

Leaders	Managers
<i>Establish direction</i>	<i>Plan and budget</i>
<ul style="list-style-type: none"> • By keeping in touch with the needs of key stakeholders, customers, employees, etc. 	<ul style="list-style-type: none"> • By setting targets
<ul style="list-style-type: none"> • By constantly challenging assumptions and conventional wisdom 	<ul style="list-style-type: none"> • By establishing steps and timetables for achieving results
<ul style="list-style-type: none"> • By creating a vision of the company that is both exciting and sensible 	<ul style="list-style-type: none"> • By allocating resources needed to achieve the plan
<ul style="list-style-type: none"> • By developing strategies for accomplishing the vision 	
<i>Align people and systems</i>	<i>Staff and organize</i>
<ul style="list-style-type: none"> • By demonstrating a personal commitment to the vision and behaving in ways that are consistent with it 	<ul style="list-style-type: none"> • By creating a structure and jobs to achieve the plan
<ul style="list-style-type: none"> • By communicating the vision constantly and consistently in a clear, simple and powerful way 	<ul style="list-style-type: none"> • By providing staff to complete the work
<ul style="list-style-type: none"> • By translating the vision into measurable results 	<ul style="list-style-type: none"> • By delegating responsibility and authority for executing the plan
<ul style="list-style-type: none"> • By aligning the organization's system and infrastructure 	<ul style="list-style-type: none"> • By providing policies and procedures to help guide people.
	<ul style="list-style-type: none"> • By creating methods or systems to monitor implementation
<i>Motivate and inspire</i>	<i>Control/Problem-solve</i>
<ul style="list-style-type: none"> • By communicating the vision in a way that connects to people's individual values 	<ul style="list-style-type: none"> • By monitoring results against the plan
<ul style="list-style-type: none"> • By involving people in deciding how to implement visions and strategies 	<ul style="list-style-type: none"> • By identifying deviations
<ul style="list-style-type: none"> • By providing coaching and feedback to guide people in achieving the vision 	<ul style="list-style-type: none"> • Planning and organizing to solve problems
<ul style="list-style-type: none"> • By providing enthusiastic support to people in their efforts to accomplish important goals 	
<ul style="list-style-type: none"> • By recognizing and rewarding people for successfully implementing the vision 	