



Leadership

VS.

Management

VS.

Entrepreneurialism

Frames of Reference For Leadership Practice

Underpinning
Elements:

*Sales, Marketing
Customer Service*

*Personal/Team
Leadership*

*Adult
Development*

Frame A

- “Pushes Ideas/ Products”
- Provides info to others in the format they personally use
- Personal Competence and advancement
- A focus on their areas of technical expertise and experience
- WIIFM
- Often Directive or requires Direction
- Satisfaction of personal needs – prestige, recognition

Frame B

- Listens for Needs



- Team-member Competence
- Coaching & support to individuals
- Traditional approach to supervision & followership: Delegation & Control
- Works best in Defined parameters
- Cause & Effect, Analytical Thinking
- Believes they are in control of destiny

Frame C

- Builds Relationships
- Builds Trust
- Proactive Idea Generation 

- Inter-departmental Competence
- Cross-boundary Teams

- Self Authoring & self-directed
- Initiative/Innovation
- Systems Thinker – relationships & inter-connections
- Orchestrates Empowerment
- Control self – impact others/ system

Frame D

- Partnerships
- Focus on Customer’s Customer / Strategic Goals - Commitment
- Solution Proposals
- Inter-organizational Competence
- “Industry Leader”
- Network Leader
- Systems of Systems, Dynamics, Flow, & Interdependencies
- Global Perspective
- Engage others in Co-Creation of Context
- Stimulates new Network response/ dynamic



Questions Matter!

The WAY we ask questions can have a big effect on the “frame” we get ourselves and others around us into for our work!

Frame ‘B’ Questions:

- **Frame ‘C’ Questions:**

- **Frame ‘D’ Questions:**



Exec. Leadership Competencies

Categories of Competencies

- Self Knowledge & Personal Integrity
- Systems Thinking, Collaboration & Risk
- Sustainable Strategy & Big Picture Processes
- Directions Setting & Differentiation
- Results Orientation & Impact
- Facilitation of Change & Transformation
- People Development, Diversity & Intel. Cap. Leverage



Producers/Owner-Managers (SME's)

- Self-Knowledge & Personal Integrity
- *Entrepreneurial Growth & Business Strategy*
- Sustainable Strategy & Differentiation Processes
- Facilitation of Change & Transformation
- Knowledge & Innovation Capitalization

- Network Scanning
- Future Relevancy & Community Engagement
- Oversight, Perspective & Ethical Reflection
- Risk Management
- Diplomacy & Influence Leverage
- Communication & Inter-personal Effectiveness