**Management versus Leadership**

**On which side are you more comfortable when you’re in charge?**

One definition indicates that work ethic is a set of values based on the virtues of hard work and diligence and may also include other attributes (Wikipedia). Students that begin employment with a positive work ethic enhance their value.

Have you ever asked yourself if you are a manager or a leader? Perhaps before coming out with your own conclusion, you need to know how to differentiate the two. 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.

Ultimately, the major difference between managers and leaders is the way they motivate people who work or follow them. This therefore sets the tone for most other aspects of what they do.

Leadership has typically being used to portray what individuals do under conditions of change, whereas management has been linked with the status quo. So, leadership has been equated with dynamism, vibrancy and charisma while management with hierarchy, equilibrium and control. Leadership has also been interpreted as “doing the right things”, whereas management is “doing things right.” (Whetten and Cameron 2005:16).

While tips to differentiate management from leadership are outlined herewith, Whetten and Cameron (2005) also argue that, “managers cannot be successful without being good leaders and; leaders cannot be successful without being good managers.”

### Management-Leadership Quadrant

<table>
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<tr>
<th>Condition(s) of the Organization</th>
<th>External Positioning</th>
<th>Internal Maintenance</th>
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| Flexibility/Change: When organizations are dynamic and undergoing transformation | Adhocracy Skills:  
  • Solving problems creatively  
  • Leading positive change  
  • Fostering Innovation | Clan Skills:  
  • Communicating supportively,  
  • Building teams and team work  
  • Empowering |
| Stability/Control: Paying attention to the status quo | Market Skills:  
  • Motivating others  
  • Gaining power and influence  
  • Managing conflict | Hierarchy Skills:  
  • Managing personal stress  
  • Managing time  
  • Maintaining self-awareness  
  • Analytical problem solving |

**Leadership**

**Management**

Source: Author’s construct adopted from Whetten, D. and Cameron, K. (2005).
Tips

1. Difference in Personality Styles

Understanding personality types is helpful for understanding that while people are different, everyone has unique values, special strengths and qualities. Thus, each person should be treated with care and respect. The importance harmony - especially at work - is easier to see and explain when we understand that differences in people are usually personality-based.

- **Managers**
  Managers mostly emphasize rationality and control; they are problem-solvers (i.e. focusing on goals, resources, organization structures, and/or people); often ask question such as what problems have to be solved and what are the best ways to achieve results so that people will continue to contribute to this organization? They are persistent, tough-minded, hard working, intellectual, analytical, and tolerant; and have goodwill toward others including their subordinates.

- **Leaders**
  Leaders on the other hand are perceived as friendless; achieve control of themselves before they try to control others; can visualize a purpose and generate value in work; and are creative, fanatical, non-conforming risk-takers.

2. Difference in Attitudes toward Goals

Goals are simply a clear statement of visions, specifying the accomplishments to be achieved if the vision is to become real. Goals are broad statements of what the person or organization will achieve when they have completed the intended task. Goals should be SMART- i.e. Specific, Measurable, Achievable, Realistic and Time-bound.

- **Managers**
  Managers adopt impersonal and almost inactive attitudes toward goals. They decide upon goals based on necessity instead of desire and are therefore deeply tied to their organization's culture. They also tend to be mechanical since they focus on current information.

- **Leaders**
  Leaders tend to be active since they envision and encourage their ideas instead of reacting to current situations. They shape ideas instead of responding to them. They have a personal orientation toward goals. Moreover, they provide a vision that changes the way people think about what is desirable, possible, and necessary to their organization.

3. Difference in Conceptions of Work

“Conceptions of work” is actually not a notion that has been part of an academic discussion, but a newly recognized notion through different case studies on office design. Conception of work is distinctively different from the idea of corporate culture that dominates the debate on how employees identify with the company. The conception of work is what you consider real work. At each workplace employees perform a number of different tasks everyday, but they only consider some of them as being work activities, others are disturbances or even a direct obstruction to the real work.

- **Managers**
  Managers view work as an enabling process. They establish strategies and make decisions by combining people and ideas and constantly coordinate and balance opposing views. They are skilled at reaching compromises and mediating conflicts between opposing values and perspectives and thus act to limit choice. Moreover, they tolerate practical, mundane work because of strong survival instinct which makes them risk-averse.

- **Leaders**
  Leaders develop new approaches to long-standing problems and open issues to new options. Normally, they use their vision to stimulate people and only then develop choices which give those images substance. They focus people on shared ideals and raise their expectations as well as work from high-risk positions because of strong dislike of mundane work.
4. **Difference in Self-identity**

Self-identity refers to how individuals view themselves in relation to others— in particular, what individuals do to earn the living (e.g. plumber, teacher, lawyer, physician, researcher, executive), the official roles they take (e.g. leader or elected officer of a corporation, religious institution, or volunteer organization), and what they enjoy and create in their free time (e.g. gardener, photographer, golfer).

Having a strong sense of identity is important because it directs behaviour, and viewing oneself as a leader provides a focus for leadership behaviour. The Self-Identity of managers versus leaders is thus strongly influenced by their past.

- **Managers**
  Managers have a sense of “self” as a guide to conduct and attitude which is derived from a feeling of being at home and in harmony with their environment. Their role harmonizes with their ideals of responsibility and duty as well as perpetuating and strengthening existing institutions. Managers also display a life development process which focuses on socialization so as to guide institutions and maintain the existing balance of social relations within the organization.

- **Leaders**
  Leaders reportedly have not had an easy time of a sense of “self” but their lives are marked by a continual struggle to find some sense of order. They do not take things for granted and are not satisfied with the status quo. Leaders seek opportunities for change (i.e. technological, political, or ideological); support change; find their purpose is to profoundly alter human, economic, and political relationships; and display a life development process, which focuses on personal mastery process which impels them to struggle for psychological and social change.

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**Other Resources**

- [www.leadership-tools.com/leadership-versus-management.html](http://www.leadership-tools.com/leadership-versus-management.html)
- [www.leadersdirect.com/mgevslead.html](http://www.leadersdirect.com/mgevslead.html)
- [http://www3.telus.net/public/pdcoutts/leadership/LdrVsMngt.htm](http://www3.telus.net/public/pdcoutts/leadership/LdrVsMngt.htm)
- [www.nsba.org/sbot/toolkit/sgno.html](http://www.nsba.org/sbot/toolkit/sgno.html)