

MANAGEMENT

There is a profound difference between management and leadership, and both are important. To "manage" means "to bring about, to accomplish, to have charge of or responsibility for, to conduct." "Leading" is "influencing, guiding in direction, course, action, opinion." The distinction is crucial.

Both are necessary and important.

Managers are people who do things right and leaders are people who do the right thing. The difference may be summarized as activities of vision and judgment — effectiveness — versus activities of mastering routines — efficiency. Here are some key words that further make the distinction between the two functions:

- The manager administers; the leader innovates.
- The manager is a copy; the leader is an original.
- The manager maintains; the leader develops.
- The manager accepts reality; the leader investigates it.
- 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.
- The manager has his eye always on the bottom line; the leader has his eye 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 or her own person.
- The manager does things right; the leader does the right thing.

The most dramatic differences between leaders and managers are found at the extremes: poor leaders are despots, while poor managers are bureaucrats in the worst sense of the word. Whilst leadership is a human process and management is a process of resource allocation, both have their place and managers must also perform as leaders. All first-class managers turn out to have quite a lot of leadership ability.

With thanks to *Learning to Lead: A Workbook on Becoming a Leader* by Warren Bennis and Joan Goldsmith (Basic Books, 2003)

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