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# Where Are Your Leaders?

## How does management differ from leadership?

Warren Bennis, founding chairman of the Leadership Institute at the University of Southern California, charts it out like this:

### Leaders:

- Innovate
- Inspire trust
- Think long-range
- Eye the horizon
- Challenge status quo
- Originate
- Do the right things

### Managers:

- Administer
- Rely on control
- Think short-term
- Eye the bottom line
- Accept status quo
- Imitate
- Do things right

It isn't a question of whether we need managers or leaders. We need both.

You're hearing a lot about leadership today. Business gurus are proclaiming that we're overmanaged and underled. The story goes something like this. Global competition pushed us into a new paradigm. In the beginning of the new paradigm, management needed to reengineer, restructure, add tools and technology, all to do it better, faster and for less. Managers in most premier companies have made these kinds of changes. Now it's time to reap the benefits. If you have created a compelling vision and a strategic plan, then you and middle managers must inspire trusting relationships and "quantum leap" type change. This is the work of leaders. Is it time to seize opportunities before they disappear? Where are your leaders?

### The Challenge

Fortune magazine reported in an issue regarding America's most admired companies that they yield nearly triple the shareholder return of the S&P 500. In that article John Kotter, Harvard Business School professor, says, "Great leaders are all good at getting relevant partners aligned with, buying into, and believing in the direction they have set." He goes on to say that they "energize and inspire people," to get the job done. Shareholders expect a lot.

### The Hope for the Future

The need for leadership abounds. In a "Training Today" feature, Training magazine shared a Conference Board study that rates leadership development as ranking #1 in value in the era of intellectual capital. Technical skills and supervisory skills follow. Can you really develop leaders? I say, of course, you can. A few years ago our country got behind in quality, we focused on improving quality, and the quality of our products and services got better. When you focus on the benchmarks of what it takes to create change, communicate it, and mobilize key constituencies, you are off to a good start. Fortunately, there is now research and case histories that tell us what it will take to lead. Key is honest, forward-looking, inspiring, smart, energized and energizing people who can team well



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with others, and move toward your organizational vision with lightning speed. How can you develop such leaders? Information is a good start; focused coaching is much better and faster. Develop your executive team on how to create urgency for change. Ask for their commitment to overcommunicate your simple, compelling vision through many different and on-going forums. Build in training for middle managers to send a consistent message and with the same honest passion and energy. You can develop leaders. We coach leaders every day on specific behaviors that inspire and energize without compromising who they are. It can be done.

You can “herd the cats” even in times of prosperity.

Our mission at Leadership Development is to enhance the credibility of leaders. Our business is consulting services, executive coaching services and customized training programs all around the issues of Leading the Business, Leading Change, and Communicating with Impact. For more information contact Jennifer Maxson at (616) 336-7058.