

## Leadership vs. Management

### Activity Instructions: Introduction:

Now that you understand the difference between leadership and management, you will practice applying what you have learned in a brief activity. You will be presented with specific activities and must determine whether they are better examples of something a leader or a manager would do.

	<b>Leadership or Management Scenario</b> <i>(Presented as a short statement or scenario)</i>	<b>Feedback if “Leadership” is selected</b> <i>(Explain in 2-3 sentences)</i> <ul style="list-style-type: none"> <li>● If the student correctly identified this statement as leadership, why were they correct? What makes it leadership?</li> <li>● If the student thought this statement was leadership (but was wrong), why were they wrong? Why is this NOT leadership?</li> </ul>	<b>Feedback if “Management” is selected</b> <i>(Explain in 2-3 sentences)</i> <ul style="list-style-type: none"> <li>● If the student correctly identified this statement as management, why were they correct? What makes it management?</li> <li>● If the student thought this statement was management (but was wrong), why were they wrong? Why is this NOT management?</li> </ul>
E X A M P L E	<i>Develops innovative solutions to an issue or problem</i>	<b><i>This is an excellent example of leadership!</i></b> <i>A leader focuses on developing innovative solutions to achieve change and future improvement or to solve problems. The leader is seen as an innovator, someone who can develop creative responses to complex issues or problems. While a manager must also be able to solve problems to meet timelines and outcomes, their key focus is on fixing immediate problems so they are less likely to be involved envisioning future innovations.</i>	<b><i>This would be a better example of leadership.</i></b> <i>A manager's key focus is on fixing immediate problems to make sure that timelines and outcomes are met and expected short-term results are produced. They must have the ability to solve problems to meet timelines and outcomes, but are less likely to be involved envisioning future innovations than would a leader.</i>
1	A principal holds regular staff meetings that start and end on time and have well-planned agendas.	<b>This would be a better example of management.</b> Good managers are reliable and predictable. Holding useful meetings dependably is a great characteristic of a good manager. To be an example of leadership, the principal would need to use staff meetings to examine the fundamental direction of the school and incorporate staff members' input into any changes.	<b>This is an excellent example of management.</b> Good managers are predictable and reliable. By holding regular staff meetings that use staff members' time well, the manager is demonstrating good planning and respect for others. To be an example of leadership, the principal would need to use staff meetings to examine the fundamental direction of the school and incorporate staff members' input into any changes.
2	A superintendent cultivates employees to advance to positions of authority within the	<b>This is an excellent example of leadership.</b> Great leaders nurture employees and look to the long term health of their organizations. By cultivating the district's future leaders, this superintendent is both leading	<b>This would be a better example of leadership.</b> A manager would make sure that employees have a clear sense of their responsibilities, but would not plan for their futures or the future of the organization. Great

	organization while instilling in them the values and skills vital to the organization's long term success.	employees and leading the organization effectively. A manager would make sure that employees have a clear sense of their responsibilities, but would not plan for their futures or the future of the organization.	leaders nurture employees and look to the long term health of their organizations. By cultivating the district's future leaders, this superintendent is both leading employees and leading the organization effectively.
3	A charter school leader plans a balanced budget for each fiscal year that ensures organizational stability and consistency	<b>This would be a better example of management.</b> While budgeting may be a tool that leaders use, simply maintaining a balanced and predictable budget is not leadership. Overseeing challenging budget reductions while motivating staff at the school or making a significant investment in a new strategy would be examples of how a charter school leader could use the budgeting process to lead.	<b>This is an excellent example of management.</b> Good managers ensure the stability and consistency of their organization and maintain a balanced budget in the process. Example of how a charter school leader could use the budgeting process to lead might include overseeing challenging budget reductions while motivating staff at the school or making a significant investment in a new strategy.
4	The executive director of an education non-profit establishes a multi-year plan to expand the mission and goals of the organization	<b>This is an excellent example of leadership.</b> Leaders think over a long time horizon and are willing to make changes like expanding the mission or goals of an organization. To be truly effective this leader would also need to build the organizational and community support required for success.	<b>This would be a better example of leadership.</b> While planning is a tool that good managers use, leaders make long-term plans that enact significant changes to an organization.
5	The leader of an education think tank terminates an employee who underperforms	<b>This would be a better example of management.</b> Simply terminating an employee is a task that many managers have to face. Changing overall employee expectations and helping existing staff gain the tools they need to be successful (and perhaps terminating those who do not) would be an example of leadership.	<b>This is an excellent example of management.</b> Every manager faces staff challenges and must make difficult decisions about retaining employees. Basing termination decisions on employee performance is a good management technique. An example of leadership might include changing overall employee expectations and helping existing staff gain the tools they need to be successful (and perhaps terminating those who do not).
6	A principal sends out weekly newsletters to parents and staff	<b>This would be a better example of management.</b> Simply providing a regular newsletter is a good tool, but to be an example of leadership, the principal would need to use his or her communications tools to rally community support or to instill a new culture in the school community.	<b>This is an excellent example of management.</b> Providing regular, dependable communications is one hallmark of a good manager. Regular communications are critical to an organization, but do not, by themselves, constitute leadership. Using a regular newsletter to rally community support or to instill a new culture in the school community would be an example of leadership.
7	A school district leader	<b>This is an excellent example of leadership.</b>	<b>This would be a better example of leadership.</b>

<p>establishes a completely new goal for the district and motivates staff and stakeholders to embrace the changes needed to reach that goal.</p>	<p>Changing a whole district's goals and ensuring staff and community support is exactly the behavior one associates with a leader.</p>	<p>Changing a whole district's goals and ensuring staff and community support is exactly the behavior one associates with a leader. A manager may work to ensure an organization works towards its goals, but it takes a leader to create and build support for new goals.</p>
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