



Bainbridge Leadership Center

Changing the world one leader at a time

September 2009 ([pdf - available within 24 hours of this email](#))

By Donna Zajonc



Leadership Matters



Are You a Leader or a Manager?

For over six years, the Politics of Hope was the "brand" for my newsletter, web site and book. When we develop web-sites and electronic newsletters in this tech-heavy world, they can become more than words---they become part of our self-identify. And so, with some emotion I say good-bye to an old friend, the Politics of Hope, and enthusiastically welcome the new title: **Leadership Matters**.

I am excited to continue this free monthly newsletters and share leadership tips and insights under this new name. Writing about leadership in general has been my direction for a while. It's time to put the name with the content!

The subject for this month's newsletter asks you to consider a fundamental question about your self-identity: Are you a manager or leader?

The word "lead" is from an Anglo-Saxon word meaning "a road, a way, a path." Managing comes from a Latin word meaning "hand." Handling a machine became prominent in the 19th century, as engineers emerged. The core meanings of the two words are very different. Leading is knowing the path or next step while managing is understanding the mechanics of the issue.

While a good leader must be a good manager, it does not necessarily follow that a good manager is a good leader. Both are essential for success, they each play different roles and it is vital for individuals to understand which hat they wear.

Management and efficiency consultants first became popular in the early 20th century. They used a stopwatch to see if people on a factory floor could improve their productivity. American workers were evaluated by the speed in which they could perform mechanical tasks and thus increase company profits. In that context, the best managers were the best company leaders.

As the Information Age evolved over the last half of the century, complexity increased and managers had to learn how to create an empowering and creative environment so that diverse learning styles were incorporated in the work place. As a result, the role of management in the American workforce shifted and

In This Issue

[Are you a Leader or a Manager?](#)

[Testimonial](#)

[Book of the Month](#)

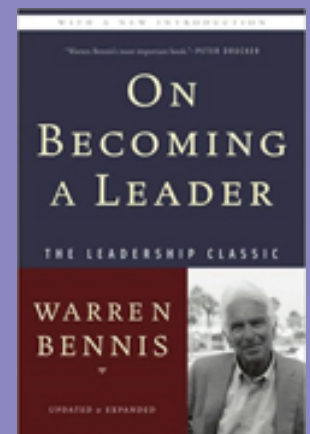
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Book of the Month
On Becoming a Leader
by
Warren Bennis



today's managers must also develop leadership skills; hence the sometime role-confusion between managers and leaders.

The terms "leader" and "manager" are often use without thinking about the difference, however there are many distinct differences. Here is a common list of the differences between a manager and a leader:

- The manager administers; the leader innovates
- The manager maintains; the leader develops
- The manager imitates; the leader originates
- The manager reacts to problems; the leader removes barriers to possibilities
- The manager has a short-term view; the leader has a long-range view
- The manager recruits specialists; the leader looks for talent
- The manager supervises the staff; the leader inspires the staff
- The manager defines objectives; the leader keeps the vision alive
- The manager accepts the status quo; the leader challenges it
- The manager asks how and when; the leader asks what and why

Clearly, managers and leaders approach opportunities and problems very differently. The risk for managers is failing to see the "big picture"-the macro events shaping the issue. A leader's commitment to the bigger vision may prevent them from seeing the detail that needs their immediate attention.

Great teams exist when the managers and the leaders value each other and understand that the organization must have both to be successful! Leaders and managers must stretch themselves to incorporate each others' traits and characteristics. Typically we do not play just one role or the other: a pure manager or pure leader. Everyone has characteristics of both, although we tend to fall into one camp or the other.

I can hear many of you now: "But Donna, I have to shift back and forth between the manager and leader role about fifty times a day!"

Living in the middle isn't easy. One must be clear about the hat they are wearing at any given time as a way to maintain your sanity and effectiveness. As you become more aware of the role shifts, I recommend using the hat-trick method. A leader might say: "I am switching hats from being your leader to a manager and at this point I have some specific feedback about how we handled the details of this project." When the conversation is complete, the leader lets everyone know they are shifting hats again and returning to their leadership role.

Take a minute to identify the role you are playing in situations that might test your dual-role conflict. Although it may be simpler and easier to be a single-purpose manager or leader, the complex world doesn't always work that way.

I would like to hear your suggestions about how you have learned to work with the distinction between managers and leaders and the overlapping roles we often play. What strategies or tips have you adopted that help you stay conscious of your primary role even when it is necessary to shift from manager to leader and leader to manager?

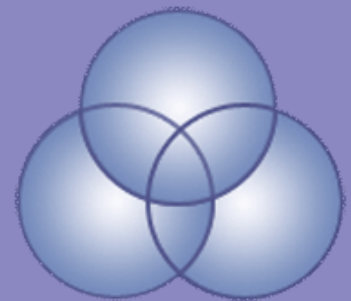
[Buy online at Amazon.com](#)

I chose Bennis' classic book on leadership and highlight two great quotes:

"Leaders are made, not born."

"The process of becoming a leader is much the same as the process of becoming an integrated human being. For the leader, as for any integrated person, life itself is the career."

**Bainbridge Leadership Center
Has a New Website!**



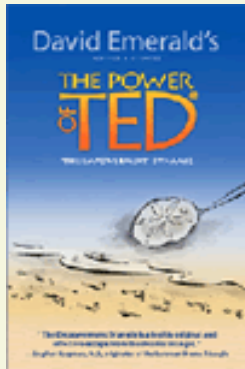
[Click Here to Enter](#)

Video of the Month

Stand By Me: Playing for Change

[Click here to view](#)

My husband, David Emerald Womeldorff and I continue to work together and we have completely updated our Bainbridge Leadership web site. Check it out here: www.bainbridgeleadership.com



David's book, *The Power of TED** is a powerful tool for personal and organizational development. His model is transforming individual lives and numerous organizations from hospitals to schools, churches, businesses and nonprofits. To learn more about his work go to www.powerofted.com web site. His book and framework for living and working is a fantastic model for change and I am honored to partner with him and his work.

Testimonial

"I want to tell you that I am consistently impressed with the content of your newsletter. Thank you for your thoughtful messages. I have shared them with any number of people."

Marcia Holland, CAE, CEO
Outcomes Unlimited, LLC.

"Donna Zajonc knows her business. She has experience in the public sector and is well-informed on issues that create an effective team. Donna has a very engaging style that makes people feel comfortable and ready to learn. I hope you will consider her for your next team retreat."

Mayor Cary Bozeman
Bremerton, WA

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Donna Zajonc, PCC
Bainbridge Leadership Center
Email: Donna@bainbridgeleadership.com
206-780-9300

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Bainbridge Leadership Center | 321 High School Road | Suite D3, PMB 295 | Bainbridge Island | WA | 98110