The 10th Dimension

The power of 10...

...a series of articles by Dr Ed Bonner

Do leaders and managers have the same characteristics? No, they do not!

Stephen Covey in The Seven Habits of Highly Effective People writes ‘All things are created twice. There’s a mental first creation and a second physical creation.’ Leadership is more about the first creation, and management more about the second. Covey says ‘Begin with the end in mind’. This means beginning with a clear understanding of your destination, the goals you wish to achieve. Leadership is the ability to influence a group toward the achievement of those goals.

Not all leaders are good managers, nor are all managers leaders.

1. Managers deal with things that are urgent, leaders with that which is important. Leaders are proactive, managers reactive.
2. Management works within the system, leadership on the system, creating new paradigms.
3. Leaders are goal orientated; managers are task orientated. Good leaders create, good managers delegate.
4. You manage people; leaders manage with day-to-day logistical details of production and the ‘now’—leaders are more concerned with the production capability of the future. Good leaders tend to be people-focused.
5. Leaders: ‘Am I doing the right things?’ Leaders take decisions. Management follows leadership.
6. Management is efficiency in climbing the ladder of success, keeping it firmly against the wall—leaders determine the wall against which the ladder should be placed.
8. Management is a left-brain activity more concerned about application and output—leadership is more of a right-brained art concerned with input.
9. Leaders are risk averse: they tend to go with the flow—leaders often show a willingness to take risks, even gambles.
10. Managers evaluate the performance of employees—leaders evaluate managers’ performance.

All leaders need energy, authority and strategic vision to direct their operations effectively. But what are the key factors that truly inspire followers?

Inspirational leaders have key qualities.

1. They are passionate about what they do.
2. They are who they are; they don’t try to be something else.
3. They have vision—leaders are people-focused.
4. They are adaptable and can change their style to suit the situation.
5. They believe in the maxim ‘never put off till tomorrow what you can do today’.
6. They can put in a high level of effort and dedication to a task.
7. They are open to new ideas and experiences.
8. They have a strong sense of integrity and ethical values.
9. They are confident in their abilities and decisions.
10. They are able to inspire and motivate others.

A case study

Consider the following case: a patient, Miss M, attends with a severe toothache. Only problem is she doesn’t know which tooth it is coming from. ‘I think its top left somewhere, but it could be the lower, I’m not sure,’ you examine; no cavities, no tenderness to percussion, no visible cyst or swelling, no negative response to thermal testing, nothing coming up on x-ray. So what do you do? Extract the tooth? Which one? Fill it? Which surface? Prescribe antibiotics? Probably—that’s what most medical professionals do when they don’t know what else to do. What are the consequences? Possible relief. Possible allergic reaction. Possible anaphylaxis (very unlikely). A high risk of sensitisation to the antibiotic, and possible susceptibility to superbugs.

By doing nothing and explaining why, the pain may possibly resolve, may possibly get worse, but either way will probably present with a clearer picture. They only thing certain is that doing the wrong thing is worse than doing nothing.