

LEADER CONVERSATION GUIDE

# Balancing Leadership and Management

## Episode 133

### *How and Why to Start Thinking About Leadership and Management as Complementary, Not Contradictory*

Over the last several decades, resources and teaching on leadership thrived. But management? It's often been minimized. It's no wonder organizations often have a difficult time managing the day-to-day execution of their vision and strategy. In this episode, Tony, Amy and Lance explore how leadership and management can be viewed as complementary essential functions, and how you can take steps to better manage your team towards increased health and performance.

### *A Better Definition of Management*

- Over the last several decades, much of church leadership culture has inadvertently communicated that leaders are winners and managers are losers. In truth, nearly every church staff member has a leadership function and a management function in their role.
- Management is the process of reaching organizational goals by working with and through people. Good managers should be able to communicate well, model values, care for team members, run interference, listen well, and provide coaching.
- The highest responsibility of a manager is to **get the results** the organization is after, and to **develop and keep the people** who are getting good results.
- If you lack organizational alignment (clear mission, vision, strategies and goals), it's impossible for even the best managers to prioritize their objectives and execute the ministry strategy.

### *Up Your Management Game*

- **Start with clear priorities and goals.** Many churches live in the whirlwind of "Sunday's always coming," and therefore, operate on autopilot. A manager's job is to make sure everyone's priorities are clear.
- **Hold consistent 1-on-1's with your direct reports.** At a minimum, make sure they happen once per month. Good coaching conversations include great questions and listening. Here are some good questions to ask during 1-on-1 meetings:

- a. What are you most excited about right now?
- b. What do you wish you could spend more time doing?
- c. What's challenging or bugging you?
- d. In what areas outside of your control could changes be made to help you be more effective?
- e. What is a distraction for you?
- f. How could I support or lead you better?
- g. In what ways have you worked on the areas of growth from our last conversations?
- **Take good notes.** And have a place where you can easily find them. Coaching conversations get a lot better when you can remember the details.
- **Learn how to have good coaching conversations.** In the church, we often suffer from what Lance calls "terminal niceness." We are very polite, kind, and diplomatic—and that's fine as long as we are also clear. Your team members need you to say the things that will actually help them get better and improve their performance. In every conversation with your direct reports, be both *clear* and *kind*. Remember, what gets noticed gets repeated. But also remember, you're getting what you tolerate in terms of the behavior and performance of your direct reports.

## Next Steps

- Read [High Impact Teams](#) by Lance Witt.
- Talk with us about the [Unstuck Teams](#) process. We guide pastors to build staff teams that love working together and get stuff done—spiritually, emotionally, and relationally healthy, as well as productive and high-performing. Check out [theunstuckgroup.com/teams](http://theunstuckgroup.com/teams) to learn how it works and start a conversation with our team.

Listen to the episode on iTunes or at [theunstuckgroup.com/episode133](http://theunstuckgroup.com/episode133).