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## Focus

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### Management vs. Leadership

All good leaders use sound management skills, but not all managers are leaders. Management implies control; leadership is all about influencing.

**Management:** Measuring, controlling, and directing the operation of an organization through the deployment and manipulation of human, financial, material, intellectual, and intangible resources.

Management is easy to define, but not so "leadership." Three diverse definitions of leadership, moving from general to specific characterizations, follow.

Herb Rubenstein uses a noble-values concept in his leadership definition: "Leadership is the creation and fulfillment of worthwhile opportunities by honorable means."

Carole Bionda, defining leadership, says, "It is a process by which a person influences others to accomplish a shared mission and by which a person directs the organization to be more cohesive."

The world-famous Peter F. Drucker summed up his lifetime of experience studying management with the following advice for leaders:

- Treat people differently, based on their strengths.
- Set high standards, but give people the freedom and responsibility to do their jobs.
- Performance reviews must be honest, exacting, and an integral part of the job.
- People learn the most when teaching others.
- Effective leaders earn respect but they don't need to be liked.

My Top Five characteristics of successful leaders are:

**Vision:** Create a succinct and compelling vision

**Communication:** Provide a consistent, inspirational message

**Focus:** Keep the organization focused on the Big Picture and the tasks that support it

**Courage:** Make the tough decisions promptly, and then move ahead

**Humility:** At the end of the day, say "Thank You," because no one can do it alone

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The fundamental element of leadership is, therefore, **the act of communicating value standards to followers through actions**. A leader may be a choir director or a chief executive officer. Are you a leader?

*Tom Wagner*

We help clarify options so our clients  
identify the Right Questions  
and solve the Right Problems.  
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