

# Management That Leads

By  
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People will do a good job if they are provided with management that leads.  
Warren Bennis

For as long as I have been a student of management there has been an ongoing debate over the differences between leadership and management. While it is true that there are differences, the differentiation provides very little practical help to the beleaguered leader/manager looking for help. The most benefit may well come from integration rather than separation of the two words.

Louis A. Allen was one of the most respected management researchers in the middle years of this century. He saw management as consisting of planning, **leading**, organizing and controlling. Perhaps he saw the futility of focusing on the differences and the benefits of blending the two.

When we define management as the work one does to get work done through others, it is difficult not to include *leading* in our thinking. How can we expect to cause people to accomplish tasks apart from influence? Leading is influence.

Words have only the meaning we give to them. They are merely symbols that mean different things to different people. If management means paperwork to someone, he or she is not apt to see management as an integration of tasks that includes leading. Language keeps creating new words. Perhaps we need the word, *leaderment*, or would *managership* be better? For now we are stuck with the two words to describe the tasks that we must perform in order to get work done through others.

Leaders must learn to manage and managers must learn to lead. When we see the two as interdependent we are more apt to improve at the work of getting work done through other people. When we see the two as totally separate we more easily excuse our deficiencies in one or the other, and thereby deny ourselves the potential for learning.

We frequently hear of ministries that are committed to what is called leadership development. This usually refers to helping people learn how to witness, teach or lead a home bible study. While this kind of training is sorely needed, what is also needed is for pastors and para-church heads to learn the skills of getting work done through other people. Often this is the most pressing need facing an otherwise successful ministry.

There are many lines of thinking that leaders use to excuse themselves from learning these skills. Of course the “I am a leader and not a manager” is the most prevalent. Another is the appeal to spiritual gifts. No one would deny that it is important to know one’s gifts. However, “that is not my spiritual gift” can simply be an escape mechanism if we are not careful. If I am a pastor or a para-church head it is my responsibility to learn the skills required by that position. If I am instinctively a leader then I must learn something of management. If I am easily a manager I must learn the skills of leading.

There are ways to improve our deficiencies in the arena of management/leadership. The first step is to change the way we think of the subject. If I relegate the matter to the mystical, I am not likely to put forth the effort to learn. If the subject intimidates me, I am not likely to pursue it.

Stephen Covey said in his best seller, *The Seven Habits of Highly Effective People*, “Change--real change--comes from the inside out. It doesn’t come from hacking at the leaves of attitude and behavior with quick-fix personality ethic techniques. It comes from striking at the root--the fabric of our thought, the fundamental, essential paradigms, which give definition to our character and create the lens through which we see the world”.

Second, it helps if I reduce the subject to bite-size pieces. I can’t learn everything, nor can I do everything at once. Perhaps I can’t even read an entire book on the subject just now, but I can at least read a chapter or a page. I must begin, then I must persist in the learning process.

If you have made the effort to read this far in this short article you can become proficient in learning management that includes leading.