

# TURNING MANAGERS INTO LEADERS



6 PART SERIES THAT INVESTIGATES THE  
DIFFERENCES AND ESSENTIAL ELEMENTS  
OF MANAGERS VERSUS LEADERS



PRESENTED BY BILL HOGG AND ASSOCIATES



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5 CHARACTERISTICS THAT  
DIFFERENTIATE LEADERS FROM MANAGERS

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# 5 ESSENTIAL CHARACTERISTICS THAT DIFFERENTIATE LEADERS FROM MANAGERS

Often people use the terms leaders and managers interchangeably. But nothing could be further from the truth! Anyone can become a manager, merely by awarding the title. Anyone can be given the responsibility for the oversight of a team, or a company function. That makes them a manager – but that is simply a name.

A leader, on the other hand, must be earned and recognized by one's peers. A leader inspires, encourages, builds up their team – and everyone else around them – and makes them better, simply by association.

There are numerous characteristics that differentiate leaders from managers. While some of the differences are subtle, others are distinct and easily recognized. And while there is no training manual or instruction book that accurately depicts the steps to becoming a leader, here are five characteristics that every good leader possesses.

## LEADS BY EXAMPLE

One of the factors that set a leader apart from a manager is that a leader guides by example. Often, managers simply enforce rules and follow procedures as part of their job function. They manage the checklist of tasks that need to be completed. They may even feel, because of their position, they aren't even subject to the same rules.

A leader, on the other hand, lives by the set of rules he expects others to follow, never stating, even by action, "Do as I say, not as I do". Leaders behave the way they expect others to behave and demonstrate by their behaviour what their expectations are for the team.

## OBJECTIVE

A leader is a person of honesty and integrity. She doesn't choose sides based on popularity or politics. She is objective in all situations. A true leader isn't afraid to offer, or to seek, creative solutions to problems. And she's willing to make honest, unbiased decisions – even when those decisions are unpopular. A leader bases decisions on the big picture, the good of the whole, as opposed to offering a quick fix, or one

that may appease some people for awhile, but that may cause more damage in the end.

## FIRM, YET FAIR

A true leader doesn't operate on the pretence "Because I said so". A leader may be firm and unmoving in his treatment of others, but if so, he is firm and consistent in his treatment of everyone, not simply those he likes or dislikes. Leaders refrain from showing favouritism, which isn't always an easy task. But fairness is an innate quality in a leader's personality, causing him to treat every situation and every person he comes in contact with, equally, based solely on individual circumstances.

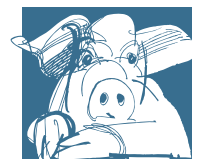
## CELEBRATES SUCCESSES

Good leaders look for opportunities to recognize and praise a job well done and do not feel threatened by another's success. True leaders recognize that success of the team is success of all. Leaders spread the credit and you'll often hear them say "we", and seldom "I". Such behaviour inspires loyalty, trust and respect among employees, colleagues, friends and family. A leader is an inspiration to everyone around them – never just a "boss".

## IS CANDID

While leaders are fair, act with integrity, and recognize the success of others, they are also bold enough to call a "spade a spade", and never sugar-coat an error or a bad situation. Even bad news can be conveyed with calm and respect, and a true leader knows that. A leader is capable of offering constructive direction in a manner that inspires others to improve. And he's able to offer discipline in a respectful way that lets a person know what they did may have been wrong, but that doesn't mean they are.

These are only five of the many aspects that make a person a leader rather than simply a manager. The next article will again address this issue as we consider "3 Ways to Improve Your Leadership Aptitude."



# 3 WAYS TO IMPROVE YOUR LEADERSHIP APTITUDE



In our last article we discussed, being a leader is not the same as being a manager. And while we looked at qualities a true leader possesses, this month, let's consider how to become a better leader – especially for those who are not lucky enough to be “born leaders”.

Being a leader is a way of life, not a job position. Leaders come from all walks of life, in all shapes and sizes and all levels of the organization. A leader will inspire you and encourage you to become better. A manager or a boss may simply anger you. Regardless of the feelings a leader incites, one thing rings true – a good leader inspires you to action.

Thankfully, the skills of a leader can be cultivated. Developing these three qualities in your own life and career will help you to become a better leader ... guaranteed!

## **MAINTAIN YOUR COMPOSURE**

A good leader acts with tact and reason. While most decisions are made based on emotion, a leader also ensures decisions are based on thoughtful consideration of the circumstances and situation. While emotional decisions may turn out to be good decisions, it's much more important to consider all the consequences of a decision. A good leader does just that, basing decisions on sound reasoning, corporate values, principles and even the company's philosophy.

## **BE OPEN TO NEW IDEAS**

A good leader seeks out and cultivates diversity. A leader is not afraid of living, performing, or thinking “outside of the box”. While some ideas may be unconventional, a good leader will encourage and inspire others – as well as themselves – to step out on a limb and consider the unexpected and be prepared to do things a bit differently if the situation warrants it.

Albert Einstein defined insanity as doing the same thing over and over and expecting a different result. Leaders recognize the truth in this wisdom and, when things just don't seem to be working as planned or as hoped for, they're able to set aside pre-conceived ideas and try something completely new and original.

## **BUILD YOUR COURAGE**

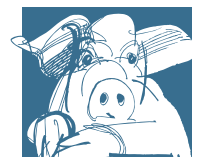
Many people are courageous, but true leaders are probably the most courageous people you'll ever encounter. When others cower in fear, wondering “What do we do now?” a leader steps to the front and give directions that can save the sinking ship and all its passengers.

Leaders are seldom frantic, nor do they act in panic. They tend to exude a quiet, calm courage and confidence that radiates all around them. But this confidence doesn't come naturally. It is born of preparation, knowing that they have investigated all the options and are willing to entertain new directions to reach the best solution.

That's why a leader is able to “stick to their guns”, while at the same time understanding when it's time for a change of course.

Becoming a true leader isn't rocket science. But it does take the time and willingness to be open to other ideas and the development of skills you may not have considered.

But we can all become better leaders, as we'll continue to discuss in future articles in this series. The next article will address this issue as we consider “4 Reasons a Leader Embraces Change”.



# 4 REASONS A LEADER EMBRACES CHANGE



A leader has an entirely different vision to that of a manager. Managers fear change because it upsets their carefully structured way of life – while leaders embrace change because they know that change leads to new ways of growth and accomplishment.

Leaders understand these 4 principles of change to help companies and their teams grow and progress to the next level of performance.

## CHANGE IS MOTIVATING

We've all heard the only certainty in life is death and taxes – but you also need to add change. It's healthy and means progress is happening. True leaders don't fear change; they embrace it with passion because they know smart, motivated people flourish in times of change.

It also signifies that improvements are occurring. A true leader is open to input from their team and welcomes ideas, no matter where they came from. They are quick to praise and slow to admonish. Every new idea has the potential to make old ideas obsolete. The discomfort of the unknown is replaced by the excitement of discovery around the next corner.

## CHANGE IS EXCITING

People spend an average of 40 hours a week at their job. Some spend a lot more. The snooze button on the alarm clock is overworked because it's very easy for the daily routine to become boring and monotonous.

A smart leader embraces change to keep work interesting and exciting for themselves and their team. Think about your time at work. If it's not enjoyable, do something about it today. Staff turnover is very high in organizations where boredom thrives. Keeping things fresh enables the business to retain staff for longer periods of time.

## GROWTH ONLY HAPPENS WHEN THINGS CHANGE

People and businesses stagnate if they don't change. Personal and professional growth only happens if changes are encouraged. Leaders become better. Staff gain more skills and become more confident. Followers are empowered to become leaders.

Organizations benefit from a financial and a personnel point of view. Offices don't make a company successful. People are the fuel for success and empowered people can literally do anything.

## TO CHANGE IS TO BECOME PART OF HISTORY

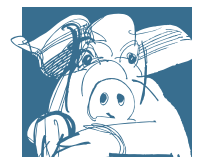
Think back 25 or 50 years. Compare to today. There have been so many amazing changes to the world we live in. These changes were made by individuals and groups of people who dared to take risks and challenge the status quo.

The best way to predict the future is to envision it, then create it and take others along for the ride. Space travel is now possible. Computers. Cellular phones. What was once only in the imagination of a science fiction writer is now part of our daily lives. Science fiction meets science fact. It all begins with personal belief and a single step.

**Life is for living.** True leaders don't fear change. Nothing great is ever accomplished easily. But those who go on to achieve great heights will tell you that it was well worth the ride.

Leaders embrace change with open arms and are willing to step into the void to discover what's out there.

Becoming a better leader is a powerful motivator as we have seen so far. The next article will discuss "5 Ways To Create Your Powerful And Cohesive Team".



# 5 WAYS TO CREATE A POWERFUL COHESIVE TEAM



Leaders are the people who guide companies into the future and inspire people to follow them along the way.

In this article we will discuss the specific thought processes that a leader uses to transform a team from average to awesome – into one cohesive, highly motivated team who are willing to go the extra mile to meet objectives.

## TELL THEM WHY

It's not good enough to order people to work just "because you told them to." A smart leader tells them the objectives because he knows that knowledge will make them work harder to achieve them. They may not like the work but they'll do it because you're open with them. Their eyes will be focused on the goal. Open communications achieves far more than proceeding on a "need to know" basis.

## LEAD FROM THE FRONT

Instead of hiding in an office, a true leader stands on the front line with his team and holds the light to shine the way. A great leader is supercharged with an enthusiastic energy that's highly contagious and lasts for a very long time.

People will follow leaders **voluntarily** because they're inspirational and empowering. Leaders are trustworthy, supportive and deserve the respect of those who follow them, although they do nothing with that in mind.

## OPEN COMMUNICATION

The bond between a true leader and your team is very much a supportive give and take relationship. You're always open to new ideas and feedback and are prepared to try new things if they seem appropriate, regardless of where the idea originated. Credit is always given where due. Everyone is treated equal.

Firm but fair is the leader's policy. So, wherever the bar is set, at least everyone knows where they stand. This is very important because in a team environment, favouritism can be the cause of major strife.

## LEADERS CREATE LEADERS

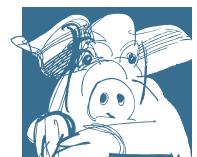
Leaders transform current followers into new leaders. If you believe that you're a future leader, then that's the type of person to emulate. Leaders don't merely "*talk the talk*"; they "*walk the walk*." Your actions and passionate attitude clearly show people what to expect and how to achieve the objectives. Leaders are focused on transforming team and individual visions into reality.

## SOFT SKILLS MATTER MOST

A wise leader knows that anybody can learn the physical skills necessary for their work. But people matter most and an innate understanding of what makes people tick is vital to the cohesiveness and growth of any team. Demonstrate that you genuinely care about your people openly and honestly. Develop an attitude of gratitude for workplace accomplishments and you raise people's self esteem. A simple thank you can make the world of difference in an office environment and every time you boost their self esteem, yours gets a lift as well. Never underestimate the power of morale.

Transforming individuals into a strong, cohesive team with common goals isn't easy but it's vital to the overall success of any organization. Only leaders with strong self confidence and a passionate determination will succeed in this endeavour.

The next article will discuss "5 Expectations Your Team Has For You As A Leader"



# 5 EXPECTATIONS YOUR TEAM HAS FOR YOU AS A LEADER



Leaders help to create powerful, cohesive teams that enable organizations to achieve their targets. Part of being a great leader is understanding what the members of your team expect from you. You can use that knowledge to become a better leader and make them an even stronger team that can achieve anything.

## **FALLIBILITY AND HUMILITY**

Great leaders acknowledge weaknesses but focus on strengths. Admitting you're not infallible strengthens your character and earns the respect of others you work with because it demonstrates humility. Admitting you can't do something well is only a sign of weakness if you treat it that way. A smart leader freely admits he doesn't know how to do everything and that simple statement allows him to work his strengths to their best advantage.

With humility, you can still improve after becoming an expert. If you aren't humble, then arrogance kicks in and that's not healthy in a group dynamic. No team wants an arrogant leader or even arrogant team members.

## **MUTUAL RESPECT**

Team members want to be respected as individual, human beings and valued employees. They don't want to be treated as a number and merely bossed around, which is what a manager would do. They also want their work to be respected and acknowledged for its good quality. Praise for good work should be given openly and freely because if it's taken for granted, it's seen as a lack of respect and is very bad for morale.

Before you can have mutual respect there must be self respect. Once you have respect for yourself, you and the team will develop respect for each other's differences, whether it is cultural, racial, gender, level of experience or anything else. Once this is achieved, a strong bond will form that can become unbeatable.

## **TEAM AND INDIVIDUAL GROWTH**

One reason people work is to build on existing skills and develop new ones. It's very important that a leader fully

supports exploring the full potential of every single individual in the team as well as the team as a whole. If people are constantly learning and challenging themselves, they will be keen to work and perform to high standards. This is vital because if a leader's team isn't growing, their job becomes next to impossible.

Opportunities for promotion should be available for team members wishing to move upwards within the organization. If a team member has their eye on a particular position, the leader should be able to work with them to develop the necessary skills to fulfill the job requirements.

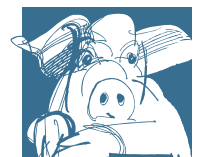
## **TRUST WORKS BOTH WAYS**

Nobody likes the boss watching them all the time, but it's vital that they're available when necessary. People do need guidance and then to be left alone to get on with the work. This means the leader has to trust their team to do the best work possible and demonstrate that trust by letting them do it. This allows the team to prove themselves by meeting the required expectations.

## **OPEN COMMUNICATIONS**

A leader has to build rapport and keep the channels of communication open in both directions. A true leader knows the value of input from their team. The team wants to be kept up to date with any news that affects their role within the organization. Staff should feel comfortable in airing ideas and grievances alike and know that they will be listened to sincerely. It doesn't matter if not all their ideas are accepted. Being able to voice them is the key.

Teams need the right leader to guide them. If these five conditions don't exist, somebody has to address the problems before major issues arise. If, however, these expectations are all being met in your workplace, productivity, motivation and happiness will soar. The final article of the series will discuss "4 Reasons Why Teamwork Makes the Dream Work."



# 4 REASONS WHY TEAMWORK MAKES THE DREAM WORK



We have discussed the expectations a team has of their leaders. It's important to understand those points to empower a leader to forge a strong team.

Leaders understand that to achieve goals, it's important to have everyone working in unison. If they all have different goals, the only result you'll get is chaos.

Here are four reasons why teamwork makes the dream work.

## THE SUM IS GREATER THAN THE PARTS

If the team has a common objective, everyone should be working to achieve it. In a supportive team environment everyone makes contributions based on their unique skills. They don't measure how much each has done to help the common goal. The team is stronger than the sum of its members because there are more skills available, so weaknesses can be counterbalanced resulting in the team accomplishing more than any individual could achieve on their own. There's no room for individual egos because everyone has an unselfish, common goal. When the team succeeds – everyone in the team shares the glory.

## YOU ONLY FAIL IF YOU STOP TRYING

A team can support each other through the failures and disappointments as well as the successes. Failures are only reasons why things didn't work. An individual may find it hard to try again but the team morale and support will enable anyone who stumbles to carry on and try, try, try again. Without failure, there would be no way to measure success.

It's important to recognize and admit mistakes because only then can you move past them and improve your learning curve. As your team celebrates accomplishments, pride builds up and the team grows even stronger. Eventually there won't be any stress if mistakes or failures do occur because the team recognizes that a failure simply demonstrates what doesn't work – so they can continue to narrow the options until finding something that does work.

## RECOGNIZE YOUR FULL POTENTIAL

As individuals; people have a lot of limitations. Each person is good at some things and bad at others. However, when you're part of a team, it becomes easier to recognize people's full potential because one person's weakness is someone else's strength. It's the combination of these strengths that sees teams make powerful, forward progress towards reaching all objectives.

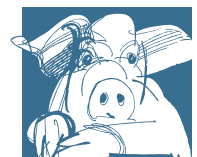
Being part of a supportive team gives everyone the ability to manage their weaknesses by learning from each other to mutual benefit. One team member may be an excellent administrator but a lousy salesperson. Another may be great in sales but struggles with balancing financial records. By supporting each other, the team gets much stronger as a result. *"Use not only all the brains you have, but also all the brains that you can borrow."*

## LEADERS ARE JUST PART OF THE TEAM

Regardless of whether the leader is a team leader, a junior manager, a senior manager or the CEO of the organization; you're just another team member. Of course your role could be considered as different to the rest of the team, but each team member has their area of responsibility and so it really isn't that different. If you don't do your job well, that lets the team down in the same way as if another team member lets the rest down.

A true leader carries the attitude that says "I'm part of the team. I just happen to be the one in charge." It doesn't mean the leader can accomplish the goals on their own. That's why teams are created in the first place.

Of course the leader has to exercise a certain level of authority at times to ensure the team is functioning correctly and at peak efficiency. But the rest of the time you're just "one of the team."





# IN CONCLUSION

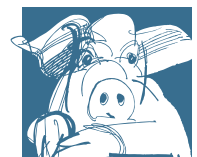


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*Are You A Leader or a Manager?* Leaders and managers must work together because they're like the two hemispheres of the human brain. The left hemisphere is the management department and looks after logic and rational thinking. It deals with tangibles, order and control in daily life.

The right hemisphere is the leadership department where creative, emotional thinking happens. It can see the bigger picture; it focuses on imagination, intuition, possibilities and other soft skills. Together these two segments make up a whole and when they work together, there are no boundaries to the available possibilities.

Now you have a set of 6 articles that highlights some of the differences between leaders and managers – and why having both roles filled is so important to the successful running of any organization.





# BILL HOGG

## PERFORMANCE EXCELERATOR™

LEADERSHIP EXPERT  
PROFESSIONAL SPEAKER  
EXECUTIVE CONSULTANT

Bill is recognized as the *Performance Excelerator*™ because of his uncanny ability to create profound change and deliver extraordinary results with the most demanding organizations.

He works with senior leaders to inspire and develop high performance teams that create long-term, profitable relationships with your customers and accelerate performance and productivity with leaders and employees.

As a senior executive with over 25 years experience, he has worked with national and international clients that include; The Bay, Canadian National Exhibition, InBev (world's largest brewer – owners of Labatt, Anheuser Busch and brands such as Bass, Becks and Stella Artois), Lever Canada, Lexus automobiles, McNeil Consumer Products, Ontario Place, Procter & Gamble, State Farm Insurance and the Province of Ontario.

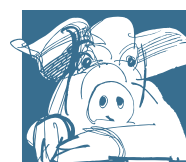
Bill is passionate about results and works only with clients who share that passion – ready to take steps to achieve immediate, significant and continuous improvement. By drawing on real-life experience, his message is inherently credible and incorporates practical applications that change attitudes and behaviours.

Whether working with boards or operations teams and employees, his no-excuse approach breaks down the silos and gains consensus and clarity throughout the organization – which inspires behaviour change and ultimately drives transformation across the organization.

Bill provides dynamic keynote presentations, transformative workshops, and world-class executive consulting.

For additional information email bill at [bill@billhogg.ca](mailto:bill@billhogg.ca) or visit us online at [www.billhogg.ca](http://www.billhogg.ca) where you can download [Bill's 1-sheet](#).

187 Willow Farm Lane  
Aurora, Ontario L4G 6K5  
(905) 841-3191  
[bill@billhogg.ca](mailto:bill@billhogg.ca)  
[www.billhogg.ca](http://www.billhogg.ca)



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