

Leadership and Management Functions¹

<p>Leadership Function: to produce adaptive change - move people to a place in which they are genuinely better off</p>		<p>Management Function: to keep a complex organization accurate, on time and on budget.</p>
<p>Both managers and leaders are responsible for the following:</p> <ol style="list-style-type: none"> 1. Creating an agenda of what needs to be done 2. Creating networks for achieving the agenda 3. Execution of the agenda 4. Outcomes <p>They use different processes for addressing these responsibilities.</p>		
<p>Leadership Processes: Establishing Direction Aligning People Motivating and Inspiring</p>		<p>Management Processes: Planning and Budgeting Organizing and Staffing Controlling and Problem-Solving</p>

Leadership:

- **Establishing Direction** is commonly done through the development and communication of a vision of what the desired future could be - something that points toward where people ought to go in the future.
- **Aligning people** is getting people to understand and believe the vision by communicating the vision repeatedly to all involved.
- **Motivating and Inspiring** is to energize people to overcome major obstacles toward achieving a vision and producing the change by a) communicating, b) involving others in how to achieve the vision, c) supporting through feedback, coaching, modeling and enthusiasm, and d) recognizing and rewarding all successes.

Management:

- **Planning and Budgeting** sets targets or goals for the future; establishes detailed steps for achieving the targets; and then allocates resources to accomplish the plans.
- **Organizing and Staffing** establishes structure and jobs necessary to accomplish the plans; staffs the jobs; communicates the plan; delegates; and monitors.
- **Controlling and Problem-Solving** monitors results against plans and analyzes problems preventing the achievement of the plans.

¹ Kotter, John. *What Leaders Really Do*. Harvard Business Review. 2001.