



# ***LEADERSHIP VERSUS MANAGEMENT***

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Continuing Education  
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# DISCUSSION

What is your take? Leadership vs Management?

# Management

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Management is a process by which a person or persons control or direct a business or enterprise

Managers are responsible for carrying out the four important functions of management: planning, organizing, directing, and controlling.

(Henri Fayol)

# Leadership

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Leadership is the accomplishment of a goal by way of a human directing others to an end result.

This direction is accomplished through **influence**, vision, strategy and consistency.



The best managers are leaders,  
but the two are not synonymous.

Management is a position.  
Leadership is the result of action.

For seasoned and aspiring managers alike,  
possessing strong leadership skills  
can not only lead to better job performance,  
but an improved knowledge of how to influence  
the context and environment in which decisions get made.



# DIFFERENCES IN LEADING AND MANAGING

# Process vs. Vision

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## Managers

- achieve organizational goals through implementing processes
- make sure the goals an organization has articulated are executed
- ensure the effective execution of a chosen set of goals

## Leadership

- develop the goals for the organization or division
- drive change through working with employees
- center on a vision to guide change
- intent on thinking ahead and capitalizing on opportunities

# Organizing vs. Aligning

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## Managers

- administer assignments to employees
- focus on systems and structure
- maintain status quo
- pursue goals through coordinated actions and tactical processes, or tasks and activities

## Leaders

- innovate or create vision and change
- focus on people
- develop people
- find ways to align and influence people
- mobilize people so they can execute a set of individual and collective goals
- empower and inspire people



# Position vs. Quality

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## Managers

- a specific role within an organization's hierarchy
- a title.
- a role and set of responsibilities

## Leaders

- a fluid meaning within the organization – not necessarily a position of power
- a person who inspires, encourages, or engages others

# **“How” and “When” vs. “What” and “Why”**

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## Managers

- How do we get this done?
- When is the deadline?

## Leaders

- What do we want to do moving forward?
- What did or can we learn from this?
- Why has this happened?
- Why do we want this outcome?

# Controls vs. Innovates

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## Managers

- evaluate resources needed for job
- give job responsibilities to employees and review work
- watch the bottom line while controlling employees and workflow
- maintain what is already established and prevents chaos
- analyze, appraise and interpret job performance

## Leaders

- look into the future to see what direction is needed for organization or division
- have eyes set on the horizon, developing new techniques and strategies
- have immense knowledge of all the current trends, advancements, and skillsets
- kickstart the organization's shift or transition to a forward-thinking phase

# Counting Value vs. Creating Value

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## Managers

- responsible for results
- responsible for sustainable process

## Leaders

- focus on working to generate a certain value that is over and above that which the team creates
- steer by example and enabling people for of action-based strategies

# Circles of Influence vs. Circles of Power

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## Managers

- have subordinates
- create a circle of power
- control to direct employees regarding tasks and processes

## Leaders

- gain followers
- create a circle of influence
- motivate, influence, and enable other employees to make a contribution to the success of an organization

# Other Differences

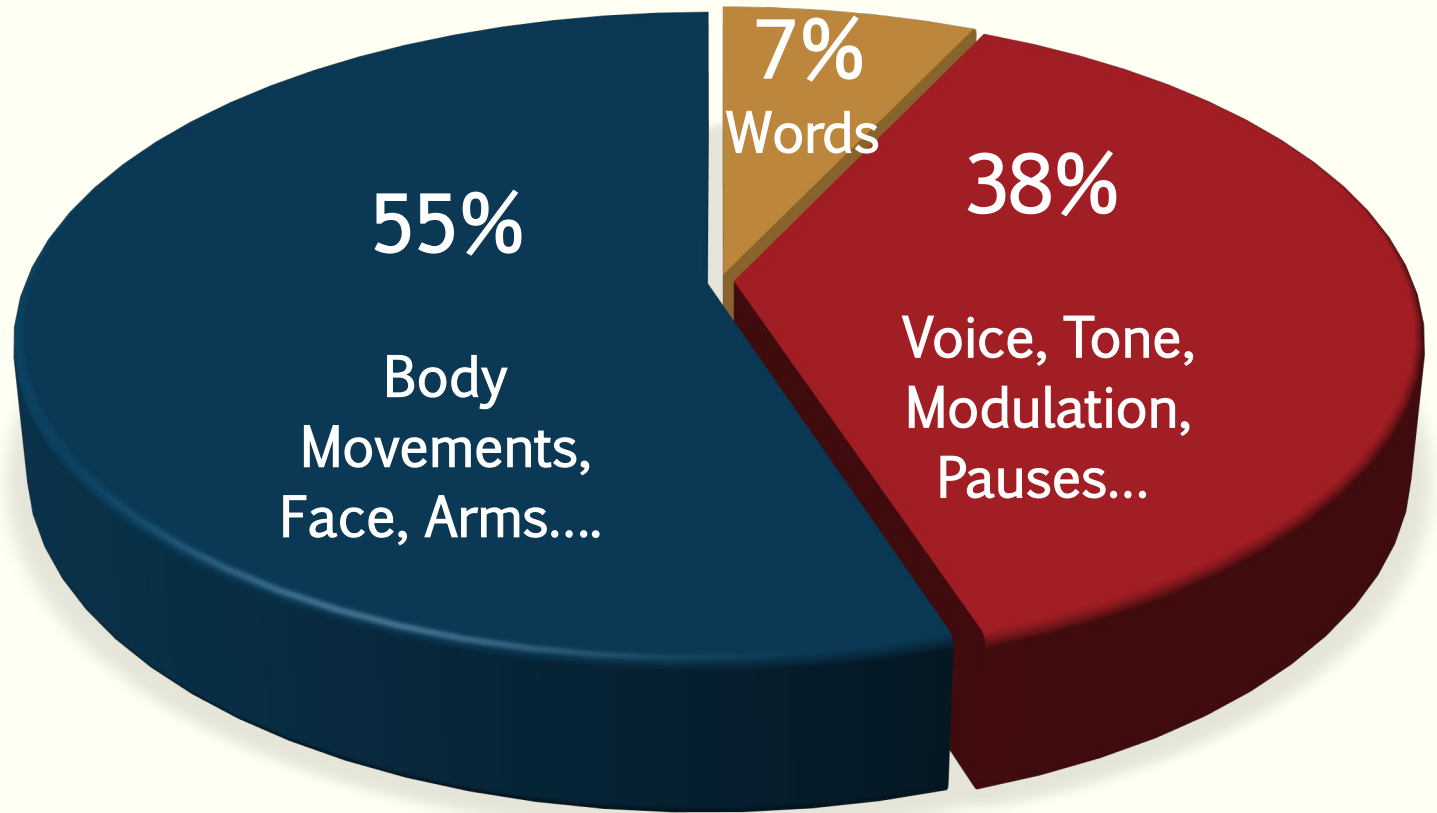
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Managers	Leaders
Command employees	Empower people
Create followers	Creates other leaders
Evoke obedience	Evoke passion
Place blame	Seek solutions
Encourage uniformity	Encourage creativity

# Believability of Our Communication

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- Verbal = 7%
- Vocalics = 38%
- Nonverbal = 55%





# TRAITS OF LEADERS VS. MANAGERS



# Traits of a Manager

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1. Ability to supervise employees
2. Ability to coach employees
3. Ability to direct resources
4. Ability to manage the process
5. Communication skills
6. Make assignments while reviewing resources and anticipating needs
7. Authority to establish work rules, processes, standards, and procedures

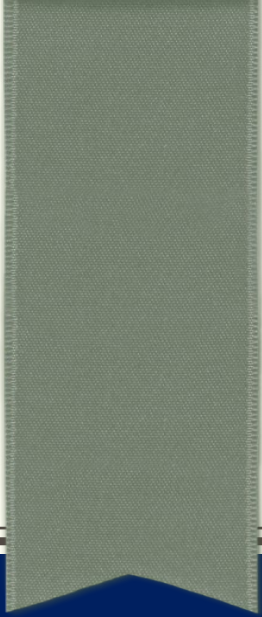
# Traits of a Leader

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1. Vision
2. Honesty and integrity
3. Inspirational
4. Collaborative skills
5. Ability to challenge
6. Ability to problem-solve
7. Ability to think outside the box
8. Have people who believe them and walk by their side down the path

**Choose  
Leadership.**





Adapted from  
Developing the Leader Within You  
John Maxwell

# LEVELS OF LEADERSHIP

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**“The key to  
*successful* leadership  
is influence,  
not authority.”  
*Ken Blanchard***

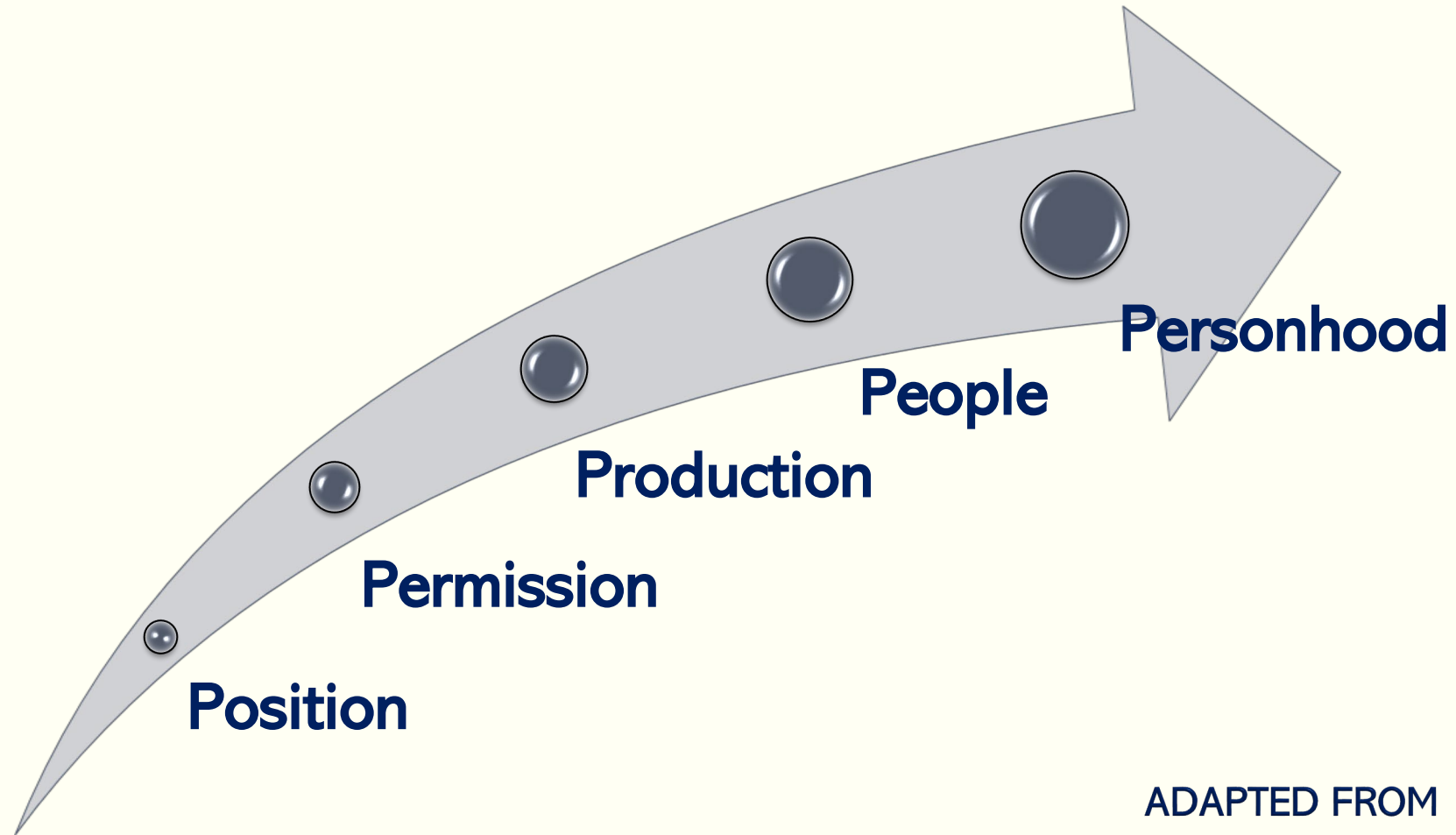


# Leadership Influence

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- Everyone influences someone.
- We never know who we influence.
- We never know how much we influence.
- Influence is a skill that can be developed.
- Leadership is influence, not authority.

# LEVELS OF LEADERSHIP

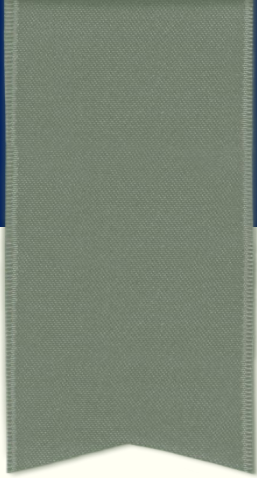


ADAPTED FROM  
JOHN C. MAXWELL

# 1. POSITION







## POSITION

It is about *rights*.

People follow you because  
they have to.

# POSITION

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It is usually gained by appointment.

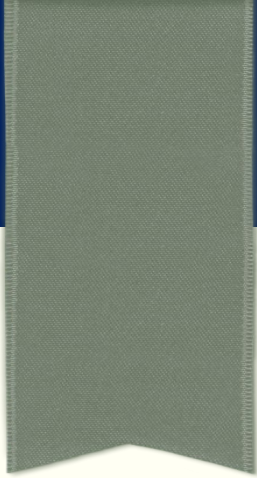
Security is based on title, not talent.

People will not follow beyond your stated authority.

It is not just your technical skills but that is all you have at this point.

## 2. PERMISSION





It is about *relationships*.

**PERMISSION**

People follow you because  
they want to.

# Permission

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People follow even when not obligated and will follow beyond stated authority.

This level is not about the pecking order but personal relationships.

Relationships provide the staying power for long term, consistent workplace success.

Time, energy and focus are placed on others' needs and desires.

This level allows any work to be fun.

### 3. PRODUCTION





**PRODUCTION**

**It is about results.**

**People follow you because of  
what you have done for the  
organization.**

# PRODUCTION

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Good things begin -- results oriented.

Momentum accompanies growth.

People like you and what you are doing.

Problems are fixed with very little effort.

People sense this growing success.

The group comes together with purpose.



## 4. PEOPLE





**PEOPLE**

**It is about reproduction.**

**People follow you because of  
what you have done for them.**

# REPRODUCTION

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This is where long term growth occurs.

Your commitment to developing others will insure ongoing growth to the organization.

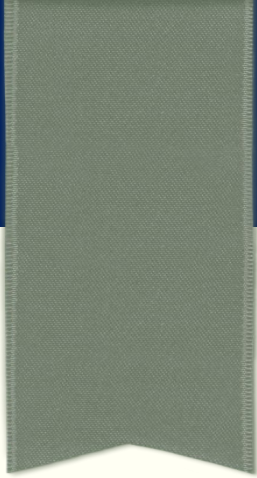
The group consistently demonstrates superior performance.

Loyalty grows within others when they have personally grown.

A leader is great, not on his/her own power, but because of the ability to empower others.

## 5. PERSONHOOD





**It is about respect.**

**PERSONHOOD**

**People follow because of  
who you are  
and what you represent.**

# PERSONHOOD

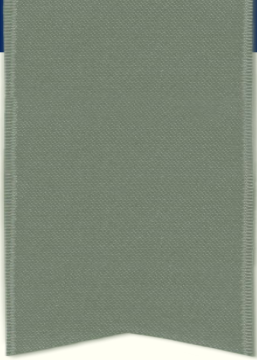
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This level is reserved for those who have spent years growing other people inside and outside the organization.

They are followed and admired not due to position but because of disposition.

Reputation means everything. It is about “who” they have become.

This level takes extreme dedication, personal vision and hard work.



1 – Position – About Rights  
Because they *have* to

2 – Permission – About Relationships  
Because they *want* to

3 – Production - About Results  
Because of what you have *done for organization*

4 – People – About Reproduction  
Because of what you have *done for them*

5 – Personhood – About Respect  
Because of *who you are and what you represent*

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# Influential Leadership

Leadership is not something  
you do TO people.

It is something  
you do WITH people.







**How about you?**

**Where are you within the  
leadership levels?**



## Final Thought

To become a leader, you must become yourself...  
the maker of your own life.

But until you know your strengths, weaknesses,  
what you want to do and why you want to do it,  
you will only be a superficial sense of the word.