

Boss Manager

1. Focuses more on day-to-day issues/problems.
2. Emphasizes RESULTS over process improvement.
3. Manages to employee weaknesses.
4. Wants to know WHO is wrong or caused the problem and assigns blame and responsibility.
5. Motivates the workers through threats/rewards/bribes.

Lead Manager

1. Focuses on Vision, Mission and Values.
2. Helps by aligning goals and action plans.
3. Manages by data and facts, using quality tools.
4. Finds out WHAT is wrong by monitoring and studying the processes.
5. Understands that RESULTS come by improving PROCESSES.
6. Works to build and maintain positive, supportive relationships by managing to employee strengths.

Although the language may be different, both the Glasser and Baldrige models encourage organizations to use Lead Management strategies.

Managing by Strengths

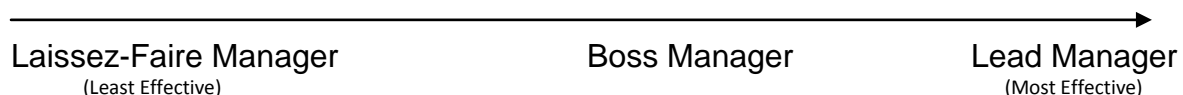
Research data provided by Rath (2006) in *Strength Finders 2.0* indicate that having a manager who ignores you is even more detrimental than having a manager who primarily focuses on your weaknesses. This information is summarized below.

If your manager primarily: The chances of you being actively engaged are:

Ignores you	60%
Focuses on your weaknesses	78%
Focuses on your strengths	99%

Based on the data above, the most effective to least effective management styles may be ranked as follows:

1. Lead Management
2. Boss Management
3. Laissez-Faire Management



Again, both Glasser and Baldrige emphasize the importance of leaders being actively and visibly involved with employees. Dr. Glasser stresses the importance of building strong, respectful relationships, and helping people get what they want; the Baldrige Criteria examine how leaders communicate the organization's vision and mission, as well as how leaders interact with employees.

Unfortunately, Rath (2006) provides disturbing feedback from workers in his book, *Vital Friends*. "Just 17% of employees report that their manager has made 'an investment in our relationship' in the past three months"; which implies that there are more Laissez-Faire managers than one would think. At a time when many businesses and schools are struggling to succeed, it may pay to take a closer look at the leadership style being used.

References:

Glasser, W. (2002) *Choice Theory: A New Psychology of Personal Freedom*. New York: HarperCollins.

Crawford, D., Bodine, R., & **Hoglund, R.** (1993) *The School for Quality Learning: Managing the School and Classroom the Deming Way*. Champaign-Urbana: Research Press.

Rath, T. (2007) *Strengths Finder 2.0*. New York: Simon & Schuster.

Rath, T. (2008) *Vital Friends*. New York: Simon & Schuster.