

From **ROO** to You



January, 2012

Leading self, others and organizations

Last week a colleague, Richard Bents, and I had the pleasure of kicking off a 12-month leadership development program for an association of nonprofit organizations. Throughout the year, the cohort will learn about leading self, leading others and culminate with leading their organization. Self awareness is always the first step to leadership, and we began with the MTL (Management, Transition and Leadership skills) assessment, and a discussion of the differences between management, transition and leadership competencies. While some managers with titles, staff and budgetary responsibility are also great leaders, others never make the leap. Likewise, there are some leaders in organizations that may or may not have a title or formal authority; nonetheless, they are sought after for their guidance, vision and inspiration.

Managers and leaders share many common skill sets, including business acumen, functional knowledge and communication skills. However, there are also important distinctions:

Managers	Leaders
<input type="checkbox"/> Work in the business	<input type="checkbox"/> Work on the business
<input type="checkbox"/> Inward focus	<input type="checkbox"/> External focus
<input type="checkbox"/> Functional expertise	<input type="checkbox"/> Organizational savvy
<input type="checkbox"/> Manage activities	<input type="checkbox"/> Uncover opportunities
<input type="checkbox"/> Refine & improve	<input type="checkbox"/> Create and envision
<input type="checkbox"/> Ensure consistency	<input type="checkbox"/> Inspire new thinking
<input type="checkbox"/> Manage projects	<input type="checkbox"/> Develop talent

Organizations need both skills sets to varying degrees, but these traits are not always

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found in the same person. As you consider career growth, take a few moments to clarify your niche. Consider your strengths, development opportunities and preferences.

Be sure to speak with your manager or peers to solicit their perceptions of your strength or suggestions for professional development.

For a more robust understanding of your management and leadership competencies, consider using the MTL or a 360 assessment – additional information can be found at www.goshareon.com

Yours in leadership,