

THE ART OF LEADERSHIP AND THE SCIENCE OF MANAGEMENT

Integration as a Path to a Great Organization

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the leader's navigator

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Integration as a Path to a Great Organization

By Vincent Deberry

In a time that has focused on leadership development, management has inadvertently taken a bad rap. We've all heard about the difference between management and leadership. Management, we are told, is about "*doing things right*," while leadership is about "*doing the right things*." Management is about forecasting, budgeting and controlling, while leadership is about mentoring, inspiring and unleashing. Management is about *things*, while leadership is about *people*. Management is transactional and leadership is transformational.

Implicit in this discourse is that management somehow is "*bad*" and leadership is "*good*" and that we need to strive to make our work less about managing and more about leading. In 1990, John Kotter stated that most organizations have historically been over-managed and under-led. The pendulum has certainly swung the other way in the last two decades. Bureaucracies may be the exception as rules and policies overshadow (and often undermine) both leadership and management practices. Otherwise, leadership is the watchword and management is almost taboo.

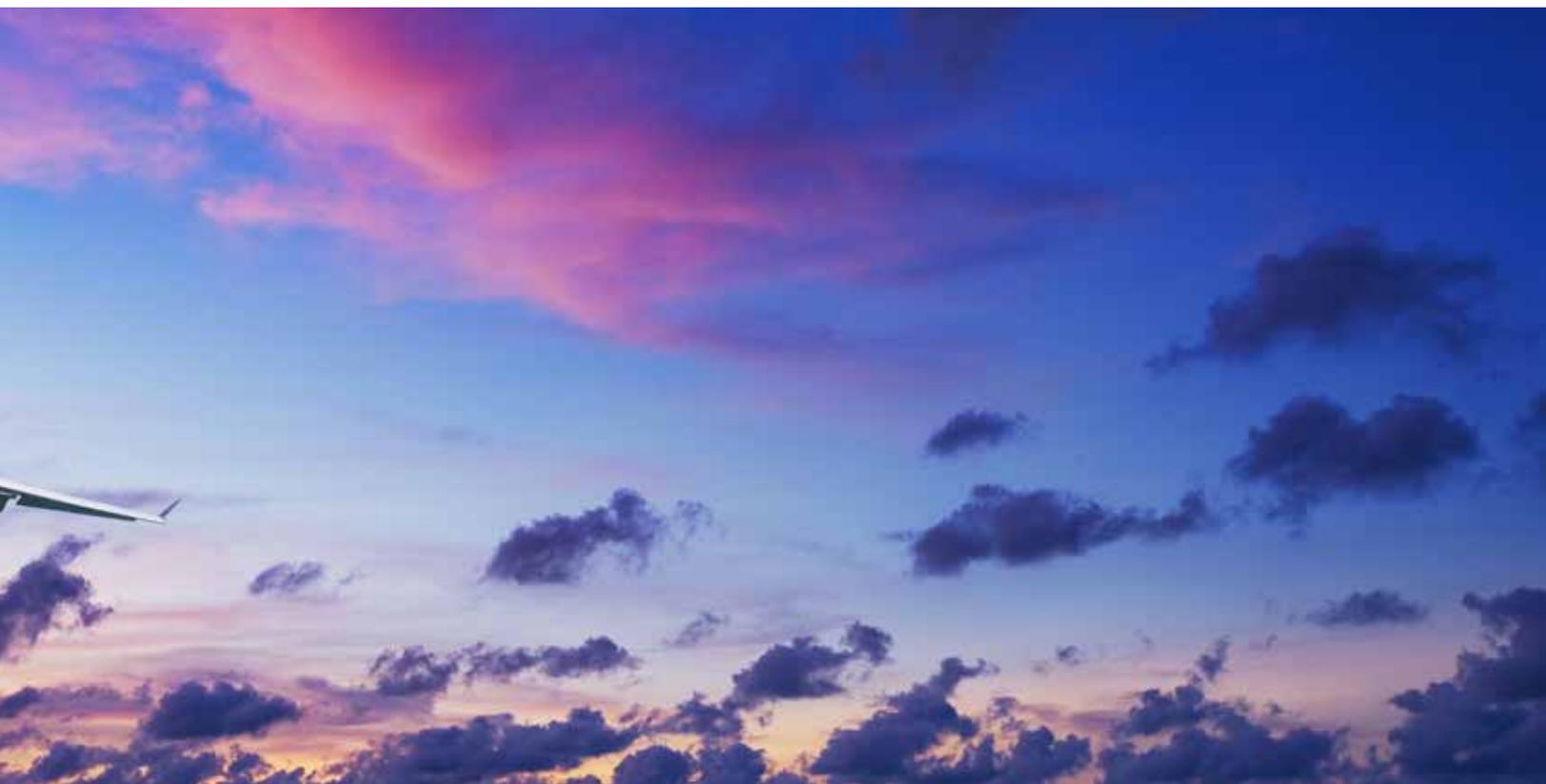
Consider an organization without management:

- Imagine a workplace where everyone comes to work inspired, trusted, engaged and connected to each other. Everyone is having a great time but there's no work getting done, no performance indicators, no execution and the company is going broke.
- Imagine working in a place where no one cares about accountability.
- Imagine a job advertisement that reads "Leader wanted for Director position, no management experience required."

Creating an organization without leadership or without management would be like trying to fly a plane with only one wing; both are needed for long term success. It's not about one being better than the other, rather, it's about integrating them both into the fabric of your work culture.



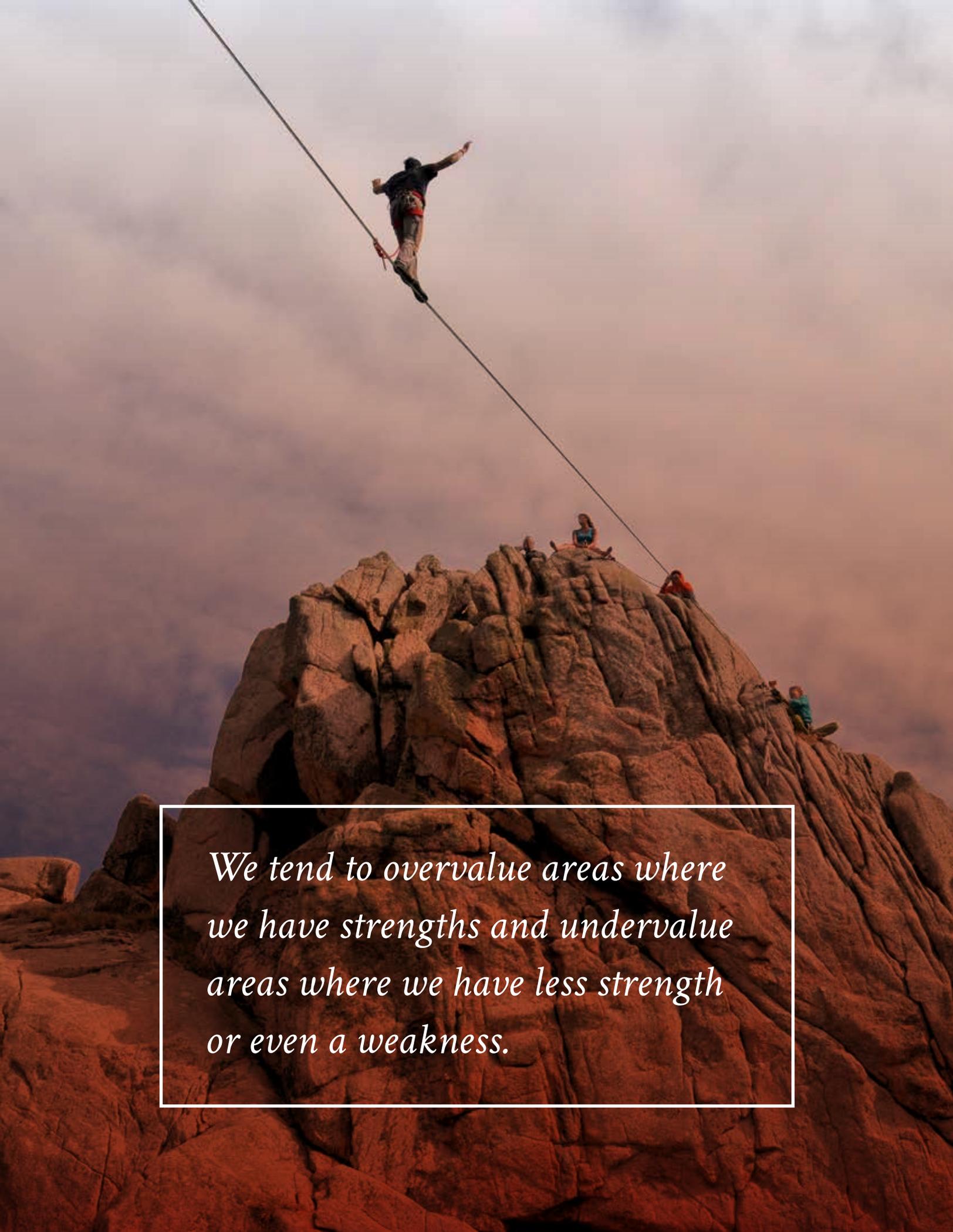
We are taught at a young age that to improve we have to practice. If we want to increase our aptitude in playing the piano, we need to practice almost daily. We will still make mistakes, but we will start to see improvement. Many of us grew up playing sports. The first time we shot free throws in basketball we probably did not look like a natural. Over time, with a lot of practice, we started to see the ball go through the hoop on a regular basis. To date in the 2018-19 season in the NBA, the average free throw percentage across the league is 76.5%. That means the professional players in the top basketball league in the world are not perfect, despite practicing many hours a day over many years. It is the same for us in our professional lives. We won't be perfect in our practice of leadership and management, but to get better we will have to practice both the art and the science in an integrated way. We may more naturally fall to one side of the spectrum or the other. Management may be your forte or you are a leader that others gravitate to because you are able to lay out an amazing vision. Just like the NBA players, we still need to practice all parts of the game if we are going to succeed.



COLLABORATION NOT DELEGATION

There is a strategy, and often a useful one, to delegate the things we are not as good at in our professional lives. If we are great at strategic decision making, then sometimes it makes sense for us to focus on that and delegate daily operations to others in our organization. If we are fantastic at detailed project planning and not so great at winning over the hearts of our employees, we may want to have some help around communicating the vision to others. Yet the business world is full of examples of an entrepreneur with an amazing idea tirelessly bringing a startup company to life. We oftentimes see entrepreneurs create a compelling vision and they work practically around the clock to make the endeavor successful. Eventually, the company goes public and investors can't buy up the stock fast enough. After a certain amount of time, the person who created the company is replaced with a new CEO to take over before the original leader "runs the company into the ground." They continue to use the same skill set that got them there despite everything around them changing.

And it is easy to fall into the trap of undervaluing the things at which we are not as good. This can happen in several ways. Like the entrepreneur, we don't evolve and use other skills as the world changes around us. Or as happens even more often, we tend to overvalue areas where we have strengths and undervalue areas where we have less strength or even a weakness. We are a visionary so we think vision is the most important thing. We are a great communicator so we think communication is what drives the organization. We believe in total transformation so we don't see transactions as important. Integrating management and leadership can help us avoid this pitfall because we are able to apply all of our skills to the issues we face.



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Often we will delegate these things to others in the organization. Again, this can be a great strategy if you have the right people with available time. However, this is where we may want to consider practicing in the areas we are not as good. Practicing reminds us that these areas are also important, while also demonstrating value to those in the organization filling these roles. Practicing in these areas says, *“You are an expert in finance and finance is so important to our organization’s success that I want to ensure I have a basic understanding of it as well so we can make the best decisions together.”* We will see more collaboration and less *“I have the best vision and that is what makes this a great organization.”* Practicing is more collaboration and not delegation. We work together to come up with the best ideas and how to execute them, relying less on positional authority and more on team work.



FINDING THE RIGHT BALANCE

For years, we have told everyone in our organization that they are leaders. Leadership is not positional. As a matter of fact, often the customer service leaders in our organizations are front line staff with no supervisory responsibilities. The receptionist may be the person that talks to the most people on a daily basis. He makes a customer feel great when they call because you can just feel the smile coming through the phone when you talk to him. If this same receptionist doesn't take care of typing up the meeting notes, ensuring copies are made of the report for the team about to meet on it, or other regular assignments we might find it was time to part ways with this person despite the great relationship skills they possess. We expect the person to be able to deliver on the day-to-day tasks while being a customer service leader. We expect them to do both. Are our expectations too high?

Leadership is not positional

Why would we not expect the same of people in management and executive positions, including ourselves? Steven Sample, the former President of the University of Southern California, had what he called "Sample's 70/30 Formula." Under ideal conditions, up to 30 percent of his time was spent on substantive (read leadership) matters, with the other 70 percent on routine matters (read management). This is the president of a major research institution. He goes on to say that the real danger with his 70/30 formula is that

a leader's efforts toward strategic matters will diminish and they will spend more and more time in the urgent needs of the moment or trivial matters. Soon, the 30 becomes 20 and then 10. He said that new and inexperienced leaders thought they would spend all of their time on weighty matters and delegate the operational management to their staff. According to Dr. Sample, these people are usually gone in a year or two because the management needs overwhelm them. They are not integrating all of the tools into their daily practice.

Thus, we need to collaborate more and delegate for the right reasons. To succeed over the long run, we really will have to find that balancing act of the art of leadership and the science of management. Sample had his 70/30 formula, but we each have to find the right balance for our situation. As we refine our leadership/management practice, we may find these are so integrated that we look at everything holistically and find we are using all of the skills at our disposal. We may find ourselves to be leaders in a management position that can do it all...because we practice.



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For more information you can visit <http://www.oucpm.org>

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