

WHO IS THE WINNER IN THE UNSEEN BATTLE BETWEEN LEADERS AGAINST MANAGERS?

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Abstract:

Management and leadership are both important though. Leadership complements management, it doesn't replace it. You need a solid balance of management and leadership skills to reach your greatest potential. We all know that businesses would spin out of control without good management. In fact many managers are successful today and preside over thriving organizations. But the difference between being merely successful and reaching one's greatest potential is staggering and leadership makes up the difference. A manager is the person responsible for planning and directing the work of a group of individuals, monitoring their work, and taking corrective action when necessary. A leader by its meaning is one who goes first and leads by example, so that others are motivated to follow him.

Key words: management, leadership, manager, leader.

JEL classification: M14

You may think of the words “manager” and “leader” as two concepts representing opposite ends of a continuum. The term manager typifies the more structured, controlled, analytical, orderly, and rule-oriented end of the continuum. The leader end of the continuum connotes a more experimental, visionary, unstructured, flexible, and impassioned side. Managers and leaders are not the same. They think differently internally, and behave differently externally.

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A manager is the person responsible for planning and directing the work of a group of individuals, monitoring their work, and taking corrective action when necessary. For many people, this is their first step into a management career. The manager has the authority to change the work assignments of team members.

Managers may direct workers directly or they may direct several supervisors who direct the workers. The manager must be familiar with the work of all the groups he/she supervises, but does not need to be the best in any or all of the areas. It is more important for the manager to know how to manage the workers than to know how to do their work well.

A leader by its meaning is one who goes first and leads by example, so that others are motivated to follow him. This is a basic requirement. To be a leader, a person must have a deep-rooted commitment to the goal that he will strive to achieve it even if nobody follows him!

Leaders work in the organization but they don't belong to it, their identity sense doesn't depend to their belonging to the organization or to their position in work, they are followers of the continuous change.

Here are some clear differences in the unseen battle between managers against leaders:

- ◇ 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 has a short-range view; the leader has a long-range perspective.
- ◇ the manager asks how and when; the leader asks what and why.
- ◇ managers have their eyes on the bottom line; leaders have their eyes 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 own person.
- ◇ the manager does things right; the leader does the right thing.

The actual management doesn't agree to the idea of obtaining results through a strict control of work force and relies on cooperation and mutual helping. Management and leadership are sometimes considered synonyms but there are several differences between them.

Depending on certain characteristics there are differences between the classic manager and the leader manager. Here are some obvious differences based on the following characteristics, these are: Risks, rewards, advantages in this case, the classic manager avoids failures and mistakes at any cost, he relies on unequivocal approaches, limits the risks of his own career, meanwhile the leader manager expects failures, learns and rebuilds with their help, tries with every opportunity to realize their goals, takes chances that could help his career.

A second characteristic is General perspective of approach in this case, the classic manager analyzes, optimizes, delegates, organizes and controls, meanwhile the leader manager accomplishes, tries and changes.

The third characteristic is represented by Sources for production and innovation in this case the classic manager uses superior technologies, control of processes, human "manipulation", meanwhile the leader manager uses superior qualification of personnel, process innovation, development of personnel.

The fourth characteristic refers to Obtaining responsibilities in this case the classic manager follows complete measures applied inside the organization, establishment of individual responsibilities; meanwhile the leader manager follows a reduced number of applied measures in the critical areas of the organization.

The fifth characteristic is about the Basic concept of leadership in this case the classic manager is focused on strategy, decides, delegates, monitors and revises, meanwhile the leader manager is focused on human aspirations, accomplishes effective work.

And the last characteristic refers to Final priorities in this case the classic manager follows a strategy regarding earnings per share; market quotas; obtaining proper financial resources for the firm, promoting personnel, meanwhile the leader manager follows a strategy regarding supplying values to customers; employees and assuring loyalty to customers.

Management is usually considered a way to accomplish certain things with the help of some persons with the purpose of achieving some objectives. The manager reacts to specific situations and he is more preoccupied in solving the short term problems. Management assumes to rely on people, to work in well defined organization and with well defined roles. The manager isn't necessarily considered a leader for the people outside the organization.

Regarding leadership, the important thing is the interpersonal behavior in a general context. Generally this is associated with an enthusiastic and kind behavior of

those who follow the leader. The leadership relation doesn't necessarily occur only in the hierarchic structure of the organization.

Many people act like leaders without having a specific role established for them, but it is clear that leadership isn't a part of a job, but a quality that can be brought to it; the contribution of leadership in a job isn't pre-established, but comes spontaneously.

Usually a leader has enough influence to determine long term changes in people's attitude and he is capable to make the change easier for people. There are a lot of other differences between managers and leaders regarding development, work relations, objectives and other important elements in an organization.

Managers adopt an impersonal and passive attitude regarding the established objectives and at the opposite side leaders adopt a more active and personal attitude regarding the established objectives.

On the one hand, we have managers that see themselves the keepers and the coordinators of the existent order in their business to which they identify themselves and on the other hand we have leaders that work in the organization but they don't belong to it, their identity sense doesn't depend to their belonging to the organization or to their position in work, they are followers of the continuous change.

In relations with other persons, managers maintain a certain distance and in opposition we have leaders that interact emotionally to people and they pay attention to the meaning and the impact that their actions have to other people.

In order to determine people to accept solutions, the manager has to permanently coordinate and maintain balance so that he can prevent possible conflicts, meanwhile leaders create a captivating atmosphere at work, and they develop ideas that give an image of things and that enthralls people.

Management can be seen from a better point of view in terms of organization, planning, coordination, subordination of personnel and control-adjustment of the activity in progress. On the other hand, leadership means communication, motivation, encouragement and implication of people in the activities in progress.

While a manager receives their authority based on their role, a leader's authority is innate in their approach. Good leadership skills are difficult to learn because they are far more behavioral in nature than those skills needed for management. Think of how different it is to teach someone to manage a particular task with a handbook on how to perform it versus trying to teach someone to effectively negotiate a sale. One, is step by step while the other employs a number of soft skills that, if unfamiliar, can be very difficult to master. This is one reason that building characteristics of a leader can be so challenging for new managers.

Here is a list of contrasting words that describe even more fully the differences between managers and leaders, and after a check up of this list we notice the fact that leaders have a greater advantage in comparison to managers. Even though leaders tend to rise a lot, managers are more conservative from this point of view, but at the end leaders have a lot more to gain as a result of their dares.

A commonly coined phrase tells us that leadership is doing the right thing and management is doing things right. This illustrates how the two skill sets need to work together. In order to be fully rounded, you must have the ability to manage the day to day tasks and deliver results, while seeing the opportunity for change and the big picture. Demonstrating good leadership skills without the management skills to support it, will leave you with an inability to operationalize your visions. Likewise, being a good manager without good leadership skills will cause continual challenges in motivating your team and producing the results you are trying to manage to. Being able to blend these two styles is truly a unique skill set. Keep in mind there are an abundance of managers in the world but very few truly embody the characteristics of a leader.

<u>MANAGERS</u>	<u>LEADERS</u>
administer	innovate
are a copy	are an original
maintain	develop
systems/structure focus	people focus
control	trust
short-term	long-range
how/when	what/why
bottom line	horizon
imitate	originate
accept	challenge
good soldier	own person
do things right	do the right thing

Figure 1. Contrasting description of managers versus leaders

Source: <http://www.buildingbrands.com>

In conclusion leadership is a process of mobilization, encouragement and training of individuals so that they contribute with their best resources in order to achieve the desired objectives. The most important element of leadership is team spirit, defined as a state of spirit which reflects people's desire to think, to feel and to behave in harmony in order to reach a common goal.

The final test for a leader isn't about taking smart decisions and adopting some decisive measures, but in his skills of training other leaders and to build a firm that would remain successful even when a leader leaves that firm. The key element of winning organization, as well as winning leaders, is the ability to form other leaders and we should all follow this example.

In our opinion this unseen battle between manager and leader is won by leaders, because over the years they have proven to us that they deserve the well earned first place, but this doesn't mean that we consider less the managers, far from this, we only state our opinion that leaders have a multitude of characteristics that give them an advantage in front of managers.

And now, at the end of this paper, we want to give all something to think about, that is the reason why we are asking you: Are you a manager or a leader?

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