

Transforming organisational performance

Distinctions between Leadership and Management

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Leadership and Management

Distinctions have been drawn between Management and Leadership and these help to highlight some of the components of effective leadership.

Warren Bennis, a renowned writer on leadership identified the following distinctions between Management and Leadership (extract taken from Boyett & Boyett 1998)

<i>Management</i>	<i>Leadership</i>
<i>Do things right</i>	Do the right things
<i>Are interested in efficiency</i>	Are interested in effectiveness
<i>Administer</i>	Innovate
<i>Maintain</i>	Develop
<i>Focus on systems and structure</i>	Focus on people
<i>Rely on control</i>	Rely on trust
<i>Organise and staff</i>	Align people with a direction
<i>Emphasise tactics, structure and systems</i>	Emphasise philosophy, core values and shared goals
<i>Have a short-term view</i>	Have a long-term view
<i>Accepts reality</i>	Investigates reality
<i>Asks how and when</i>	Asks what and why
<i>Accepts status quo</i>	Challenges status quo
<i>Focus on the present</i>	Focus on the future
<i>Eye on bottom line</i>	Eye on horizon
<i>Develop detailed steps and timetables</i>	Develop visions and strategies
<i>Seek predictability and order</i>	Seek change
<i>Avoid risks</i>	Take risks
<i>Motivate people to comply with standards</i>	Inspire people to change
<i>Use position to position influence (superior to subordinate)</i>	Use person to person influence
<i>Require others to comply</i>	Inspire others to follow
<i>Operate within organisational rules, regulations, policies and procedures</i>	Operate outside of organisational rules, regulations, policies and procedures
<i>Are given a position</i>	Take initiative to lead