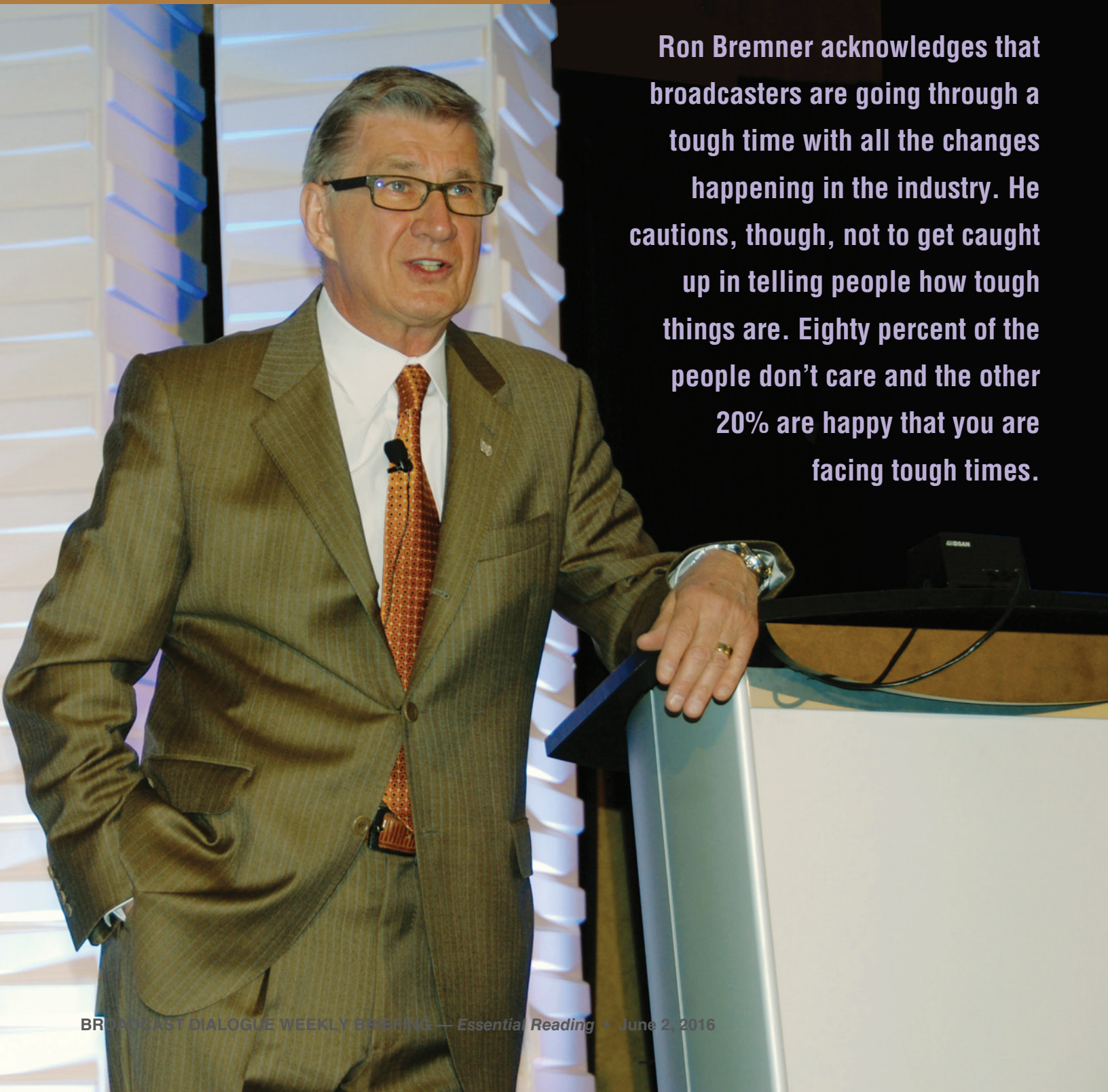


Leaders **not** managers

Ron Bremner acknowledges that broadcasters are going through a tough time with all the changes happening in the industry. He cautions, though, not to get caught up in telling people how tough things are. Eighty percent of the people don't care and the other 20% are happy that you are facing tough times.



Bremner, the keynote speaker at this year's British Columbia Association of Broadcasters conference in Penticton, is president of Gold Medal Consulting Group. Well known in the broadcasting industry, Bremner brought credibility as someone who's been in the trenches.

He started his broadcast career in 1972 with Standard Broadcast Sales in Toronto; worked for 16 years at CKNW/CFMI Vancouver as sales manager, VP and president/GM before moving to BCTV as president/CEO, a position he held for six years. Bremner then left broadcasting to become president of the Calgary Flames. In 2002 he started Gold Medal Consulting Group, specializing in leadership training and executive mentoring and coaching.

Despite challenges, he said, people adapt. Good people get things done. Good people are excited about challenge. "We need leaders today on every level."

What's the difference between managing and leading?

According to Bremner, leadership is a verb, not a noun. Leadership is about action, making things happen, getting results. It's about creating something. It's not about pulling back, not hiding in an office. It's about taking people places they've never been. It's about making a difference.

Key Differences Between Managers and Leaders:

- § The manager administrates, the leader innovates.
- § The manager is a copy, the leader is an original.
- § The manager maintains, the leader develops.
- § The manager accepts reality, but the leader investigates reality.
- § The manager focuses on systems and structure and the leader focuses on people.
- § The manager relies on control but the leader relies on trust to get the job done.
- § The manager has a short-term view and the leader takes the long-term perspective and asks how to build something that's sustainable.
- § The manager has an eye on the bottom line and the leader has an eye on the horizon.
- § Managers do things right but leaders do the right things consistently.
- § Managers look for stability and leaders are comfortable with change in uncertainty.
- § Managers focus on optimization of resources and leaders are looking for continuous improvement.

Leaders emphasize diagnosis, conceptualization, persuasion, dealing with ambiguity.

The bottom line is that managers usually are working on an outcome where their focus is on employee compliance. Leaders are working on an outcome where their focus is on employee commitment.



The word 'leader' itself provides direction:

- L** **Listen:** listen to people; listen to understand, not to reply
- E** **Education:** keeping the mindset to improve; striving to get better in your job
- A** **Attitude:** we are in charge of our attitude; think about being a chief environmental officer trying to help people around you; trying to keep people up; stay connected to people
- D** **Determination:** to do the things you want to achieve, you need to be focused; knowing is not enough; willing is not enough you have to do. You can't get anywhere without effort and discipline; you have to be all in
- E** **Everyone:** everybody needs to be onside; to think like an owner; everybody makes a difference at every level
- R** **Relationships:** forge and maintain relationships. It's what life is all about and it's hard to say no to people you know

Bremner's parting words to the delegates... "Do your best. Work hard. Get your people engaged. Listen to people. Make them feel excited. At the end of the day when your career is finished you won't remember budgets. You'll remember people and relationships. Don't miss out on that. Don't be so focused on the station that you forget the train ride. Don't be so focused on the objective that you miss what it's all about. You're in a great business. It's all about people. It's all about helping people be the best they can be and when you help them to be the best they can be, they're going to help you be the best you can be. And there is nothing better than that."

—BD