

Paper information

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[Writer's Name]

[Institute Name]

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Introduction

Leadership and management are the terms which are often used interchangeably, however; there are unique similarities and differences between the concepts of leadership and management. As a phenomenon, leadership and management play fundamental roles in organizational environment. Leadership structure shapes the understanding and organization of firms and this process intricately permeates in the theory and practice of organizations. Researchers attribute absence of leadership with the absence of organization particularly due to the fact that people in organizations become disorganized and immobilized in the absence of an effective leadership. Conversely, management is widely used concept in organizational strata particularly in current day environment.

In general understanding, leadership and management both pursue the task of “attainment of objectives.” Differences lie within the practice of both the phenomenon. Moreover, while discussing leadership and management as processes, we cannot neglect the roles of managers and leaders which are drivers of these processes. In fact, papers lay their foundation upon the roles and behaviors of managers and leaders while discussing theories and practices of the processes of leadership and management.

Leadership and management are widely thrashed out concepts. Several studies and researches have been focused upon the exploration of various dimensions and aspects of the processes of leadership and management. In this paper we focus upon the exploration of similarities and differences between the concepts of leadership and management with the help of already available literature and research studies. Dimensions of leadership and management will be

analyzed in theoretical and practical implementation of the concepts with the help of established and authentic studies. Research will be conducted in this paper in analytical manner including with the focus upon critical perspective of the view points about leadership and management.

Leadership and Management

In order to understand the premise of research that is discussion about the similarities and differences between leadership and management, first there is need to define the key terms included in heading. In the context of paper at hand, key terms are leadership and management. Leadership is a complex, multifaceted, and least understood phenomena and it is defined in various ways. It is the subject matter which thoroughly has been investigated by researchers and academic scholars. According to Lussier and Achua (2010) *leadership is the influencing process of leaders and followers to achieve organizational objectives through change* (p. 6).

Describing the key elements of leadership, Lussier and Achua (2010) noted relationship with influence, leadership-followers, change, people, and organizational objectives. Comprehensively, considering wide leadership definition literature, it is concluded that despite of variety of leadership definition there are some specific components which have been found central in all leadership definitions. These key elements referred that primarily leadership is a process, it involves influence, it occurs in group context, and main focus is upon attainment of planned objectives.

Leader is a person who selects, trains, equips, and influences people or group of people who often termed as followers (Winston and Patterson, 2006). Leaders offer skills, abilities, and diverse gifts to followers in order to persuade them to participate enthusiastically in the achievement of certain objectives. Best suggested strategy in the pursuance of objectives

carrying with followers, leaders demonstrate their vision succinctly and in a way which clearly matches with the beliefs and values of followers (Winston and Patterson, 2006). Followers only comply with the leader's direction if they are able to interpret future vision of leader into current-time actions. Also, leaders use their critical thinking skill, intuition, persuasive rhetoric, insight, and interpersonal communication skills to influence followers in organizational context. Hogg (2001) discussed characteristics and behaviors of competent leaders as having creativity, vision, confidence, effective coaching skills, ability to maintain balance between group needs and individual needs, strong self esteem, and technical or conceptual expertise (p.2).

On the other hand, management as defined by Koontz and Wehrich (2006) is *the process of designing and maintaining an environment in which individuals working together in groups, efficiently accomplishes selected aims* (p. 5). Management focuses upon the executive, supervisory, and administrative directions of group or organization. Manager is the central figure who play significant role in the process of management. Therefore, it is appropriate to analyze the role of manager in various contexts in order to draw a noticeable body of knowledge about the concept of management.

Managers, fundamentally, carry out the functions of planning, leading, staffing, organizing and controlling phases dealing with the matters of management. Mainly, managerial body of organization has found to be operated under these five functions. In organizational context, all managers deal with the aspect of productivity including with the efficiency and effectiveness. Concepts, theories, and techniques of management focus upon the knowledge that underlies the functions of planning, organizing, staffing, leading, and controlling.

Analysis of Similarities between Leadership and Management

In the perspective of Kotter (1990) which says “Management is about coping with complexity. Leadership, by contrast, is about coping with change” and “The real challenge is to combine strong leadership and strong management and use each to balance the other.” Such opinions clearly demonstrate that leadership and management are distinguished concepts but working within the similar domain. Without each other’s presence, any organizational environment is hard to achieve without balancing leadership and management.

Russell, and Patterson (2004) has noted that mainly there are three schools of thoughts regarding belief about similarity or difference in the concept of leadership and management. First school of thought believes upon the opinion that both concepts are entirely diverse to each other while second school of thought regards both as synonyms to each other. Third school of thought stays between the continuum believing that though there is difference between leadership and management but with right body of knowledge one can navigate both staying at the one position. Modern organizational environment needs both effective managers and effective leaders to play competitively.

Developing argument further, Hogg (2001) evaluated that management is relatively a new concept emerged hardly 100 years back, comparatively, leadership is concept as old as organized human history. In the words of Russell, and Patterson, (2004), leadership and management are overlapping concepts. When a manager indulges into influencing his team members, he is working in the context of leadership while when leaders plan, execute, and operate goals, primarily they are working in the context of management. Drawing opinion about the similarities between leadership and management, Hogg (2001) analyzed that mainly leadership and

management shares in the field of influencing people, dealing with people, and effective goal achievement. Besides working coherently in these three fields, studies suggest that leadership and management work equally in the instances of mobilizing people, directing their followers and team towards the pursuance of certain goals, and leadership and management depend on the efficiency of their subordinates in the achievement of goals.

Leadership and management both perform as bridge between their superiors and subordinates, both take decisions in utilization of resources, and create network of people through staffing technical and productive employees.

Analysis of Differences between Leadership and Management

Researchers and academic scholars by and large discussed differences between leadership and management. Leadership and management have been understood primarily as distinctive but similar domains where the functions of both positions and processes overlap with each other. As complete action systems, leadership and management, can not either be understood as aspects of each other (Snow, and Hrebiniak, 2002). Drawing differences from the primary mode, definitions of leadership and management suggest that leadership means to inspire and motivate people while management means a systematic process primarily involved in planning, organizing, coordinating, staffing, and controlling the objectives.

Managers administer the things while leaders innovate the things. Management achieves goals with the help and support of other people and leadership depends upon personal competencies. Leaders do the right things while managers do the things right. Managers sometimes copy the things and processes while leaders always prefer original tasks. Managers principally involve their efforts in maintaining things while leaders go for development. Main focus of managers is

upon systems and processes, leaders set their focus upon people (Snow, and Hrebiniak, 2002). Managers rely upon controlling the things themselves during any process while leaders trust people in the accomplishment of tasks. Another most discussed difference between leadership and management is that leaders focus upon long-term goal accomplishment while managers' primary focus remains upon short-term goal achievements. Managers focus upon customer's requirements in the success of tasks while leaders set their success criterion themselves. Managers specifically set their eyes on bottom lines while leaders' vision is more particularly focus upon wide horizon. Managers do not bother to bring any change in the working environment apart from task completion while leaders are more prone towards challenging status-quo.

In business terms, leadership and management particularly differ in terms of focus. Managers tend to set their objectives focusing particularly on producing key results through following the phases of planning, organizing, staffing, controlling, and problem-solving (Uhl-Bein, Marion, and McKelvey, 2007). Leadership in organizational context focuses upon creating and supporting change in organization in order to revitalize it and also leadership play fundamental role in directing, motivating, inspiring, and aligning people towards the achievement of goals.

Uhl-Bein, Marion, and McKelvey (2007) presented a set of fundamental differences between leadership and management in "A Force for Change: How Leadership differs from Management." In the following section, brief description with analytical view regarding differences is being presented.

- **Creating an Agenda**

In the context of management, agenda is created through establishing steps, assorting different relevant resources, and eliminating possible risks. Regarding leadership task of agenda creation, leadership is more prone towards establishing direction through developing vision and strategic changes included with calculation of proper risks.

- **Developing a Human Network for Achieving Agenda**

Researchers and business gurus have identified that leadership and management act distinctively when they develop human network or more precisely their teams for goal accomplishment. Management organizes staff, establishes structures, provides applicable policies and procedures, create systems, and focus on specialization in compliance with set objectives. On the other hand, leadership demonstrate vision through acts and deeds, influence teams and coalitions, focus is always on integration, and creation of commitment.

- **Execution**

Management play specific role in controlling and problem solving by monitoring results in contrast with plans, identifying bents through the process, applying problem-solving strategies, including with containing and controlling tasks subject to hinder the objective achievements.

- **Outcomes**

In the context of outcomes, management makes sure the availability of desired outcomes which are expected by stakeholders. On the other way, leadership tends to harbor significant change to become more competitive.

Winston and Patterson (2006) covered almost all the important aspect in the sphere of differences between leadership and management. Russell and Patterson (2004) is of the view

point that leadership and management are crucial to an organization. Without each other's support, both cannot pay significant impact upon any environment. Adding further, the idea presented demonstrates that leadership and management will equally be employed by organizations in order to excel in today's and tomorrow's competitive environment where timely outcome and visionary change will set the scenarios. In current day complex environment, leadership and management provide key skills and abilities to earn success in theory and practice of organizations. Moreover, it is highly essential that balance should be maintain between the domains of leadership and management as set of differences and similarities highlighted the overlapping between the competencies of leadership and management. Hogg (2001) identified an important aspect that now a days organizations pay more stress on the availability of management and ignore the aspect of leadership which is highly unfavorable for organizations. Research regarding the availability of leadership and management in global firms suggested that large numbers of organizations are "over-managed" and "under-led" specifying the fact that leadership is lacking in current day corporate sector.

Critical Understanding of Leadership and Management in Theoretical Terms

Developing an argument regarding the understanding of similarities and differences between leadership and management, popular theories have taken into account for analyzing the facts. Leadership theories have emerged in 18th century explaining that how a good leadership can be achieved. Primary objective of theories like trait theory and behavior theory investigates pertinent skills needed and implication in practical field of leadership. In the discussion of leadership in organizational context, it is particular to take look upon theories developed so far in order to provide foundation to studies. Theories of leadership and management will help

researcher to evaluate and critically analyze similarities and differences between the concepts of leadership and management.

Trait Theory of Leadership

Trait theory of leadership is understood as “virtue theory” of leadership. It explains the idea that few traits like emotional stability and ability to compose one’s self, accepting errors, good communication and interpersonal skills, and wide intellectual horizon are essential in a person to hold the position of leadership (Spillane, Halverson, and Diamond, 2004). Theory of traits emphasized that leadership qualities are inborn which can not be developed later on. However, the effectiveness of these traits helps leaders to control and establish vision to guide the people in right direction. Evolution of trait theory suggested that it is not necessary that leaders with inborn traits are only competent leaders but these traits can be learned and exercised to achieve goals in an effective way.

Besides that, leadership qualities such as honesty, integrity, ambition, ability to influence people through their skills, cognitive ability and business knowledge are the skills which are understood as naturally ingrained in individuals.

Theory of Behaviorism

Behaviorist theory operates in entirely converse manner. It goes on to focus upon the notion that leadership qualities are not necessarily inborn but they can be learned and thus subject to play an effective role in influencing people and goals achievement (Winston, and Patterson, 2006).

Significant factor in the discussion of behaviorist theory of leadership is that it emphasizes upon the availability of environment which is essential to learn pertinent skills and abilities.

Moreover, behaviorist theory is also used to explain leadership behavior and styles. Leaders adopt several styles according to certain conditions and also behave in the context of that particular style. For instance, behavior of an autocratic leader will be different from a participative leader.

Theories of Management

Theories of management focus upon the discussion and exploration of management practices in organization in accordance with emerging issues. So far, large numbers of theories have been developed in management literature which also signifies the theoretical foundation of studies. In the paper at hand, specifically we take into account only those theories which help us in distinguishing similarities and differences between leadership and management (Uhl-Bein, Marion, and McKelvey, 2007). In the above discussion, leadership theories focused upon essential skills and attributes that help leaders to be effective and influential to achieve the objectives. Following theories of management also pay central focus upon pertinent skills and abilities to become successful managers within organizational context.

Situational and Contingency Theory

Situational and contingency theory reveals that managers should take decision-making with sharp attention towards all the aspects of managing tasks. Particular attention in this theory is upon the situational behavior of managers. Clarifying the argument, one can believe that managers are more effective and able to come up with better outcome only if they respond according to conditions (Russell, and Patterson, 2004). For instance, manager operating in field would behave differently if he/she is working with team in indoor situation.

Team Building Approach

According to this theory of management, team responsibility and working ability assures the competency of managers. Managers seek involvement of team member at their best levels to achieve objectives including with the fact that tasks achieves quality and continuous development. Managers work on the reduction of hierarchy levels and flattening of steps of management. In this phase, managers work on the involvement of people in decision-making phases.

Evaluation of Similarities and Differences between the Concepts of Leadership and Management

In this section, aim is to present understanding which have cultivated through deep research throughout the writing of this paper. Academic scholars and researchers find very few similarities between leadership and management but hand in hand they do not accept that leadership and management are entirely different concepts. Mostly, researchers have favored the idea that leadership and management concepts overlap and sometimes work within same capacity (Hogg, 2001). However, numbers of differentiations have also been carved out in order to draw distinctions between leadership and management. In theoretical terms, leadership theories and management theories demonstrated that though emphasis is differently contextualized but central focus of all the theories is to identify ways which are best to be effective leader and competent manager. Current day organizations pay more stress upon the employment of management leaving behind leadership which is essential in the conduct of organizational success.

Conclusion

Leadership and management are different concepts, similar concepts, or lie between the continuum was the premise of this research paper. Research studies and established literature regarding similarities and differences between leadership and management suggested that despite of numbers of differences leadership and management are not two distinctive concepts. Rather both are essential for the success of organizations. Leadership is an older concept which operates under the organizing capability of structures. For instance, leadership aims to lead people influencing their behaviors and attitudes. Followers accept leaders to those people about whom they think capable enough to respond in strategic conditions. For this purpose, theories of leadership suggest that leaders should have set of abilities, skills, and competencies which enable them to be effective leaders. In this paper, particular focus has been given to the aspect of skills and abilities require for successful leaders. Working on the exploration of similarities and differences, managers are found to be sharply consistent with leaders in terms of abilities and skills. Managers also expected to have particular skills which help them to apply their knowledge in right domain.

An important aspect associated with management is problem-solving skill which distinguishes managers with leaders. Managers are more prone to control the things including with emphasis upon curtailing the problems. Since managers more often deal with systematic studies, they are more inclined towards the maintaining of status-quo in contrast with leaders who always look for innovations and change. Concluding the discussion, I have evaluated that leadership and

management both are essential in work environment and both respond to the success of organizations if work together in balanced situation.

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