

Contrasting Managing and Leading

Managing is all about ensuring things get done right.

Leadership is about ensuring the right things get done.

Key Managing Activities	Key Leadership Activities
Planning – Establishing a course of action to achieve a particular goal or result	Setting a vision – Developing a broad objective that has a greater good and requires a group of people to accomplish
Delegating – Providing authority and responsibility to those who are expected to achieve a particular goal or result	Empowering – Creating a working environment where employees take ownership of the work and results they have been hired to accomplish
Organizing – Identifying appropriate resources, both people and financial, necessary to achieve a particular goal or result	Facilitating – Creating a working environment where people can think through what is needed to execute the tasks they are empowered to accomplish
Communicating – Ensuring all appropriate information is shared with those you expect to achieve a particular goal or result	Communicating – Facilitating a two-way dialogue among employees, customers and others that keeps all groups informed as well as aligned
Motivating – Providing encouragement and reward to those who will achieve a particular goal or result	Developing – Providing an environment that leverages people’s strengths and appropriately challenges them to grow and accomplish more than they ever thought possible
Monitoring – Providing checkpoints of performance to those who will achieve a particular goal or result	Productivity – Taking an active role in breaking through obstacles, putting out fires, correcting mistakes and directing people - all driving to solve problems and creating positive momentum

- Managers do the work that others should do; leaders collaborate with staff and facilitate the work being done.
- Managers look at problems and give orders to others to fix them; leaders encourage others to think through the cause, effect and solution to the problem so it doesn’t happen again
- Managers control the work of others by micro-managing their activities and acting as the QC checker; leaders transfer ownership of the work to the employee most capable of successfully performing the task,
- Managers make decisions based on rules, policies and the way things have always been done; leaders facilitate innovation and new ways of thinking to accomplish more in less time