Is there a difference between Leaders and Managers?

__Yes __No

What traits do you think would be necessary for each position/responsibility?:

Leaders:
__________________________________________
__________________________________________
__________________________________________
__________________________________________
__________________________________________

Managers:
__________________________________________
__________________________________________
__________________________________________
__________________________________________
__________________________________________

Do you think you fit in one or the other category in...

your personal life? _____ why: ____________________________________________
__________________________________________
__________________________________________

your professional life? _____ why: __________________________________________
__________________________________________
__________________________________________

Below are a few of my favorite books on the topics of Leadership and management:

The Four Obsessions of an Extraordinary Executive: A Leadership Fable

http://www.amazon.com/Four-Obsessions-Extraordinary-Executive-Leadership/dp/0787954039/ref=pd_bxgy_b_img_c

Silos, Politics and Turf Wars: A Leadership Fable About Destroying the Barriers That Turn Colleagues Into Competitors

http://www.amazon.com/Silos-Politics-Turf-Wars-Competitors/dp/0787976385/ref=pd_sim_b_3

The Five Temptations of a CEO, 10th Anniversary Edition: A Leadership Fable

http://www.amazon.com/Five-Temptations-CEO-10th-Anniversary/dp/0470267585/ref=pd_sim_b_1

The Three Signs of a Miserable Job: A Fable for Managers (And Their Employees)

http://www.amazon.com/Three-Signs-Miserable-Job-Employees/dp/0787995312/ref=pd_sim_b_6

Developing the Leader Within You

A couple of Online articles on Leaders and Managers

Leaders vs. Managers….. Are they really different? by George Ambler on Tuesday, April 8, 2008

http://www.thepracticeofleadership.net/2008/04/08/leaders-vs-managers-are-they-really-different/

The debate between leadership and management has been raging for a number of years. I feel that the distinction between management and leadership is useful one, in that it help us gain a better understanding of leadership and causes us to reflect on our own behaviour, asking ourselves, “Are we really leading?” So what are the differences between managers and leaders?

“There is a profound difference between management and leadership, and both are important. To manage means to bring about, to accomplish, to have charge of or responsibility for, to conduct. Leading is influencing, guiding in a direction, course, action, opinion. The distinction is crucial” – Warren Bennis

If you've been reading this blog for a while, you'll know I like the work of Warren Bennis, in his book “On Becoming a Leader” he describes his view of the differences between managers and leaders as follows:

- 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 accepts reality; the leader investigates it.
- 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 has his or her eye 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.

This is a great list and it always causes me to pause a reflect on my own behaviour and ask "Where am I spending most of my time? Doing the left hand tasks or doing the right hand tasks?"

Another influential thinker on the distinction between management and leadership is John Kotter author of "John P. Kotter on What Leaders Really Do" in the book John makes the following observations:

- “Leadership and management are two distinctive and complementary systems of action…… Both are necessary for success in an increasingly complex and volatile business environment.”
- “Most U.S. corporations today are overmanaged and underled.”
- “Strong leadership with weak management is no better, and is sometimes actually worse, than the reverse.”
- “Management is about coping with complexity…… Without good management, complex enterprises tend to become chaotic… Good management brings a degree of order and consistency…."
- “Leadership, by contrast, is about coping with change…. More change always demands more leadership.”
- “Companies manage complexity by planning and budgeting, by organizing and staffing, and by controlling and problem solving. By contrast, leading an organization to constructive change involves setting a direction (developing a vision of the future and strategies to achieve the vision), aligning people, and motivating and inspiring them to keep moving in the right direction.”

I like the point that John Kotter makes when he says that “Leadership and management are two distinctive and complementary systems of action…… Both are necessary for success in an increasingly complex and volatile business environment.” The fact is that leadership and management are both
important, they are *two distinctive systems of action, both are necessary, each seek to do different things.*

On this topic, Jim Estill posted this great quote on his blog, "CEO Blog – Time Leadership" citing a [classic article from Harvard Business Review](http://changingminds.org/disciplines/leadership/articles/manager_leader.htm) by Abraham Zaleznik in 1977 that addresses Leaders vs. Managers. From the Best of HBR:

"The difference between managers and leaders, he wrote, lies in the conceptions they hold, deep in the psyches, of chaos and order. Managers embrace process, seek stability and control, and instinctively try to resolve problems quickly – sometimes before they fully understand a problem’s significance. Leaders, in contrast, tolerate chaos and lack of structure and are willing to delay closure in order to understand the issues more fully in this way, Zalenznik argued, business leaders have much more in common with artists, scientists and other creative thinkers than they do with managers. Organizations need both managers and leaders to succeed, but developing both requires a reduced focus on logic and strategic exercises in favour of an environment where creativity and imagination are permitted to flourish."

In the end, we need to be good at **leading first** and **managing second**, the what and why ..... then....... the how and the when!

Reflecting on your behaviour over the past month, ask yourself:

- Where are you finding yourself spending the majority of your time? Managing or leading?
- Given that most organisations are "**over managed and under led**", What two management tasks can delegate this week? What two leadership behaviour do you need to focus on and improve this week?

================================================================================

**Leadership vs. Management**

[http://changingminds.org/disciplines/leadership/articles/manager_leader.htm](http://changingminds.org/disciplines/leadership/articles/manager_leader.htm)

*Disciplines* > **Leadership** > Leadership vs. Management

**Managers have subordinates** | **Leaders have followers** | See also

What is the difference between management and leadership? It is a question that has been asked more than once and also answered in different ways. The biggest difference between managers and leaders is the way they motivate the people who work or follow them, and this sets the tone for most other aspects of what they do.

Many people, by the way, are both. They have management jobs, but they realize that you cannot buy hearts, especially to follow them down a difficult path, and so act as leaders too.

**Managers have subordinates**

By definition, managers have subordinates - unless their title is honorary and given as a mark of seniority, in which case the title is a misnomer and their power over others is other than formal authority.

**Authoritarian, transactional style**

Managers have a position of authority vested in them by the company, and their subordinates work for them and largely do as they are told. Management style is transactional, in that the manager tells the subordinate what to do, and the subordinate does this not because they are a blind robot, but because they have been promised a reward (at minimum their salary) for doing so.
Work focus

Managers are paid to get things done (they are subordinates too), often within tight constraints of time and money. They thus naturally pass on this work focus to their subordinates.

Seek comfort

An interesting research finding about managers is that they tend to come from stable home backgrounds and led relatively normal and comfortable lives. This leads them to be relatively risk-averse and they will seek to avoid conflict where possible. In terms of people, they generally like to run a 'happy ship'.

Leaders have followers

Leaders do not have subordinates - at least not when they are leading. Many organizational leaders do have subordinates, but only because they are also managers. But when they want to lead, they have to give up formal authoritarian control, because to lead is to have followers, and following is always a voluntary activity.

Charismatic, transformational style

Telling people what to do does not inspire them to follow you. You have to appeal to them, showing how following them will lead to their hearts' desire. They must want to follow you enough to stop what they are doing and perhaps walk into danger and situations that they would not normally consider risking.

Leaders with a stronger charisma find it easier to attract people to their cause. As a part of their persuasion they typically promise transformational benefits, such that their followers will not just receive extrinsic rewards but will somehow become better people.

People focus

Although many leaders have a charismatic style to some extent, this does not require a loud personality. They are always good with people, and quiet styles that give credit to others (and takes blame on themselves) are very effective at creating the loyalty that great leaders engender.

Although leaders are good with people, this does not mean they are friendly with them. In order to keep the mystique of leadership, they often retain a degree of separation and aloofness.

This does not mean that leaders do not pay attention to tasks - in fact they are often very achievement-focused. What they do realize, however, is the importance of enthusing others to work towards their vision.

Seek risk

In the same study that showed managers as risk-averse, leaders appeared as risk-seeking, although they are not blind thrill-seekers. When pursuing their vision, they consider it natural to encounter problems and hurdles that must be overcome along the way. They are thus comfortable with risk and will see routes that others avoid as potential opportunities for advantage and will happily break rules in order to get things done.

A surprising number of these leaders had some form of handicap in their lives which they had to overcome. Some had traumatic childhoods, some had problems such as dyslexia, others were shorter than average. This perhaps taught them the independence of mind that is needed to go out on a limb and not worry about what others are thinking about you.
In summary

This table summarizes the above (and more) and gives a sense of the differences between being a leader and being a manager. This is, of course, an illustrative characterization, and there is a whole spectrum between either ends of these scales along which each role can range. And many people lead and manage at the same time, and so may display a combination of behaviors.

<table>
<thead>
<tr>
<th>Subject</th>
<th>Leader</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essence</td>
<td>Change</td>
<td>Stability</td>
</tr>
<tr>
<td>Focus</td>
<td>Leading people</td>
<td>Managing work</td>
</tr>
<tr>
<td>Have</td>
<td>Followers</td>
<td>Subordinates</td>
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<tr>
<td>Horizon</td>
<td>Long-term</td>
<td>Short-term</td>
</tr>
<tr>
<td>Seeks</td>
<td>Vision</td>
<td>Objectives</td>
</tr>
<tr>
<td>Approach</td>
<td>Sets direction</td>
<td>Plans detail</td>
</tr>
<tr>
<td>Decision</td>
<td>Facilitates</td>
<td>Makes</td>
</tr>
<tr>
<td>Power</td>
<td>Personal charisma</td>
<td>Formal authority</td>
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<tr>
<td>Appeal to</td>
<td>Heart</td>
<td>Head</td>
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<tr>
<td>Energy</td>
<td>Passion</td>
<td>Control</td>
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<tr>
<td>Culture</td>
<td>Shapes</td>
<td>Enacts</td>
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<td>Proactive</td>
<td>Reactive</td>
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<tr>
<td>Persuasion</td>
<td>Sell</td>
<td>Tell</td>
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<tr>
<td>Style</td>
<td>Transformational</td>
<td>Transactional</td>
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<td>Exchange</td>
<td>Excitement for work</td>
<td>Money for work</td>
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<tr>
<td>Likes</td>
<td>Striving</td>
<td>Action</td>
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<td>Wants</td>
<td>Achievement</td>
<td>Results</td>
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<td>Risk</td>
<td>Takes</td>
<td>Minimizes</td>
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<tr>
<td>Rules</td>
<td>Breaks</td>
<td>Makes</td>
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<tr>
<td>Conflict</td>
<td>Uses</td>
<td>Avoids</td>
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<tr>
<td>Direction</td>
<td>New roads</td>
<td>Existing roads</td>
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<td>Seeks</td>
<td>Establishes</td>
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<td>Concern</td>
<td>What is right</td>
<td>Being right</td>
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<tr>
<td>Credit</td>
<td>Gives</td>
<td>Takes</td>
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<tr>
<td>Blame</td>
<td>Takes</td>
<td>Blames</td>
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Additional good read from the Harvard Business Review: