

Management and Leadership

Managing is:

- Working within boundaries
- Controlling resources
- Planning to reach goals
- Contracting how and when work will be done
- Emphasizing reason and logic supported by intuition
- Deciding present actions based on the past and precedent
- Waiting for all relevant data before deciding
- Measuring performance against plans

Leading is:

- Expanding boundaries
- Influencing others
- Creating a vision of a possible future
- Committing to get the work done no matter what
- Emphasizing intuition and feelings supported by reason
- Deciding present actions based on the envisioned future
- Pursuing enough data to decide now
- Assessing accomplishment against vision

Source: Geoffrey M. Bellman, *Getting Things Done When You Are Not in Charge* (Oakland, CA: Berrett-Koehler Publishers, 2001), 14.

