

The Write Plan, LLC Newsletter

- A Technical Writing Solutions Company

"Do You Know The Difference Between Managers and Leaders
/ The Relevance Of Organizational Values"

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What's New ...

So it is now June which means Summer time and the kids home from school (for those of you with kids). However, do not let the Summer and kids deter you from still attending many quality networking events.

I believe I mentioned before about one of my favorite networking events called [Entrepreneur Thursday's](#) hosted by Jessica Lee. It is a combination of live Jazz music and networking in downtown Pittsburgh close to the convention center ... all for \$5!!! If you have not attended or have not been there in some time I encourage you to attend some Thursday. Who knows you might even get to see me there!!! :o)

For all those dads out there speaking of kids HAPPY (early) Father's Day, enjoy the day with the little one(s) in your life .

Fun fact about Father's Day: The first Father's Day was celebrated on June 19 1910 in Spokane, Washington USA.

Happy Networking !

Chad

"The NetworkING of Pittsburgh"

About Us

To encourage and promote the growth and success of other business owners. We offer the benefits of years of experience creating the solutions to the problems that are often roadblocks on the path to success.

Instead of enjoying their professions, many business owners are feeling overworked and understaffed. **The Write Plan, LLC** can help you reclaim your original vision by offering friendly, collaborative assistance on large and small projects.

NEED HELP PROMOTING A NETWORKING EVENT?

If your event would be of interest to entrepreneurs and small business owners please submit your event information for inclusion on the monthly networking events calendar by [clicking here](#).

HAVING TROUBLE TELLING OTHERS YOUR BUSINESS EXISTS?

If you would like **over 2,400** other businesses to find your business monthly, why not [advertise](#) within this newsletter.

HOW DO I SIGN-UP TO RECEIVE MY OWN COPY OF THE NEWSLETTER?

If you are looking to receive your very own copy of this newsletter each and every month please submit the form on our webpage http://www.thewriteplanllc.com/Monthly_Newsletter.html

FEEDBACK, QUESTIONS, OR COMMENTS?

Please submit feedback, questions, or comments on the Request Form webpage http://www.thewriteplanllc.com/Request_Form.html

GUESTBOOK

Tell us what you think of our services, newsletter and networking calendar by [clicking here](#).

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I have been asked by my client to coach senior staff to prepare them for leadership roles so how would you know who might be ready for leadership?

There has been a lot of research conducted about what makes up managers and leaders. Some of the more interesting findings reveal that the strongest differences are in the conceptions a person holds, more so than the technical or analytical skills. The manager embraces process, mediation and accommodation, attachment to groups, stability, execution, and resolving problems quickly. The leader embraces ideas, attachment to individuals, tolerates ambiguity, sets new directions, is willing to let problems become clear before driving to a solution, and has passion. These are the results of work by researchers like Abraham Zelesnik, who recognizes that leaders can be found throughout an organization, not just at the top. This is why organizations are drastically rethinking "leadership development" programs aimed at identifying "promising" managers and grooming them for the executive suite. The issue is more complex than can be addressed here but an important point is that **leaders can't be made if their natural inclinations are not there.**

A second finding is that the nature of what a leader does is also changing. It used to be that a leader had authority and provided direction. Organizations have changed so that leaders may be found throughout the organization. There are some who recognize Level 4 and 5 leadership traits in junior people, even without the authority normally associated with such leadership levels. Add in emotional intelligence as a prerequisite to leadership effectiveness and you begin to understand why leadership development curricula developed a decade ago are potentially dangerous when applied to today's organizations.

Tip: The conclusion is that the nature of leadership and how it is expressed throughout organizations has become quite complex. Unless you are experienced in personnel assessment, trained specifically in leadership coaching, and are keeping up with recent research, it is unwise to assume that because you are a consultant that you can "do" leadership coaching. Declining yourself from such a request is not only ethical but also helpful to the client if you convey the importance of getting leadership right.

Many companies follow the rational strategy development model that includes Vision, Values, mission, Objectives, and strategy. I understand, operationally, how all of these other than values fits in taking a company forward. What good is spending time figuring out organizational values if nobody pays any attention to them?

This statement begs the question of whether it is the poor articulation of values or their lack of use that is the issue. I would agree that too many companies place too little emphasis on defining their values. Even when they do, the values they do articulate are often aspirational and not the values currently espoused or acted on by the management and employees. When they don't, it is frequently because management fails to see how values could be "used" in executing the strategy they have developed.

What we can miss is that values are more foundational in an organization's day-to-day operations than strategies or tactics. If tactics are what you do, then values are who you are. In crafting the long view of strategy, a consensus on values underlies your decision making and problem solving processes. When a problem arises that challenges you in ways not foreseen by strategy, then values are what you must have to reconcile the conflicts in those decisions. For example, how should a company resolve a conflict between an employee and a customer if you haven't had a full conversation about how you honoring employees compared to how you serve customers.

Tip: If your client has not had a serious conversation recently about values, you could provide value by facilitating that discussion. Whether your specialization is in leadership, human resources, process management, marketing or any other area, a conversation about values as a way to increase the consistency and fairness of decision making is a natural consulting service.

Advertise here



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