



The Well-Practiced Manager

Professional Development
Resource for
Boston College Managers
and Supervisors

Winter 2013

From the Director:

While it's important to be efficient and to get things done, it's equally important to step back and look at the direction of your department or team. As you will read in this month's newsletter, it is a matter of blending management and leadership skills.

As a leader and manager, you have the responsibility to bring out the best in your staff. It is our fundamental belief that our workplace should allow people to grow in their skills and be challenged professionally. Keep this in mind as you go through the Performance Management Process, which should be completed in March and April. This is an opportunity for you and employees to evaluate how well they are meeting goals and expectations. As a supervisor, you are asked to consider how you have influenced your employees' effectiveness and job satisfaction.

I would also like to highlight our spring professional development programs. Topics include conflict management, the Myers-Briggs Type Indicator and how it can be applied in the workplace, how to handle difficult customers, and managing yourself through change.

Sincerely,

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Good managers lead and good leaders manage

Jack was excited to take on a new role as head of his department. He was chosen largely because of his charismatic personality that made people enthusiastic about his plans. And, he had big plans. He had ideas for several new programs and an ambitious long range fund raising effort to support them. Within months, however, the campaign had fizzled and none of the new programs were launched. Meanwhile, several of the department's existing programs had started to struggle. Jack had gotten so caught up in where he wanted the department to go that he failed to maintain the daily routine operations. Jack had done a good job of stepping into the role of leader, but he didn't take on the equally important role of manager.



Often, the roles of leader and of manager are treated as separate functions. Leaders are the visionaries and innovators who push change. They look ahead and set the course. They are the ones who do things right while managers do the right things. Managers, in contrast, are focused on getting things done efficiently. They are interested in systems and structure that maintains stability.

Treating them as separate roles is not a useful approach in the real workplace, however. Rather, they should both be considered skill sets that need to be a part of the job description for everyone in management. There are times when you need to be more of a leader and times when you need to focus on management.

To be effective, you need to find the right balance and know when to focus on one over the other.



continued



- Management is about coping with complexity... Without good management, complex enterprises tend to become chaotic... Good management brings a degree of order and consistency...
- Leadership, by contrast, is about coping with change... More change always demands more leadership.

John P. Kotter,
What Leaders Really Do

When to lead and when to manage?

Think about it like taking a drive. In order to get somewhere, you must first decide where you want to go and choose the best route. Generally, you will do this most effectively if you think about it ahead of time. This is leadership. Once the trip has



started, you need to operate the car keeping in mind such things as the traffic laws and the best speed given the road and conditions. That is management. Along the way, you may need to slip back into leadership mode to make adjustments based on unexpected road closures or traffic jams.

You will likely find that you are more comfortable in one role over the other. It is important to understand your own tendencies. Do you like looking at the long range objectives rather than focusing on short term goals? Is it easier for you to set up efficient systems or to evaluate the big picture? Being aware of your strengths and your challenges will help you bring a more balanced approach to your job.

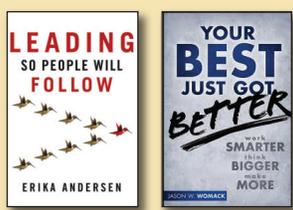
There are some times when leadership should obviously dominate. This may happen when there is outside pressure for a department to make changes, such as an institution-wide push for growth. Or, if a program has become stagnated, it may be time for an overhaul.

Management skills will come into play when it's time to put a plan into action or if there is a need to establish stability. This involves evaluating existing systems and processes and looking for ways to be more efficient.

Bringing out the best in your team

As you think about the two skill sets and recognize your own tendencies, you can also look at the strengths of your staff. Who would you consider to be your strongest "leaders?" Who are the better "managers?" Of course you will want to put them into the roles that play to those strengths, but you can also think more about how to foster the other skill set. How can those who are great at managing become stronger leaders? Are there ways to help the natural leaders become better managers?

Encourage all of your staff to try on the visionary role and to think about where the department should be headed. And then, turn to them again to figure out how you will practically make and integrate the changes needed to get there.



Resources:
Leading So People Will Follow, Erika Anderson, published by Jossey-Bass, 2012
Your Best Just Got Better, Jason W. Womack, published by Wiley, 2012

Leadership and Management are separate skill sets that can be learned and improved upon. But first, it's helpful to know your natural tendencies.

Do you:	Ask why	Ask how
Create success	Rely on intuition	Imitate success
Look for innovation	Aim at the concept	Follow a plan
Innovate and discover	Look at the long-term	Look for efficiency
		Aim at the result
		Look at the short-term
		Use resources wisely
Characteristics of leadership		Characteristics of management

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