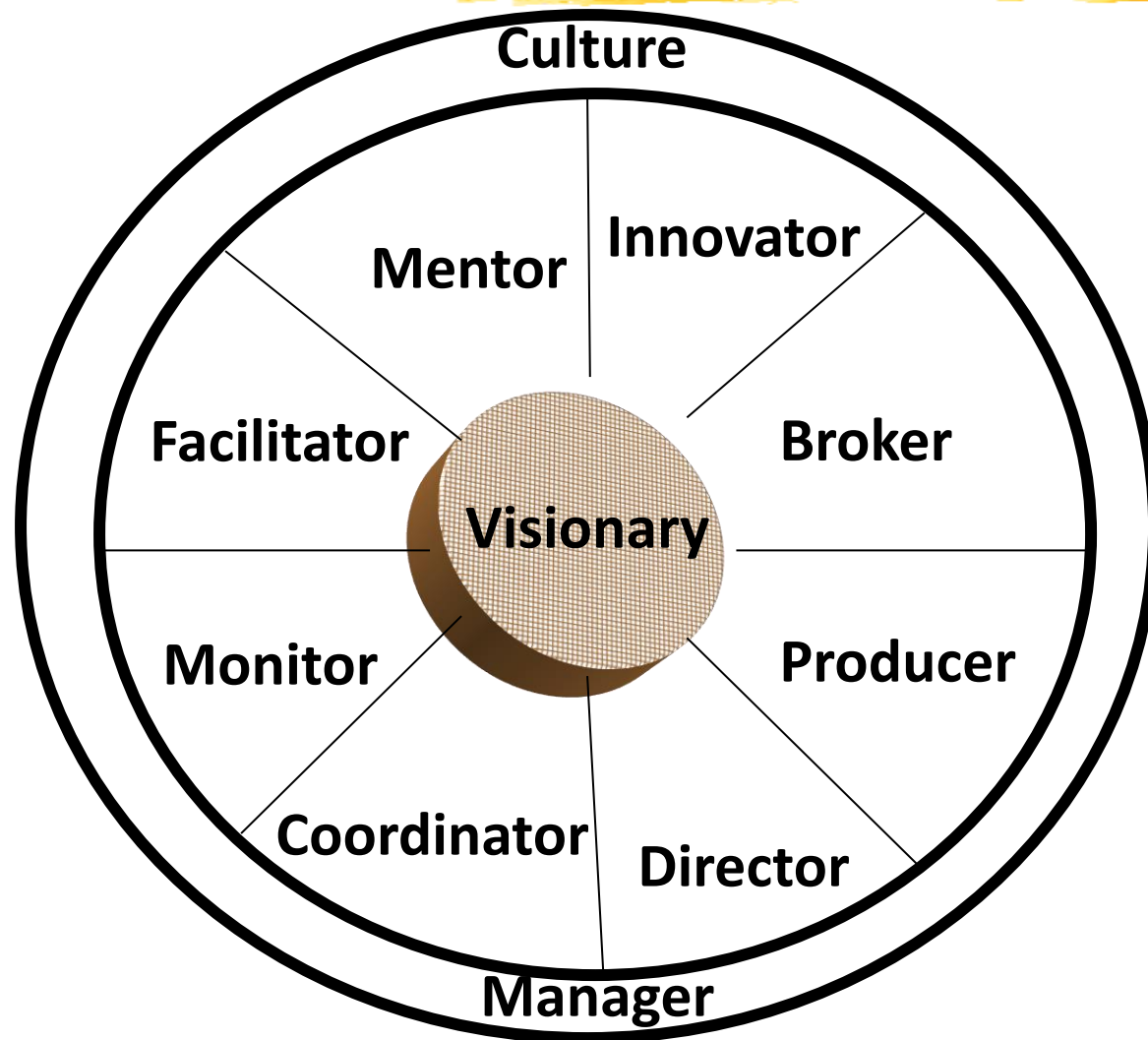
## Leadership

- Developing Vision and Strategies
- Aligning People
- Motivating and Inspiring Performance



**Dramatic Useful Change**

# 10 Example Roles on the Management - Leadership Spectrum



# Self-Assessment

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# M&L Roles



- Understanding self and others
- Communicating effectively
- Developing employees

*Mentor*

- Building teams
- Using participative decision making
- Managing conflict

*Facilitator*



# M&L Roles



- Communicating change as an opportunity
- Thinking creatively
- Adapting and changing products and services

***Innovator***

- Building and maintaining a power base
- Analyzing stakeholder interests

***Broker***

- Negotiating agreement and commitment
- 


# M&L Roles



- Monitoring personal performance
- Managing collective performance
- Managing organizational performance

***Monitor***

***Coordinator***

- Managing products
  - Designing work
  - Managing across functions
- 



# M&L Roles



## *Producer*

- Working productively
- Fostering a productive work environment
- Managing time and stress

## *Director*

- Strategic planning and goal setting
- Designing organizational structures
- Delegating effectively

# M&L Roles



- Developing vision
- Translating vision into action
- Aligning people
- Inspiring energy

***Visionary***

- Assessing and interpreting culture
- Managing values and beliefs
- Choosing appropriate change strategies

***Culture Manager***



# Seven Transformations of Leadership



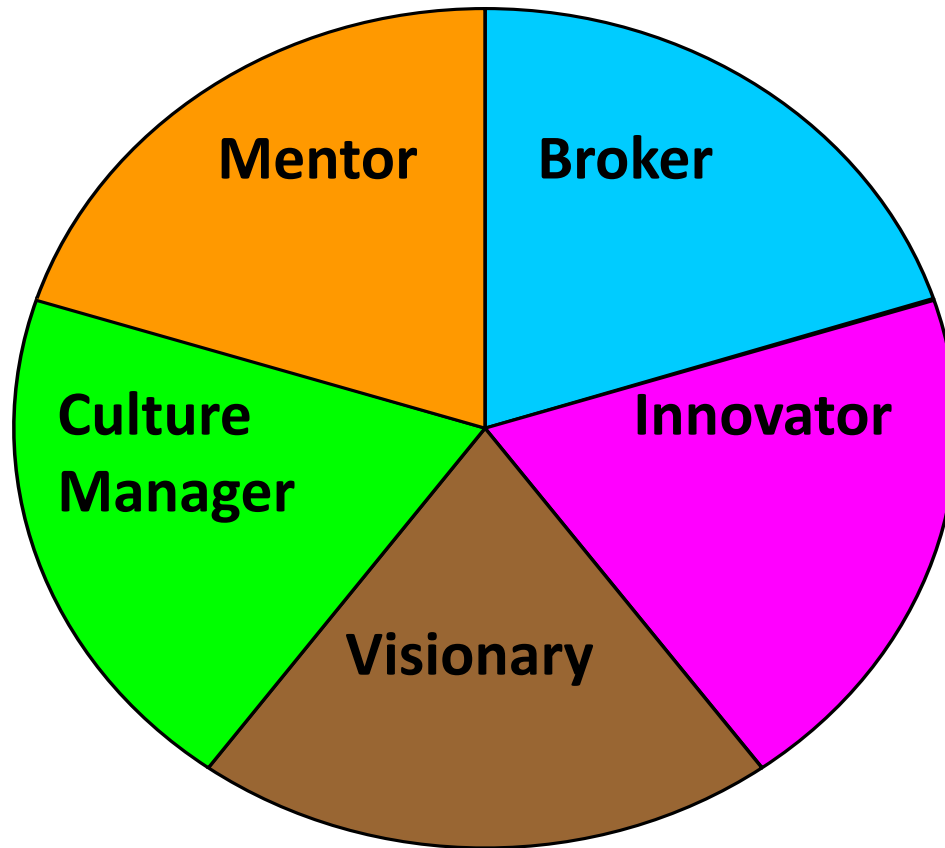
- **Opportunist**
- **Diplomat**
- **Expert**
- **Achiever**
- **Individualist**
- **Strategist**
- **Alchemist**

# Leadership Today

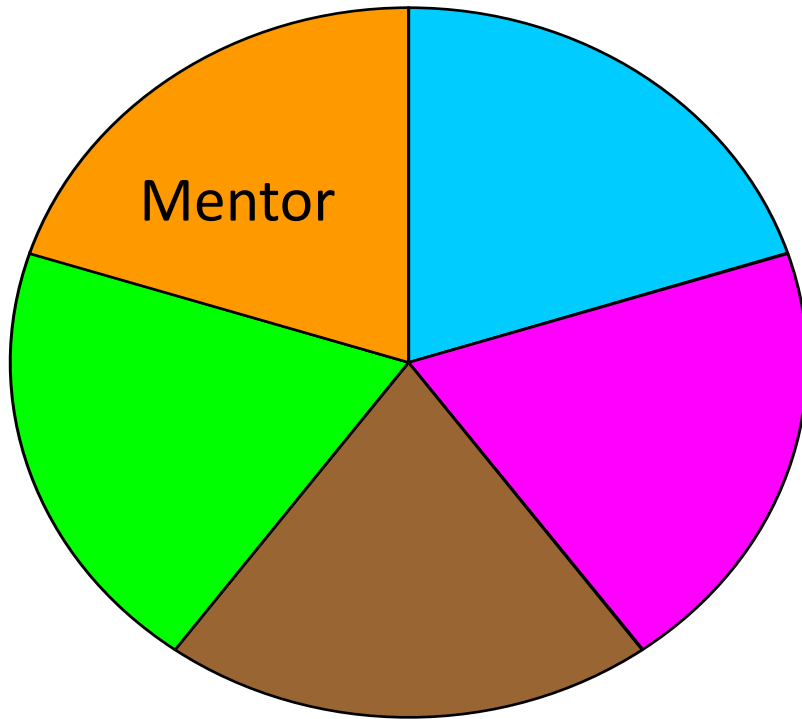


- Leadership is multi-dimensional and **situational**
- Leadership roles may conflict
- Leadership needs to foster **systems integration**
- All the roles are important
- Skilled leaders know when to and how to perform different roles

# Select Leadership Roles



# Leader as Mentor



- Coaches and creates opportunities for employees and stakeholders
- Helps employees and stakeholders attain both professional and personal goals
- Learns from others

# Competencies of Mentor



- **Understanding self and others**
- **Communicating effectively**
- **Developing employees, volunteers, and other key stakeholders**

# Benefits of Mentoring



- Provides satisfaction
- Bolsters human resources of organization
- Improves organizational and program effectiveness

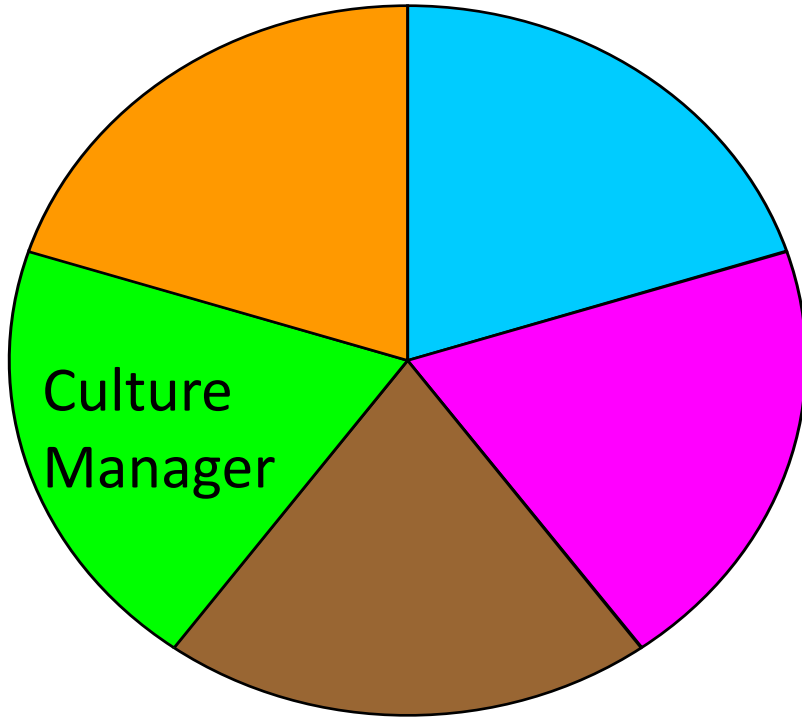


# Mentoring: Tools & Skills



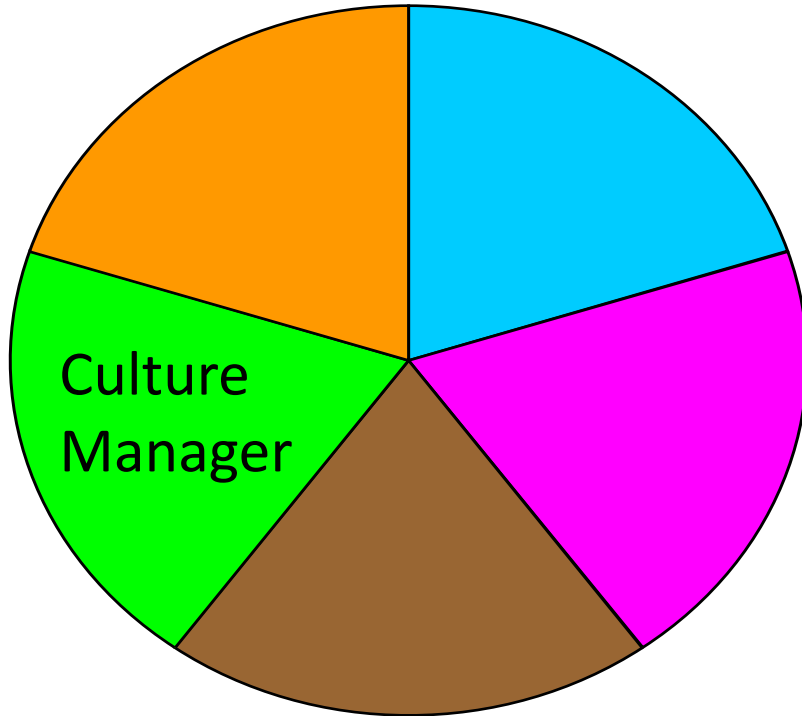
- Inquiry and Advocacy
  - Feedback
- *Reflective Listening*

# Leader as Culture Manager



- Creates, manages, and even reconstructs culture
- If one wishes to distinguish leadership from management . . . ***leaders create and change cultures while managers and administrators live within them.***

# Leader as Culture Manager



- Understand power of organizational culture as critical lever in change efforts
- Gain ability to diagnose organizational culture
- Learn some key steps to take to change culture

# What is Organizational Culture



- Patterns of **behavior**
- Guided by deep, shared **beliefs** about what is right; what works
- Created by people working together who solve **problems**
- Influenced or imposed by the **founding leader**

# Why Learn about Your Culture?



- Accomplish **change** more easily
- Stay in sync with **changing environment**
- **Know the strengths you have**
- **Align** your organization and program with mission and values

# Assessing Organizational Culture



- **Artifacts**
- **Underlying Beliefs**

# IBM

(Watson Culture)

- **Artifacts**

- \* White shirts
- \* No drinking
- \* Big machines
- \* “Big Blue”
- \* No layoffs
- \* Stovepipe structures
- \* Tom Watson stories

# Apple

(Jobs Culture)

- **Artifacts**

- \* Jeans
- \* Garage folks
- \* Informal structures
- \* Cool machines
- \* An apple in every home
- \* Icons

# IBM

(Watson Culture)

- **Values**

- \* Reliability
- \* Engineering
- \* Service
- \* Conformance
- \* Family
- \* Stability

# Apple

(Jobs Culture)

- **Values**

- \* Creativity
- \* New ideas
- \* Caring
- \* Risk taking
- \* Fun



# How Do You Change Culture?

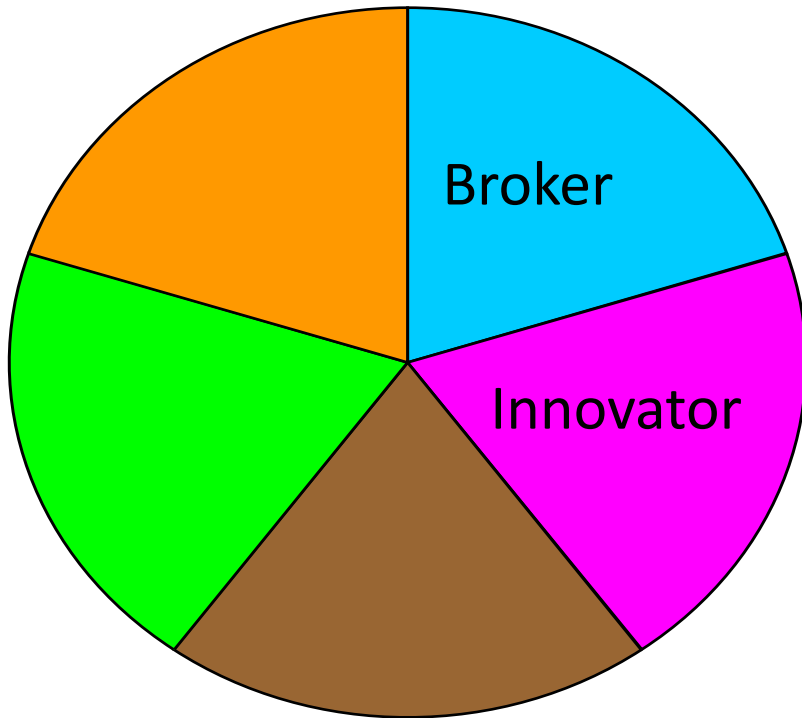
- Change artifacts
- Confront value gaps
- Reward desired behaviors
- Replace old rituals with new ones
- Model the new culture
- Reformulate the groups
- Bring in outsiders
- Redesign jobs
- Change formal rewards



**Easy,  
Less Impact**

**Difficult,  
Impactful**

# Leader as Innovator & Broker



- Innovators create change
- Brokers gather the resources and commitment to make it happen
- *Successful change requires both roles*

# Leader as Innovator & Broker



## *Types of Change*

- **Shock**

Unexpected change that catches one off guard

- **Evolutionary**

Gradual, incremental change

- **Strategic**

Planned change, guided by leadership

# Leader as Innovator & Broker



## *Resistance to Change*

- Loss of control
- Uncertainty
- Shock factor
- Loss of familiarity
- Past resentments
- Real threat
- Loss of competence
- Ripple effect (slippery slope)
- More work

# Leader as Innovator & Broker



## *Competencies*

### **Innovator**

1. Living with change
2. Thinking creatively
3. Creating change

### **Broker**

1. Building and maintaining a power base
2. Analyzing stakeholder interests
3. Negotiating agreement and commitment

**Leads to Successful Change Implementation**

# Leader as Innovator & Broker



## Broker:

*The ability to produce, the capacity to mobilize people, and resources to get the job done*

# Leader as Innovator & Broker



## *Sources of Power*

- Position
- Information and expertise
- Control of formal rewards and sanctions
- Alliances and networks
- Access to and control of agenda
- Framing of meaning and symbols
- Personal charisma
- Privilege and identity

# Leader as Innovator & Broker



## *Integrating Power and Dependency*

As a person gains more formal authority in an organization, the areas in which he/she/they is vulnerable increase. It is not at all unusual for the president of an organization to be in a highly dependent position. Successful managers cope with their dependence on others by being sensitive to it, by eliminating or avoiding unnecessary dependence, and by establishing power over those on whom they are dependent.



# Leader as Innovator & Broker



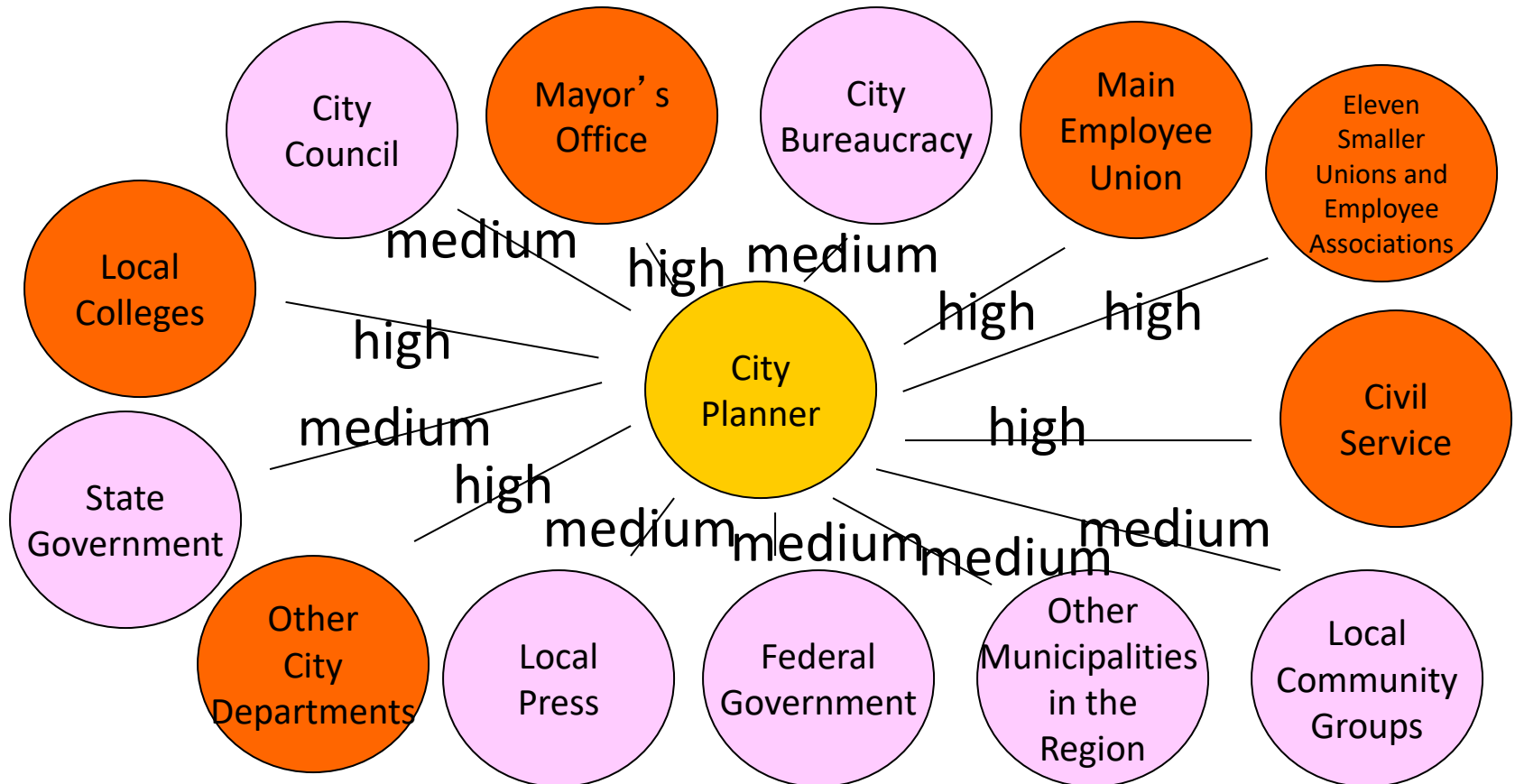
## Broker:

### *Stakeholder Analysis*

- To identify those who might benefit (or not) as a result of your effort
- To identify those who can best help
- To understand motivations of stakeholders and select appropriate strategies to influence them

# Leader as Innovator & Broker

## Dependency Diagram



# Leader as Innovator & Broker



## *Review Dependency Diagram*

- How important is each of these dependencies on your ability to implement your program?
- Which sources of power can you use to reduce, eliminate, or reshape the most critical dependencies?

# Leader as Innovator & Broker



## *Influence Strategies*

- ***Coercive Strategies*** - Induce movement through intimidation and threats
- ***Political Strategies*** - Trade their support for your support
- ***Persuasion Strategies*** - Convince opposition by selling
- ***Negotiation Strategies*** - Work together to achieve a mutually acceptable compromise or collaborative solution

# Leader as Innovator & Broker

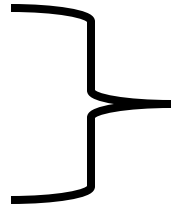
## *Some Possible Outcomes*

- Lose - Lose

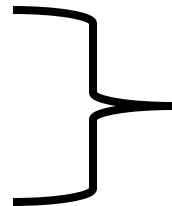
- Win - Lose

- Mini Win -  
Mini Lose

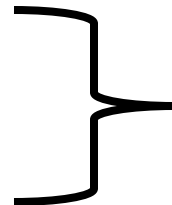
- Win - Win



**Competitive**



**Compromise**



**Collaboration**

# Leader as Innovator & Broker



## Broker:

### *Stakeholder Interest-Based Negotiations*

*Interactive process to more precisely understand key interests and mutually create options to achieve a win-win outcome*

# Leader as Innovator & Broker

## *Aspects of Negotiation*

### Position-Based

- Substance important
- Self-serving
- Victory
- Enemies to overcome
- Predetermined solutions
- Concedes grudgingly
- Breeds resentment

### Interest-Based

- Substance and relationship
- Interdependence
- Mutual satisfaction
- Problem not person
- Problem solving/interests
- Yields to objective criteria
- Nurtures trust and credibility

# Leader as Innovator & Broker

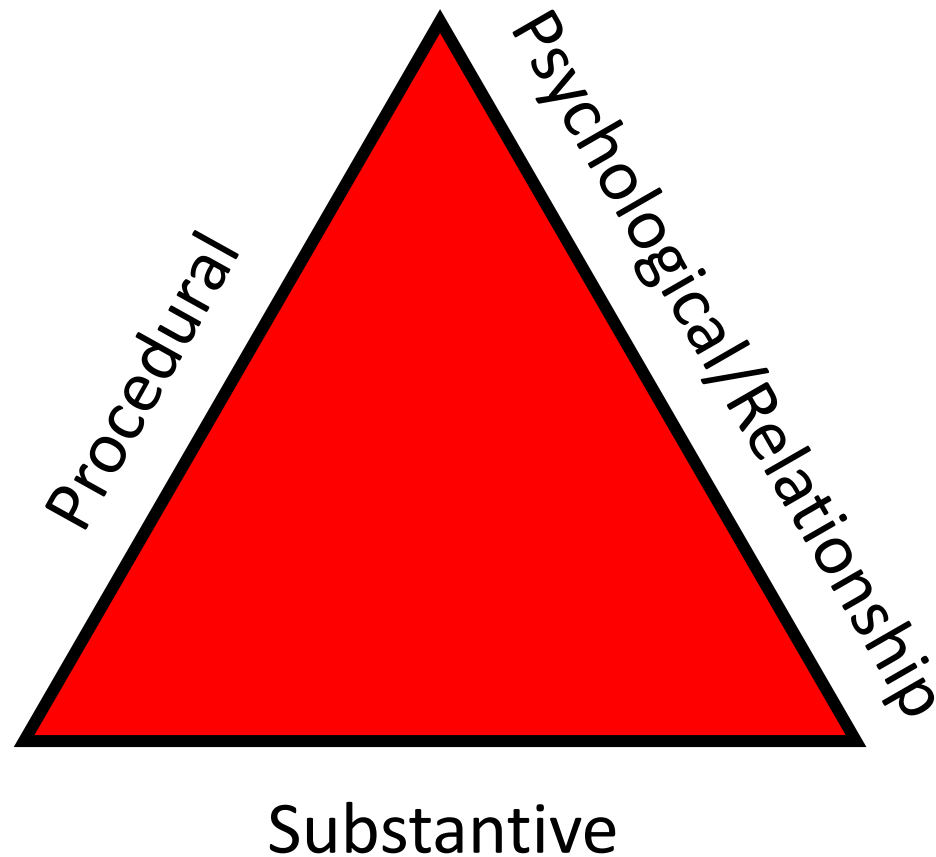
## *Interests vs. Positions*

- **Position:** Predetermined solution – “What” you want
- **Interest:** Your desires, needs, and concerns underlying position – “Why” you want your predetermined solution

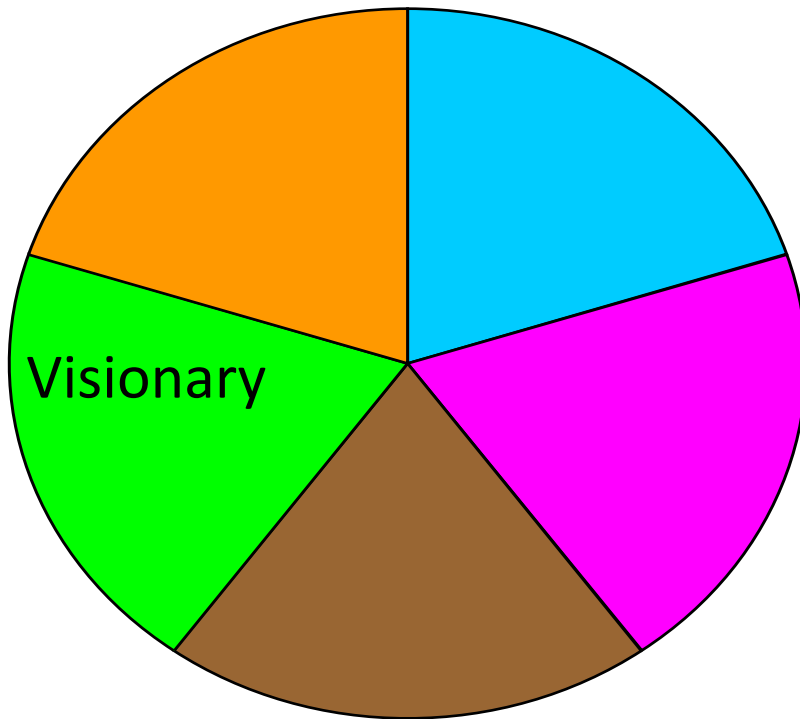


# Leader as Innovator & Broker

## *Satisfaction Triangle*



# Leader as Visionary



- **Develops vision**
- **Aligns people**
- **Inspires energy**

# Organizational Vision



- **The vision defines the desired future state (the dream).**
- **It captures what the organization or program seeks to do, for whom, and how.**
- **The vision should be specific, tangible, and inspirational.**

# Personal Vision



**What gives meaning to one's work:**

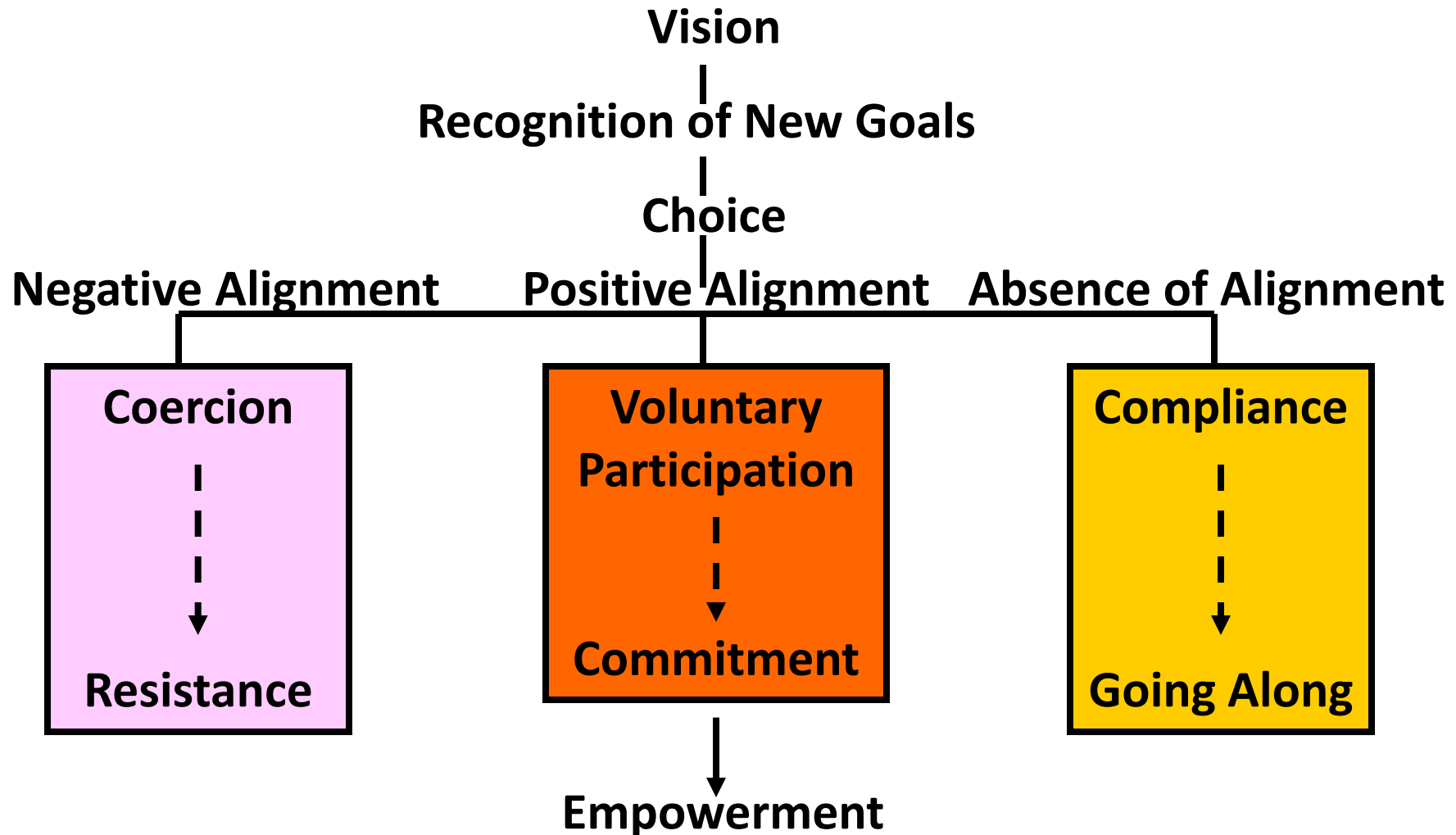
- what one values, cherishes
- what one wants to accomplish
- what draws forth one's best effort and allegiance

# Personal Vision

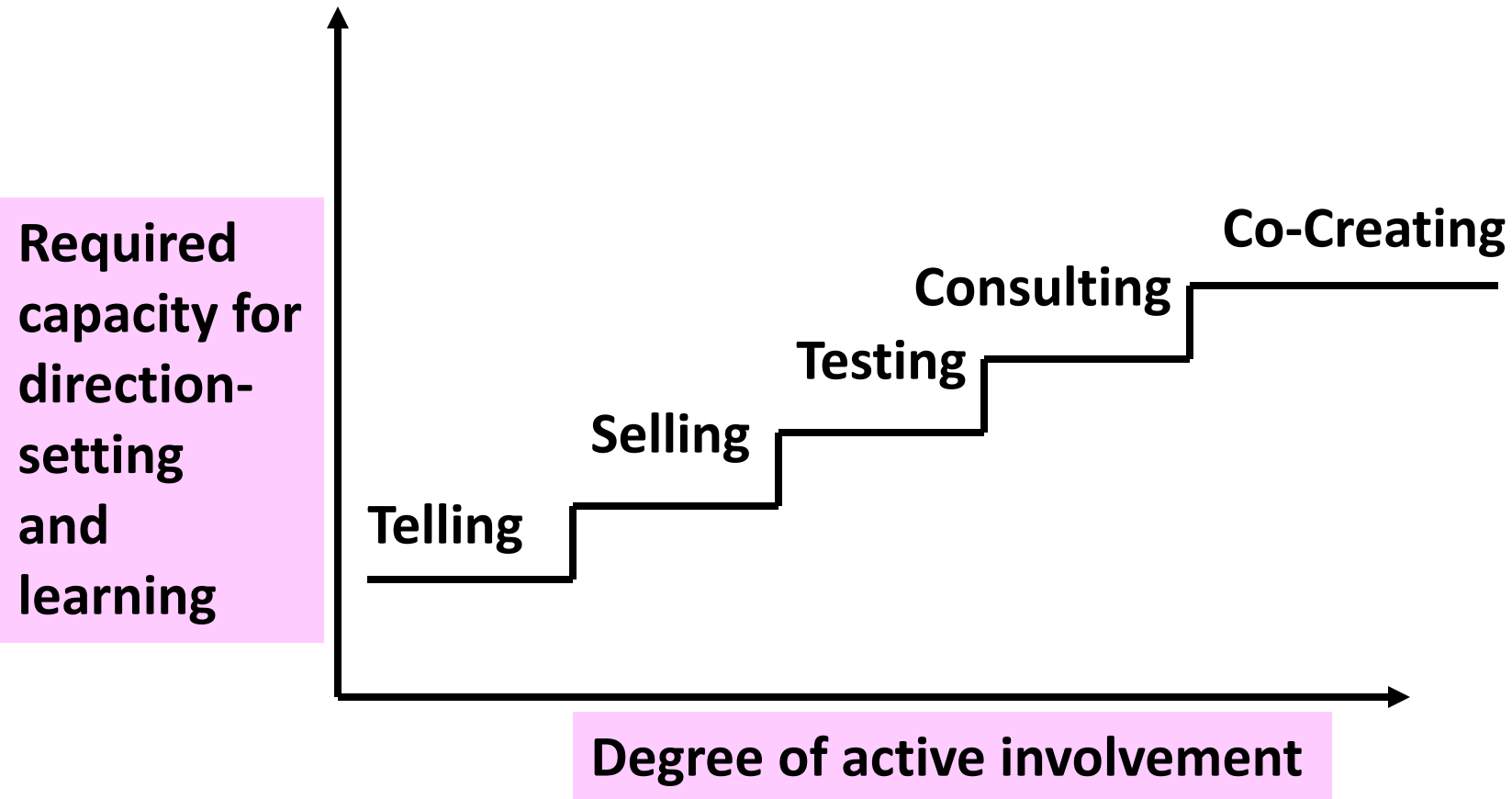


“Organizations intent on building shared visions continually encourage members to develop their personal visions. If people don’t have their own vision, all they can do is sign up for someone else’s. The result is **compliance**, never **commitment**. On the other hand, people with a strong sense of personal direction can join together to create a powerful synergy.”

# How People Change



# Developing Vision



# Leadership Today



- Leadership is multi-dimensional and **situational**
- Leadership roles may conflict
- Leadership needs to foster **systems integration**
- All the roles are important
- **Skilled leaders know when to and how to perform different roles**