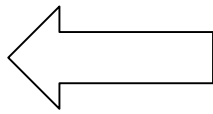


*The Box*  
*Leadership is Outside / Management is Inside*

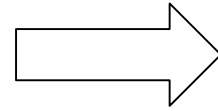
*Leadership*

Management

Leadership



Leadership



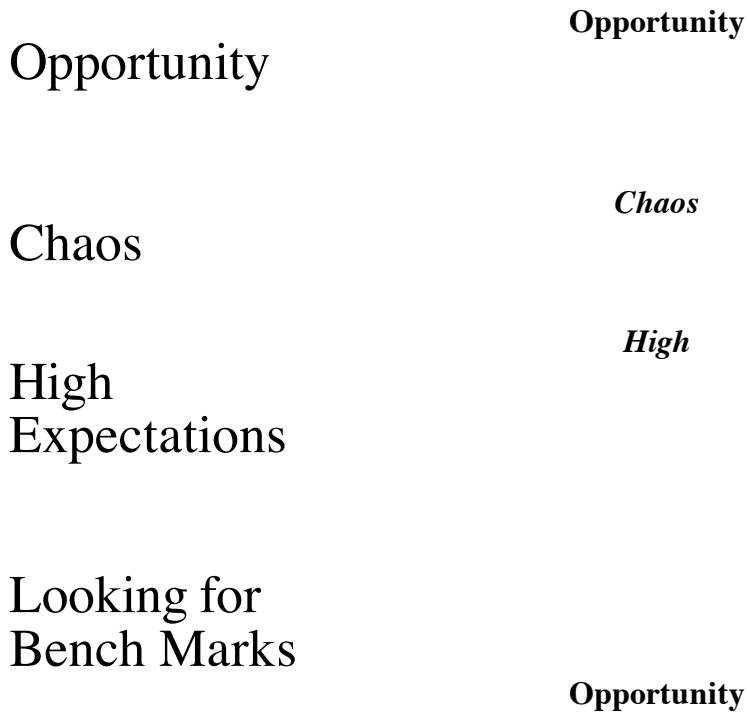
***Leadership and Management  
Working together Inside and Outside the Box***

Leadership expands box. New box is created/management takes over

Leadership expands box. New box is created/ management takes over

Management is inside/  
Leadership is outside

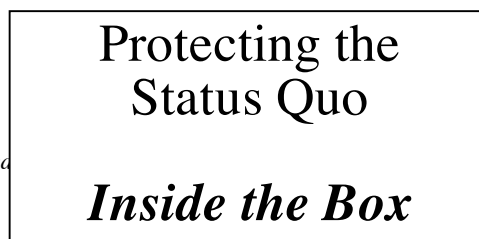
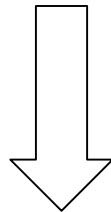
Leadership looks to expand, again



***The Box***

***Role of Management is to  
Protect the Status Quo  
Role of Leadership is to Challenge It  
The Tugging and Pulling Creates the Dynamics of the  
Organization***

Management



Accordingly, leaders who can think outside the box offer insights to the organization's potential. They assist the organization on its journey toward continuous improvement. Leaders are willing to take the risks and pay for the consequences. They continually question the status quo, not because they don't understand its importance, but they believe that the organization has not fully achieved its potential, and therefore, must continually strive to greater achievement. Good managers and good leaders offer organizations great dynamics in their *tug-of-war* as to what needs to happen.

Some managers can also be good leaders and some leaders can also be good managers. However, that is somewhat rare. The fact is good managers look for good leaders to compliment them and to be on the same team playing off of each other's strengths. And good leaders should, more importantly, always find good managers to offer balance to their direction.

Finally, when change does occur, the box then expands to encompass the change, thereby requiring management to create a new status quo and structure to accommodate the change. Curiously, in many instances when this happens some leaders now become managers due to the fact that they (the leaders) have achieved their potential and are now secure in the need *box*. They are no longer capable of leading. New leaders then need to emerge to keep pace with the changing environments. Some managers sometimes leave the *box* because they are either incapable or unwilling to manage the organization within its new framework.

### **Conclusion**

Most people believe they are capable or need to think outside the *box*. The reality is organizations need people who not only can think outside the *box*, but also equally need people who can think inside the *box*. Organizations require leaders who can visualize and encourage new and effective ways of achieving their goals. Leadership is seen as being able to think outside the structure of the *box*. However, as important is the need to ensure the day-to-day stability of the organization, represented by management thinking inside the *box*.

Finding a level of balance of leaders and managers will create the necessary dynamics necessary to achieve an effective organization.

## **The Box** **Inside and Outside Roles and Responsibilities**

Risks

Imagination

Creativity

Policies and Procedures

Organizational Hierarchy

Salary Administration Program

## New thoughts in leadership and management

### The Box

#### *Thinking inside and outside of it*

One of management's most common expressions is that of "thinking outside the box." Everyone wants to believe that they can think outside the box. If that is the case, what is it about the inside of the box that requires everyone to feel the need to escape to the outside in order to do some serious thinking? And do we really want everyone to think outside the box? Or just allowing them to believe they can may be enough. Regardless, it's time to really define the metaphoric ox, both inside and outside. It's time that we truly understand the dynamics of the box and what it means to our organizations. It is time to understand where we really want our people to think.

The box suggests lots of structure. From inside the box you can see the structure, four walls, so to speak. The walls symbolize the infrastructure of our organization. Inside the walls exist our missions, our budgets, our core belief systems, our histories, traditions and rituals. Inside the walls also exists our management hierarchy, salary administration, policies and procedures, accounting, rules, regulations, bylaws, articles of incorporation, requisitions, and a whole host of our systems, and mechanics of administering an organization. Inside the box is status quo. It's comfortable because it is well understood. It allows you to come to work and know what is expected of you. It tells you how to and what forms need to be filled out and when. It tells you what the board can and cannot do according to its bylaws. Who has the final say in the supervisory pecking order? What you can say *yes* to and when you need to say *no*. Inside the **box** are our past and present and surprisingly a good part of our future. So, if that is what is inside the **box**, then what is outside the box?

Outside the box is free form. You can see the walls and structure of the **box** from outside, but by being outside you have the freedom of not having to be locked within its confines. Therefore, outside the box you are free from the infrastructure and the management systems. You can dream unencumbered. You can visualize change. You can imagine new systems and a different hierarchy and creative program opportunities. You can expect great risk, but if successful, great achievement. If unsuccessfully, you face failure head on and understand the consequences. When outside the **box**, everybody's ideas have merit.

So now that we have taken a few moments to define the **box**, what is it about the **box** that needs to be fully understood? Can the **box** truly be the type of metaphor we employ to better understand our organizations and what is needed to make it effective? Simply stated, after describing the box inside and outside, we can now clearly see that inside the box is *management*, and outside the box is *leadership*. Furthermore, it is important to note that all organizations need solid management as well as effective leadership. We equally need both. Priding oneself on being able to think outside the **box** is laudable. But the individual who can think inside the **box** also has tremendous value. Those managers, administrators and support staff whose job it is to think inside the box in fact ensures that the organization operates as designed in its current configuration. They ensure the security of the organization; its compliance with legal matters, accounting procedures, programs record keeping, management systems, etc. They offer options within the confines of the organization's current capacity.