Are Leadership and Management Different? A Review

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Abstract

Management and leadership have been used differently by different people. While some use them as synonymous terms, other view them as two completely different words. However, the majority appreciates some similarities and differences between them. The aim of this review is to determine whether management and leadership are different? The findings of this review showed that management and leadership are two very distinct functions. Although, management and leadership do share many similar duties which consist of working with people and influencing others to achieve goals. Management skills are used to plan, build, and direct organizational systems to accomplish missions and goals, while leadership skills are used to focus on a potential change by establishing direction, aligning people, and motivating and inspiring.

Keywords: Management, Leadership, Skills, Differences

1. Introduction

One may assume that all managers are leaders, but that is not correct since some of the managers do not exercise leadership, and some people lead without having any management positions. Therefore, there is a continuing controversy about the difference between leaders and managers. Some scholars argue that although management and leadership overlap, the two activities are not synonymous (Bass, 2010). Furthermore, the degree of overlap is a point of disagreement (Yukl, 1989). In fact, some individual see them as extreme opposites, and they believe that good leader cannot be a good manager and the opposite is true (Ricketts, 2009).

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Leadership and management entail a unique set of activities or functions. While leaders and managers share some similarities because they both influence others by using specific powers to achieve certain goals, there are also some prominent differences (Northouse, 2007). While, managers maintain a smoothly functioning workplace, leaders test the current position and encourage new functions, so they are looking for long-term goals (Yukl, 1989).   In today's vigorous workplace, organizations need both effective management, and effective leadership for optimal success (Kotterman, 2006).

This review article will address and compare fundamental definitions of leadership and management, the specific types of skills for the manager and the leader, and discuss the similarities and differences between management and leadership.

2. The Paper Aim

To examine both leadership and management and know whether they are the same or differ.

3. Paper Question

What is the difference between leadership and management?

4. Methodology of Analysis

An extensive literature search was conducted using the following electronic databases: EBSCO, EMBASE and Google Scholar. The search aimed to identify and locate all previous articles which discussed the differences between the management and leadership. There was no time limitation; however the research was limited to only articles written in English. The title should have "management" and "leadership" terms within it. The keywords and phrases used in the research include (leadership) and (management), or (differences), or (similarities). Original and peer reviewed articles were considered for this review.

The search identified 231,000 articles focusing on leadership and management. A total of 25,700 articles remained after eliminating those that were duplicated onGoogle Scholar and across the three databases.

The titles and the abstracts of the identified articles are checked for eligibility and relevance. Among these 25,700 articles, only 200 articles were included because they meet the search criteria by having both "management" and "leadership" terms within the title. Finally, 37 articles were considered for this review because they were original and peer reviewed articles (Figure 1).

Figure 1: Research Flowchart
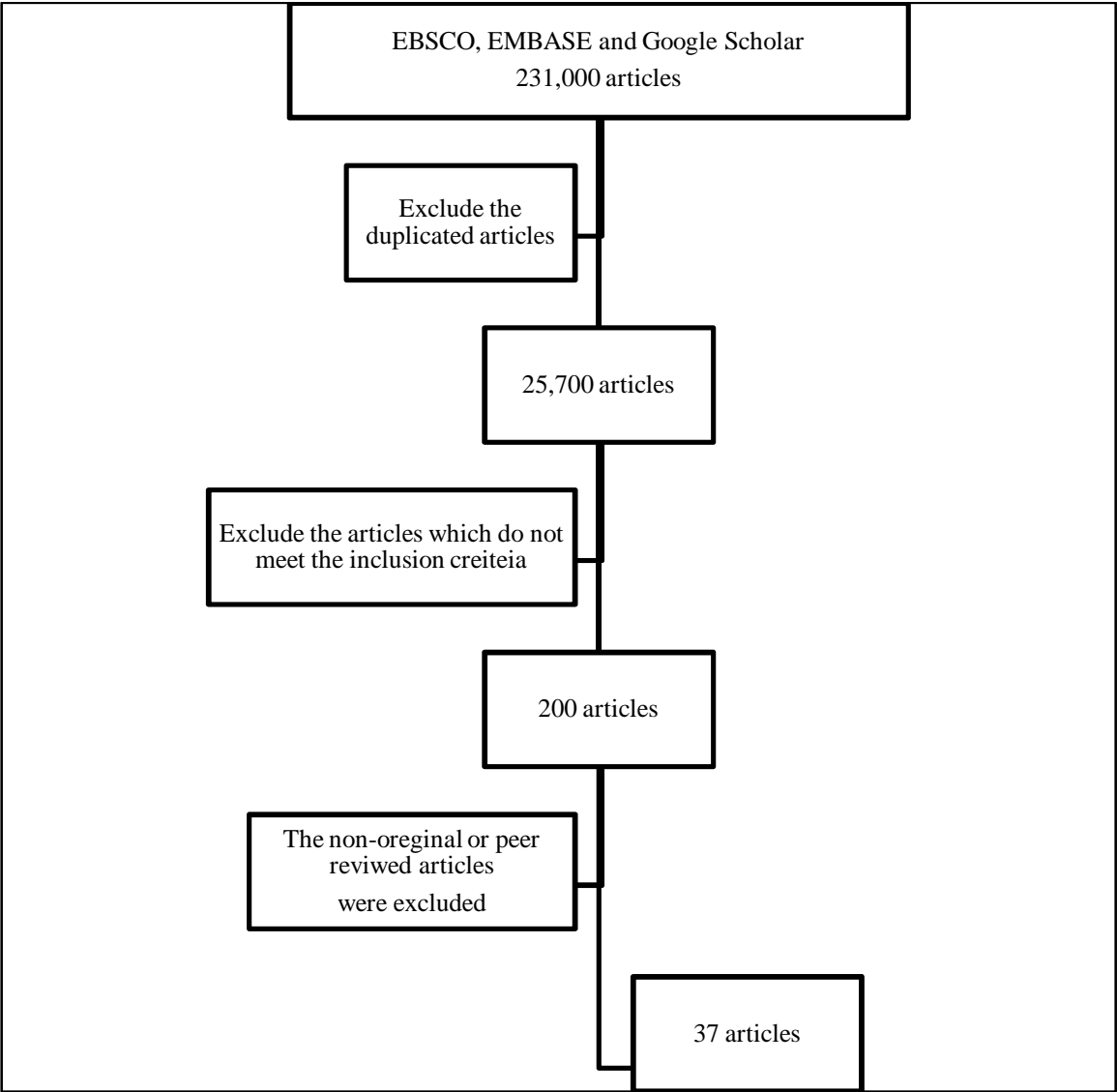
5. Results/Finding

In reviewing a series of articles, the majority of authors tried to identify the differences by comparing the management and the leadership in form of definition, and skills. In this document, the definition of the management and leadership will be discussed first, then the manager and the leader needed skills, and finally the differences between the management and the leadership.

6. Management

Katz defined the management as exercising direction of a group or organization through executive, administrative, and supervisory positions (Katz, 1955). Katz thought that management responsibilities are usually tasked-oriented, and it involves developing staff, mentoring persons with high potential, and resolving conflicts while maintaining ethics and discipline (Katz, 1955). Kappa states that the aim from a good management is to provide services to the community in an efficient and sustainable manner (Kappa, 1991). Moreover, Kotter defined the management as a job which takes care of planning, organizing, budgeting, coordinating and monitoring activities for group or organization (Kotter, 2001). Northouse defined the management as a process by which definite set objectives are achieved through the efficient use of resources (Northouse, 2007). Thus, Management in general is a process that is used to achieve organizational goals.

Managers focus on formal directing and controlling of their assistants, resources, structures, and systems (Kotter, 2001). Managers aim to reach short term goals, avoid any risks, and establish standardization to improve efficiency (Kotterman, 2006). The employees follow a manager's direction in exchange for being paid a salary, known as a transactional style (Kotter, 2001).Research shows thatbeing an effective manager depends upon three special skill sets: technical, human and conceptual. The technical skill refers to the proficiency in a specific type of work. This may include competencies within a specialized field, or the ability to use appropriate tools and techniques. Human skill refers tothe ability to work with people, which allow a manager to assist group members to complete a task. Conceptual skill refers tothe ability to work with ideas (Katz, 1955). In addition, an effective manager needs to have specific qualities like: good communication; organizational; negotiation; and delegation skills (Kappa, 1991).

7. Leadership

Leadership is a complex, multidimensional phenomena (DePree, 1989). It has been defined as: a behavior; a style; a skill; a process; a responsibility; an experience; a function of management; a position of authority; an influencing relationship; a characteristic; and an ability (Northouse, 2007). John Maxwell defined leadership by influence (Maxwell, 1998). Kotter (1990) stated that "Leadership is the capacity for collective action to vitalize". Robert Greenleaf defined effective leadership as people who serve others, while they follow them (Bennis and Nanus, 1997). Moreover, Peter Drucker defined a leader is someone who has followers (Drucker, 1999). However, some theorists believe that leadership is a form of the social influence processes (House and Aditya, 1997). Although there are a variety of leadership definitions, the majority of definitions focused on two components which are: the process of influencing a group of individuals to obtain a common goal; and to develop a vision.

Leaders focus on motivation, and inspiration (Kotter, 1990). Leaders aim to create passion to follow their vision, to reach long term goals, take risks to accomplish common goals, and challenge the current status quo (Bennis and Nanus, 1997). The leader keeps an open eye on his followers' benefits, so people follow the leader voluntarily, and the leader directs the follower by using a transformational style (Bass, 1990). Leaders should have some critical qualities such as integrity; vision; toughness; decisive; trust; commitment; selflessness, creativity; risk taking; toughness; communication ability, and visibility (Capowski, 1994). Moreover, leaders should have charisma; a sense of mission; ability to influence people in a positive environment; and ability to solve problems (House, 1977).

In addition, research shows that being an effective leader depends upon common behaviors and characteristics like: confidence; service mentality; good coaching skills; reliability; expertise; responsibility; good listening skills; being visionary; realistic; good sense of priorities; honesty; willingness to share; strong self-esteem; technical or contextual, and recognition (Bennis and Nanus, 1997).

8. Management vs. Leadership

Leadership and management overlap, but they are not the same(Kotterman, 2006).

Both leadership and management involve influence, working with people, and working to achieve common goals(The Guardian, 2013).However, the fields of leadership and management considered very different(Kotterman, 2006). Katz asserts that leadership is a multi-directional influence relation, while management is a unidirectional authority relationship (Katz, 1955).

In 1977, Abraham Zaleznik wrote the first scholarly andlandmark article about the difference between leaders and managers (Zaleznik, 1977). Zaleznik mentioned that the organizationneeds both effective managers and effective leaders in order to reach its goals, but he argues that managers and leaders have different contributions (Zaleznik, 1977). Whereas leaders promoter change, new approaches, and work to understand people's beliefs to gain their commitment, managers promoter stability, exercise authority, and work to get things accomplished. Therefore, management and leadership need different types of people(Zaleznik, 1977).

In 1983, Watson stated that managers take care of structure and system, but leaders focus on the communication, motivation, and shared goals. In addition, Watson mentioned that 7S strategy which include;strategy, structure, systems, shared values, skills, and style; is more effective for leaders comparing to managers.In 1985, Bryman added that leadership is about strategic motivation. Bennis and Nannus (1985) briefly describe the differencesbetween the leaders and managersin one sentence: "Leaders do the right things; managers do things right." (p. 33).Moreover, In 1989 Bennis stated that *"To survive in the twenty-first century, we are going to need a new generation of leaders*

- leaders, not managers. The distinction is an important one. Leaders conquer the context
- the volatile, turbulent, ambiguous surroundings that sometimes seem to conspire against us and will surely suffocate us if we let them—while managers surrender to it."(p. 7).

In 1987 John Kotter, a professor of the Harvard Business School states that leadership goes beyond routine tasks to cope with change, whereas management is a regular formal responsibility to cope with routine complexity(Kotter, 1987). Kotter argues that leadership is a process that aims to develop a vision for the organization; align people with that vision; and motivate people to action through the basic need fulfillment(Kotter, 1990).

Kotter stated that "*Leadership is different from management, but not for the reason most people think. Leadership isn''t mystical and mysterious. It has nothing to do with having charisma or other exotic personality traits. It''s not the province of a chosen few. Nor is leadership necessarily better than management or a replacement for it: rather, leadership and management are two distinctive and complementary activities. Both are necessary for success in an increasingly complex and volatile business environment* (Kotter, 1990)." In contrast, the management is a process that aims to control organization'sformal functions (Kotter, 2001).

Bernard Bass (1990) in his book "Bass and Stogdill's Handbook of Leadership" states that "Leaders manage and managers lead, but the two activities are not synonymous. Management functions can potentially provide leadership; leadership activities can contribute to managing. Nevertheless, some managers do not lead, and some leaders do not manage". (p. 383). Other researchers mention that the leaderis inspiring, innovative, flexible, courageous and independent, and has a soul, the passion and the creativity. Whilethe manager is deliberate, authoritative, consulting, analytical, and stabilizing, and has the rational, the mind, and the persistence (Capowski, 1994).In 1997, Robert House states that management consists ofcontrolling daily problems, and implementing leader's vision (House, 1977).Furthermore, Warren Bennis a business professor at the University of Southern California, (1997) sharps the difference by using 12 paired contrasts listed in his book "*Learning to Lead: A Workbook on Becoming a Leader*", (p. 9).

In 2003, Covey stated that the leader believes in vision and goals, has strong values, and works to make sure that his attendants are in the right direction. Moreover, in 2004, Ylitalo said that managers focus on structural, tools, and work related processes. Nevertheless, leaders involved in the professional work, social and communicative aspects.In 2004, Hull and Ozeroff viewed leaders as good communicators because they spend more time with their followers. In addition, leaders are aware their team members professional strengths, weaknesses, emotional standings, their place in the organization which allow them to know how to motivate them. Gosling and Murphy (2004) think that the leaders work to make the organization ready to face any new change, and ensure the development of a sense of security. In 2007, Warren Bennis wrote that "*Managers do things right, while leaders do the right things*" (p. 12).

In summary, while management and leadership share similar roles, it is important to make a distinction between those two functions. The primary mission of both leaders and managers is to control and influence other people. The most important difference between managers and leaders is their approach to achieve the goals. Managers exercise their control through formal power, but leaders use their vision, and by inspiration, motivation to align their followers (The Guardian, 2013). Balancing the role of both management and leadership are critical to the organization'ssuccess. Moreover, sometimes it is essential for managers to be successful to work as leaders (Mullins, 2010). Summary of the most historically well known comparison between leaders and managers is listed in table 1.

Table 1: Historical Comparison between Manger and Leader Characteristics

Leader Characteristics	Manager Characteristics
(Zaleznik, 1977)	
• Focus on people • Has followers • Informal influence • Takes risk • Facilitates decisions • Doing the right things • Large range perspective • Transformational • Sets strategies and vision • Challenges • Values • Innovation	• Focus on system and structure • Has subordinates • Formal authority • Minimize risks • Makes decisions • Doing things right • Short range perspective • Transectional • Plans and budgets • Maintains • Rules • Standardization
(Bennis, 1989)	
• Innovates, Creative • An original • Develops • Focuses on people • Inspires trust • Long-range perspective • Asks what and why • Eye on the horizon • Originates • Challenges the status quo • Own person • Does the right thing	• Administers • A copy • Maintains • Focuses on systems and structure • Relies on control • Short-range view • Asks how and when • Eye on the bottom line • Imitates • Accepts the status quo • Classic good soldier • Does things right
(Chapman, 1989)	
• Advance their operations • Seek responsibility	• Protect their operations • Accept responsibility

• Take calculated risks	• Minimize risks
• Generate speaking opportunities	• Accept speaking opportunities
• Set "unreasonable" goals	• Set reasonable goals
• Challenge problem employees	• Pacify problem employees
• Strive for an exciting working environme	• Strive for a comfortable working environn
• Use power forcefully	• Use power cautiously
• Delegate enthusiastically	• Delegate cautiously
• View workers as potential followers	• View workers as employees
(Certo, 1997)	
• Soul	• Mind
• Visionary	• Rational
• Passionate	• Consulting
• Creative	• Persistent
• Flexible	• Problem-solving
• Inspiring	• Tough-minded
• Innovative	• Analytical
• Courageous	• Structured
• Imaginative	• Deliberate
• Experimental	• Authoritative
• Independent	• Stabilizing
(Bennis and Goldsmith, 1997)	
• Innovates	• Administers
• An original	• A copy
• Develops	• Maintains
• Investigatesreality	• Accepts reality
• Focuses on people	• Focuses on systems
• Inspires trust	• Relies on control
• Has a long-range perspective	• Has a short-range view
• Asks what and why	• Asks how and when
• Has his or her eye on the horizon	• Has his or her eye always on the bottom li
• Originates	• Imitates
• Challengesthe status quo	• Accepts the status quo
• His or her own person	• The classic good soldier
• Counseling, empowerment	• Counseling, empowerment
• Manager, Work with a mechanistic appro	• Manager, Work with a mechanistic approa
(Buchanan and Huczynski, 2004; based on Kotter, 1990)	
• Establishing direction: Vision of the futu	• Plans and budgets: Decide action plans an
• Aligning people: Communicate vision an	• Organizing and staffing: Decide structure
• Motivating and inspiring: Energize peopl	• Controlling, problem solving: Monitor resu
• Produces positive and sometimes dramat	• Produces order, consistency and predictab
(Northouse 2007, p.10)	
• Establishing directions	• Planning and budgeting
• Creating a vision	• Establishing agendas
• Clarifying the big picture	• Setting timetables

• Setting strategies	• Allocating resources
• Aligning people • Communicating goals • Seeking commitment • Building teams and coalitions	• Organizing and staffing • Provide structure • Making job placements • Establishing rules and procedures
• Motivating and inspiring • Inspiring and energize • Empowering subordinates • Satisfying unmet needs	• Controlling and problems solving • Developing incentives • Generating creative solutions • Taking corrective action
(Lunenburg, 2011)	
• Focuses on people • Looks outward • Articulates a vision • Creates the future • Sees the forest • Empowers • Colleagues • Trusts & develops • Does the right things • Creates change • Serves subordinates • Uses influence • Uses conflict • Acts decisively	• Focuses on things • Looks inward • Executes plans • Improves the present • Sees the trees • Controls • Subordinates • Directs & coordinates • Does things right • Manages change • Serves superordinates • Uses authority • Avoids conflict • Acts responsibly

9. Author Reflection

From my point view, Ithink that there are some individuals who have the capacity to fulfil the roles of both a leader and a manager. In my experience, leaders used to create the new changes, and managers used to apply them. However, new changes implantationis not easy, thus managers sometime resist to apply the new changes. In addition, I totally agree with those who ask for the balance between the manager's roles and the leader's roles, because it is vital to ensure the best outcomes. Moreover, I believe that leadership becomes a must in every organization, especially inthe business world; to cope with the rapid changes and different need for this century.

10. Conclusion

Every organization needs managers and leaders, and their roles should be viewed as complementary to one another.

The optimal effectiveness of an organization can only reach if the organization has strong leadership and strong management. In today's dynamic workplace, organizations need leaders to cope with new challenges, and transform organizations in order to achieve a competitive advantage in the marketplace. In addition, organizations need managers to maintain a smoothly functioning workplace, and to utilize resources effectively. Finally, a well balanced organization should have a mix of leaders and managers to succeed (Kotterman, 2006).

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