

Managers vs Leaders

Managers

- administers
- controls
- focus on short-term goals
- focus on “how” and “when”

Leaders

- innovates
- inspires
- focus on long-term goals
- focus on “what” and “why”

Source: Becoming a Leader,” Warren Bennis

How do you influence people?

Influential Powers

- Expert
- Legitimate
- Reward
- Punishment
- Referent

Conflict Management Strategies

Approach	Description	Effect
Avoiding (Withdrawing)	Retreats from actual or potential conflict situation	Does not solve the problem
Accommodating (Smoothing)	Emphasizes areas of agreement rather than areas of difference	Provides only short-term solutions
Compromising (Bargaining)	Searches and bargains for solutions that bring a degree of satisfaction to all parties	Provides definitive resolution
Forcing (Dictating)	Pushes one viewpoint at the expense of others; offers only win/lose solutions	Hard feelings may come back in other ways
Collaborating (Consensus)	Incorporates multiple viewpoints and insights; leads to consensus and commitment	Provides long-term resolution
Confronting/Problem Solving*	Treats conflict as a problem to be solved by examining alternatives; requires give-and-take and open dialogue	Provides ultimate resolution

Winning the other person's collaboration requires ...

1. Get the other person to accept the common goal
2. Show the other person that you understand and accept their needs as valid.
3. Get the other person to offer a win-win solution.