

# *Leadership vs. Management*



Are They The Same?

# *“Manage Things, Lead People”*



## **Manage....**

- Financial ratios
- Inventory
- Process flow
- Cash
- Information systems

## **Lead...**

- People
- Their perceptions
- Their mindset
- Their motivation

# *Definition*



## **Managers...**

- Analytical →
- Structured →
- Controlled →
- Deliberate →
- Orderly →

## **Leaders...**

- Experimental
- Visionary
- Flexible
- Unfettered
- Creative

# *Primary Problem Solving Method*



## **Managers...**

- Use the power of the logical mind

## **Leaders...**

- Use the power of intuition

# *Strategies Used*



## **Managers...**

- Concentrate on strategy →
- Determine scope of problems →
- Think rivals/ competition →
- Correct weaknesses →

## **Leaders...**

- Nurture culture
- Search for alternate solutions
- Think partners/ cooperation
- Build on strengths

# *Organizational Culture*

## **Managers...**

- **Wield authority** —————→
- **Seek uniformity** —————→
- **Administer programs** —————→
- **Formulate policy** —————→
- **Instruct** —————→
- **Control** —————→

## **Leaders...**

- **Apply influence**
- **Pursue unity**
- **Develop people**
- **Set examples**
- **Inspire**
- **Empower**

# *Change Management*

## **Managers...**

- Yearn for stability →
- Duplicate →
- Reactive →
- Plan →
- Refine →

## **Leaders...**

- Thrive on crisis
- Originate
- Proactive
- Experiment
- Revolutionize

# *Individual Styles*



## **Managers...**

- Perpetuate hierarchies →
- Skeptical →
- Plan around →
- Take charge →
- Perform duties →

## **Leaders...**

- Strive for equality
- Optimistic
- Confront
- Encourage delegation
- Pursue dreams



# *Performance/Results*



## **Managers...**

- Compensate people →
- Conserve assets →
- Concentrate on short term results →
- Want good →

## **Leaders...**

- Satisfy people
- Risk assets
- Seek long term results
- Demand better

# *Other Generalizations*

## **Managers...**

- Administer →
- Are copies →
- Maintains →
- Focus on systems →
- Relies on controls →

## **Leaders...**

- Innovate
- Are originals
- Develops
- Focus on people
- Inspires trust

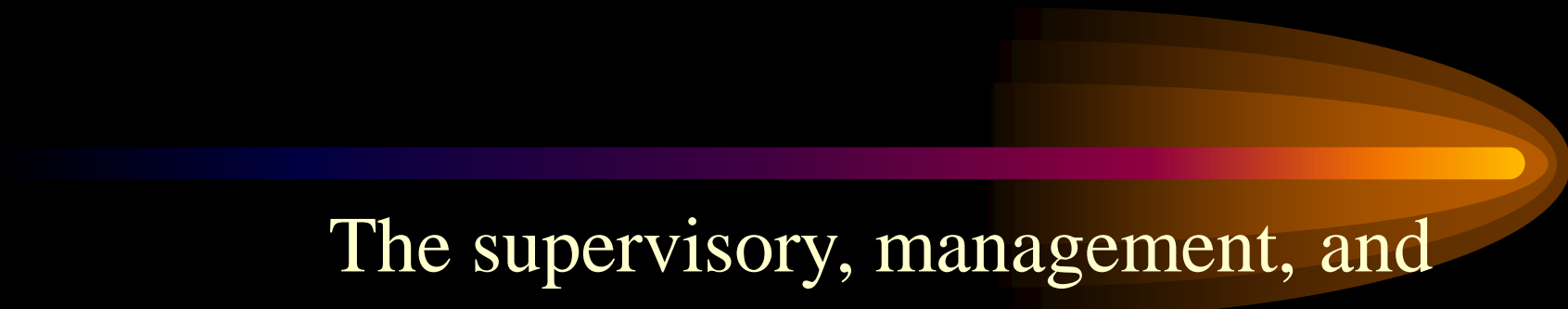
# *More Generalizations*

## **Managers...**


- Short-range view —————>
- Asks how and when —————>
- Eye is on the bottom —————>  
line
- Initiates —————>
- Accepts status quo —————>

## **Leaders...**

- Long-range view
- Asks what and why
- Eye on the horizon
- Originates
- Challenges status quo

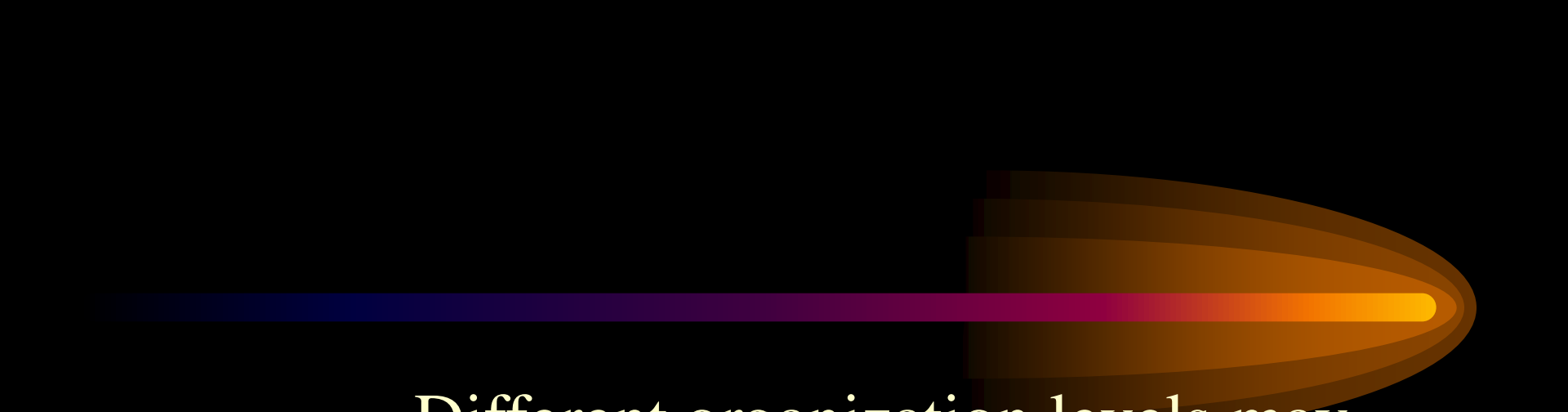


The supervisory, management, and executive positions in organizations can have different requirements for management and leadership. Some positions require only management. Other positions require large amounts of leadership with little need for management. Still others need a mixture of both.



An organization's requirements for management and leadership will change as the factors affecting the organization change.

Because leaders are important change agents, they play key roles when the external environment is changing fast. Managers play key roles in stable external environments. An organization has little need for a strong change agent if little is changing around it.



Different organization levels may have different needs for managers and leaders. Management may be required at the top with leadership needed at lower levels. Decentralized organizations are especially likely to have this pattern.