Leadership & Management

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Introduction

Military organizational culture:
- "Leadership" oriented
- Relies on credibility "down the chain"
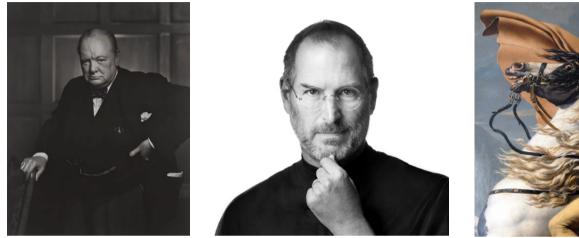- Leadership as a personal, charismatic trait

Business/public sector organization culture:
- "Management" oriented
- Relies on credibility "up the chain"
- Management as a technical skill

I suggest that the stereotypical distinction between management and leadership is a false dichotomy

Leadership stereotypes

- Leadership is stereotyped as:
  - Charismatic leaders, thought leaders, culture leaders
  - Motivational, inspiration, intuitive
  - A "magical" quality that is innate

- In reality, it is:
  - A collection of behaviours and traits that achieve a motivational or inspirational effect, not an innate quality
  - The effect is reliant on the cultural context

Management stereotypes

- Management is stereotyped as:
  - Detail oriented
  - Focused on optimization at the margins
  - A "technical" skillset that can be taught (MBA, e.g.)

- In reality, it is:
  - A wide range of activities, from the detailed to the general
  - Potentially transformative and even inspirational

New management/leadership model

- The difference is not "magical leadership" versus "technical management"

- New definition:

> *Leadership is a technical process;*
> *Management is the art of selecting and applying the right processes to solve a problem.*

- The leadership process gets applied to human systems.

- The leadership skill and the various other management skills become virtually indistinguishable at the highest levels of abstraction.

Thoughts on how this might relate to Myanmar

- "International" leadership styles may not be effective here (at least at the grassroots)

- Change management requires leadership at all levels

- Mid-level leaders need to be empowered and reinforced (without allowing "empire building")

- Leader/managers need to transform their styles and techniques as their organizations grow and change

Questions?