



The line between failure and success is so fine that we scarcely know when we pass it: so fine that we are often on the line and do not know it.

~ *Elbert Hubbard*

Never argue with stupid people, they will drag you down to their level and then beat you with experience.

~ *Mark Twain*

**Open your arms to change,
but don't let go of your values.**

~ *Dalai Lama*

As for the future, your task is not to foresee it, but to enable it.

~ *Antoine de Saint-Exupery*

The busy man is troubled with but one devil; the idle man by a thousand

~ *Spanish Proverb*

Don't judge each day by the harvest you reap but by the seeds that you plant.

~ *Robert Louis Stevenson*

My best friend is the one who brings out the best in me.

~ *Henry Ford*

What is the Difference Between

Management

& Leadership



Leadership and management must go hand in hand. They are not the same thing. But they are necessarily linked, and complementary. Any effort to separate the two is likely to cause more problems than it solves.

The confusion around these two terms is massive, and that misunderstanding gets in the way of any reasonable discussion about how to build a company, position it for success and win in the twenty-first century. The mistakes people make on the issue are threefold:

Mistake #1: People use the terms “management” and “leadership” interchangeably. This shows that they don’t see the crucial difference between the two and the vital functions that each role plays.

Mistake #2: People use the term “leadership” to refer to the people at the very top of hierarchies. They then call the people in the layers below them in the organization “management.” And then all the rest are workers, specialists, and individual contributors. This is also a mistake and very misleading.

Mistake #3: People often think of “leadership” in terms of personality characteristics, usu-

ally as something they call charisma. Since few people have great charisma, this leads logically to the conclusion that few people can provide leadership, which gets us into increasing trouble.

In fact, management is a set of well-known processes, like planning, budgeting, structuring jobs, staffing jobs, measuring performance and problem-solving, which help an organization to predictably do what it knows how to do well. Management helps you to produce products and services as you have promised, of consistent quality, on budget, day after day, week after week. In organizations of any size and complexity, this is an enormously difficult task. We constantly underestimate how complex this task really is,

especially if we are not in senior management jobs. So, management is crucial — but it's not leadership.

Leadership is entirely different. It is associated with taking an organization into the future, finding opportunities that are coming at it faster and faster and successfully exploiting those opportunities. Leadership is about vision, about people buying in, about empowerment and, most of all, about producing useful change. Leadership is not about attributes, it's about behavior. And in an ever-faster-moving world, leadership is increasingly needed from more and more people, no matter where they are in a hierarchy. The notion that a few extraordinary people at the top can provide all the leadership needed today is ridiculous, and it's a recipe for failure.

Some people still argue that we must replace management with leadership. This is obviously not so:

they serve different, yet essential, functions. We need superb management. And we need more superb leadership. We need to be able to make our complex organizations reliable and efficient. We need them to jump into the future — the right future — at an accelerated pace, no matter the size of the changes required to make that happen.

There are very, very few organizations today that have sufficient leadership. Until we face this issue, understanding exactly what the problem is, we're never going to solve it. Unless we recognize that we're not talking about management when we speak of leadership, all we will try to do when we do need more leadership is work harder to manage. At a certain point, we end up with over-managed and under-led organizations, which are increasingly vulnerable in a fast-moving world.

Still, much ink has been spent delineating the differences. The manager's job is to plan, organize and coordinate. The leader's job is to inspire and motivate. In his 1989 book "On Becoming a Leader," Warren Bennis composed a list of the differences:

- The manager administers; the leader innovates.
- The manager is a copy; the leader is an original.
- The manager maintains; the leader develops.
- The manager focuses on systems and structure; the leader focuses on people.
- The manager relies on control; the leader inspires trust.
- The manager has a short-range view; the leader has a long-range perspective.
- The manager asks how and when; the leader asks what and why.
- The manager has his or her eye always on the bottom line; the leader's eye is on the horizon.
- The manager imitates; the leader originates.
- The manager accepts the status quo; the leader challenges it.
- The manager is the classic good soldier; the leader is his or her own person.
- The manager does things right; the leader does the right thing.

Perhaps there was a time when the calling of the manager and that of the leader could be separated. A foreman in an industrial-era factory probably didn't have to give much thought to what he was producing or to the people who were producing it. His or her job was to follow orders, organize the work, assign the right people to the necessary tasks, coordinate the results, and ensure the job got done as ordered. The focus was on efficiency.

But in the new economy, where value comes increasingly from the knowledge of people, and where workers are no longer undifferentiated cogs in an industrial machine, management and leadership are not easily separated. People look to their managers, not just to assign them a task,

but to define for them a purpose. And managers must organize workers, not just to maximize efficiency, but to nurture skills, develop talent and inspire results.

The late management guru Peter Drucker was one of the first to recognize this truth, as he was to recognize so many other management truths. He identified the emergence of the "knowledge worker," and the profound differences that would cause in the way business was organized.

With the rise of the knowledge worker, "one does not 'manage' people," Mr. Drucker wrote. "The task is to lead people. And the goal is to make productive the specific strengths and knowledge of every individual."

Digital



CRESA
Textile Chemicals

Printing

EPSON	KYOCERA	SII	KONICA / RICOH
Roland (FP Series)	Reggiani	Zimmer (Colaris)	Konica Nassenger
Mimaki (JV Series)	MS (LARIO)	Ichinose	Mimaki TX 400
Mutoh	La Meccanica	D Gen (Artix GT)	Durst Kappa 180
Robustelli (Mona Lisa)	Stork (Sphene)		

CRESA Products for the preparation of fabrics that are going to be printed by INK-JET

PIGMENTS

CRESA INK-JET P

Easily soluble also in cold water.

Cationic, be sure that on the fabric there are not anionic residues that may cause incompatibility.

Resistant to the addition of acids, urea and anti foaming agents.

Technical specifications

Aspect 20/25°C	: Yellowish liquid
Ionic character	: Cationic
pH 20/25°C value	: 6,0 – 8,0

Application

To improve the fastnesses, in particular to rubbing, we recommend to use CRESACRYL C-500 in the preparation's bath.

The material for ink-jet printing, must be carefully prepared (desizing, scouring, bleaching) before the foulard impregnation.

CRESA INK-JET P

50 – 150 g/l

Eventually with the addition of CRESACRYL C-500 (70 – 100 gr/l)

- Drying at 120 – 150°C
- To improve fastnesses, after printing we recommend the application of Cresacryl C-500 (50 – 100 gr/l)
- It is also recommended to add a softener like CRESIL ME-40 (20 gr/l) to improve handfeel.

REACTIVES / DISPERSES**CRESA INK-JET R**

Copolymer for the fabric's preparation for ink-jet printing with reactive and/or disperse dyes. It is a special product for inhibiting colour in intermediate drying phase to avoid the center/selvedge differences.

It is obtained a good ink-jet printing with high definition and brightness.

It is easily thinned with water at any concentration.

Technical specifications

Aspect 20/25°C : Viscous colourless liquid
 Ionic character : Anionic
 Value, pH (sol.10%) 20/25°C : 5,5 – 6,5

Application

Fabric must be prepared (desizing, bleaching) to be padded.

CO fabrics:	
CRESA INK-JET R	100 - 160 gr/l
Potassium carbonate	20 gr/l
Urea	80 gr/l
DEOXIN LAP	30 gr/l
Water	resto

PES fabrics:	
CRESA INK-JET R	30 - 60 gr/l
DEOXIN LAP	30 gr/l
Tartaric acid	1,5 gr/l
Water	resto

Viscose fabrics:	
CRESA INK-JET R	100 - 200 gr/l
Potassium carbonate	20 gr/l
Urea	200 gr/l
DEOXIN LAP	25 gr/l
Water	resto

REACTIVES**CRESA INK-JET RVE**

Synthetic copolymer for the fabric's preparation for ink-jet printing with reactive dyes for viscose. Great capacity of leveling of backgrounds.

It is an already solubilized product, easily dissoluble with water to any desired concentration.

It runs with low urea amount.

Technical specifications

Aspect 20/25°C : Viscous colourless liquid
 Ionic character : Anionic
 Value, pH (sol.10%) 20/25°C : 6,5 – 7,5

Application

Fabric must be prepared (desizing, bleaching) to be padded.

Viscose fabrics:	
CRESA INK-JET RVE	85 gr/l
Potassium carbonate	25 gr/l
Urea	150 gr/l
DEOXIN LAP	50 gr/l
ANTIESPUMANTE JET-100	5 gr/l
Water	resto

REACTIVES (silk)

CRESA INK-JET S-R

Ready-to-use product for the preparation of silk and wool fabrics for the ink-jet printing with reactive dyes.

Soluble also in cold water.

Alkalis, urea, wetting agents and antifoamers can be added.

The use of this product replacing the alginate classic pastes, allows to obtain better printing effects, better colour yielding and an excellent outline.

Technical specifications

Aspect 20/25°C	: Viscous liquid
Ionic character	: Anionic
Value, pH (sol.10%) 20/25°C	: 7,5 – 8,5

Application

The material for ink-jet printing must be carefully prepared (desizing, scouring, bleaching) before the foulard impregnation.

CRESA INK-JET S-R	It is a ready to use product. Shake before using
Absorption	: 70 – 90%
Drying	: 1 – 2' at 105 – 110°C

ACIDS

CRESA INK-JET A

Thickener for the fabric preparation for ink-jet printing with acid and premetallised dyes.

CRESA INK-JET A allows to obtain printings with high colour performance and good definition

Technical specifications

Aspect 20/25°C	: Beige solid
Ionic character	: Non ionic
Value, pH 20/25°C (2%)	: 7,0 – 8,5

Aplicación

It is prepared at 4-6% concentration depending on the kind of fabric (silk, lycra polyamide).

Dissolve correctly CRESA INK-JET A before adding the rest of components.

/ lycra polyamide fabrics:	
	850 gr
CRESA INK-JET A	50 gr/l
Urea	50 gr/l
Amonium sulphate (1:1)	50 gr/l
Pick up	: 75 – 85%
Drying	: 2' at 120°C

NEWS FROM PRINTEX

01

Printex launched the Digital Sublimation Inks from Uras-kimya Turkey.

02

Printex introduces the products for the preparation of Fabrics for the Digital Pigment/ Reactive/ Disperse / Acid Dyes Printing by Ink Jet on Continuous Printing.

03

Printex participated in Gtex at Faisalabad .

some pics for the reference.





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