

*Teap.*

Everyone deserves a little couch-time.



# Leading vs. Managing: Why Knowing the Difference Matters

**Douglas E. Noll, JD, MA**



**LEADERSHIP  
VS  
MANAGEMENT**



# AGENDA

Why care about the difference?

Definitions

Roles and Functions

Technical vs Adaptive  
Leadership

A landscape photograph of rolling hills. The foreground is dominated by lush green grass. In the middle ground, there are fields of golden-brown crops, possibly wheat or corn, with visible furrows and tracks. The background shows more rolling hills under a cloudy, overcast sky. The overall tone is somewhat muted and atmospheric.

# DEFINITIONS

LEADERSHIP

PEOPLE-FOCUSED



MANAGEMENT

**TASK-FOCUSED**

A landscape photograph showing rolling hills. In the foreground, there is a field of tall, green grass. A path or road winds through the middle ground, leading towards a golden field. The sky is overcast with grey clouds. The word "ROLES" is written in large, bold, green letters in the center of the image, enclosed in a green rectangular border.

**ROLES**

# LEADERSHIP

- People-oriented
- Long-term vision
- Relationship building
- Inspiring and motivating





# MANAGEMENT

- PLANNING AND GOAL-SETTING
- ORGANIZING RESOURCES AND TASKS
- CONTROLLING PROCESSES AND OUTCOMES



# SERVICES

# LEADERSHIP

- SETTING DIRECTION AND VISION
- EMPOWERING AND DEVELOPING OTHERS
- FOSTERING INNOVATION AND CHANGE
- CREATING PSYCHOLOGICAL AND EMOTIONAL SAFETY



## MANAGEMENT

TASK-ORIENTED  
SHORT-TERM GOALS  
RESOURCE ALLOCATION  
EFFICIENCY AND EFFECTIVENESS

A landscape photograph showing rolling hills. The foreground is dominated by lush green grass. The middle ground features a mix of green and golden-yellow fields, possibly wheat or corn, with visible furrows and tracks. The background shows more hills under a cloudy, overcast sky. A bright green rectangular box is superimposed over the center of the image, containing the text 'DECISION-MAKING' in a bold, white, sans-serif font.

# DECISION-MAKING

# LEADERSHIP

- Inclusive and collaborative
- Focus on consensus and input from others
- Emphasis on creativity and innovation



## MANAGEMENT

- Authoritative or consultative
- Focus on efficiency and productivity
- Emphasis on adherence to policies and procedures

A landscape photograph showing rolling hills. In the foreground, there is a field of tall, green grass. A path or road winds through the middle ground, leading towards a golden field. The sky is overcast with grey clouds, and the overall lighting is soft and somewhat dim. The word "COMMUNICATION" is overlaid in the center in a bright green, bold, sans-serif font.

**COMMUNICATION**



# LEADERSHIP

- Inspirational and visionary
- Emotionally intelligent
- Open and transparent
- Authentic
- Trustworthy



## MANAGEMENT

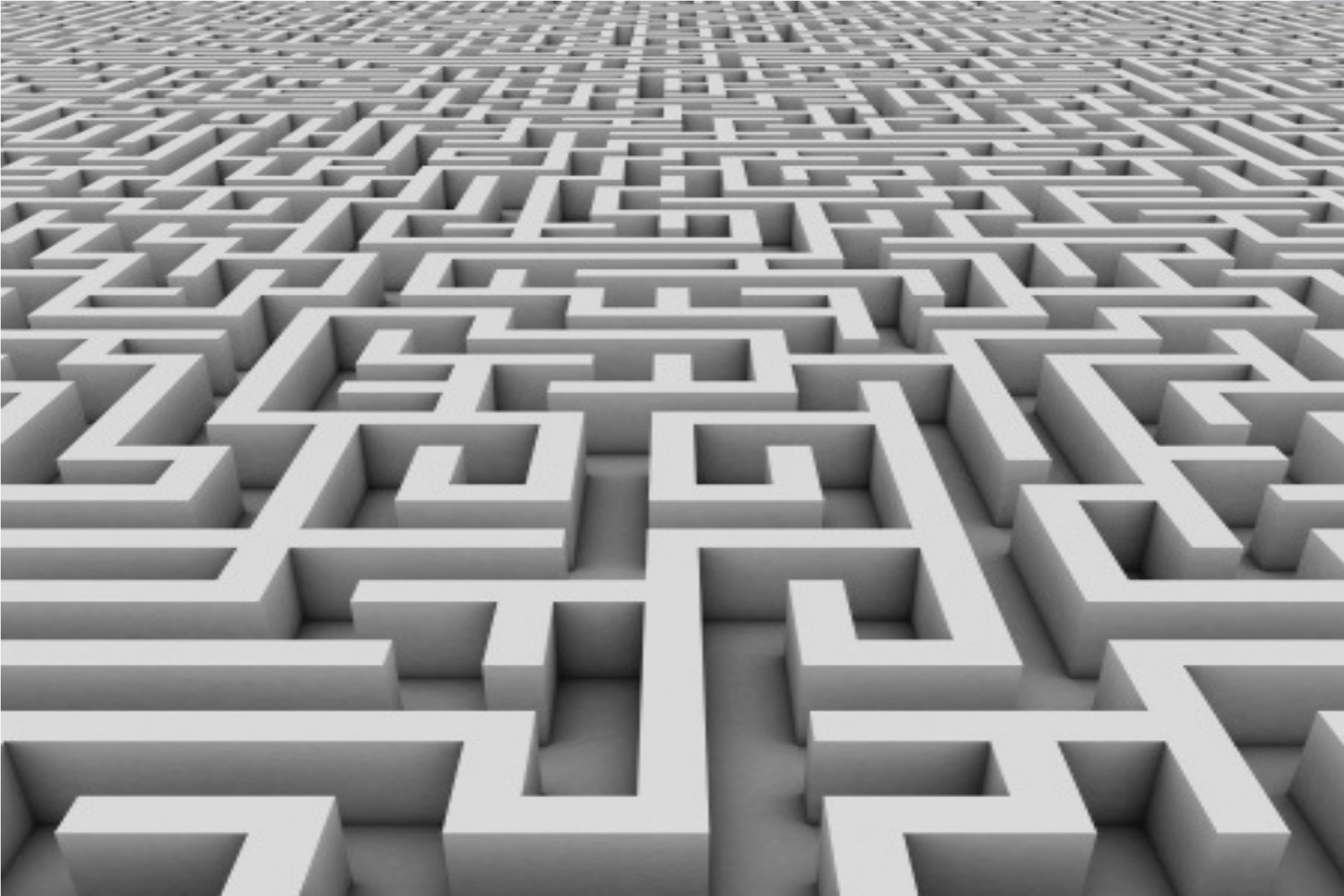
- Clear and concise
- Task-focused
- Feedback-oriented

A landscape photograph of rolling hills. In the foreground, there is a field of tall, green grass. A dirt path or road winds through the middle ground, leading towards a line of trees on the horizon. The sky is overcast with grey clouds, and the overall lighting is soft and somewhat dim, suggesting an overcast day or late afternoon. The text is overlaid on the middle of the image.

# **ADAPTIVE VS TECHNICAL LEADERSHIP**



Or is it an adaptive challenge?



People experience anxiety generated by adaptive challenges.



## COMMON MECHANISMS OF WORK AVOIDANCE

- Hold on to the past
- Blame the authority figures
- Find a scapegoat
- Deny the problem
- Draw conclusions too quickly
- Use a distraction

## ADAPTIVE LEADERSHIP

Requires that one regulate the stress level and the learning pace at a rhythm within a range that people can tolerate.





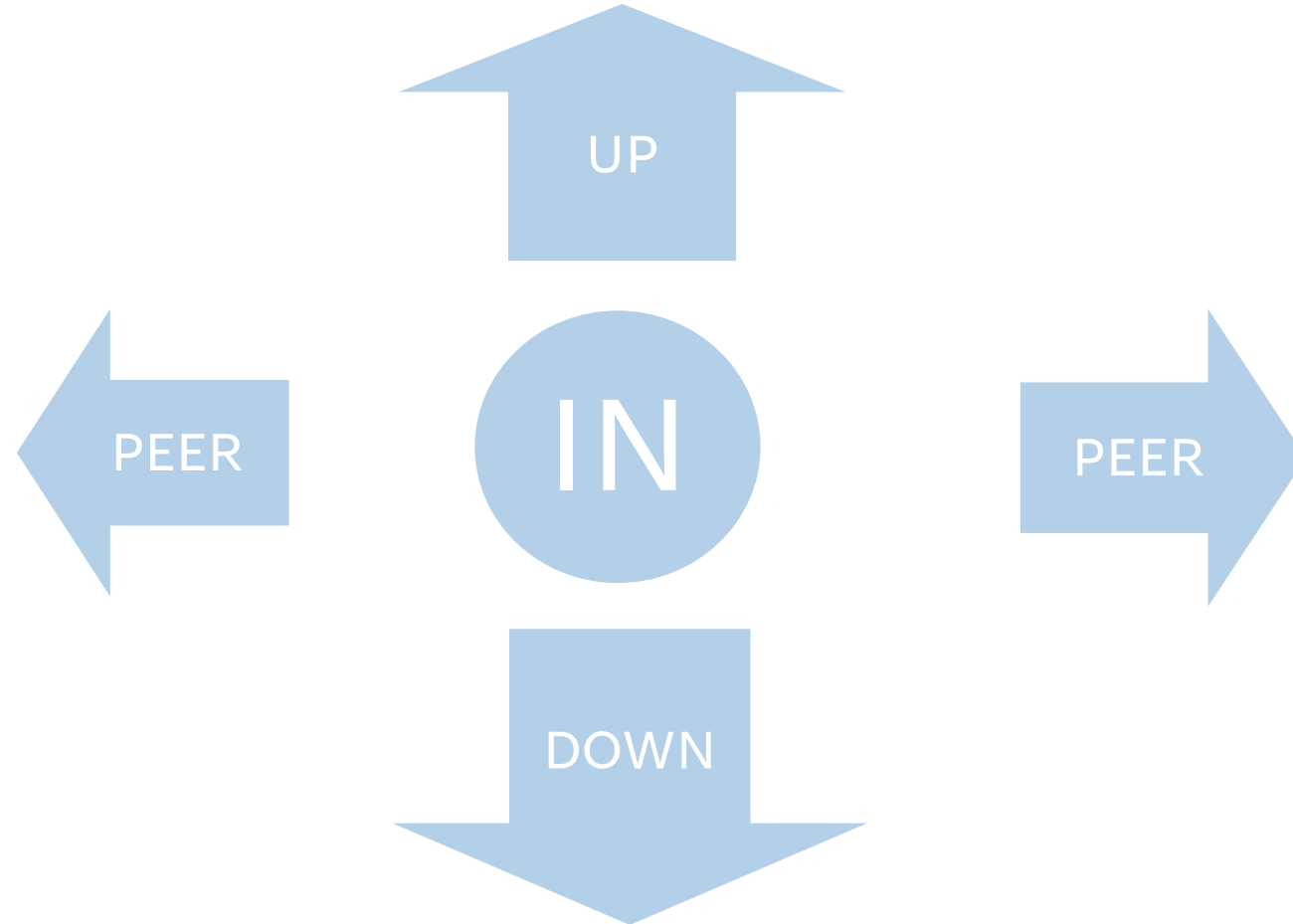
# THE HEART OF ADAPTIVE LEADERSHIP



Center people's attention on complex and difficult issues instead of on distractions.

Adaptive leadership requires a **learning strategy**.

# Adaptive Leadership Can Be Exercised From **Any Position.**



- Conferred social power
- Ability to convene
- Safe container
- Psychological anchor
- Task management
- Conflict management
- Outcome-driven
- Accountable

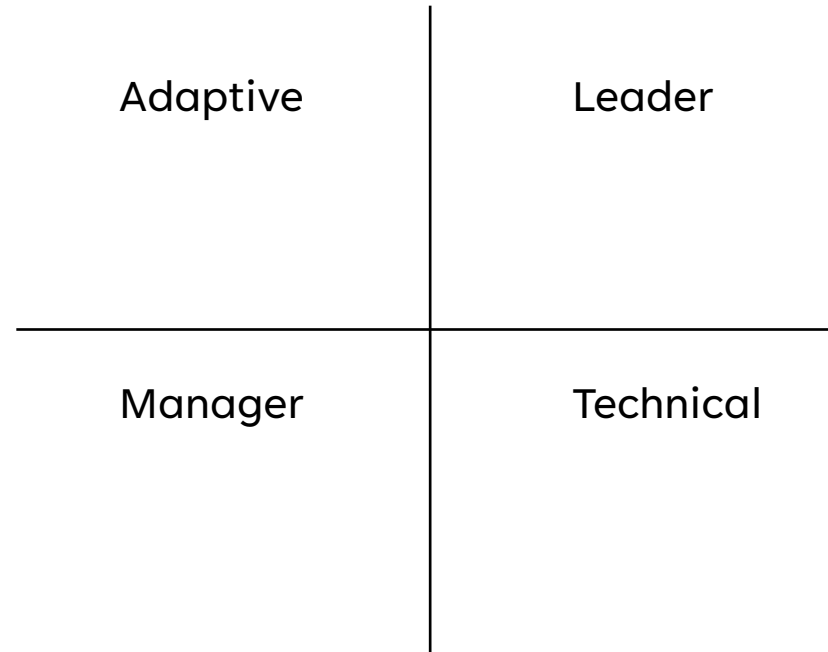


# FUNDAMENTAL SKILLS



1. Managing the holding environment
2. Directing attention
3. Testing reality
4. Managing information and framing issues
5. Orchestrating conflicting perspectives
6. Choosing the decision-making process

# FITTING IT TOGETHER





## SUMMARY

Leadership focuses on the people

- Focus
- Direction
- Safety

Management focuses on the task

- Resource allocation and control
- Task-oriented

Technical Leadership

Adaptive Leadership

You want to know *the difference*  
between a **master** & a **beginner**?



The **master** has *failed* more times  
than the **beginner** has even *tried*.

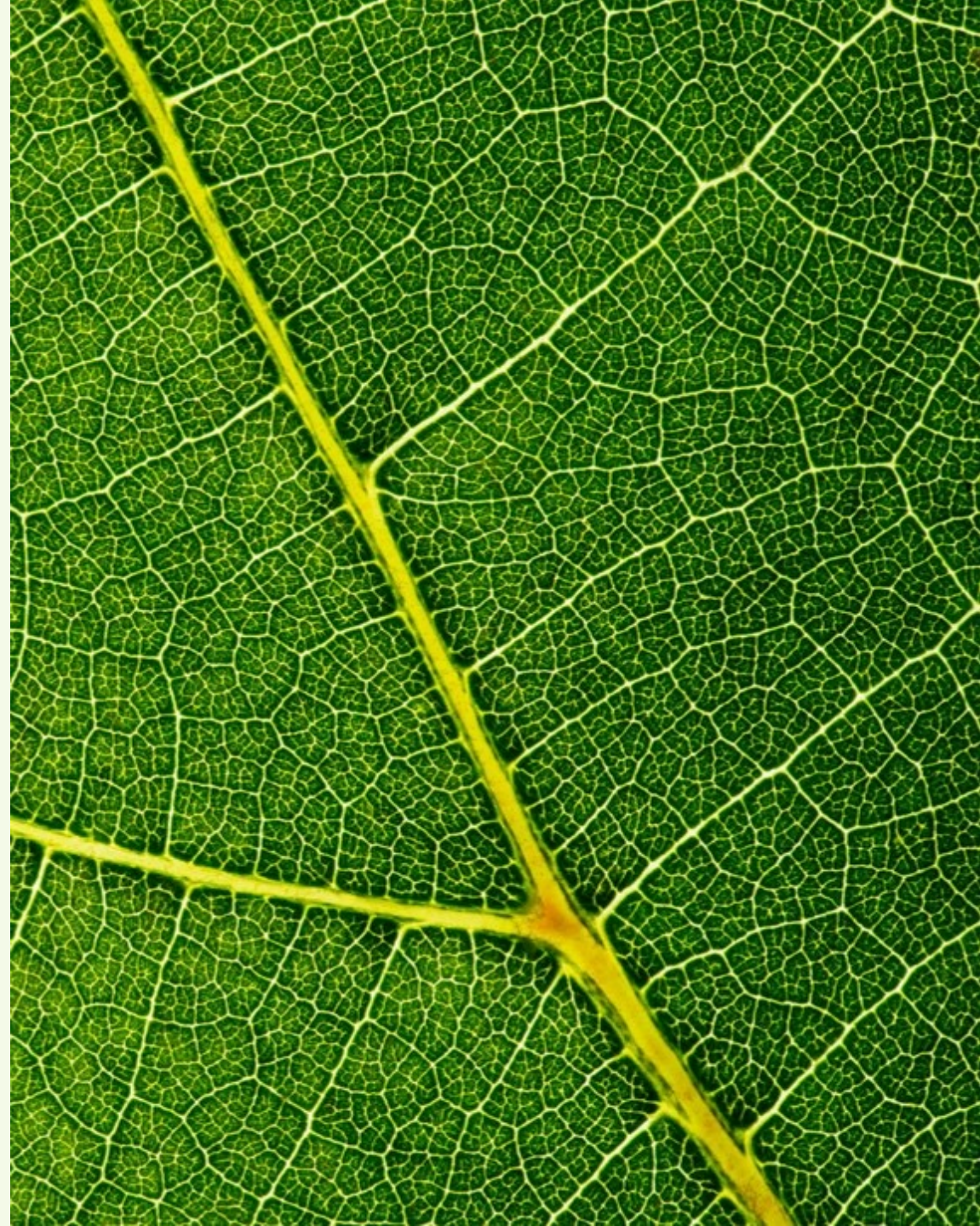
THANK YOU

Douglas E. Noll, JD, MA

559-903-2011

[doug@dougnoll.com](mailto:doug@dougnoll.com)

[www.dougnoll.com](http://www.dougnoll.com)





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# EAP Benefit Spotlight



# Leading vs. Managing

Leader

People-Focused

Manager

Task-Focused

## ROLES

- People-oriented
- Long-term vision
- Relationship building
- Inspiring and motivating

- Planning and goal-setting
- Organizing resources and tasks
- Controlling processes and outcomes

## SERVICES

- Setting direction and vision
- Empowering and developing others
- Fostering innovation and change
- Creating psychological and emotional safety

- Task-oriented
- Short-term goals
- Resource allocation
- Efficiency and effectiveness

## DECISION-MAKING

- Inclusive and collaborative
- Focus on consensus and input from others
- Emphasis on creativity and innovation

- Authoritative or consultative
- Focus on efficiency and productivity
- Emphasize adherence to policies and procedures.

## COMMUNICATION

- Inspirational and visionary
- Emotionally intelligent
- Open and transparent
- Authentic
- Trustworthy

- Clear and concise
- Task-focused
- Feedback-oriented

**Leadership.** If you're not coaching people two (2) levels down from you to become better leaders you're not doing your job. - **Douglas E. Knoll**