



Leadership & Management

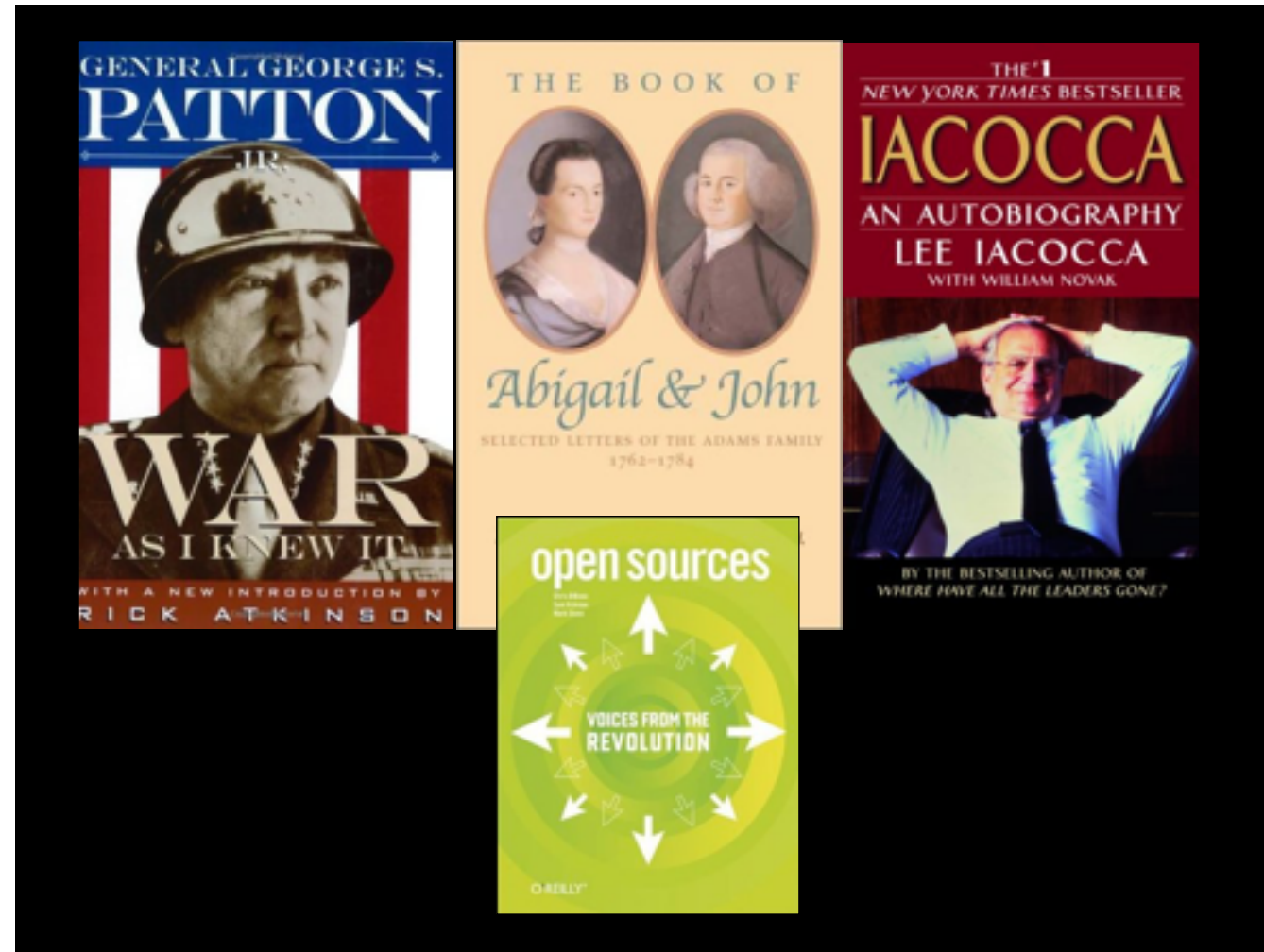
Leadership, n. The act of leading a group of people or an organisation

Leader, n. The person who leads or commands a group, organisation, or country.

–The Oxford English Dictionary

It seems fair to say that most people who call themselves leaders or managers could not define what either term means.

WE NEED TO DO BETTER THAN THIS.



Open Sources: You will assuredly want to ignore Paul Vixie's dated and facile description of software engineering in the 1990s, and instead focus on Richard Stallman's and Robert Young's descriptions of decision-making at the cusp of an era.



Leadership and management are often confused by those who would benefit most by clearly separating them.

Militaries, and often politicians, traditionally refer to all forms of oversight and control of people as “leadership”.



# COMMITTEE

A group that keeps minutes and wastes hours.


The term “management” is more commonly used in business.

“Don’t worry about people stealing your ideas.  
If your ideas are that good, you’ll have to ram  
them down people’s throats.”

–Howard Aiken

**Leadership** is the art of creating a team.

**Management** is the science of making  
those efforts effective.



“Management is doing things right;  
leadership is doing the right things.”

–Peter F. Drucker

Where Drucker and I differ is this: My definition of leadership stops when a team is formed. There is no mention of a mission, nor where a leader is expected to lead. Who should say that it is the leader who chooses? This is very often not so. The mission may come from outside the team, as is commonplace in corporate software development, or even from the team members themselves.





Jerry Useem, The Atlantic, Jan/Feb 2016. <http://www.theatlantic.com/magazine/archive/2016/01/what-was-volkswagen-thinking/419127/>

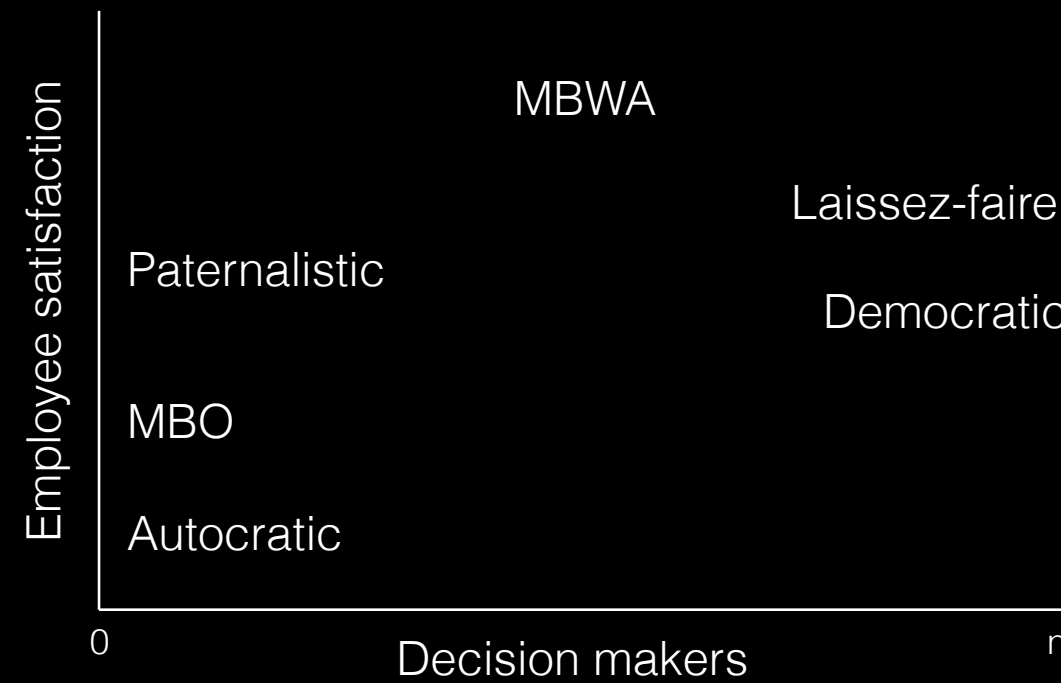
Compare Volkswagen's fiasco to CEO James Burke of Johnson & Johnson, who in 1979 summoned 20 key people to a meeting where he proposed destroying the company's credo. "If we're not going to live by it, let's tear it off the wall." The resulting debate made the company strong enough to immediately recall tainted Tylenol a few years later.

A leader's job is, "to do good and be damned."

–Marcus Aurelius, Meditations, book 7, section 36.



# Management Styles



“Authority – when abused through micromanagement, intimidation, or verbal or nonverbal threats – makes people shut down & productivity ceases.”

–John Stocker

With power comes responsibility.