

## Leadership or Management? Process vs Outcomes

The most obvious indicator of someone in charge being either a leader or a manager is the manner in which they achieve results.

- A leader type is more concerned with the *long-term goals*, the vision, and the effects actions have on the big picture – pilots and professionals
- A manager type is more interested in their *own* needs. In business they want a result to prove they are producers and an obvious choice for promotion – like gamblers and sports fans

Given a situation where a result must be achieved, a leader will consciously provide guidance and clarity on what needs to be achieved, and while not telling his followers how to use their shovels, will have already set in place behavioral standards that need to be upheld.

A manager type will simply want action. **“I don’t care how you do it; just get the result!”**

Following a process should drive a result. And it should be the correct result.

- So, what is the difference?
- **Behaviors are the difference**

As a leader, you put so much effort into building the vision and getting everybody on board. The last thing you need is to appear to be the ‘flip-flop’ person when things get tough. It sends very loud messages to the organization that your rules and vision are a crock, and only matter when you say it matters.

The processes of an organization are meant to reflect the behaviors of people and tools to achieve the strategic objectives. Throwing out those behaviors when it does not suit you makes you a fool.

Sometimes, the process is wrong, or needs to change for some reason. That’s ok, and there are methods to deal with those needs. There is rarely an excuse to bypass the process altogether.

People – not only management – within the business make a lot of effort trying to get others to follow the process. Having management sabotage their efforts puts them in the ‘why bother’ mindset. They just give up. Once they give up, you have lost them.

Process gets a bad name because of claims an organization cannot be agile and respond to opportunities. That is purely and simply BS. BS with capitals B and S. If an organization had a process for identifying opportunities, such as a strategic development process with a SWOT, those opportunities would have been known long before they appeared by another means. And, a mature business should have a process to deal with ad-hoc or extraordinary events.

It comes down to the mettle of the individual charged with getting the result. What is more important, short term gain, or long term pain?