

Engagement



TOOL: Management vs. Leadership

To prosper in today's complex health care environment, organizations have to balance leadership and management. Management means setting objectives and focusing on consistently producing key results. Leadership focuses on potential—creating and supporting change to vitalize the organization.

	MANAGEMENT	LEADERSHIP
Creating an Agenda	Planning and Budgeting	Establishing Direction
	<ul style="list-style-type: none"> » Establishing detailed steps » Allocating necessary resources » Focus on the short term, details » Eliminating risks 	<ul style="list-style-type: none"> » Developing a vision and strategies for change » Focus on the long term
Developing a Human Network for Achieving the Agenda	Organizing and Staffing	Aligning People
	<ul style="list-style-type: none"> » Establishing structure » Staffing, delegating » Providing policies/procedures » Creating processes/systems » Focus on specialization » Compliance 	<ul style="list-style-type: none"> » Resolve feelings of anxiety about leading change » Determine how to resolve conflict in UBT » Identifying barriers to leading UBTs
Execution	Controlling and Problem Solving	Motivating and Inspiring
	<ul style="list-style-type: none"> » Monitoring results vs. plan » Identifying deviations » Organizing to solve problems » Focus on containment and control » Getting right person for the job 	<ul style="list-style-type: none"> » Energizing people » Satisfying higher-level needs » Focusing on empowerment » Creating environment for development
Outcomes	Predictability and Order	Change
	<ul style="list-style-type: none"> » Consistently producing key results expected by various stakeholders 	<ul style="list-style-type: none"> » Producing (often dramatic) change to become more competitive

Source: Adapted from John Kotter, *A Force of Change: How Leadership Differs from Management*, 1990