IS THERE A DIFFERENCE BETWEEN A GREAT MANAGER AND A GREAT LEADER?

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Program Content Developed From:
“The One Thing You Need to Know ... About Great Managing, Great Leading and Sustained Individual Success”
We live in a world of excess access.
IS THERE A DIFFERENCE BETWEEN A GREAT MANAGER AND A GREAT LEADER?

We have more information available to us than we will ever know what to do with.

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IS THERE A DIFFERENCE BETWEEN A GREAT MANAGER AND A GREAT LEADER?

how much you can retain...

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IS THERE A \textbf{DIFFERENCE} BETWEEN A GREAT \textbf{MANAGER} \textbf{AND} A GREAT \textbf{LEADER}? \\

\textit{the very few things you must never forget.} \\

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“The One Thing You Need to Know ... About Great Managing, Great Leading and Sustained Individual Success”
Excellence can be distilled into one controlling insight, one “thing” you need to know about...

Great Managers, Great Leaders and Sustained Individual Success
IS THERE A DIFFERENCE BETWEEN A GREAT MANAGER AND A GREAT LEADER?

The One Thing You Need To Know... about

Great Managers

Discover what is unique about each person and capitalize on it.

The primary role of a great manager is to turn a person's talents into performance.

Great Leaders

Discover what is universal and capitalize on it.

The primary role of a great leader is to rally people to a better future (using the future as a place to start).

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The One Thing You Need To Know... about

Great Managers

Discover what is unique about each person and capitalize on it.
When managing, to get the best performance from your people, consider these first steps:

1. Select people effectively
When managing, to get the best performance from your people, consider these first steps:

2. Set expectations by clearly defining the outcomes you want
When managing, to get the best performance from your people, consider these first steps:

3. Learn how to steer them toward roles that truly fit them, rather than simply promoting them up the corporate ladder.
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When managing, to get the best performance from your people, consider these first steps:

4. Motivate people by focusing on their strengths and managing around their weaknesses

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Take for instance, this example...

Your child comes home with the following grades:

English = A  Social Studies = A
Biology = C  Algebra = F

Which grade deserves the most attention from you?
IS THERE A
DIFFERENCE
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Great Managers

1. Select people effectively
2. Set clear expectations
3. Steer them toward roles that truly fit them
4. Focus on their strengths

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Great Managers

1. Selecting people effectively
2. Setting clear expectations
3. Steering them toward roles that truly fit them
4. Focusing on their strengths

Question

What are the biggest challenges in doing these 4 things effectively?
IS THERE A DIFFERENCE BETWEEN A GREAT MANAGER AND A GREAT LEADER?

Great Managers

Take a stab at this one...

Question

What are 3 things great managers need to know about a person in order to manage them effectively?

3 Minute Brainstorming Session

TABLE TALK

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Great Managers

Answer

1. Strengths & Weaknesses
2. Triggers
3. Learning Style
The mediocre manager believes that most things are learnable, thereby believing the essence of management is to identify a person’s weaker areas and eradicate them.
IS THERE A DIFFERENCE BETWEEN A GREAT MANAGER AND A GREAT LEADER?

Great Managers

A. Strengths & Weaknesses

The great manager believes the opposite. They believe the most influential qualities of person are innate, thereby believing the essence of management is to deploy these qualities as effectively as possible to drive performance.
2. Triggers

“I figured out how to trip each one’s trigger. Phil Simms is a talented quarterback but he needs to be challenged. Jeff’s very different. If you raise your voice with him, even one tone, he’ll close you out. What works with him is a quiet word in his ear.”

Super Bowl XXV (1991)

QB’s: Phil Simms / Jeff Hostetler
Great managers, are always on the lookout for each person’s triggers. They know that a person’s strengths, will require precise triggering to keep them switched on.
Sometimes you will trigger an employee’s strengths simply through the way you present a challenge.
Of all of the different types of triggers, by far the most powerful is the recognition trigger.
The 3rd thing great managers need to know about a person is their particular style of learning.
3 Predominate Adult Learning Styles

Those who learn by...

1. Analyzing
2. Doing
3. Watching
3. Learning Style

Analyzing

Taking it apart, examining its elements, and reconstructing it piece by piece
IS THERE A DIFFERENCE BETWEEN A GREAT MANAGER AND A GREAT LEADER?

Great Managers

3. Learning Style

Doing

Jumping in feet first and learning during the effort. Trial and error is part of the learning.
3. Learning Style

Watching

Learning by being given the chance to see the total performance or see the results before taking action
3. Learning Style

Which One Are You?

The Analyzer
Taking it apart, examining its elements, and reconstructing it piece by piece.

The Doer
Jumping in feet first and learning during the effort. Trial and error is part of the learning.

The Watcher
Learning by being given the chance to see the total performance or see the results before taking action.

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Strengths and weaknesses, triggers, and unique style of learning are the 3 things great managers must know about a person in order to manage them effectively.

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Great Managers

Question

But how do you identify the three in a person?

Ask Them!
“What was the best day you had at work in the last three months?”

• What were you doing?
• Why did you enjoy it so much?
Great Managers

For Weaknesses

“What was your worst day at work in the last three months?”

• What were you doing?
• Why did it grate on you so much?
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For Triggers

“What was the best relationship with a manager you ever had?”

What made it work so well?
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Great Managers For Triggers

Q “What was the best praise or recognition you’ve ever received?”
What made it so good?

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“When in your career do you think you were learning the most?”

Why did you learn so much?
Ask those five questions...
Listen closely...
Act on the information ...

...and you will discover the power of capitalizing on what is unique about each of your people.
The One Thing You Need To Know... about

Great Leaders

Discover what is universal and capitalize on it.
Great leaders are **not** about increasing **performance**, they are about increasing **enthusiasm**, spiritedness.
The job of a great leader is to rally people to a better future, and as such, they are not intermediaries.

They are **instigators**.
Driven by their compulsion for a better future, their challenge is to do everything in their power to get other people to join together to make this future come true.
Great Leaders

They will perform this role well only when they find a way to engage people, regardless of each person’s uniqueness, to become excited by and confident in this better future.

Great Leaders Win Loyalty
Since it’s important for great leaders to tap into those things we all share (universal), the obvious question becomes...

“What, exactly, do we all share?”

3 Minute Brainstorming Session
Is there a difference between a great manager and a great leader?

What, exactly, do we all share?

5 Fears, 5 Needs, 1 Focus

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5 Fears, 5 Needs, 1 Focus

What are the five fears?

1. Fear of Death
2. Fear of the Outsider
3. Fear of the Future
4. Fear of Chaos
5. Fear of Insignificance

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What are the five needs?

1. Fear of Death
2. Fear of the Outsider
3. Fear of the Future
4. Fear of Chaos
5. Fear of Insignificance

1. Security
2. Community
3. Clarity
4. Authority
5. Respect

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5 Fears, 5 Needs, 1 Focus

Understanding the interplay of these fears and needs is crucial. Although each is relevant to your efforts at leading, one of them demands your greatest focus.

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If you can grapple with the third universal...

*the fear of the future and somehow neutralize it...*

even turn it into something positive, you will have pulled off something truly significant as a leader.
Great Leaders

5 Fears, 5 Needs, 1 Focus

How do you turn fear into confidence?

Clarity! Define the future in such vivid terms, through your actions, words, images, sounds & pictures that we can see where you are going.
Clarity is the antidote to anxiety, and therefore clarity is the preoccupation of every truly great leader.
Great Leaders

5 Fears, 5 Needs, 1 Focus

Clarity on such things as:

1. Who do we serve?
2. What is our core strength?
3. What is our core score?
4. What actions can we take today?
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Great Leaders

THE DISCIPLINES OF LEADERSHIP

Take Time To Reflect
Select Your Heroes Carefully
Practice

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THE DISCIPLINES OF LEADERSHIP

The best leaders always take time to reflect, muse, ruminate. Carve time out to “turn off” and just “listen.” Be still. Dedicate time to think about excellence, to think about success. Remind themselves of what they already know. Like most social scientists, they know success is not the opposite of failure, it’s just different.

Take Time To Reflect

Select Your Heroes Carefully

Practice

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**THE DISCIPLINES OF LEADERSHIP**

- **Great Leaders**
  - Take Time To Reflect
  - Select Your Heroes Carefully
  - Practice

Not role models, but who you admire. Whose performance do you choose to celebrate? If you want to predict the future behavior of any community of people - a team, a tribe, a company, even a country - look to its heroes. Look to the people and the events it chooses to revere.

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Great Leaders

THE DISCIPLINES OF LEADERSHIP

The final discipline employed by great leaders is this: they practice. They discipline themselves to practice the words, the images, and the stories they will use to help us perceive the future more clearly. Effective leaders don’t have to be passionate, charming, brilliant, or even great speakers. What they must be - is clear.

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The One Thing You Need To Know... about Great Leaders

Discover what is universal and capitalize on it.
The Twenty Percenters  According to Gallup research only twenty percent of people report that they are in a role where they have a chance to do what they do best every day, and that the rest of the working world feels like their strengths are not being called upon every day.
The One Thing You Need To Know... about

Sustained Individual Success

Discover what you don’t like doing and stop doing it.

The secret to sustained individual success lies in knowing which activities play to your strengths and which do not and in having the self-discipline and willingness to walk through the fear to reject the latter.
The One Thing You Need To Know

**Great Managing**
Discover what is unique about each person and capitalize on it.

**Great Leading**
Discover what is universal and capitalize on it.

**Sustained Individual Success**
Discover what you don’t like doing and stop doing it.
IS THERE A DIFFERENCE BETWEEN A GREAT MANAGER AND A GREAT LEADER?

Are YOU a Great Manager?
IS THERE A DIFFERENCE BETWEEN A GREAT MANAGER AND A GREAT LEADER?

Are YOU a Great Leader?

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Are YOU Willing To Stop Doing What You Don’t Like Doing?
IS THERE A DIFFERENCE BETWEEN A GREAT MANAGER AND A GREAT LEADER?

Thank You!

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