Management and Leadership
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When I was a consultant, I endlessly read books and article about management and leadership and the difference between them, most written by either academics or other consultants. Now that I have been running a company for over six years, and it has grown six-fold (profitably), I have my own perspective on these concepts, and I thought I would share them with you.

Management is about improving things that are already routine--making them faster, cheaper, better. It's about allocating budgets, controlling finances, managing processes. Leadership is about doing new things, rising to challenges, making a good company great, creating an environment in which people love their work. It is much more focused on human motivation than Management is.

Books on leadership usually describe good leaders and then say, "Be like them." It's useless advice, because you can't be someone else unless you change and acquire new ways of thinking and being. It's akin to saying, "If you want to be a successful banker, do what successful bankers do: wear pinstripes."

However, I did come across a description of leadership that has stayed with me and proven to be very useful. Here goes:

The four roles of organizational leadership (as taught by my colleague G. K. Jayaram at Arthur D. Little) are:
1.   **The Visionary**--creates a vision (usually with lots of help from others), making it attractive for people to want to go there.
2.   **The Warrior**--leads the charge into battle in the marketplace.
3.   **The Teacher**--teaches people the mindsets, knowledge, and skills they need in order to do their part.
4.   **The Judge**--is able to discern what is right dispassionately, and make even-handed decisions, so that the world does not seem "political" to the people involved.

I would add a fifth:
5.   **The Nurturer**--makes people feel they are essential to the mission; appealing to their hearts.

The key point is that the needed mix for any organization changes over time, and in any case, no one individual can be all of these things. Getting the mix right is one of the central goals in selecting a leadership team, and, of course, it helps enormously if team members are good in 2 or 3 of these dimensions.

For information on what G. K. Jayaram is up to, see: http://www.ilid.org/team.htm. After ADL, he set up the Leadership Institute for Infosys, the Indian IT giant. I learned more from him in my days at ADL than from any other colleague because, as an engineer, it was news to me that

there were people in organizations. All I had ever thought of before I met him were machines and processes, things an engineer learns about, and also the stuff of "Management". He was a Teacher, showing me a new way to think and be.