

Managing is . . .

Leading is . . .

Working within boundaries	Expanding boundaries
Controlling resources	Influencing others
Planning to reach goals	Creating a vision of a possible future
Contracting how and when work will be done	Committing to get the work done no matter what
Emphasizing reason and logic supported by intuition	Emphasizing intuition and feelings supported by reason
Deciding present actions based on the past and precedent	Deciding present actions based on the envisioned future
Waiting for all relevant data before deciding	Pursuing enough data to decide now
Measuring performance against plans	Assessing accomplishment against vision