

# Business *topics*

*When interviewing candidates regardless of the seniority of their positions, we more often than not hear them use the terms management and leadership interchangeably ... and so too, with coaching and mentoring, strategy and tactics. Even when asked directly to explain the difference between, say for example, strategy and tactics, very few people can articulate this, often confusing one for the other. And when asked what they wanted in style from their next direct line manager, the answer will usually include a person who will mentor them ... not something a direct line manager should be doing!*

**Management vs. Leadership**

**Mentoring vs. Coaching**

**Strategy vs. Tactics**



*Six concepts ... not three!*

***"Management is doing things right;  
leadership is doing the right thing."***

**Peter Drucker (1909 - 2005)**

**Pg 2**

Defining Management and Leadership ... An inseparable pair?

**Pg 3**

The subtle differences between coaching and mentoring

**Pg 4**

Strategy in action, the tactical side

- **Executive Search & Selection**
- **Office Staff Recruitment**
- **Independent Reference Checking** (for those times when you don't need a full recruitment service, but want to validate the credentials of the person you have selected)
- **Career Guidance Counselling & Résumé Preparation** (suited to anyone looking to gain insight to their career 'value proposition')
- **Interviewing Skills Workshops** (to develop skills in the art of interviewing)
- **Psychological Assessments** (to support recruitment, promotion and team fit decisions)
- **Work/Life Balance Programs** (to aid talent retention and increase workplace productivity)
- **Contract Executives & Temporary Staff** (for those times when you need specialist expertise, to cover for someone who is away, or to alleviate workloads during high pressure times)
- **Industrial Relations, Employee Relations & HR Consulting Services**
- **Outplacement & Career Transition**



## Management vs. Leadership

For many, the difference between the terms “leader” and “manager” might be considered semantic at first thought. Neither term has a singular, totally unambiguous definition. Entering into uncertain times however, given the choice between a leader and a manager there is little doubt which of the two most people would prefer to guide them into the future.

### Defining Management and Leadership

A leader, as opposed to a manager, is set apart by providing direction, an outward focus on the issues confronting their people, strategy and vision, which compels those behind them to follow. That doesn't mean “management” should be seen as somehow inferior or that the word “Manager” should be taken out of position titles! Management in fact refers to attending to the needs and requirements necessary to permit accomplishment of goals ... it is about providing and controlling the resources (one of which may well be leadership) to enable goal attainment.

A simplified distinction between the two might be seen in terms of *influencing* behaviour.

*Leadership* provides the impetus for a *voluntary* “call to arms” in aid of a cause - it aims to inspire and influence behaviour in a particular direction. *Management* instead exerts influence by ensuring compliance with the preconditions and behaviours required for goals to be achieved.

### Management and Leadership: An inseparable pair?

Like such great pairings as Hall and Oates, the Road Runner and Wylie Coyote, Abbot and Costello or Fonzie and Richie, management and leadership rarely succeed in individual isolation. Good management requires good leadership, while good leadership requires good management. However there are times when greater emphasis on either leadership or management can be valuable.

When following a known course, pursuing a well-rehearsed repertoire of behaviour or continuing in a direction of consensus, the need for management tends to supersede the immediate need for leadership. These plain sailing “calmer waters” call for managers who can organise, prepare for, address and respond to the challenges inherent in preserving the status quo, whether it be in terms of direction, behaviour or motivation.

During such times, over-emphasis on leadership alone can even cause resistance - sentiments such as “if it ain't broke don't fix it” can prompt team members to ask why new directions are

necessary, or even question whether the motivations of those espousing strong overtures of “leadership” is just about personal advancement, exerting power or pushing an agenda.

This is not to say that during times of “business as usual” those at the helm should adopt a style devoid of leadership; instead during these times, leadership is required in a more subtle form. These are the times when planning, listening, consultation and exploration of contingencies are required from leaders so that they can respond to change proactively and effectively. Good leaders prepare their team through good management, developing teamwork and fostering respect for individual skills. Leadership is not just about having confidence in a leader - it is about instilling confidence and trust in the team.

Knowledge of the prevailing conditions (both internally and externally) and the ability to convey a response in line with others' expectations helps prevent one of leadership's greatest enemies - panic. A manager *does*, but a leader must *do so in the manner of a leader* - with composure, measure and conviction.

A team that understands the link between effort and reward, both through effective management processes and through the consistent experience of trusting in a leader's exhortations, will be one who enters rough seas with greater confidence. They will have faith in forging ahead strongly in the direction espoused by their leader.

With a business climate in a state of flux, certainty is an elusive commodity. While managers will often be looked to for direction, it will be those willing to step up as leaders who will provide certainty in the form of a path to follow.

***“If one does not know to which port one is sailing, no wind is favourable.”***

**Seneca  
(1<sup>st</sup> century Roman  
Philosopher)**





**"Good coaches teach respect for the opposition, love of competition, the value of trying your best, and how to win and lose graciously."  
Brooks Clark**

## Coaching vs. Mentoring

Although coaching and mentoring appear similar in many ways, there are subtle differences between the two learning-based relationships.

### Coaching

Coaching is typically employed in instances where a specific issue or requirement needs to be addressed. These might be related to a target or objective, performance of a set of skills, adoption of a desired behaviour or mindset, a key learning or development area or assistance in the process of problem solving.

Coaching is most often provided with an objective or outcome in mind and is delivered over a finite, usually shorter-term duration. Commonly, a coaching intervention seeks to help the person being coached to use his/her own experience to come to a solution themselves, rather than rely upon specific knowledge held by the coach.

As such, coaches may not be experts in the vocational field of those with whom they work, however they should possess significant skills in helping others see the full picture and enable them to adapt their behaviour or performance in a way that benefits them. Through careful questioning, observation and structured approaches to resolving problems, a coach helps *facilitate* and *elicit* learning rather than *provide* an answer from his/her own experience.

Simply put, coaching is less about learning by singular *example*, but more about learning through *processes* that lead to insightful reflection and discovery.



### Mentoring

Mentoring on the other hand is a relationship based between two people who usually share a vocational connection. A mentor has travelled the path that the mentee is now about to embark upon and can provide valuable insight and experience as to the challenges, obstacles, and requirements the mentee is likely to face along the way.

Essentially, the mentoring relationship is based around the ongoing *transfer* of learning and skills from a more experienced person to a less experienced one. In general, it is the content, rather than the process, that provides the value to the learner in a mentoring, as opposed to a coaching, relationship.

The mentoring relationship is often a more informal, yet longer-term relationship than a coaching relationship, addressing issues along the pathway as they become pertinent to the development of the protégé. Assistance and advice may be rendered by the mentor by way of teaching, counselling, encouraging or even exposing the mentee to new experiences, opportunities or connections. Most mentor relationships do not have a tacitly expressed, time-oriented goal - moreover the goal of the relationship is usually the development (both personal and professional) of the person being mentored in order to assist them in fulfilling their potential.

Although coaching and mentoring provide different approaches, both can provide lasting and profound value to a life and a career. Whether you see a coach or a mentor as more relevant, trust and respect in the relationship is a critical component if your desired potential is to be achieved.

## Some Key Differences between Coaching and Mentoring

### Length of Engagement:

Mentoring is usually ongoing, whereas coaching is usually provided until a desired behaviour is developed and established.

### Scope and Structure:

Coaching is usually provided in a structured program with distinct, professionally related goals and outcomes achieved through a defined process. Mentoring most often takes a less formal structure, with transfer of knowledge through discussion of a variety of topics affecting personal and professional progress.

### Vocational Connection:

A coach might not have any specific vocational experience in the field of the person being coached - they do however, lend objective approaches to the subjective experience of the individual to promote learning. A mentor on the other hand, has "been there and done that" - their subjective experience helps the individual broaden his/her knowledge and skills and thus prepare for similar experiences.

### Learning Route:

Mentoring generally aims to transfer the *content* of knowledge, experience and skills from one individual to another. Coaching aims to provide the *processes* by which an individual can objectively explore their own learning and behaviour.

## Strategies vs. Tactics ...

Just as management skills are a subset of leadership skills, so too are tactical plans a subset of strategic plans. They work hand-in-hand to achieve successful and sustainable outcomes.

When a business has a clear vision or mission, strategic planning is needed in order to achieve this goal. Once the strategic plans are in place (and there are usually more than one), then the shorter term tactical plans can be developed and implemented.

## Strategy in action

A business that wants to be the largest widget manufacturer in Australia for example, may need to look at a strategy that involves acquisition or it may need to look at expanding its manufacturing capacity, improve its product quality and offering, bring in additional expertise, or all of these. Whilst strategies require long term planning, they also require both internal examination as well as external evaluation - the market, the competition and business climate, and so on.

Strategies therefore, are the long-term (2-5 years) action plans that allow you to achieve your vision or goal. Each functional department within a business will often have its own strategies that line up with the overall business plan and vision, eg the marketing manufacturer may have a strategy to achieve strong brand recognition, or launch new products.

## The tactical side

Tactics are the actual means used to reach an objective. They are specific actions that turn strategies into reality, and are shorter term and narrower in scope. Tactical planning is the process of making detailed decisions about what, who, how and when. If we go back to our widget manufacturer, the tactics around the marketing strategy of achieving strong brand



recognition might include specific relevant advertising and promotional campaigns to be undertaken by the Advertising Manager through meeting XYZ Trade Journal editor with a view for publication over a certain number of issues, commencing on a certain date.

## Remain true to your vision

Change is a constant in our world and in business it is inevitable that plans will need to change too. Your vision however, should not change. It is the one and only constant. Strategies may need to vary under certain circumstances eg. an acquisition falling through. However, a strategy must always be replaced with another that still aligns to the vision.

Tactics on the other hand are completely flexible – they can be adjusted, scrapped or new ones added. They are however still essential if you are to achieve your objectives.

Good strategies without the tactics to achieve them will only remain good strategies - with no outcome. To achieve success, it is critical that vision, strategy and tactics are well aligned and regularly reviewed in accordance with internal and/or external changes that impact on the business.

## VIEWPOINT

During challenging economic times, the vision and inspiration of strong leadership combined with management practicality and action become crucial in driving business performance. These two roles should not be mutually exclusive, but synergistic if a business is to maintain its market share and indeed grow in an economy that appears to be stalling. Likewise, sound strategic and tactical planning around the changes that are occurring needs to be undertaken.

Managing staff performance is one of the most difficult, yet fundamental tasks business leaders and managers undertake during good times, let alone through tough ones. Yet, from the significant dealings our business has had across broad industry, it is clear that few leaders involve themselves in the detail of performance management, and few managers are taught how to manage performance, let alone how to motivate a team that may be facing market negativity for the first time. This is where understanding the differences between, and harnessing the strengths of leaders and managers can produce great results.

Let's face it ... a business is only as good as the people in it. And if the right people who are successfully able to navigate stormy seas are not in place, then driving business performance is going to be a difficult task, regardless of how good a leader or manager one might be. Identifying whether those people are in place and then managing their performance requires both good leadership and good management.

*The Archway Group*

***"Perception is strong and sight weak. In strategy it is important to see distant things as if they were close and to take a distanced view of close things"***

**Miyamoto Musashi**



## Contact Details

For further information, please contact Tricia Reardon, Director, The Archway Group Pty Ltd  
Ph: (03) 9690 7979 Fax: (03) 9690 9494 E: [info@archwaygroup.com.au](mailto:info@archwaygroup.com.au)  
[www.archwaygroup.com.au](http://www.archwaygroup.com.au)

Copyright © 2008 The Archway Group Pty Ltd (ABN 32 118 866 621). This work is copyright and all rights are reserved. No part may be reproduced by any process without prior written permission from The Archway Group Pty Ltd.

