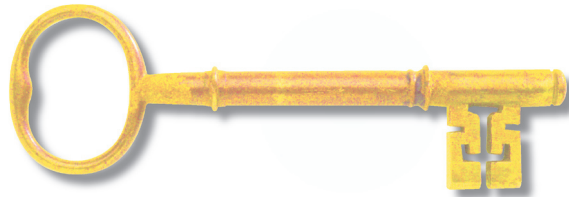


# Leadership

**“Leaders are people who do the right things. Managers are people who do things right. We are underled and overmanaged.”**

*Warren Bennis*



## Surefire Ways to Fail

Moving up and taking your old job with you  
Staying so busy you don't have time to think  
Focusing on the immediate vs. the important  
Working harder as a strategy is a sign of slippage.  
Being tactical, maintaining a short term approach  
Underestimating the importance of people

**Few "big ideas" get implemented solo.**

## Leaders

### Provide Direction

- Establish the vision
- Develop the strategies
- Cope with change.

### Align People

- Communicate the direction
- Engage people in implementation
- Build commitment

### Motivate

- Hold up the banner
- Coach and empower
- Recognize and reward success

## Managers

### Plan

- Set goals and targets
- Establish how to achieve goals
- Allocate resources

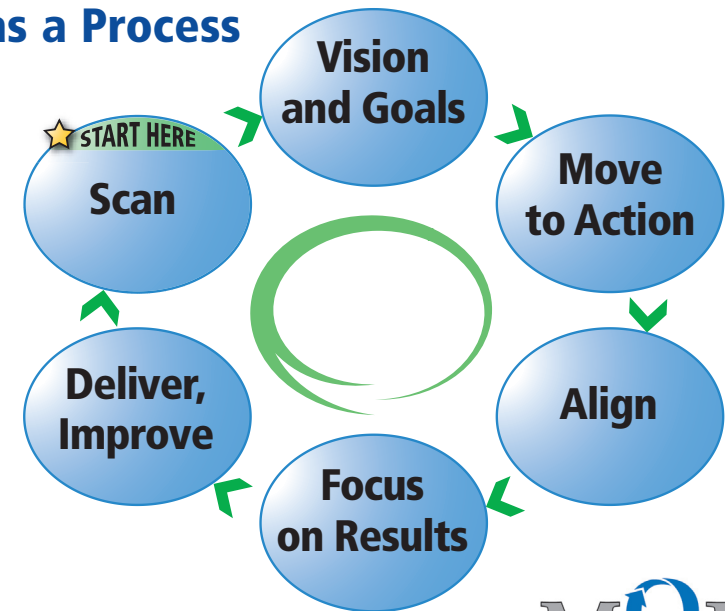
### Organize

- Create structure
- Staff work
- Communicate plans

### Coordinate & Control

- Identify deviations
- Solve problems
- Monitor results vs. plans

## Leadership as a Process



**MOR**  
ASSOCIATES  
MAXIMIZING ORGANIZATIONAL RESOURCES