

### Leadership and Management

It is important to distinguish the difference between leadership and management, both of which are considered necessary. Leadership and management are often used interchangeably, but they are two distinctive and complementary processes.

There is an important aspect to the debate surrounding the differences between leadership and management and it is raised by Zaleznik (1977) in his seminal article and by Bennis & Nanus (1985) amongst others. He questions if perhaps too many studies have been at small group level and so theory has focused more so on management issues. It does appear that there are clear distinctions between the two dimensions, with leadership being seen as outward looking and inspirational in driving for change.

Yukl (1989) notes that,

...the essence of the argument seems to be that managers are oriented towards stability and leaders are oriented towards innovation; managers get people to do things more efficiently, whereas leaders get people to agree about what things should be done.

Strategic leadership is about giving purpose, meaning and guidance to organisations whereas supervisory leadership is concerned with guidance, support and corrective feedback on a day-to-day basis using task or people-oriented behaviours as appropriate (House, 1997).

*Management consists of implementing the vision and strategy provided by the leaders...*

There is a need for both functions and indeed, leaders can become managers and vice versa by virtue of their approach and behaviour. The literature would appear to support the view that managers can become leaders by providing vision, direction, strategy and inspiration to the organisation and reinforcing the vision and inherent values adopted.

As Buckingham (2005, p59) states:

The core activities of a manager and leader are simply different.

The difference is one of focus, one outwardly focused, the other internally. John Kotter (1990), Konosuke Matsushita Professor of Leadership at Harvard Business School, argues that leadership is different from management, but if either is missing, success in today's competitive environment will be elusive.

According to Warren Bennis and Bert Nanus (1985):

leadership is one of the most observed and least understood phenomena on earth.

Typically the distinction between leadership and management will be described as follows:

### Leadership

“Leadership is an influence relationship among leaders and followers who intend real changes that reflect their shared purpose.” (Rost, 1993, p 102)

### Management

“Attainment of organisational goals in an effective and efficient manner through planning, organising, staffing, directing and controlling organisational resource.” (Daft, 1999)

Leadership is sometimes said to be about people whilst management is talked about in terms control and creating predictable results. Unfortunately, management is today regarded by some as being a lesser skill than leadership. The reality is that managers must also lead people and so leadership of a kind is needed at every organisational level. Kotter (1990, p26) argues however that neither is better than, nor a replacement for, the other and that:

the real challenge is to combine strong leadership and strong management and use each to balance the other.

Yukl (2006, p5) also observed that:

nobody has proposed that leadership and management are equivalent, but the degree of overlap is a point of sharp disagreement.

Richard Daft (1999) building principally on the work of Kotter (1990) has produced the following comparison between management and leadership.

**Table 1: Management and Leadership Comparison**

	Management	Leadership
Direction	Planning and budgeting Keeping an eye on the bottom line	Creating vision and strategy Keeping an eye on the horizon
Alignment	Organising and staffing Directing and controlling Creating boundaries	Creating shared culture and values Helping others grow Reduce boundaries

	Management	Leadership
Relationships	Focusing on objects – producing/selling goods and services  Based on a position of power  Acting as boss	Focusing on people – inspiring and motivating followers  Based on personal power  Acting as coach, facilitator, servant
Personal Qualities	Emotional distance  Expert mind  Talking  Conformity  Insight into organisation	Emotional connections (Heart)  Open Mind (Mindfulness)  Listening (Communication)  Non-conformity (Courage)  Insight into self (Integrity)
Outcomes	Maintain stability	Creates change, often radical change

Management is about the control process, which ensures that lapses in performance are spotted and corrected through feedback. Managerial processes therefore must be as close as possible to fail-safe and risk-free. The leadership contribution is to motivate, inspire and energise people by satisfying basic human needs for achievement, a sense of belonging, recognition, self-esteem, control over one's own life and an ability to live up to one's ideals.

Good leaders motivate people by making the vision relevant to the particular group, supporting the employee with coaching, feedback, role-modelling and by recognising and rewarding success. This is no less important for a team leader and supervisor as it is for a senior manager.

Adair (2002) used the original word meanings to emphasise this: Leading is about deciding direction, coming from an Anglo-Saxon word meaning the road or path ahead; knowing the next step and then taking others with you to it. Managing is a later concept, from Latin 'manus', meaning hand, and more associated with handling a system or machine of some kind. This same notion of looking outwards or inwards is captured by Bennis (2003):

I tend to think of the differences between leaders and managers as the differences between those who master the context and those who surrender it.

Covey (2004) highlights some clear distinctions between leadership and management drawing on quotes from respected writers on the subject. This is summarised below.

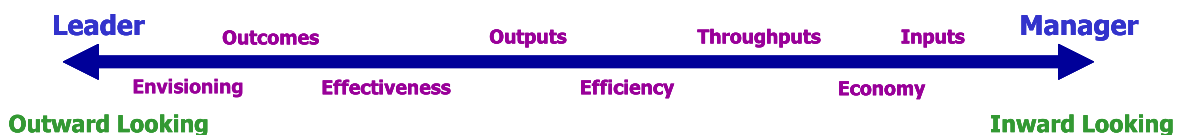
**Table 2: Quotes on Leadership and Management**

Author	Leadership	Management
Warren Bennis	“Leaders are people who do the right thing;”	“Managers are people who do things right.”
John Kotter	“Leadership is about coping with change.”	“Management is about coping with complexity.”
James Kouzes and Barry Posner	“Leadership has about it a kinesthetic feel, a sense of movement...”	“Management is about ‘handling’ things, about maintaining order about organisation and control.”
Abraham Zaleznik	“...Leaders are concerned with what things mean to people.”	“Managers are concerned about how things get done.”
John Mariotti	“Leaders are the architects.”	“Managers are the builders.”
George Weathersby	“Leadership focuses on the creation of a common vision.”	“Management is about the design of work...it’s about controlling...”

Mike Hudson (2003) says that truly great Chief Executives in the third sector have to rise beyond management and provide leadership. The boundary is not crystal clear and echoing comments made by Drucker, he asserts that to be over-led and under-managed may be exciting but not effective and to be under-led and over managed, whilst efficient, may lead to obscurity as the outer world passes the organisation by.

One way of looking at this continuum is illustrated in the diagram below:

**Figure 1: Continuum of Leadership and Management**



Interestingly, in the Leading the Way, a management and leadership strategy for Northern Ireland, the authors take a practical view of the distinction stating:

...we have taken a pragmatic view that everyone in a managerial (or supervisory) position has the responsibility to lead as well as manage.”

The distinction used is that,

Leadership develops vision, sets future direction, motivates positive engagement in strategy/planning and generates a culture of constructively challenging convention

## Leadership and Management

Management organises and executes the plans, operationalises people and resources within timeframes, attains quality standards and ultimately delivers results. (Leading the Way, 2006, p11)

It seems clear that an organisation needs both good management and leadership and in the case of micro organisations, the capacity to deliver on both probably has to reside in one person.

In summary, to be successful, an organisation needs both great leadership and management, whether this comes from one person (as in a very small organisation) or from different people working as part of a team.

### **Point to Ponder**

*Every leader needs to look back once in a while to make sure he/she has followers.*