



Comparing the roles of leader, manager and facilitator.

Leader	Manager	Facilitator
Concern with doing the right thing.	Concern with doing things right.	Concerned with helping people do and think things.
Takes the long-term view.	Takes the short-term view.	Helps people find a view and articulate it.
Concentrate on what and why.	Concentrate on how.	Helps people concentrate and be clear in the here and now.
Thinks in terms of innovation, development and the future.	Thinks in terms of the administration, maintenance, and the present.	Helps people think, and help them communicate their thoughts about past present and future.
Sets the vision: the tone and direction.	Sets the plan: the pace.	Helps people make meaning of tone and direction, and to function well at the required pace.
Hopes others will respond and follow.	Hopes others will complete their tasks.	Hopes others will engage in the process.
Appeals to hopes and dreams.	Monitors boundaries and defines limits.	Helps others make meaning of hopes and dreams; pushes appropriately on boundaries.
Expects others to help realize a vision.	Expects others to fulfill their mission or purpose.	Helps others articulate a share vision and common mission or purpose.
Inspires innovation.	Inspires stability.	Helps people respond to things that are new and things that remain the same.