

# Leader versus Manager versus Technical Expert



Food for thought: how does your experience fit with the table below?

This is a list of behaviours and approaches of the Leadership function, versus management/ technical expert functions. This table reads from left to right for example a ‘manager is an area representative, delivers the vision, has a medium-term view and focusses on process plans’. This is a ‘forced comparison’ list rather than our prescribed view. We also believe that anyone can exhibit leadership behaviours and mindsets and that often we balance all three roles in one job.

Technical Expert	Manager	Leader	DOMAIN	N	AREA
<i>a Function</i>	<i>a Unit/Area</i>	<i>an Organisational</i>	REPRESENTATIVE		
Connects to	Delivers	Creates	VISION	1	Vision Direction
Short-term	Medium-term	Long-term	VIEW	2	
Project	Process	Strategic	PLANS	3	
Partial & Local	Linear & Regional	Systemic & Global	PERSPECTIVE	4	
Contributes to	Champions	Shapes	CULTURE	5	Culture Identity
I	Us	We	IDENTITY	6	
Credibility=	Formal Structure=	Socialised Influence=	POWER	7	
Expects	Earns	Builds	TRUST	8	
Maintains / Develops	Guides / Corrects	Enables / Ensures	PERFORMANCE	9	Action Achievement
Clarifies	Supports	Expands	Aspirations	10	
Do	Manage	Delegate	TASKS	11	
Supplies (try & tell)	Applies (ask & tell)	Facilitates (ask & sell)	SOLUTIONS	12	
Minimises	Manages	Takes	RISKS	13	Change Status Quo
Reactive to	Responsive to	Proactively	CHANGE	14	
Practice to	Resource to	Innovate to	IMPROVE	15	
Avoids	Minimises	Manages	AMBIGUITY	16	
Engages	Invokes	Evokes	Inspiration	17	Emotion Engagement
Identifies	Defuses	Uses	EMOTION	18	
Completion	Compliance	Accountability	MOTIVATION	19	
Says I	Says We	Says They	SUCCEDED	20	

\*Collated by YES Psychology & Consulting 2018