

Leadership vs. Management

Leadership & management :

Stephen Covey

“Effective leadership is putting first things first”.

“Effective management is discipline, carrying it out”.

Leadership is the process of motivating other people to act in particular ways in order to achieve specific goals.

Leadership is a willingness to accept responsibility, an ability to develop three major skills (*elicit the cooperation of others, listen well, place the needs of others above your own needs*) that can be acquired through practice.

Leadership is a set of skills and traits that can be learned and worked on, yet the general perception is that good leaders are scarce because:

- leaders come in guises
- leaders may rise only in response to a situation
- leaders may be unwanted until needed
- leaders may be mistaken for managers

What is the difference between
a leader and a manager?

The Difference: *per Manfred Kets de Vries*

Manager	Leader
<ul style="list-style-type: none">▪ Focuses on the present▪ Prefers stability▪ Orients toward the short term▪ Focuses on procedure▪ Asks “what” and “how”▪ Prefers to control▪ Is happy in complexity▪ Uses the rational mind▪ Works within the context of the organization and the business	<ul style="list-style-type: none">▪ Looks toward the future▪ Appreciates change▪ Orients toward the long term▪ Engages in a Vision▪ Asks “why” and “what”▪ Knows how to delegate▪ Prefers to simplify▪ Trusts intuition▪ Takes social and environmental contexts into consideration

The Difference: *John Kotter on **Managers***

Roles & Responsibilities

Objectives

Planning

Guiding

Budgeting

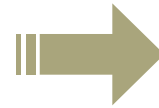
Reassuring

Organizing

Monitoring

Staffing

Controlling



Predictability

Order

Consistency

Zero Deviations

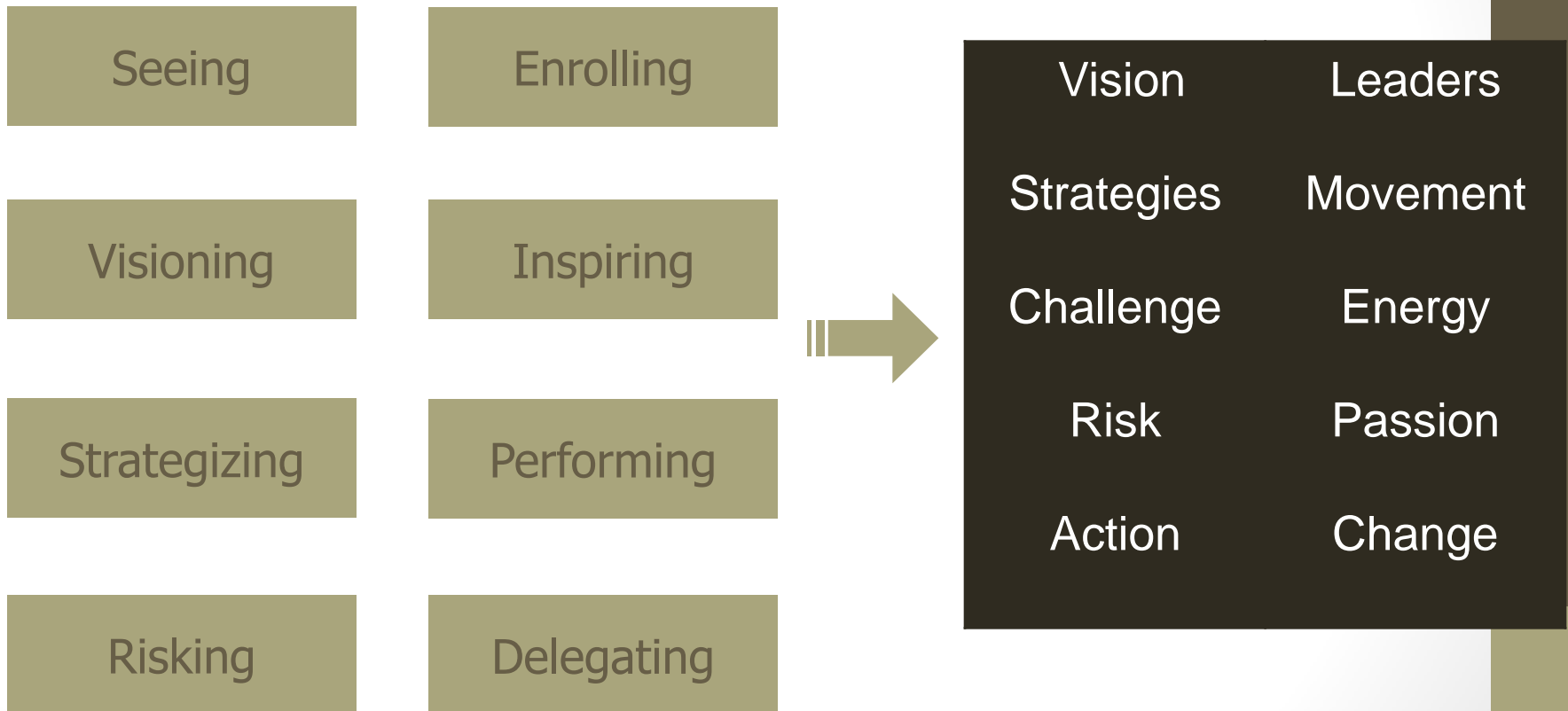
Stable Performance

Short-Term Results

The Difference: *John Kotter on **Leaders***

Roles & Responsibilities

Objectives



Leadership vs. Management

Leadership can be seen as performing the influencing function of management, largely involved in goals setting and motivating people to achieve them. Leaders decide 'where we are going' and influence people to take that particular direction, rather than describe 'how we are going to get there'.

Inspired leaders are not necessarily good organizers and excellent managers.

The most effective managers are also leaders, and the quality of leadership has become an increasingly important part of management ability.

Leadership Types

All leadership is temporary-the transient nature of leadership is because the situation may come to an end or times and circumstances change:

- Situational Leadership
- Transitional Leadership
- Hierarchical Leadership

Situational Leadership

- The right person in the right place at the right moment.
- Recognize the time and circumstances.
- Willingness and ability to assume the responsibility, listen and to take the responsibility to help the group achieve its goal.
- **It often involves:** no cost decision, solomonic decision, moral decision, meditative decision, community decisions, philanthropic decisions, institutional decisions, community decisions, princely decisions.

Bring example form your own experience

Transitional Leadership

- The right time but wrong circumstances.
- It may occur when: leadership requires at a certain moment, but the person who is the leader may not be capable of delivering the leadership.
- Transitional leaders may: be missing all the right stuff, be fearing the risk.

Bring example form your own experience

Hierarchical Leadership

- The right circumstances but wrong time.
- Assumes a leadership role because it is “their turn”, whether they want the role or not.

Bring example form your own experience

Leadership Styles

- **Coercive** – Do what I tell you
- **Affiliative** – People come first
- **Pacesetting** – Do as I do, now
- **Authoritative** – Come with me
- **Democratic** – What do you think?
- **Coaching** – Try this

Is Leadership Necessary?

- 1st task of the Leaders:
to be the trumpet that sounds a clear sound.
- 2nd task of the Leaders:
to accept the leadership as responsibility rather than rank or privilege.
- 3rd task of the Leaders:
to earn trust.

Leadership vs. Management

“Managers are people who do things right and Leaders are people who do the right things”

Transitioning from Manager to Leader

- The journey from manager to leader, and from leader to executive, has 3 key transition points
 - Manager: from individual performer to managing a team; “what’s good for me” \Rightarrow “what’s good for my team”
 - Leader: from managing a team to orchestrating groups of teams; “what’s good for my team \Rightarrow what’s good for the organization”
 - Executive: from groups of teams to complex organizations; “what’s good for my organization \Rightarrow what’s the larger, longer term context”
- Transitioning is situational as well as hierarchical