

Leadership AND Management: Two Necessary Talents



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Preview

- Why the subtitle
- Talents vs Skills
- Popular views
 - Management
 - Leadership
- Mutual Exclusivity
- Know Who's Going to Cry

Talents vs Skills

- Talents are inborn/innate
 - Can't teach or imbue in those that don't possess
 - Waste of time to train those not so endowed
- Skills are acquired
 - Can be more inclined to one than another
 - Can train to attain
- Experience enhances both, but more so the latter benefits from time/exposure

Talent Applies

- Leadership isn't teachable
 - Find your leaders and utilize them
 - Don't waste time/resources to develop non-talent
- Management really isn't teachable either
 - Maybe more so than leadership,
but don't get good managers (these are the ones we hate)
- Locate talent, then place appropriately
 - Result is better functioning organization

Non-party line

- Air Force wants leaders
- Manager is a pejorative
- Emphasis is one-sided
 - Leadership is end-all, be-all
 - No recognition/understanding of management
- I stand here in opposition to the prevailing view of leadership and management



Definitions / Characterizations

- Leadership
 - Provides vision, define direction
 - Big picture, strategic
 - Communicates
- Management
 - Provides directions, defines tasks
 - Deciphers mechanics of vision / Operational
 - Interprets strategic vision for tactical level

Mutual Exclusivity?

- Can Management & Leadership co-reside?
 - Yes, but rarer than you'd think
- Ideally, could have both; but if not, must located folks according to their talents
- Place/employ folks where most valuable to others and the mission/company/task
- A reason “up or out” is bad for resource allocation/management

What's missing

- Pure leaders miss the details
 - Think it's all easy
 - Just make it happen
 - No patience for the details or “excuses”
- Pure managers can't see the “forest”
 - Super-sub-optimize (see the “weed”)
 - Don't understand the vision
 - Can't communicate well up or down

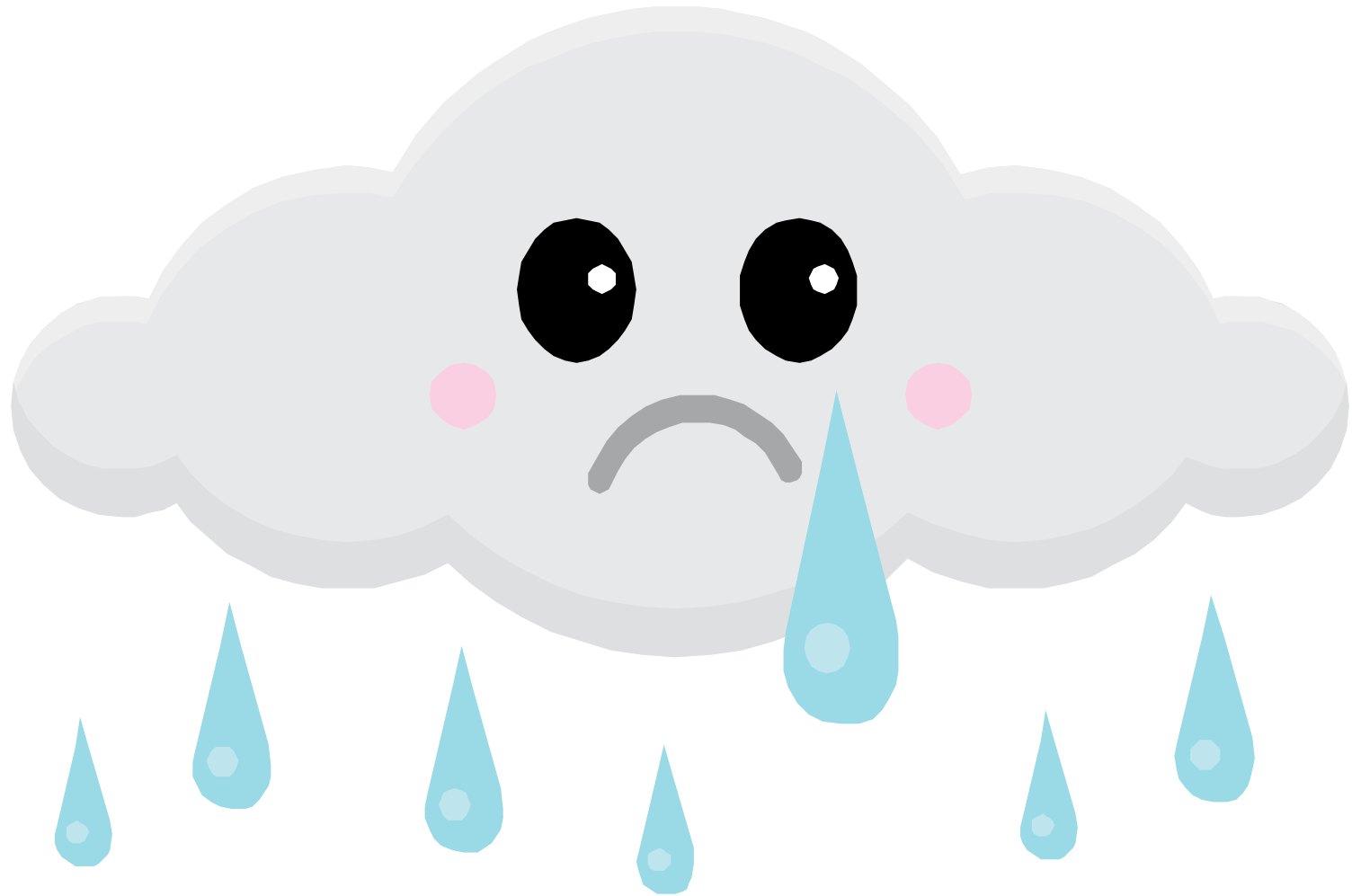
Balance Resources

- Management is the link
 - Weaves the tactical into achieving the strategic
- Understands the talents and skills of the people available to do the job
- Understands the chores/tasks required to achieve the leaders vision
- Integrates the previous two for max success

The Rare Alloy

- Possesses leadership and management talents
- Understands complexity of vision vis-à-vis goal
- Helps manager amalgamate ways, means, ends
- Properly optimizes for resource maximization
- Comprehends the leaders objective
 - It's rationale
 - Avenue to achieve
- Communicates Ops to tactical & strategic levels
 - Technically competent
 - Interpersonal skills at multiple levels

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