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Dear David,

 Ara Norwood

I am sending you my good wishes on this fine Monday.

Here is what's in store for you with this issue of *Uncommon Sense*:

In the **Self-Development** column, you'll receive a compare-and-contrast primer on the distinctions between leadership and management.

In the **Elephant in the Room** column, you'll receive some highlights on media bias.

In the **From Ara's Journal** column, we explore the very sensitive subject of sex, based on the recent spate of sexual harassment claims against Hollywood elites, business people, and government officials.

And in the **World of Words** column, you'll add a much overlooked and under-utilized word to your ever-expanding vocabulary.

OK, let's get started.


Ara Norwood

Self-Development

Leadership vs. Management

*"Management is doing things right.
Leadership is doing the right things."*

Peter Drucker

One of my first courses in graduate school was with a remarkable professor named Jean Lipman-Blumen. The author of such notable books as [*Connective Leadership*](#), [*Hot Groups*](#), and [*The Allure of Toxic Leadership*](#), Professor Lipman-Blumen was (and is) a soft-spoken, diminutive woman with a colossal mind and a vast ability to bring out the very best of her students. The first of several courses I took from her was titled "Leaders and  Leadership Management Managers: Ne'er The Twain Shall Meet," a brilliant and engaging course that focused on the interplay and the distinctions between what leadership is and what management is. I have spent many years since that course thinking about those distinctions. Here is what has become clearer to me over the years.

Leadership is about vision -- the articulation of a desired future state. Management is about organizing the day-to-day activities that will actually get people to that vision.

Leadership is about empowerment: galvanizing people to sign on to the noble undertaking that the leader has conceived. Management is about ensuring the troops march in lock-step toward that lofty ideal.

Leadership is President John F. Kennedy announcing that we will put a man on the moon and bring him back safely to earth before the decade of the 1960s comes to an end. Management concerns the myriad tasks, inventions, and breakthroughs that had to take place by NASA scientists, engineers, and astronauts, so that Kennedy's vision could be realized in July 1969, one of the truly unfathomable feats performed by mere mortals in all of history, especially given the state of our technology at that time (as my iPhone has more computing power than anything the astronauts had access to in their day.)

Leadership is vast -- with a focus on far-reaching aspirations. Management is nitty-gritty, with a focus on the day-to-day.

Leadership is exciting, management is exacting.

While leadership is seeric, idealistic, inspired, and enterprising, management is detail-oriented, in the here-and-now, and is focused on how to execute the next steps to get to the goal.

Leadership is about effectiveness. Management leans more towards efficiency.

And both are crucial. One is not better than the other. One is not more valuable than the other. Those who speak in terms of turning managers into leaders, as if the manager is a primate but the leader is an enlightened specimen do not understand either. Management is not subordinate to leadership. Leadership is not more evolved than management. Both are necessary. And while someone may have more innate talent at one or the other, a given person can do both.

The Elephant in the Room

Bias in the News

I wish to bring to your attention a deliberate bias in certain news media, namely the New York Times, CNN, and The Huffington Post. (The same would apply to the Los Angeles Times, The Washington Post, MSNBC, and most other major news media, but the three I am targeting for this column will suffice.)

Take a look at the following 12 headlines, which were sent to my smart phone over the last week:

- "No, we didn't just see the first marijuana overdose death. Here's the real story behind the death of an 11-month-old in Colorado. (Huffington Post, 11/17/17, 2:38 PM).
- "America's brand slides from No. 1 to No. 6 in a ranking of countries with the best international image." (CNN, 11/17/17, 2:16 PM).
- "He survived an airstrike on his home; his wife, daughter, brother, and nephew were killed. Hear Basim Razzo's story on our podcast, The Daily." (NY Times, 11/17/17, 2:12 PM).
- "'[The] president is just as guilty as Roy Moore.' Trump's accusers explain what it's like to have their allegations put 'on hold.'" (Huffington Post, 11/17/17, 10:47 AM).
- "Trump's comments on Franken revelations invite fresh round of scrutiny of sexual assault claims against himself." (CNN, 11/17/17, 10:11 AM).
- "210,000 gallons of oil have leaked from the Keystone Pipeline in South Dakota, according to TransCanada, the pipeline's operator." (CNN, 11/16/17, 2:29 PM).
- "A woman says former President George H.W. Bush grabbed her rear end during a photo-op at a 1992 re-election event." (CNN, 11/16/17, 12:14 PM).
- "Analysis: Trump's attorney general sounds less like a man trying to protect the rule of law than one trying to keep his job." (CNN, 11/15/17, 8:49 AM).
- "GOP lawmakers want to get rid of a key piece of Obamacare in their tax reform efforts. Here's how it would likely hurt the market. (CNN, 11/15/17, 5:29 AM).
- "'Swallowing the Red Pill' can have different meanings, but online it can end in a stew of anxiety, misogyny and white nationalism." (CNN, 11/14/17, 4:52 AM).
- "How one state is coming full circle on abortion access -- and could become the first with no abortion clinics." (CNN, 11/14/17, 2:46 PM).

- "The Trump administration appears to be taking subtle steps to seize land along the US-Mexico border in case a wall is approved." (CNN, 11/13/17, 11:35 AM).

Most all of these headlines house the Leftist opinions of the editors and writers. They don't just report the news, they seek to influence public opinion by making a statement. Marijauna



is harmless; American is a bad country that deserves to fall from its high perch; there is no such thing as an Islamic terrorist; Trump is bad; Republicans are bad; Republicans are racist; a woman's right to choose is sacrosanct; there is no such thing as an illegal alien because people are not illegal.

In contrast to the news alerts I receive from Fox and from the Wall Street Journal, both of which report actual news, I find most mainstream media sources are agenda-driven, not news driven.

And that, my friends, is the latest elephant in the room.

Check out [my website](#) for tools to help you with your career, your presentations, and other matters.

From Ara's Journal

Sexuality and Commitment

The spark set off by Harvey Weinstein and his sexual misdeeds has lit up the news media with accusations of sexual misdeeds by numerous public figures. Women (along with a few men) have instantly become emboldened and have come forward to share their stories of unfortunate and salacious actions by a growing body of men, including actors Dustin Hoffman, Richard Dreyfuss, Steven Seagal, Kevin Spacey, Ed Westwick, George Takei, Jeffrey Tambor, Tom Sizemore, Jeremy Piven, and Robert Knepper. Many of those accused have vehemently denied the allegations, and while some allegations may turn out to be fabrications, the likelihood is that many, probably even most, are true. One of the accused, a comedian by the name of Louis C.K., has actually admitted the allegations against him have merit. And actors are not the only ones who have been accused of sexual misdeeds. Apparently sexual harassment is being committed by directors, producers, writers, showrunners, casting executives, and other entertainment figures.

Journal Writing

It's not just a problem in the entertainment world, as the business world, including the world of publishing and media, has a white hot spotlight on it now. People in power at Amazon, Penguin Random House, ABC News, NBC News, NPR News, and magazines like Artforum, Rolling Stone, Billboard, and New Republic all have people associated with them that are being accused of sexual harassment. In the political world, former Saturday Night Live regular and current U.S. Senator Al Franken was not only accused of gross behavior, but was photographed with his hands cupping the breasts of a woman he worked with while she was sound asleep

during a plane ride back home, with Franken looking into the camera with the mischievous grin of a 12-year-old. Having photographic evidence of a foul deed makes it difficult for a perp to be a denier. Mr. Franken appears to have no wiggle room. But he's not the only politician being accused. Senate Candidate Roy Moore (R.-Alabama), former President George H. W. Bush, Florida Democratic Party Chair Stephen Bittel, Democratic state Senator Jeff Clemens, and Kentucky House Speaker Jeff Hoover, a Republican, have all been accused.

While it is possible some of the accusations may eventually be shown to be overblown if not fabricated (and in many instances we will never really know the truth with certainty), the sad likelihood is that the lion's share of the accusations probably have merit. And many other instances of bad behavior will never be reported.

I believe that, for the most part, the accused have failed to grasp the significance of sex. They have failed to realize that sexual expression should be had only within the context of commitment. Men become less human (and less humane) when they look at a woman and see an object rather than another person who is made in the image of God. Thus, they not only demean the person they make their sordid advances on, but they cheapen the act of sex itself, an act so singular, so unparalleled, so mysterious, that they ruin its very exceptionality. People, who are created in the image of God, and sex, which is a sacred act of enormous consequence -- one capable of producing life itself -- should be protected and cherished. Without commitment to the other person, sex is reduced to a primal urge, no more significant than having to find a toilet in which to relieve oneself. Men (and women as well) must come to realize that chastity is a virtue, not a bygone value of backwoods hicks, and that the ultimate commitment (and the only commitment deemed worthy of it in God's eyes) is the commitment of marriage.

The World of Words

Porous

Building Your Power of Expression



Dictionary

Porous adj.

Pronunciation: pòrəs

Meaning: This word could be used to describe a material that has minute spaces or holes through which liquid or air may pass. However, I like to use it to describe anything that is not retentive or secure.

Usage:

- *The fullback was so strong and quick that he easily ran through what was a porous defense to score almost at will.*

- *It is imperative that we take strict measures to secure our network, as its porous nature may invite intruders and other hackers.*
- *The club is really open to anyone with any viewpoint; the founders wanted a porous rather than a closed environment where all voices could be heard and considered.*

New subscribers, the Special Report "11 Ways to Beat the Odds" should have been sent out to you already. If you have not received it, please communicate that to me via email (ara@aranorwood.com).

For more information on my work, follow me on Twitter ("Ara Norwood"), or on Facebook (keyword "Leadership Development Systems") or via my website: www.aranorwood.com

Sincerely,

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