

Book Review for 3/21/04 by Hollyee Moss

Title: "When Opposites Dance: Balancing the Manager and Leader Within"

Authors: Roy G. Williams & Terrence E. Deal

Publisher: Davies-Black Publishing

Copyright: 2003

Length: 216 pages

Price: \$25.95

Reading time: 6 hours

Reading rating: 8 (1 = very difficult; 10 = very easy)

Overall rating: 4 (1 = average; 4 = outstanding)

Subject Areas: leadership and management

In their book, "When Opposites Dance: Balancing the Manager and Leader Within," Roy Williams (a resident of Waynesville, NC) and Terrence Deal do a very good job of explaining the difference between managers and leaders. They argue that managers are more concerned with details while leaders are more concerned with people. What makes for an effective leader-manager is recognizing one's natural inclinations and striving to incorporate aspects of one's opposite. This book is a must read for all managers—and leaders. You will find yourself learning from the authors' easy to follow style and interesting portraits of various managers.

The authors begin by posing two questions: "Does sound management (represented by precision, logic, and thoughtful analysis) produce desired results? Or is productivity a function of inspired leadership (represented by passion, enthusiasm, and spirit?" Their answer is, "Clearly, we need both." Embedded within the questions are the differences between managers and leaders. In order to be successful in today's turbulent business climate, "organizations need to develop a new brand of manager-leader" who will embrace both management and leadership. This book serves as a guide for becoming a manager-leader.

The first portion of the book develops a Leader-Management Model based on the Meyers-Briggs Type Indicator (MBTI)® and Bolman and Deal's Cognitive Frames Model. From Meyers-Briggs, the authors determine that the dominant style of managers is ST: sensing (grounded in facts, realism, and practicality) and thinking (analyzing, logical, objective) while the dominant style of leaders is NF: intuition (looking at possibilities or the future in an idealistic way) and feeling (personal, sympathetic and subjective). Based on the Cognitive Frames Model, the authors examine how managers and leaders view situations.

The Leader-Management Model consists of two management styles: the rationalist manager who advocates structure (based on thinking in MBTI) and the politician who takes a power perspective (based on sensing in MBTI). The model also consists of two leadership styles: the humanist interested in human resources (based on feeling in MBTI) and the culturist who thinks and acts symbolically (based on intuition in MBTI). The

book provides a short questionnaire that can be used to help the reader determine their style.

The second portion of the book examines twelve management-leadership profiles of well-known men and women. The purpose of the profiles is to help the reader discover aspects of himself. It is a fascinating read. The authors review the actions of rationalists Robert Crandall (American Airlines), Pat Summit (women's basketball coach at the University of Tennessee), and Richard Nixon. Politicists Frank Lorenzo (airline executive), Hillary Clinton, and Lyndon Johnson are discussed. Styles of humanists Donald Burr (People Express), Betty Friedan (feminist leader), and Jimmy Carter are reviewed. Herb Kelleher (Southwest Airlines), Oprah Winfrey, and Ronald Reagan are examined as examples of culturists.

While the authors are using the profiles to illustrate types of manager and leaders, the authors also indicate the need for balance. At times, one needs to be a manager; at other times, one needs to be a leader. In the course of the twelve profiles, the authors indicate both effectiveness and ineffectiveness in the various personal styles.

The final section of the book exhorts the reader to examine his or her personal style and areas of comfort. The need for balance is again stressed. In the new millennium, the successful heads of organizations will be both leaders and managers, depending on the situation. One not only needs to be cognizant of their strengths and weaknesses but needs to work to strengthen the areas that are less comfortable.

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