



Leading Change vs Managing Change

Session Summary – Planning Michigan 2018

We must demonstrate first that we have the courage required to take responsibility for inventing the future of our communities.

In order to compel people to action we must appreciate that leadership and management are not the same thing. Managers have subordinates whereas leaders have followers.

Leadership is creating collective accountability and dedication to progressive revelation for the purpose of reaching compelling goals of mutual interest by honorable means.

The practice of leading others requires we embrace the fact that hierarchy of both formal and informal organizational structures means few are empowered to lead, so they should not lose sight of the many followers who are simultaneously disempowered.

Threats to the exercise of sound leadership include such pitfalls and conditions as polarization, judgment errors, mistaking opinion for fact, and mischaracterizing the uninformed versus the misinformed. Proper identification of these conditions more readily facilitates successful mitigation strategies.

If one wishes to be more than a manager and can accept responsibilities of leadership, then their effectiveness in the role will be driven by commitment to:

- do the right thing, which is usually the most difficult path
- act on behalf of the disempowered
- appreciate both the power and limitations of fact and opinions
- exercise sound judgment
- always accept that they might be completely wrong