

PLENARY – Management and Leadership

Slide 1 “Title Slide”

It is a mistake to use the words management and leadership interchangeably. They are two very different words with very different meanings.

In our ministry with young people, they often get linked together because management and leadership are so intertwined and messily bundled together. For example, imagine yourself in charge of getting 85 youth and 10 adults from lunch in Central Park, to Ground Zero, through downtown in order to end up in Times Square for dinner. You talk about moving constantly from manager to leader to zoo keeper. The lines are often not as clear as we might like; but these two things still remain quite different. And both are important.

Slide 2 “Video PC – MAC Commercial Spoof”

There is a great Apple/PC Parody on You Tube. Find it here...

<http://www.youtube.com/watch?v=a0sGDjcFiok> – Downloaded November, 2008.

[DMYP staff Hank Hilliard’s story. Insert a story of your own that contains an example of both leadership and management, or different stories of your own.]

I have four kids. Two of them are currently in pre-school. Several times each day, their teacher has to take the class of 12 three year olds to activities such as music, lunch, and playground time. This can be quite a feat of management skills, perhaps even more than my New York example. So, how does she accomplish this task? With what we call the “donut rope”. She holds the front end of the donut rope, which is about 8 feet long. Every 8 inches or so has a padded plastic hoop attached. Each kid is taught to hold onto a hoop. With this contraption, the teacher is able to maneuver the class through crowded halls and even across parking lots, all the while keeping the kids in a safe orderly line. That is management.

My children’s teacher also displays amazing leadership to my kids. How do I know this? I drop them off two days a week. All the way there we talk about their day, singing, and even holding hands while walking through the halls. When we arrive at their classroom, their teacher squats down and shouts “Hey there!” and holds her arms out to receive them. Suddenly, dad has become invisible. I do not even exist in their world. Ms. Brooke becomes their primary focus. They run to her, throw themselves in her arms, and cannot wait to get started with whatever activity she has set out for them to do that morning. I hang up their coats and head to work.

Are you seeing the difference? Both are important. Both are vital in the life of a leader. The key to success and health is to keep balanced. Now, let’s look at some of the differences between management and leadership and then discuss the importance of keeping balanced.

[Feel free to use the pre-school teacher as an example. If you would rather not, think of an example of a person in your life who displays leadership at some given time and management at another. A pastor, coach or parent might be examples for you to consider.]

Slides 3-8. Go through the slides highlighting the difference between managers and leaders. Ask participants to make notes on the ones that stand out to them.

Handouts should be made available for participants. This will help them follow along and allow them a place to take notes for later discussion.

Explain to participants that this handout does not contain all the answers, nor does it apply 100% across the board in every situation and for every context. Instead, it is meant to open the doors for discussion around the relationship that exists between leadership and management.

Peter Drucker said “management is doing things right; leadership is doing the right things.”

I could share a lot of ministry examples from my years of working in the church about the importance of remaining balanced, and times when I have failed to do so. However, the clearest example I can think of involves my family and my life at home.

We have two sets of twins. The older pair just turned four not long ago. The younger pair is approaching two years of age. As you can imagine, life in our house can at times be a bit, well, let’s go with the word “exciting.” Fortunately, I have a wife who is an amazing manager. Just getting the kids ready to go somewhere is a huge undertaking. There are diapers, drinks, snacks, toys, seatbelts, jackets, shoes and many other tasks to complete just to get them ready to back out of the garage. To go to the pool, we have to start getting ready like three hours before we want to leave. There are dinners to prepare, groceries to buy and laundry to do. The management tasks never end.

With all there is to do – all the “hard things,” it can be tempting to ignore the “soft side,” the leadership side of parenting. We have to be intentional about leading. Parents who are leaders take the time to: teach children (all ages) what it means to be a family, instill confidence and a feeling of security in our children, give them the healthy physical touch that they need, while also allowing them space to try to do things on their own and develop their own interests, talents and personalities.

[Tell a personal story of the importance of remaining balanced. This could be a concrete example such as the one I provided, or a more abstract one. The story could be more about the balancing theme, and then related back to balance in our lives and relationships. Spinning plates (this could be a good video option as well), canoeing, or crossing a log could be possibilities.]

My wife is great at both leadership and management. As a team, we do okay at balancing the management of our household and being family leaders. But it is so easy to lose our balance.

If management takes over, our kids feel ignored and our relationship suffers.
If we lean too much on leadership, none of us have clean underwear to put on.

Slide 9 “It’s all about balance”

Slides 10-11 “Too much is a problem”

Out of balance. When you get out of balance, there is a cost.

* Light on Management: *Tell a personal story here about a time in ministry or in your life when you were heavy on leadership and light on management. Share also the cost you paid. Hank includes brief summaries of his examples.*

The zoo in my town has free admission on Tuesday afternoons. To end our summer last year, I decided our youth group should go to the zoo. I pumped it up at youth group, in the newsletter and in my conversations with the youth. I said, "We'll have a great time together. It's our last Tuesday to hang out before school." We had done activities every previous Tuesday during the summer and averaged about 15. Being the prepared youth director, I planned for 20. I would drive one of our church vans and had another adult driving a mini-van. I had four total adults. Plenty to meet our safe sanctuary policy. At 2:00 p.m. I had 52 kids in the youth room. I freaked. I ran to the church office and began begging staff to drive the other church van, and I was grabbing parents in the parking lot pleading with them to go along as chaperones. I even called my interns who had the day off asking them to come in and help. Now we did make it to the zoo, but I paid a cost. First, I was exhausted before we even got there. I owed my interns another day off. But most of all, I appeared disorganized and incompetent to many of my parents and fellow staff.

[* Light on Leadership: *Once again tell a personal story of when you were light on leadership. A brief summary of my story is below.*]

We took our family to a family reunion in South Carolina. We had to fly from Memphis to Atlanta. We had the four kids, four car seats, six bags, my golf clubs and a stroller to get onto the plane and through the airport to the rental car. It was crazy. The best way to describe it is that I was always one roll of the eyes away from a divorce. But I was on my game. I had a roll of \$10 bills to coax airport workers into helping us. I practiced a system for carrying all the bags. We got to where we were going and met my wife's parents right on time. The plan was for my wife and I to take two kids in one car, and her parents to drive the other two in their car. However, after a brief stop in the bathroom, I was informed that I would now be riding with my father-in-law, while my wife rode with her mom for the two hour drive that lay ahead. My management was on point. My lack of paying attention to the "soft side," however, had my wife not even wanting to ride in the same car. There was a cost.

Ed Oakley has a video called "The Hard and Soft Parts of Your Role" at <http://www.youtube.com/watch?v=4Gn2nr2ZvhY> Downloaded November, 2008. This 10 minute talk discusses the different sides of leadership and has a great example of a time when he messed up.

Slide 12 "Video "Buffalo Wild Wings, Hide!"

Slide is blank to serve as a holding slide for the video.

Show this video. It is an example of a boss who is out of balance with his employees.

<http://www.youtube.com/watch?v=4OdG-rEAKag> Downloaded January, 2008.

Slide 13 Questions for reflection.

Get participants into groups of 3-6 to discuss the questions. Tell them they do not have to stick directly to these questions, but can use them as a guideline for digging deep into the leadership and management sides of ministry, and the important work of balancing the two.