

Leadership vs Management

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About Me

- Associate Director at the University of Kansas Transportation Center & KS LTAP Director
- MS Management & Leadership
- Certificates from the Kansas Leadership Center in Teaching and Coaching
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Authority

- Authority is the provision of direction, protection, and order in exchange for cooperation.
- Social contract
- Scope
- Rewards

Definition of Leadership

Leadership is mobilizing others to tackle pressing, daunting, challenges.

- Leadership is an activity, not a position.
- Anyone can lead, anytime.
- It starts with you and must involve others.
- Your purpose must be clear.
- It's risky.

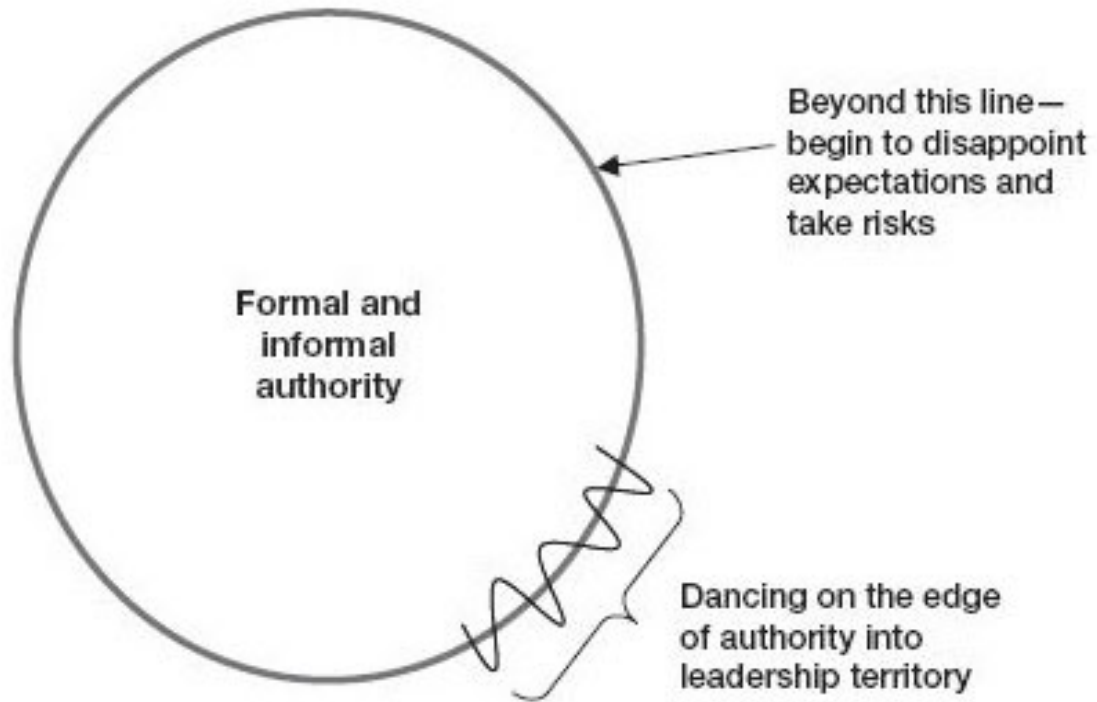
Distinguishing Technical and Adaptive Work

	TECHNICAL WORK	ADAPTIVE WORK
THE PROBLEM	IS CLEAR	REQUIRES LEARNING
THE SOLUTION	IS CLEAR	REQUIRES LEARNING
WHOSE WORK IS IT?	EXPERTS OR AUTHORITY	STAKEHOLDERS
TYPE OF WORK	EFFICIENT	ACT EXPERIMENTALLY
TIMELINE	ASAP	LONGER TERM
EXPECTATIONS	FIX THE PROBLEM	MAKE PROGRESS
ATTITUDE	CONFIDENCE AND SKILL	CURIOSITY

FIGURE 2-3

Leadership from a position of authority

Task	Technical	Adaptive
Direction	Provide problem definition & solution	Identify the adaptive challenge; frame key questions & issues
Protection	Protect from external threats	Disclose external threats
Order Orientation Conflict Norms	Orient people to current roles Restore order Maintain norms	Disorient current roles; resist orienting people to new roles too quickly Expose conflict or let it emerge Challenge norms or let them be challenged



Beyond this line—
begin to disappoint
expectations and
take risks

Formal and
informal
authority

Dancing on the edge
of authority into
leadership territory

Conclusion

- Authority is the provision of direction, protection, and order in exchange for cooperation.
 - Useful for technical challenges
- Leadership is mobilizing others to tackle pressing, daunting, challenges.
 - Necessary for adaptive challenges

Sources

Heifetz, R. A., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership: tools and tactics for changing your organization and the world*. Harvard Business Press.

Recommended Learning/Reading

- The practice of Adaptive Leadership by Heifetz, et al.
- Leadership on the Line by Heifetz and Linsky
- Leadership without Easy Answers by Heifetz
- Kansas Leadership Center Leadership Classes
- Harvard Kennedy School Leadership Classes