

# Leaders vs. Managers

## Fall MARC Meeting

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# 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.

