

Leadership vs Management ^(Authority)

By Emily Wilder



Authority

- Authority is the provision of direction, protection, and order in exchange for cooperation.
- Social contract
- Scope
- Rewards

Definition of Leadership

Leadership is mobilizing others to tackle pressing, daunting, challenges.

- Leadership is an activity, not a position.
- Anyone can lead, anytime.
- It starts with you and must involve others.
- Your purpose must be clear.
- It's risky.

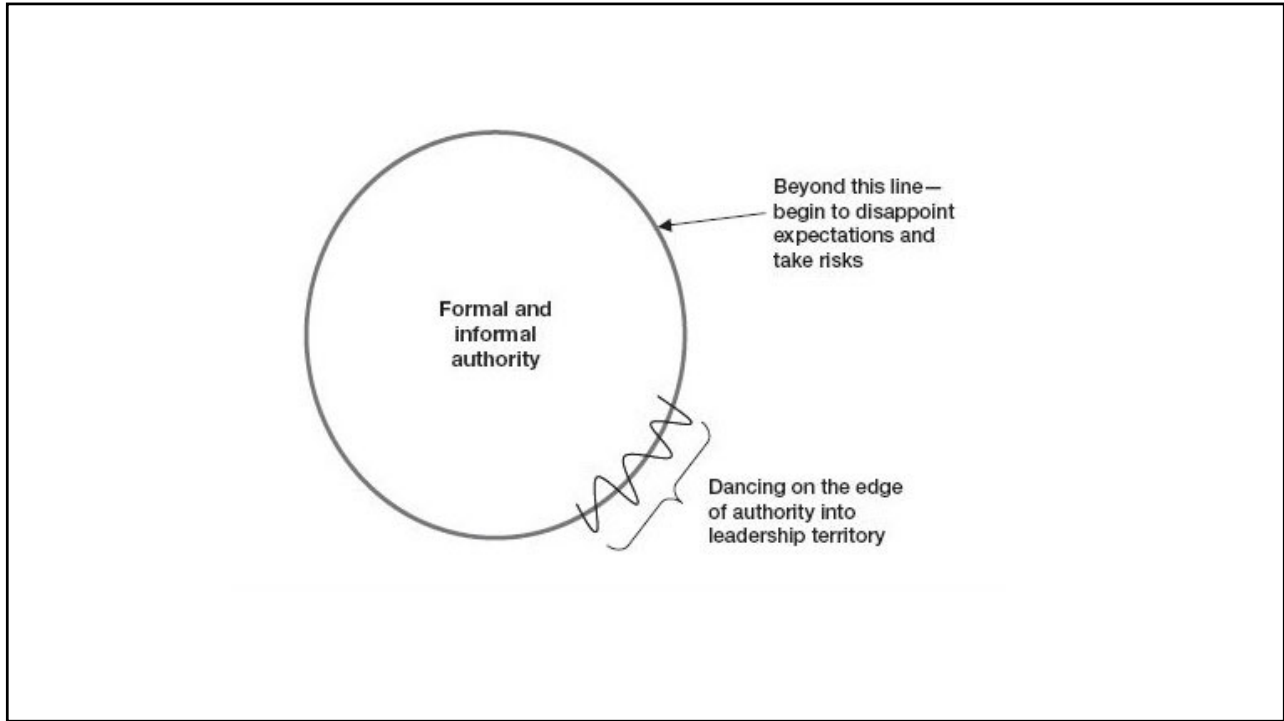
Distinguishing Technical and Adaptive Work

	TECHNICAL WORK	ADAPTIVE WORK
THE PROBLEM	IS CLEAR	REQUIRES LEARNING
THE SOLUTION	IS CLEAR	REQUIRES LEARNING
WHOSE WORK IS IT?	EXPERTS OR AUTHORITY	STAKEHOLDERS
TYPE OF WORK	EFFICIENT	ACT EXPERIMENTALLY
TIMELINE	ASAP	LONGER TERM
EXPECTATIONS	FIX THE PROBLEM	MAKE PROGRESS
ATTITUDE	CONFIDENCE AND SKILL	CURIOSITY

FIGURE 2-3

Leadership from a position of authority

Task	Technical	Adaptive
Direction	Provide problem definition & solution	Identify the adaptive challenge; frame key questions & issues
Protection	Protect from external threats	Disclose external threats
Order Orientation	Orient people to current roles	Disorient current roles; resist orienting people to new roles too quickly
Conflict	Restore order	Expose conflict or let it emerge
Norms	Maintain norms	Challenge norms or let them be challenged



Leadership Competencies

DIAGNOSE
SITUATION

MANAGE
SELF

ENERGIZE
OTHERS

INTERVENE
SKILLFULLY

Technical and Adaptive Work in Action

Anne Smith
August 25, 2020

Technical Work

Make the Company Grow

The Problem

- Clear Problem
 - Company has outgrown the accounting software
 - Procedures and process needs to be built on best practices leading to improved division of duties
 - Data needs more robust reporting capabilities

The Solution

- Clear Solution
- Discussed issues with Auditors, advice was clear. For our organization QuickBooks was the best solution.
- True accounting software, payroll capabilities, robust reporting, ability to grow with the Agency

Whose work is it?

- Work of experts and authority
- I researched the cost and determined funding availability and presented proposal to our Board.
- Following approval from our Board, I worked with the auditors to implement and set up the chart of accounts, they provided training for me.

Type of Work

- Efficient
- Worked directly with our Auditors
- The initial product was a computer software product. No cloud based services back in the stone age.

Timeline

- As soon as possible
- The process of implementation took about two-three weeks, with additional minor changes for several weeks after that.
- Not all of the functionality was implemented immediately due to cost.

Expectations

- The problem was solved
- Over the years as growth has continued, we have addressed “problems” in the same manner and have worked with subject matter experts and end-users to find the appropriate solutions.

Attitude

- Confidence and Skill
- Our auditors have been able to use our policies and procedures as a model for other non-profit organizations seeking to implement best practices.

Adaptive Work

Make the Company Grow

2012 Fixed Route Implementation in Manhattan



The Problem

A good problem to have...



- Services began to grow, costs began to rise and clear barriers to continued growth emerged.
- Required learning
 - Look at the data

The Solution

- Required learning
 - Reached out to Board, KDOT, RTAP, TCRP, others
- Implementing a fixed route service was identified as the only viable long term solution for the Agency

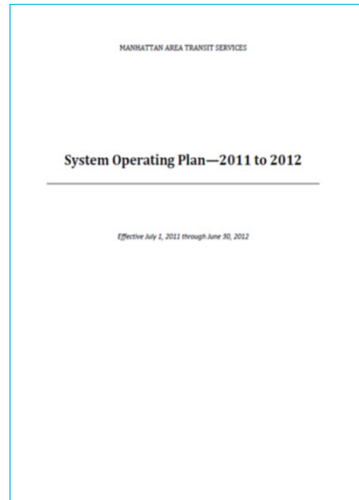
Whose work is it?

- Required stakeholders
 - KDOT was working on regional business model planning
 - Kansas State University was beginning to think about its transportation needs for students
 - The City of Manhattan was skeptical, but willing to listen
 - Riley County was also willing to participate in planning

Type of work

- We had to experiment
 - Committees were formed
 - Multiple route alternatives and budget scenarios were developed
 - KSU's "SafeRide" program was our first service contract. This contract and others that were later developed made fixed routes in Manhattan possible.

Timeline



Expectations

- The plans were in place, the buses were ordered.....
-Then came the election.....
- The new City Commission said, "NO" to providing us with \$15,000 in new funding

Expectations

- Given the very small amount of funding from the City, the project was delayed, but not stopped.
- Fixed routes were finally implemented in 2012
- Additional fund raising took place to secure the additional funding

Attitude

- Curious
 - How did the real-world data compare to the studies?
- The process never ends, keep learning, adapting and overcoming obstacles.
 - We quickly identified the areas for improvement, when additional local dollars were available
 - In 2018, the first major route re-alignment project took place with additional changes