***Leadership and Management***

Leadership is a process that is similar to management in many ways. Leadership

involves influence, as does management. Leadership entails working

with people, which management entails as well. Leadership is concerned

with effective goal accomplishment, and so is management. In general, many

of the functions of management are activities that are consistent with the

definition of leadership we set forth at the beginning of this chapter.

But leadership is also different from management. Whereas the study of

leadership can be traced back to Aristotle, management emerged around the

turn of the 20th century with the advent of our industrialized society. Management

was created as a way to reduce chaos in organizations, to make

them run more effectively and efficiently. The primary functions of management,

as first identified by Fayol (1916), were planning, organizing, staffing,

and controlling. These functions are still representative of the field of management

today.

In a book that compared the functions of management with the functions of

leadership, Kotter (1990) argued that the functions of the two are quite dissimilar

(Figure 1.2). The overriding function of management is to provide

order and consistency to organizations, whereas the primary function of

leadership is to produce change and movement. Management is about seeking

order and stability; leadership is about seeking adaptive and constructive

change.

As illustrated in Figure 1.2, the major activities of management are played

out differently than the activities of leadership. Although they are different

in scope, Kotter (1990, pp. 7–8) contended that both management and leadership

are essential if an organization is to prosper. For example, if an organization

has strong management without leadership, the outcome can be

stifling and bureaucratic. Conversely, if an organization has strong leadership

without management, the outcome can be meaningless or misdirected

change for change’s sake. To be effective, organizations need to nourish both

competent management and skilled leadership.



Many scholars, in addition to Kotter (1990), argue that leadership and management

are distinct constructs. For example, Bennis and Nanus (1985)

maintained that there is a significant difference between the two. *To manage*

means to accomplish activities and master routines, whereas *to lead* means to

influence others and create visions for change. Bennis and Nanus made the

distinction very clear in their frequently quoted sentence, “Managers are

people who do things right and leaders are people who do the right thing”

(p. 221).

Rost (1991) has also been a proponent of distinguishing between leadership

and management. He contended that leadership is a multidirectional influence

relationship and management is a unidirectional authority relationship.

Whereas leadership is concerned with the process of developing mutual purposes,

management is directed toward coordinating activities in order to get

a job done. Leaders and followers work together to create real change,

whereas managers and subordinates join forces to sell goods and services

(Rost, 1991, pp. 149–152).

In a recent study, Simonet and Tett (2012) explored how leadership and

management are best conceptualized by having 43 experts identify the overlap

and differences between leadership and management in regard to 63

different competencies. They found a large number of competencies (22)

descriptive of both leadership and management (e.g., productivity, customer

focus, professionalism, and goal setting), but they also found several unique

descriptors for each. Specifically, they found leadership was distinguished by

motivating intrinsically, creative thinking, strategic planning, tolerance of

ambiguity, and being able to read people, and management was distinguished

by rule orientation, short-term planning, motivating extrinsically, orderliness,

safety concerns, and timeliness.

Approaching the issue from a narrower viewpoint, Zaleznik (1977) went so

far as to argue that leaders and managers themselves are distinct, and that

they are basically different types of people. He contended that managers are

reactive and prefer to work with people to solve problems but do so with low

emotional involvement. They act to limit choices. Zaleznik suggested that

leaders, on the other hand, are emotionally active and involved. They seek to

shape ideas instead of responding to them and act to expand the available

options to solve long-standing problems. Leaders change the way people

think about what is possible.

Although there are clear differences between management and leadership,

the two constructs overlap. When managers are involved in influencing a

group to meet its goals, they are involved in leadership. When leaders are

involved in planning, organizing, staffing, and controlling, they are involved

in management. Both processes involve influencing a group of individuals

toward goal attainment. For purposes of our discussion in this book, we

focus on the leadership process. In our examples and case studies, we treat

the roles of managers and leaders similarly and do not emphasize the differences

between them.