

## Leadership - Management - Collaboration

	<b>Leadership</b>	<b>Management</b>	<b>Collaboration</b>
<b>Definition:</b>	To harness the commitment, resources and talents of individuals and groups to achieve a shared vision. Leadership is doing the right thing.	Management directs and controls a group or individuals for the purpose of coordinating and harmonizing people toward accomplishing a goal or goals. Management is doing things right.	Multi-faceted relationships that bring people together in new ways and create more than the sum of their parts by melding resources, stretching minds and embracing new ideas to resolve problems. Collaboration is doing things together.
<b>Frame for Success</b>	Relationship based, optimism and enthusiasm for the vision. Generosity, courage, risk taking, comfort with ambiguity, creative approaches to old problems.	Focus on goals, structures, personnel, and availability of resources. Persistence, strong will, analysis, and intelligence. Rational, under control problem solving.	Embrace complexity and ambiguity. Collaboration is not an easy fix; it requires more complex long-term thinking and conflict management. Building trust, organizing the effort, evaluating the results, and changing over time are all part of collaboration. Elements remain ambiguous requiring continual redefinition.
<b>Focus:</b>	Leading people	Managing work	Mutual success
<b>Outcomes:</b>	Achievements	Results	Actions
<b>Approach to tasks:</b>	Devise new, creative solutions to problems. Motivate and focus others to solve problems and excel. Accountability through informal power.	Create strategies, policies, and methods, create teams and ideas that combine to operate smoothly. Empower people by soliciting their views, values, and principles. Clear expectations and goals, accountability through formal power.	Contribute strengths and assets to joint effort. Loose coordination and high level of autonomous action. Somewhat chaotic, trust is critical. Accountability through relationship, dependant on buy-in.
<b>Approach to risk:</b>	Risk-taking	Risk-averse	Risk-sharing
<b>Decision-making:</b>	Facilitative	Involved	Mutual
<b>Power through:</b>	Charisma & Influence	Formal authority & Position	Relationships and Resources
<b>Organization:</b>	Leadership has followers	Management has subordinates	Collaboration has partners

Sources:

[http://www.diffen.com/difference/Leadership\\_vs\\_Management](http://www.diffen.com/difference/Leadership_vs_Management)

Collaboration Handbook by Michael Winer and Karen Ray (Amherst H Wilder Foundation)

Managing to Change the World by Alison Green and Jerry Hauser

The Collaboraiton Challenge - James Austin (Drucker Foundation)

Leadership by Michael Hackman and Craig Johnson

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