



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

Leading For Results:



Leading Rather Than Managing

Policy LINK strengthens the leadership capacity of public, private, and civil society actors— and fosters collective action among them to transform policy system.



USAID
FROM THE AMERICAN PEOPLE



LIVE

Taking Our Temperature

BREAKING NEWS

LAST 48 HOURS HAVE BEEN ROUGH..

6:08

"BETWEEN THE KIDS, THE PARTNER, THE DOG AND THE CAT, I'VE NOT HAD 5 SECONDS

If you created a **Breaking News headline** that reflected your **last 24-48 hours**, what would that headline be?

Put that **Breaking News** in the **Chat Box**.

We're happy to see you... again!

Using your **chat box**, please type your response to the following question:

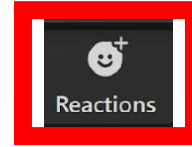
*What is **one word** that best describes how you feel about participating in this webinar today? When you think of yourself and your role, do you think of yourself as a **leader** or a **manager**?*



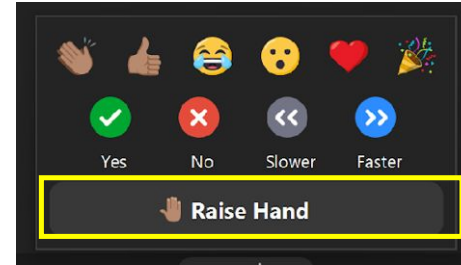
How to Raise Your Hand

TRY IT YOURSELF!

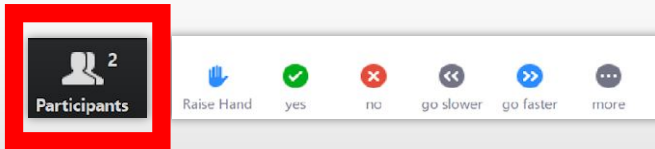
1. Click on the **Reactions tab** to enable the reactions.



2. You will see the functions for **raising your hand, stating yes/no, etc.**



3. Reactions will only stay active for **10 seconds** and they will disappear.



If you have an **older version of Zoom**, the functions will be at the bottom of the **Participants panel**.

Now, Find Your “Raise Hand” Function...

And practice
raising your
hand!



Raise Hand



yes



no



go slower



go faster



more



Untangling Leading & Managing

John Kotter

Harvard Business Review 
www.hbr.org

BEST OF HBR

*They don't make plans; they
don't solve problems; they
don't even organize people.
What leaders really do is
prepare organizations for
change and help them cope as
they struggle through it.*

What Leaders Really Do

by John P. Kotter

Included with this full-text *Harvard Business Review* article:

2 [Article Summary](#)

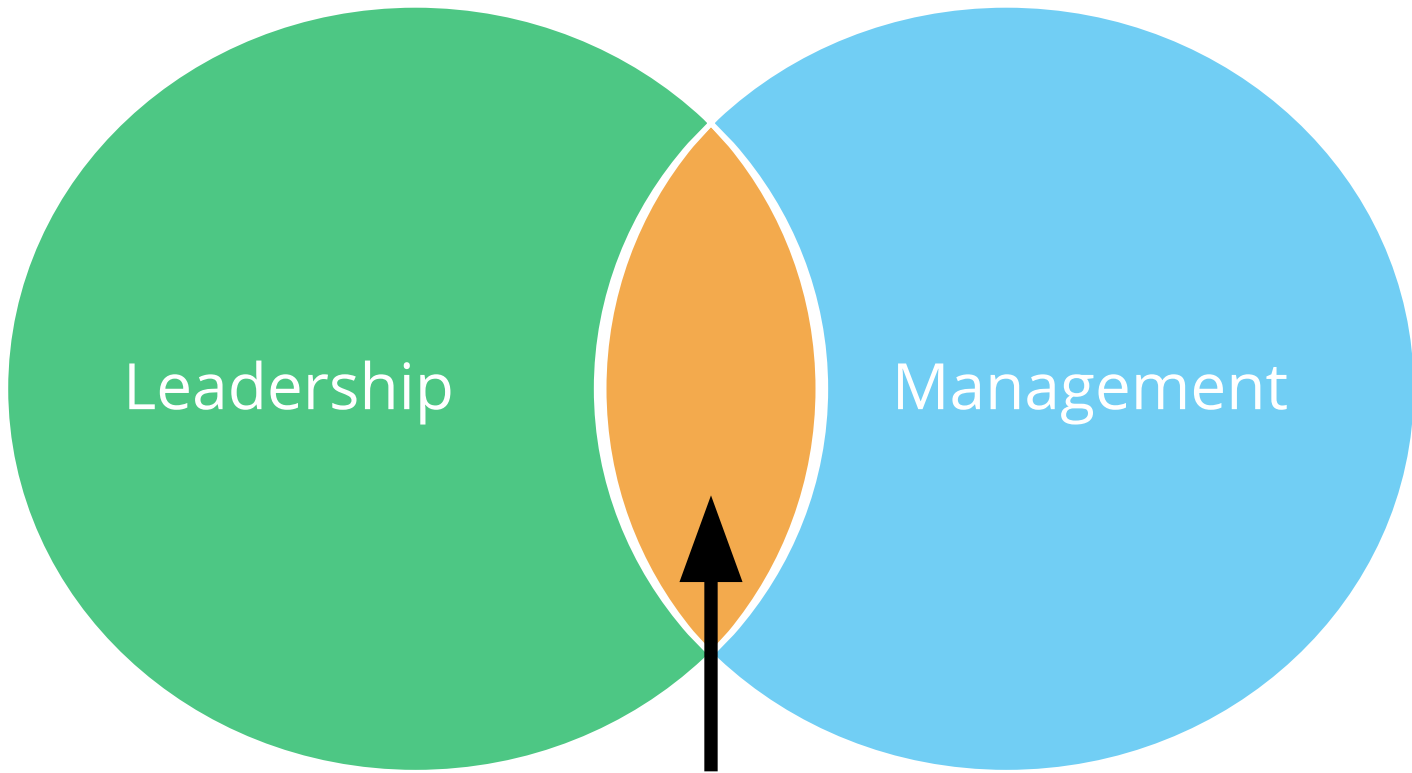
The Idea in Brief—*the core idea*

The Idea in Practice—*putting the idea to work*

3 [What Leaders Really Do](#)

12 [Further Reading](#)

A list of related materials, with annotations to guide further exploration of the article's ideas and applications

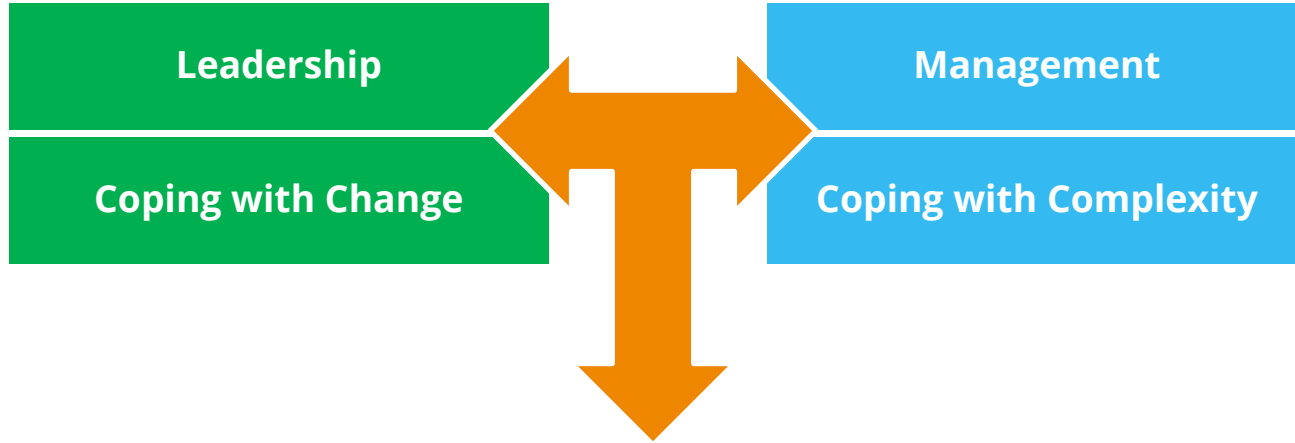


Leadership

Management

Successful
Leaders

Two Distinctive and Complementary Systems of Action



- Deciding what needs to be done
- Creating networks of people & relationships that can get things done
- Trying to ensure that those people do what needs to be done

... both are necessary for success and must be balanced



Leadership

**produces adaptive
change**

- Establish a vision
- Align people to that vision
- Inspire and motivate



Management

keeps a complex organization accurate, on time, and on budget

- Planning and budgeting
- Organizing and staffing
- Controlling and problem solving

**Management is doing
things right; leadership is
doing the right things.**

Peter F. Drucker

Is it... *Leadership* or *Management*?

Leadership



Management



Scenario 1

The Senior Leadership Team has just emerged with a revised vision for the division that focuses on individual accountability as well as teamwork to deliver results.

You'll be holding an all-staff meeting later this afternoon to ensure staff understand and to answer any questions.

Scenario 1

The Senior Leadership Team has just emerged with a revised vision for the division that focuses on individual accountability as well as teamwork to deliver results.

You'll be holding an all-staff meeting later this afternoon to ensure staff understand and to answer any questions.

ANSWER: Leading – Vision and Direction

Scenario 2

You and your team have put a process into place to track how effectively team members are adhering to a recent protocol change to address a long-standing technical issue.

You will be sharing your tracking process, which may be replicated throughout the organization, with the leadership team.

Scenario 2

You and your team have put a process into place to track how effectively team members are adhering to a recent protocol change to address a long-standing technical issue.

You will be sharing your tracking process, which may be replicated throughout the organization, with the leadership team.

**ANSWER: Managing –
Controlling and Problem
Solving**

Scenario 3

To address an issue that surfaced on a recent all staff survey about decreased morale, due to burnout from too many virtual meetings, the division chief announces that the standing weekly staff meeting will transition to bi-weekly and encourages staff to practice self-care by taking breaks throughout the day.


Scenario 3

To address an issue that surfaced on a recent all staff survey about decreased morale, due to burnout from too many virtual meetings, the division chief announces that the standing weekly staff meeting will transition to bi-weekly and encourages staff to practice self-care by taking breaks throughout the day.

**ANSWER: Leading –
Inspiring and Motivating**

Model of Leadership v. Management

	Management	Leadership
Direction	Planning and budgeting; keeping an eye on the bottom line.	Creating a vision and strategy; keeping an eye on the horizon
Alignment	Organizing and staffing; directing and controlling; creating boundaries	Creating shared culture and values; helping others grow; reduce boundaries.
Outcomes	Maintains stability	Creates change, often radical change



Manager

Leader

**Take Out Your
*Leading and Managing Self-Assessment***

As you reflect on the model and your results,
respond to the poll...

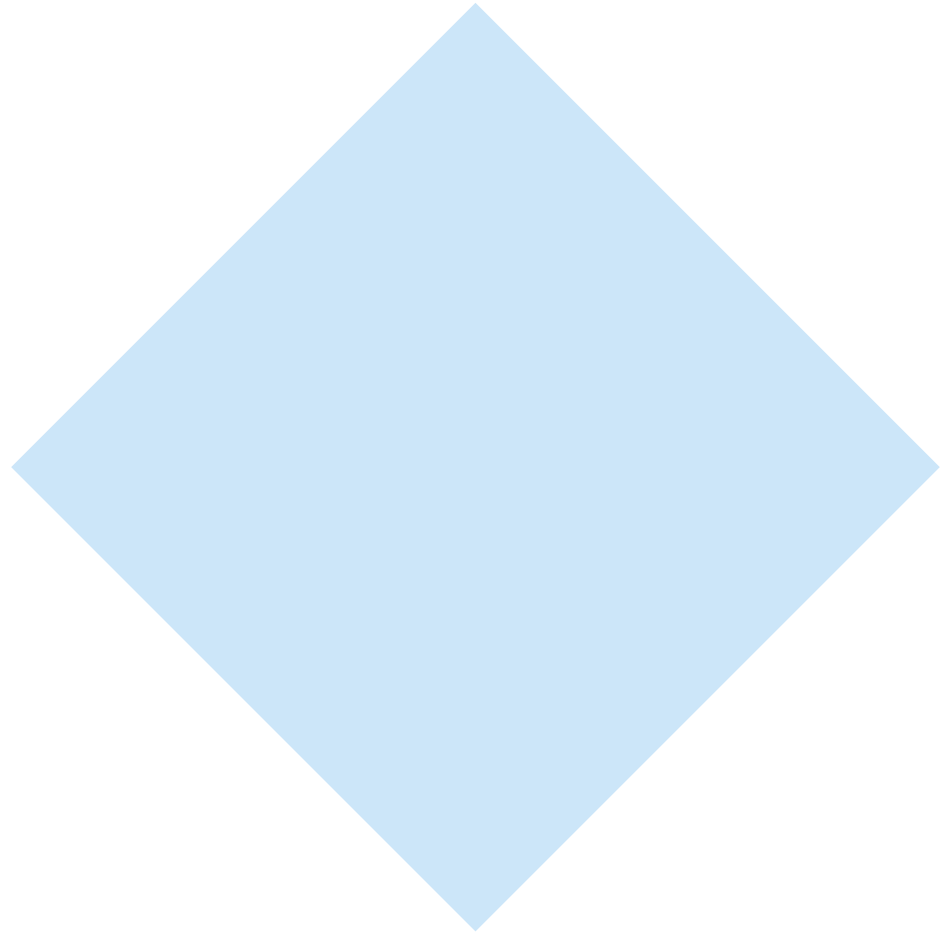


“Leaders set the tone for their team, make decisions that affect outcomes, foster leadership in others, and bear the brunt of responsibility when things go wrong.”

Mark Samuel

CEO of IMPAQ Corp and best-selling author

**Leadership Traps
That Prevent
Accountability**



**Leadership Traps
That Prevent
Accountability**



**Micro-
managing**

**Leadership Traps
That Prevent
Accountability**



**People
Pleasing**

Leadership Traps That Prevent Accountability



Perfectionism

Leadership Traps That Prevent Accountability



**Unclear
Outcomes**

Leadership Traps That Prevent Accountability



Small Group Work in Breakout Rooms

- Choose **one person** to report back
- Review the **leadership trap you've been assigned** and ensure everyone understands the challenge
- Discuss and decide on **up to three strategies to effectively manage this trap** when leading for accountability
- Be prepared for your reporter to **share a high-level summary** of the challenge you discussed and your **strategies** for managing that trap

Traps that Prevent Accountability... A Quick Overview

- **Micromanaging** – Can be stifling and frustrating for staff and stressful and draining for managers
- **People Pleasing** – Accommodating everyone's ideas, opinions, and feelings can lead to confusion.
- **Perfectionism** – Keeps the team stuck and creates a punitive culture of mistrust, blame, and cover-up.
- **Unclear Outcomes** – Can result in individuals doing things haphazardly rather than in an organized process based on shared vision of success.

Report Outs

Your reporter will share:

- **Key insights** from your conversations
- The **strategies** agreed upon to manage this trap effectively while leading in crisis

While listening, **if you have a question or comment** about the trap or the group's strategy, **use the Chat Box** to share your thoughts.

Additional Strategies to Overcome Traps

- **Micro-managing** – Reflect on your need for control, prioritize tasks and projects that matter most; share how you'd like to be kept apprised of progress; tell direct reports that you trust them to do their jobs; take a breath and figure out how to correct issues; don't go to far and become too "hands-off."
- **People Pleasing** – Set boundaries/set up rules; retrain yourself to not take on more than you can handle; determine if you can delegate big/small tasks.
- **Perfectionism** – Be transparent; make expectations clear rather than unspoken; share your strengths, preferences, and priorities and acknowledge areas for growth' invite others to pause for self-awareness and contemplation of self-improvement.
- **Unclear Outcomes** – Keep messages simple; use a framework (like Inspire | Educate | Reinforce); integrate regular communications into daily routines; be authentic; tell a story; invest in people.

Traps that Prevent Accountability... A Quick Overview

- **Micro-managing** – the root causes of micromanaging are a lack of shared accountability between a manager and their direct report and focusing on activity rather than outcome.
- **People Pleasing** – Whether a leader caters to their bosses or their direct reports, their people-pleasing inevitably hinders their performance and outcomes.
- **Perfectionism** – When a leader tries to be perfect, they stall out because in the best case, perfection is momentary, and in the worst case, perfectionism leads to paralysis and overthinking based on theory rather than experience.
- **Unclear Outcomes** – This creates all sorts of problems because those carrying out projects don't have a clear vision or context of the expectations or the parameters necessary to be successful.

So, what does this mean for you?

Given your inclination towards leading more or managing more, which leadership trap that prevents accountability will you need to proactively manage?

- *Micromanaging*
- *People Pleasing*
- *Perfectionism*
- *Unclear Outcomes*

Once you've identified the trap you need to be wary of, **what's one thing you can commit to doing to ensure you don't fall into that trap?**



- Look for **reference pieces and video links** coming soon
- **Session evaluation** (copy and paste the **link** in the chat box into your browser!)
- See you at the **next webinar!**



WHAT'S
NEXT?



Upcoming Webinars

Tech Support: 3:30 pm DST

Session Start Time: 4:00 pm DST

July 7

Leadership Styles & Effective Decision-Making
Approaches

July 14

Collaboration: A Key Ingredient to Leading For
Results

The image features a vibrant, abstract background composed of overlapping, textured geometric shapes in shades of yellow, orange, red, purple, and teal. A large, white circle is centered on the page, containing the words "THANK YOU" in a clean, black, sans-serif font. The text is arranged in two lines: "THANK" on the top line and "YOU" on the bottom line.

THANK
YOU

For those of you who were with us last week...

How does a **leader's mindset** impact the ability to **manage or mitigate these traps** effectively?

