



How to differentiate between ‘Leadership’ and ‘Management’ Function in Organization: A Review of Scholarly Thoughts

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Abstract

The purpose of writing this article is to clearly differentiate between the concept of management which performs the just maintenance job and of the leadership which is an innovative term perceived as more effective and needed. Current scholarly literature on the topic has thoroughly been investigated which strongly supported the hypothesis that a leader is better than a manager. Mintzberg (1973; 1975), Kotter (1990) and Covey (2003) emphasized the requirement to develop the leaders than the managers in the organizations. Even the managers already working and performing efficiently can also be developed and converted into leaders by organizing appropriate training and mentoring for them. The lucky organizations and leaders are those who have intrinsically embraced this paradigm shift from management to leadership and are religiously following the required course of action towards bright future.

Keywords: Leadership; management; mentoring; paradigm shift; efficiently.

1. Introduction

Here it is felt mandatory to understand that what is leadership and what is management because purpose of this paper is just to distinguish leadership roles from the roles of a manager. Minimum issues / conflicts arise when a leader or manager succeed to perform leadership roles in an organization. Therefore, here difference between the two has been researched out with reference to conceptions of many eminent scholars in the world.

In order to grasp right understanding of the concept of leadership and management first there is need to know the standard management functions i.e. Planning, Organization, Leading and Controlling. Here leading activity means dealing with the interrelation and interpersonal view of the responsibilities of a leader or manager. Whereas administrative factors are dealt by the planning as well as controlling functions so proficiencies of motivation, inspiration and change management are governed by leadership.

Kotter (1990) being a very prominent and famous researcher of leadership and management recommended that every manager should know to lead and manage the people, activities and things in an organization. The organizations which are not led and managed well can soon end up at disaster. Some well known perceptions which differentiate the leadership and management are as follow:

1. Management comprises of the well designed functions and activities. Being quite old conception, it is more formalized and scientific one. Being more flexible, it works in almost all the situations.
2. Whereas leadership supports “the existence of vision” where an organization desires to be reached at in future.

3. Leadership maintains a network of some motivated key people to have continuity of the environment of cooperation, motivation and teamwork in masses.
4. Leadership brings dramatic change through launching some newer product or opening or exploring new demand and market for the existing product. Management may create greater level of order or predictability.
5. Top positioned managers just maintain the organizations whereas top positioned leaders can transform the entire of the organizations.
6. Leader directs the organizational actions through creation of his vision and formulates the achievable end whereas manager selects the way out or means to reach at the end.

After considering above views and ideas it is perceived that a manager is a bureaucrat who just maintains a status quo whereas a leader is the one who proves himself as an inspirational person with capability to own the people. Leaders who are considered as effective, they also prove to be good managers either they should seek the support of some effective managers. An effective leader maintains a balance between administrative and professional activities. We can conclude that an effective leader should manage too and an effective manager should also lead. According to Hughes et al (1999), the main differences between leader and manager are as follow in table 1.

2. Contemporary conceptions

Certo (1997) declared that a leader is a soul and manager is just a mind and he differentiates as follows in Table 2. Moreover Bennis (1989) observed the differences between leader and manager shown in Table 3. Bennis (1989) further added:

“To survive in the twenty-first century, we are going to need a new generation of leaders - leaders, not managers. The distinction is an important one. Leaders conquer the context - the volatile, turbulent, ambiguous surroundings that sometimes seem to conspire against us and will surely suffocate us if we let them—while managers surrender to it.”

Hull and Ozeroff (2004) are of the view that a manager lacks certain abilities as a figure that has to take charge of the organization. The manger does not know how to carry out the communication between the departments of the organization. However the manager lacks certain skills that leave him devoid of the ability to create a connection between the people across the departments so he fails to develop that inevitable sense that binds the entire organization as a team. A leader has the tendency of spending time with his people. He is not only aware of his/her professional strengths or weaknesses but also knows their emotional standings, their place in the organization and most importantly their worries. The comparative view of Chapmen (1989) is given in table 4 and Covey (2003) has made a comparison in the leaders and managers as follows:

- a) Leader ensures that the employees or his subordinates at his disposal are at right track.
- b) Leader believes in the mission, vision and never let the consequences go out of his sight.
- c) Leader has his eye set for the highest bar.
- d) Leaders never at any cost surrender the values and the moral tenets.
- e) Leadership is of two parts 1st is the vision while the other is the correct direction, moreover the values and morality is never let go. The most important of them all is the ability to induce an urge among his people to work with all their heart and abilities.

The difference presented by Ylitalo (2004) is as follows:

Leaders are not only involved in the professional and work related processes. However, aspects like personal, the formation of communities and the social gatherings are also covered here. Managers handle procedures, tools structural setup and methodologies.

Mullins (2010) stated on the basis of his experiences with the corporate and military organizations that the managers in the corporate world need to 1st consider themselves as the leaders. In order to be great and effective leaders it is necessary that the corporate managers learn from the military leaders. Having accepted that there are some links between management and leadership the six fundamental differences are:

- a) A manager makes administrations and leader make innovations

- b) Managers are taught to sustain while leaders nurture
- c) Focus of managers is on material while the leaders focus on the men
- d) Control lies with the managers and trust with the leaders
- e) Managers are afraid of the bottom while leaders aim for the sky
- f) Managers do the things in a correct way and leaders do the rightful things

Covey (2003) is of the view that by replacing the word manager with the word administrator will make the list applicable. However, whatever your view the list makes for a helpful basis for critical discussion on the nature of management and leadership.

Watson in the year 1983 made some observations regarding the leadership vs. management concept on the basis of the 7S theory. As per him managers are more inclined towards strategy, structure and system. However leaders are focused on soft talk, style and shared goals.

Watson (1983) also said that 7S strategy is more applicable and effective for leaders and is not that effective for the managers.

Zaleznik (1977) has portrayed that the leaders are actually artists, who takes the organization through thick and thin on the basis of his in built abilities while the managers are the problem solvers of the organization. Bennis and Nanus (1985) researched out that the managers are the people who “do things right” whilst leaders are the individuals who “do the right things”. Bryman (1986) argued that leadership while being “catalyst addresses the aspects about strategy”.

Kotter and his contemporaries have stated that for a smooth and successful run of an organization it’s necessary that both bureaucratic and flexible managerial systems should be applied. They have tried to distinguish leadership and managerial functions as per table 5 attached. However they have emphasized that the organizations should be focused on developing more efficient and flexible leadership system as:

“Leadership is different from management but not for the reason most people think. Leadership isn’t mystical and mysterious. It has nothing to do with having charisma or other exotic personality traits. It’s not the province of a chosen few. Nor is leadership necessarily better than management or a replacement for it: rather, leadership and management are two distinctive and complementary activities. Both are necessary for success in an increasingly complex and volatile business environment (Kotter, 1990).”

Gosling and Murphy (2004) says that the leadership is focused on maintaining the continuity and faces incoming changes. Leader must ensure the psychological and motivational well being of the employees through sustenance of the system and ensure the development of sense of security.

Though the differences are being done but at the same time the management and leadership are the components of the same job. Detailed observations that were shown by Mintzberg (1973; 1975) suggested leadership as a key role of management and states that the leadership is just another role of management which is multifaceted.

Differences that rise between the leadership and management are dependent upon the individuals on whom they are being mapped. Therefore whenever the people are contrasting the managers and leaders they view both of them differently, they view the leaders as charismatic and nurturing individuals while managers as staunch bureaucrats. Such thing are demoralizing for people joining as managers as the field is known as management not as leadership moreover they have to prefer a large number of tasks that range from day to day planning and the development of long term plans. These all things require team work rather than the individualism therefore both are equally required to run an organization hence it is said that:

“Most of us have become so enamored of „leadership” that „management” has been pushed into the background. Nobody aspires to being a good manager anymore; everybody wants to be a great leader. But the separation of management from leadership is dangerous. Just as management without leadership encourages an uninspired style, which deadens activities, leadership without management encourages a disconnected style, which promotes hubris. And we all know the destructive power of hubris in organizations (Gosling and Mintzberg, 2003).”

Conclusion

In the turbulent scenario or at the juncture of change where strategic, inspirational and motivational competencies play a significant role, there understanding the difference between the „leadership“ and „management“ is found useful and helpful. Representation of the leaders and managers from two different quarters where mindset is all different, can also prove very dangerous and useless in practical situations. Such type of belief that managers are one lot and leaders are another different lot, required to be addressed properly. Here two misconceptions prevail i.e. (a) At change of any situation, management team should be changed and (b) Managers cannot be converted into leaders. This type of view is harmful which causes to underestimate the personnel potential while performing the leadership and management roles.

So far none of the standard of leadership or management criteria is available that can cover all the aspects and found well suitable in all the probable situations. This contemporary concept is also being supported that to gain maximum outcome in organizations, efforts should be made to hire, select as well as develop the individuals (leaders/managers) who are really competent to adopt the assigned roles. Mintzberg (2004) delivered this idea and emphasized to use words „leader“ and „manager“ frequently.

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Table 1: Leader VS Manager (Hughes et al., 1999)

Leader	Manager
Leader, innovate	Manager, administer
Leader, develop	Manager, maintain
Leader, inspire	Manager, control
Leader, long term view	Manager, have a short-term view
Leader, ask what and why	Manager, ask how and when
Leader, originate	Manager, initiate
Leader, challenge it	Manager, accept the status quo
Leader, are thought to do the right thing	Manager, are thought to do things right
Leader, influences people	Manager, manages people
Leader takes decision	Manager, makes decision
Leader, leads by knowledge power & example	Manager, manages by defined rules of business
Leader, lead through motivation, coaching, counseling, empowerment	Manager, Work with a mechanistic approaches
Leadership is essential	Management is necessary
Leader, related to Spirit	Manager, related to mind

Table 2: Leader VS Manager (Certo, 1997)

Leader	Manager
Soul	Mind
Visionary	Rational
Passionate	Consulting
Creative	Persistent
Flexible	Problem-solving
Inspiring	Tough-minded
Innovative	Analytical
Courageous	Structured
Imaginative	Deliberate
Experimental	Authoritative
Independent	Stabilizing

Table 3: Manager VS Leader Characteristics (Bennis, 1989)

Manager Characteristics	Leader Characteristics
Administers	Innovates, Creative
A copy	An original
Maintains	Develops
Focuses on systems and structure	Focuses on people
Relies on control	Inspires trust
Short-range view	Long-range perspective
Asks how and when	Asks what and why
Eye on the bottom line	Eye on the horizon
Imitates	Originates
Accepts the status quo	Challenges the status quo
Classic good soldier	Own person
Does things right	Does the right thing

Table 4: Leader VS Manager (Chapman, 1989)

Leader	Manager
Advance their operations	Protect their operations
Seek responsibility	Accept responsibility
Take calculated risks	Minimize risks
Generate speaking opportunities	Accept speaking opportunities
Set “unreasonable” goals	Set reasonable goals
Challenge problem employees	Pacify problem employees
Strive for an exciting working environment	Strive for a comfortable working environment
Use power forcefully	Use power cautiously
Delegate enthusiastically	Delegate cautiously
View workers as potential followers	View workers as employees

Table 5: Leadership and Management

(Buchanan and Huczynski, 2004; based on Kotter, 1990)

	Leadership Functions	Management functions
Creating an agenda	Establishing direction: Vision of the future, develop strategies for change to achieve goals	Plans and budgets: Decide action plans and timetables, allocate resources.
Developing people	Aligning people: Communicate vision and strategy, influence creation of teams which accept validity of goals	Organizing and staffing: Decide structure and allocate staff, develop policies, procedures and monitoring.
Execution	Motivating and inspiring: Energize people to overcome obstacles, satisfy human need.	Controlling, problem solving: Monitor results against plan and take corrective action.
Outcomes	Produces positive and sometimes dramatic change.	Produces order, consistency and predictability.