LeadershipDefined Businesses

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Abstract:*Leadership extends the scope of the longevity and success of a business. Creating and growing a business, particularly a new-start or one that has as its primary focus advanced technologies, requires the support of both leaders and managers; each providing the needed balance to the other. Managers do not inherently exhibitstrong leadershiptraits because their training and experience focuses on the day-to-day maintenance of the status quo. Leaderstend to go against the norm creating havoc in the eyes of the manager. Leadership is about creativity and a fire in the belly but there is always a need to interrupt and direct that energy and effort back to the purposes of a business. This paper considers how leadership and managementcan provide the needed balance for future growth and success and how without that proper balance the organization may never reach its full potential or possible fail.*

I. INTRODUCTION

There have been many offered interpretationsregarding the role that leadership plays in the development of advanced technologies and the activitiesneeded to support them. Creating a new business and even more so a start-up for a new idea, concept, invention, process, and more specifically an advancedand innovative technologyrequiresthe normal birthing and growing pains always encountered while putting together the human and financial capital needed to shepherd and drive a project forward. This is particularly true for the breakthroughideas, often referred to as game changers, where even mature organizations can experience difficulties during the implementation activities.

Independent of these start-up realities, and not to lesson their importance, it can also be contended that there arenumerous times that advanced technologies,especially those with thepotential of becoming breakthrough innovations, fail to make it to market due to a lack of leadership acumen and availability and not necessarily because of the technology or the normal business processessupporting it. Leadership unfortunately is oftenregarded, as just another commodity or skill set that gets grouped with the rest of the resource needs, like buying supplies or hiring accounting and business services.

Since most of the other needed skill sets are well understood and supported by appropriate training it is assumed that leadership must be part of that same mix,at least somewhere. Also, if leadershipwere an important and separate skill then we would surely provide for its development, assuming of course we could quantify it and then provide the necessary enhancements and encouragement for its development. The question could be, are we really clear on a proper definition of the term and its role in an organizational structure?

It is noted that there is a plethora of leadership training activities constantly being offeredin the media, on the Internet and within well-established organizations. Most of these have limited, if any, metrics to measure the success of the training. It is also noted that unless the organizational structure is equipped and responsive to changes that might result from improvements in the leadership capabilities then the net result might be the loss of what would otherwise have become an invaluable member of the decision-making team.

It is thus contendedfor this paper that leadership as a measurablecharacteristic and skillset is often miss-understood as to need and intent. More significantly a proper definition seems to be illusive or in some cases used by others to malign an individual or as a threat against conformity. As a result,the term and the actual capability is also often misunderstood, miss-used, discouraged or not used at all.

Clearly this miss-use or lack of leadership capabilities canaffect the way we live and conduct business on the streets, at work, and at home.Without a clear definition, focus and cultivation of the unique attributes of leadership,there runs arisk that innovation failuresmay have occurred due to the in-sufficiency of the proper leadership process and not within the idea or its implementation.Just as often this failure has a direct impact on the businesses that are trying to mainstream the innovations, particularly so if the success of the business relies on innovative advancements.

> Social and economic improvements are accelerated through the development of visionary and innovative technologies, facilitated by the developed and united skillsets of Leaders, Managers and Innovators.

While there is often contention about the role and impact that innovation plays in social and financial growth, few would argue with the historical precedence that breakthrough technologies have had in the shaping of this country, or the world for that matter. This paper has as one of itspremises the belief that while infrequent in appearance breakthrough innovations are the sought-after prize for any ambitious organization. Coupled to this must be a responsive leadership core that can marshal the resources and motivate and direct the human capital.

Yes, any reasonable organization will accept any form of an innovation that might result from their activities, though each realizes that breakthroughs will enhance and most likely guarantee their short- and long-term success. With this need to cultivate innovation comes the need to provide the leadership to get that idea through the normal management process in an organization and then out into the marketplace.

II.   THE LEADERSHIP/MANAGEMENT DILEMMA

The most frequent problem associated with leadership, its definition and its useful application is the almost requisite need by most organizations to lump leadership and management together as a common skill set, which is problematicsince the two skills are uniquely different(Rost, 1991). Thiscan leadto the failure to recognize novel ideas and new directions but alsoto the loss of the associated human and financial resources that were originally committed to the task of finding the next great something. As important, if not more so, are the resulting effects of frustration, fear, guilt and the frequently present, and growing, need to blame someone or something that often results from not making the correct decision or not going in the better direction, or worse not being able to make a decision at all.

Not only is there a resulting loss of the next great something,but alsothe activity often starts or further reinforces a failure spiral,through the curtailing of the needed project resources including personnel.This then leads to a tendency to reorganize and/orto increase the size and scope of the management team, whoin turn arethen provided with a greater degree of oversight and control; none of which is particularly useful in the innovation process or the creative leadership process.

> In its essence, leadership in an organizational role involves four main features (Pertl & Smith, 2010):
> 1)   A clear vision must be established.
> 2)   That vision must be shared with others so that they will follow willingly.
> 3)   The information, knowledge and methods to realize that vision must be provided.
> 4)   Leadership must coordinate and balance the conflicting issues of all members or stakeholders.

There is an old story about three stonecutters who were working in a quarry, which will help to illustrate these points.Once upon a time, a traveler came across three stonecutters and asked them what they were doing. The first stonecutter had a look of annoyance and frustration and replied, "Every day I have to move around huge stones to make a living, which is barely enough for me to eat." The second stonecutter seemed a little happier than the first and said, "I'm earning a living by doing the best job of stonecutting in the entire county. Although, the work is hard, I'm satisfied with what I do and I earn enough to feed my family." Finally, the traveler met the third stonecutter. This stonecutter looked very happy and was singing. Once again the traveler asked what he was doing. The stonecutter gave him a great big smile and said, "Can't you see? I am building a cathedral(Staroversky, 2013)."

The third stonecutter sees the big picture; his overseer is aleader and helped the stonecutter to see the vision. He saw what his individual piece was going to be which instilled the confidence in his work and made him a much happier person at work and at home. Leaders need to show that no matter what part of production someone is doing there is purpose in their work. The third stonecutter knew he was making an impact and knew what the final result of his hard work would be; this gave him a sense of pride and a feeling of accomplishment.

III.   LEADERSHIP VERSUS MANAGEMENT DEFINITIONS

Within the most simplistic definition, amanager is tasked to maintain order, deliver on a pre-determined schedule, or plan, and to represent fiscal responsibility to that plan or schedule. Order becomes the model where predictability is the desirable outcome; managers like consistency and opposethe need to change(Lipman, 2014). Managers tend to have future planscreated byor for them, where their rules and learned skill sets are used to deliver the expected, if not demanded, outcomes(Arnold, Melroy, & Smith, 2015).

Leaders on the other hand have a drive about them that often results inchange, and often requires it.They look atthe bigger picture, are visionary in their approach,and often go against the norm and/or the expected. They are often disruptive in their expectations and impatient in the failure of others to see the obvious future outcome, at least what is obvious to them. They tend to see the world differently and while they also want to see success in the opportunities they are responsible for, they often are at odds with their own managers since for the managerrisk adversity is a functional characteristic for their management success.

Note that the two camps often view risk differently. The manager in their rule-based operations must mitigate risk while the leader seeing the bigger picture may find that the management-identified risk is not necessarily a negative factor in their changing or future landscape. At times the leader will choose the non-obvious path because the risk represents a greater potential return.

It might appear that this discussion favors leadership over management but this is no more the case than requiring the correct tool to perform a job such as the difference in a hammer and a screwdriver. Yes, many of us have driven nails with the big end of the screwdriver and have used a hammer in many ways not dictated by convention.For some instances this was the most expedient way to get the job done, albeit often with less than satisfactory visual aftermaths. For the unique situation, any tool that gets the job completed with adequate results can be argued to be satisfactory. This hammer versus screwdriver example is less than acceptable if the end goal is the construction of a house; the same applies when dealing with management and leadership. The correct tool for the right job is always preferred and making do too often can put continued success at risk. Each of these roles in the decision-making structure is essential and neither can be substituted or compensated for.

All great, and even good, organizations and operations require a well-managed front office and factory floor. If not, then the operation will become mired in waste and misdirection, with a loss in the forecasted outcome. Thus, no matter the style or operational process present in an organization there is a substantial need to have proper management skills at all levels. This set of required skills to be complete shouldalso include the visionary component that comes from the leadership core that, again, provides the essential, long-term building blocks to a well-run and progressive organization.

Therefore, an equally important aspect of a proper organizational team, which is often of critical importance, is the presence of a properly developed and functioning leadership team. If innovation is the actual driving function for an organization, not having a well-developed leadership team can often be counter-productive and disastrous. The visionary types in the form of the leader and the innovator can clearly see where the team needs to go for success, while the manager through training and discipline may be constrained in going inthat direction or even looking for that outcome while allocating the resources to keep the process moving.

Note that the dictionaryhas the term leadership but it does not have one for 'managementship'. The suffix "ship" indicates craft or skill, the potential for proactive direction(List of English Suffixes, 2005). The suffix "ment" is the process of doing something as a result of an action, as in this case the ability to be reactive(List of English Suffixes, 2005). This would suggestthat pure management is cognitively based on habits and routines, while leadership is expressed through creative change. Another way to look at the two skill sets is when a business wants to improve the profit margin managers try to maximize earnings and minimize costs, given the current state of the business,whereas leaders see what could be done for futuregrowth(Caan, 2013)(Clemmer).

Most would argue that their management team is versed in both management skillsets and leadership attributes. While it is true that the competency spectrum for both types of individuals has significant overlap in characteristics and attributes, the true reality is that the best of either world are likely at the opposite ends of their capabilities in the other. Most likely the betterin one set of attributes, while not necessarily the rule, are less than competent in the other.

There are inevitable exceptionsto this postulate and in the commercial world these individuals that excel in both management and leadershipare much sought after. The world is large but the need is greater for these combined skillsets. The question is whether an adequate number of these special individuals truly exist especially since the current educational and training directives seem to think there are effectively the same or that they provide the needed development for both groups.

Thus, since the need for competency in both are mandatory and there is little chance that sufficient quantities of these dual-competency individuals actual exist,then to insure that all bases are covered, most organizations need to find the best they can in separate individuals that represent these capabilities. Looking for that one great leader-manager may be fortuitous and possibly ill-advised since the time in finding one may be more expensive in future progress than finding the best of each.

The key is to have all of these characteristics in the proper decision-making hierarchy to maximize the potential outcome. It is also essential that this becomes a living effort that changes as the needs change. Innovation and the people that create it are driven by change and the need to build something that meets a need. It is through the changing dynamics of this evolving landscape that the truly progressive organizations become

and remain successful. This is also the reality for the better start-ups that have as their foundation a strong representation in all three of these organizational skillsets: management, leadership, and innovation.

> "Management May Drive the Wheels of Progress but Leadership Chooses the Direction, Where Innovation Populates the Future Landscape."

IV.   DEVELOPING LEADERSHIP ATTRIBUTES

This leads back to the basic premise of this paper,that social and economic improvements are accelerated through the development of individuals with visionary capabilities supported by effective teams that create and maintain the essential environment that will lead to the success of the innovation, the innovators, and the team that supports them.

John Maxwell in two of his books on this topic,Developing the Leaders Around You and Developing the Leader Within You which address the concept that leadership development is the key to any effective and progressive organization(Maxwell, Developing the Leaders Around You, 1995)(Maxwell, Devoloping the Leader Within You, 1993).When working with someone the goal is not just to manage his or her work efforts, your ultimate goal is to provide encouragement and to mentor them such that they improve upon themselves by developing leadership traits. Abraham Lincoln once said "Don't criticize them; they are just what we would be under similar circumstances(Abraham Lincoln>Quotes>Quotable Quote)." We are not dealing with creatures of logic, instead we are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity(Carnegie, 1936).The key is to know when and how to change the circumstances and how to properly utilize the resources that are available.

This involves initiative, a fire in the belly, some may say making a difference and no matter how many people tell you it won't work you keep on going. Even the lowest man on the decision making laddercan have that fire in the belly.It is important to know parts of leadership and what they entail. The following are three important leadership definitions for innovation that should be kept in mind:

> 1)   Innovation involves the deliberate application of information, imagination, and initiative in deriving greater or different value from resources (Innovation)
> 2)   The term innovation may refer to evolution or revolutionary changes in thinking, products, processes, or organizations; and for the business community (Innovation and Entrepreneurship in a Global Economy)
> 3)   Innovation from advanced technology results from the application of scientific or engineering principles used in closing the gap between the needs or expectations of the customer and the performance of an organization's products (Schumpeter, 1942).

Who in an organization determines if the leader is doing a good job? According to Warren Bennis the followers decide if the leader is a good leader(Bennis, 1995). Only they can really know if the leadershipis worthy of being followed. If the leader is not well respected chances are things are not getting done and there is no further improvement in the position of the company, no one will follow.

To fully understand the role of leadership we need to know what the "job" is of leaders and managers.Primarily managers have jobs that include planning, budgetingand staffing, thesame type of work day after day(Kotter, 2013). Managers hire people and look for the right fit between the people and a job but leaders look for the right task for the right people.   Each of these gets the job done but in entirely different ways and normally with entirely different outcomes. The following is awell-knownpresentation of the differences between leaders and managers:

Table1: Are Managers and Leaders the Same(Gordon, 2014)?

Attributes of Managers	Attributes of Leaders
Administers	Innovates principles
Planning and budgeting	Charts the course or vision
Organizing and staffing	Provides direction and counsel
Problem solver	Motivates and inspires
Maintains control and order	Develops environment for change
Focuses on system and structure	Focuses on people
Plan specific goals	Plan general goals
Delegate specific tasks	Empower people
Implement strategies	Create a vision of the future
Provide structure	Define the group's culture
Focus on immediate results	Focuses on long-term results
Technical orientation	Strategic orientation

Short-range view, tasks at hand	Long-range view, vision
Focuses on the bottom line	Focuses on the horizon
Manager asks how and when	Leader asks what and why
Accepts the status quo	Leader challenges it

If a company does not have an employee with these leadership attributes the company may experience less than satisfactory growth and profitability. There needs to be a manager and a leader with different proportions of control. Leaders are more necessary than managers but without propermanagement nothing will inevitably get completed. Company's like Apple and Google have different management and leadership ratios. There is not a specific leadership to management ratio that every business must follow. The ratio is dependent on the amount of people in the company, stage of their developmentaccording to profit margins, length of time in business, and what the business produces. Startup businesses will need more leadership at least initially than most businesses to get people motivated and hired for the right task while managers are more needed as the business matures.

Another aspect of leadership is emotional intelligence. "The higher the rank of a person considered being a star performer, the more emotional intelligence capabilities showed up as the reason for his or her effectiveness(Goleman, 2004)." Self-awareness is a key point in emotional intelligence because if you know how something will affect your job performance then it'll help you figure out the same for others. Learning this skill is very important because if you want people to do what you want them to do, no matter how extravagant, you're going to have to influence them using one of the qualities of emotions.

Another key factor in being a leader is influencing others. Influencing others is more than trying to get people to do what you want them to do but it also includes teaching people and putting them in a happy mood. Dale Carnegie in his bookHow to Win Friends & Influence Peoplepreached about is that people should not criticize. In this book Carnegie mentions that Abraham Lincoln was upset with how unorthodox one of the military leaders was to keep walking for days resulting in the death of many of his men. He wrote a letter intending to send it to the leader telling him how bad the action was that costs people their lives. Lincoln however did not send this letter thinking what he would have done if he was in that situation; he knew the leader was tired and could not think straight but also that the leader could not go back in time to change what he had done and he would only upset the leader further. So he decided to not send the letter(Carnegie, 1936).

V.   Summary

The goal of this paperwas to provide a perspective on the differences between leadership and management. It was also provided to encourage all organizational activities to understand the need to not only be well organized and efficient but to also allow for that next great hair-brained idea that just might change the course for success for the company and possibly affect the world.

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