

## Leadership and Management Pathways

What does it take to be a leader? Do you agree with this quote?

*"Effective leaders generate action. Leadership is an action, not a position. That action comes from creating energy through excitement (the pull or gain of what could be), urgency (the push to avoid the pain of poor performance), or some combination of both. This creates focus and harnesses the deep urge we all have to be part of something meaningful — to make a difference."*

[http://www.clemmer.net/quotes/management\\_leadership.shtml](http://www.clemmer.net/quotes/management_leadership.shtml)

Or this one?

*With the best of leaders,  
When the work is done,  
The project completed,  
The people all say  
"We did it ourselves."*

from "The Tao of Personal Leadership" by Diane Dreher.

What are the benefits of being a leader? What are the risks?

How is leadership different from being a manager? Does this ring true?

*"We can't inspire and energize people with memos, mission statements, data and analysis, charts, goals and objectives, measurements, systems, or processes. These are important factors in improving performance. But that's management, not leadership."*

[http://www.clemmer.net/quotes/management\\_leadership.shtml](http://www.clemmer.net/quotes/management_leadership.shtml)

What kinds of experiences and training does one need to become a manager? A leader?

How can you encourage your staff to show leadership?

What is the role of mentors in creating good leaders and/or managers?

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Readings:

"What Leaders Really Do" By John Kotter. Originally published in 1990 and then in the Harvard Business Review's "Best of HBR" issue of December 2001.

" Five Minds of a Manager " by Jonathan Gosling and Henry Mintzberg, Harvard Business Review, November pp 54-63.

## Roundtable: Leadership and Management Pathways: NOTES Joint Meeting 2004

Participants: Neil Rambo (Moderator); Judy Consales (Recorder); Natalie Kamper, Sherrilynne Fuller, Rikke Greenwald, Debra Ketchell, Heidi Heilemann

What does it take to be a leader?

- Something you do, not who you are
- Odd that word vision is not in the statement
- An effective leader doesn't try to be the star – includes everyone – part of leadership is creating a focus and harnessing
- A residency director told about a reorganization – we all got on the bus but it was the wrong bus! Everyone agreed but it may not be the right thing

What are the benefits of being a leader? What are the risks?

- Leaders have to stick their necks out, develop a thick skin, see the bigger picture
- If you are in a leadership position, you have the benefit of seeing how things fit
- A leader has ideals and wants to make a difference
- Not everyone is comfortable being a leader – might be risky to take on leadership role if not at ease with the responsibilities

How is leadership different from being a manager? What are the risks?

- Often get “stuck” as managers with the process
- Leaders get to dream bigger than what you think you can do
- Need to be creative enough to get things done
- Can be a leader but may not be able to get others to follow
- Need someone with vision who's willing to articulate it
- Get buy in from the stakeholders
- If in a position of leadership either heading toward something or away from something
- Need to develop trust in relationships – honesty and trust important virtues
- Need to know priorities and limitations

What kinds of experiences and training does one need to be a manager?

- There's value in multiple mentors
- People think you can only learn from positive experiences – learn from all experiences

How can you encourage your staff to show leadership?

- Be comfortable with them showing independence
- Make them aware of opportunities
- Empower staff by understanding empowerment
- Secure funding for staff development
- Ask questions, e.g., “What would encourage you to show leadership?”