



Management Does Not Prepare You for Leadership

Leadership is often seen as being a natural progression from management. Criticaleye Co-founder and Managing Director, **Charlie Wagstaff**, asks if this belief can put senior executives on the wrong track

*"Management is doing things right.
Leadership is doing the right things."*
(Peter Drucker)

Leadership is perceived to be the natural progression and evolution from management. The simple paradox is that the skill sets developed in management are poles apart from those required to be a great leader. Could this explain why leaders often get it so wrong?

Here are four areas where the differences between leadership and management are most apparent:

1. Vision versus Task

Leadership sets the tone, energising people towards the vision and inspiring all to achieve and take ownership. Circumstances will always change, but values do not. It's 'influence' that leaders seek to achieve, versus a circle of power that management exact. With influence you operate within a matrix and certainly impact numerous others. Leadership requires a vision of the world that does not yet exist and the innate ability to communicate it.

Leadership displays a very different behavior and mindset. It's lonely as a leader, particularly as a CEO, you have to learn to cope in isolated environments; the decision made is one that only you are accountable for. As a manager you are not the custodian, and whilst you have clear lines of responsibility it's not with you that the buck stops.



2. IQ and EQ

Leadership is about innovative ideas not found on a spreadsheet – the numerous unknowns that require subtle nuancing and creation of value, whereas management is all about mastering fundamentals, professional expertise and applied logic. Leadership is an accumulation of what you observe about those you directly and indirectly influence, stakeholder management and leveraging opportunities. Leadership is very reliant on EQ, whereas management is much more about IQ.

Management is about a finishing line, having to execute, hitting a budget, invariably with links to other interrelated divisions or targets. Management has milestones which are integral steps along a journey, defined parameters. As a leader you define and refine the parameters looking for the 'white space' and what's next.

3. Selfishness versus Selflessness

Leadership has no place for individualism, it's about the team and collaboration. As a leader you get a lot more accomplished as a collective.

Management's focus is on getting up through the ranks early on, invariably being very reliant on your own capability. Business is a team sport that relies on individual talent and enabling it, especially management, to shine and develop. A leader has to focus on developing people and creating environments for the team to achieve the desired result, thereby detaching themselves, entrusting and enabling individuals and the team to perform.

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4 Complexity and Simplicity

All leaders must ensure complexity is understood, however a great leader must then make what is complex, simple. This simplicity means that all stakeholders internal and external can comprehend, align and proceed with the necessary direction and speed. This does not mean that leaders do not pay attention to detail, in fact they are very keen to ensure all adds up and will undertake deep dives as and when required. Management by its very nature, often operates in silos, without the requirement or access to appreciate the single overarching purpose.

MAKING THE TRANSITION FROM A MANAGER TO A LEADER

If as leader you are undertaking too much management you are clearly not leading. You are not building a potential successor and you are not creating and building an organisation that is sustainable, you are simply fighting the now and not being strategic.

What is required to be a leader?

- First accept that management and leadership are different, you are required to build a new skill set
- It's not about me, it's about the team
- It's not about having the answers but having the questions.
- Set boundaries within which the team can operate and flourish, review the boundaries frequently
- Learn how to replace blame with responsibility
- Inspire relentlessly and set a vision
- Keep it simple – bite-size always works
- If you are in the 'pit' (being tactical) who is doing the thinking?
- Understand the adrenaline hits will be less frequent

Featuring Commentary From:



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