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Leadership and management, theory and practice

LCBB6003
Assessment 1

“A Manager can be a leader, but a leader cannot be a manager”

Essay

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Introduction

In this essay, there will be an analysis of how management and leadership impact an organisation. There will be a study of the complex structure and dynamics seen when managing people and organisations through the application of management and leadership theories. There will also be a critical evaluation of the design and strategies that can be seen when attempting to enhance the effectiveness of the managers and leaders to be able to reach the future and current goals of the organisation. Finally, there will be a study of the employability and the personal skills that have been acquired while managing and leading people and how these skills will impact the organisation.

Task 1 Essay:

In the complex realm of organizational dynamics, the delineation between a leader and a manager assumes a central role in influencing success. Despite the frequent interchangeability of these terms, a closer scrutiny unveils a nuanced connection—affirming that a leader can effortlessly shift into a managerial role, but a manager may not consistently embody the attributes of an authentic leader. This essay delves into this one-way dynamic, elucidating the distinct traits enabling leaders to adeptly perform managerial functions, while acknowledging the hurdles managers might encounter when embracing authentic leadership.

Leaders possess a forward-thinking perspective, setting a compelling vision for the future. When taking on managerial responsibilities, they employ this visionary approach in strategic decision-making, guiding the organization toward long-term goals. Effective leaders transcend mere task assignments, motivating and inspiring teams to cultivate a sense of purpose and commitment. In managerial roles, their ability to instil purpose and commitment among team members serves as a catalyst for elevated performance and collective success. Leaders, inherently adaptable to change, leverage their flexibility when placed in managerial positions, proving invaluable in navigating uncertainties and fostering organizational resilience.

According to the Scientific Management Theory, developed by Frederick Taylor, compelling people to work does not always produce the best of results (Merkle, 2023). This is one of the earliest theories on management and was meant to study the performance of people in a workplace scientifically and assess how to improve their performance. The theory focused on people and improving their efficiency, productivity and effectiveness and the primary source of motivation was believed to be money. The four main principles that were proposed were the development of an approach that would develop the best way to achieve the task. This include the recruitment of people systematically that would ensure that the responsibilities were delegated to people who could handle them effectively and deliver the best results. The worker would be developed and educated scientifically and there would be a beneficial and close relationship between the workers and the management. He advised employers to pay their employees more so that they would not have issues with the management and would be more productive. One such organisation that shows signs of using this method is McDonald's, where there is a system of bonuses to ensure that the employees make an effort to perform well (McDonald's, 2023).

Managers often function within a transactional framework, concentrating on tasks and processes. Genuine leadership, characterized by transformational qualities, may elude them as they navigate the complexities of building relationships and inspiring their teams. Managerial roles frequently prioritize stability and risk mitigation. This risk-averse approach may impede managers from taking the calculated risks associated with visionary leadership, potentially stifling innovation within the organization. Leadership requires a high degree of emotional intelligence—the ability to connect with individuals on a personal level. Managers may find it challenging to cultivate this skill, potentially limiting their capacity to lead effectively.

The modern management theory focuses on the view of the employees and recognises how complex it is. (S.Kumar, 2020) Every organisation is complicated in its manner and the employees have their unique set of issues, needs, aspirations, and desires. This means that the management of every organisation is also unique, and every organisation should attempt to manage their people in a customised manner, and they should not be stereotyped at the risk of frustrating them and making them feel undervalued. This theory believes that there is no single method of managing people and they should be allowed to thrive in their manner. The people can also gain new motives as they experience

new things and learn how to navigate the corporate world. This theory thinks that employees have several reasons to work, and this involves happiness, satisfaction and getting the lifestyle that they desire. This can allow managers to determine and have an understanding of the behaviour of people and develop strategies to effectively manage them individually. One company that applies this theory of management is the Coca-Cola Company which values the opinions of its workers to be able to deliver the best results. (Peter Green (Coca-Cola), 2023)

Prosperous organizations recognize the need for an integrated approach, where leaders seamlessly merge their inherent qualities with managerial tasks. This synthesis establishes a harmonious balance between strategic vision and operational efficiency. Acknowledging the unidirectional nature of this dynamic prompts organizations to invest in leadership development programs for managers. These initiatives can nurture qualities such as emotional intelligence, inspirational communication, and strategic thinking.

Conflict resolution is a skill that every leader needs to have. Employing diplomatic strategies to mitigate conflicts within and outside of a team is necessary for me as a leader to be respected and followed. This would give the people the impression that they can approach and rely on the leader while getting the necessary guidance that they need to be able to reach their goals. For example, Tesco has strategies for the management of conflict with the aim of ensuring that no conflict takes place. (Tesco plc, 2023)

A manager and a leader have similar functions, whereby they guide and show people what to do. Several skills are needed to be a good manager, like having interpersonal skills. A manager should be aware of how to deal with people, and they should be aware of how to deal with different issues that come with people but not all managers have these skills. The effective application of this skill ensures that the employees of the organisation can approach the management with their issues, or their ideas and they do not feel distanced from the management. (Zeike, Bradbury, Lindert, & Pfaff, 2019). One such example is the management style of Apple is democratic, where the opinions of the employees are welcomed and valued. Due to this, the people working in the company feel close to the people who lead them. If it wasn't for the leaders in Apple, that wouldn't be possible.

The statement "a manager can be a leader, but a leader cannot be a manager" is not true. Depending on the kind of leadership, the company will either have managers who lead people or who simply manage them. Leaders, possessing a forward-thinking outlook and the ability to inspire, can seamlessly take on managerial duties. In contrast, managers encounter difficulties in encompassing the diverse facets of leadership. Nonetheless, acknowledging this difference opens avenues for personal and professional development. Creating a collaborative environment that appreciates both leadership and management abilities allows organizations to navigate complexity, foster innovation, and attain enduring success in a continually evolving business landscape.

Task 2:

- Manage, by getting people to do what needs to be done.
- Lead, by getting people to want to do what needs to be done.

Some of the skills required from a manager to get everything done are:

Communication, working organization, problem-solving, time management and decision-making.

He needs to have clearly articulate expectations, goals, and tasks. To be able to set efficient plan and allocate resources to achieve objectives. Managers should know how to address challenges and obstacles promptly to keep the workflow smooth and one of the most important, to prioritize tasks and manage time effectively for optimal productivity.

Management refers to the process by which the company gets the tasks and work done which would contribute to the growth of the organisation and achievement of the goals. (Schermerhorn, , Wright, & Bachrach, 2020). This process includes organisation, planning, and directing and controlling the staff. Leadership is the ability of a person to be able to guide another person or group of people to be able to guide and influence the people of a team, society, or organisation. (Bolden, Hawkins, & Gosling, 2023) (Bolden, Hawkins, and Gosling, 2023). This attribute comes to a person based on the ranking, title, or seniority in an organisation.

For a leader, skill needed can be all already mentioned above plus, Visionary Thinking, empathy, ability to motivate, recognition and team building.

Steve Jobs, co-founder of Apple, was known for his visionary leadership. He inspired Apple's teams to innovate and create groundbreaking products. His leadership style contributed to Apple becoming one of the most successful and innovative companies globally.

A leader should inspire others by painting a compelling vision of the future, acknowledge and appreciate individual and team achievements, foster a positive and collaborative team culture, and understand individual motivations and align them with organizational goals.

A contingency-based approach to the work looks for the best solution to the problem and attempts to identify the source of the problem through the question 'what if'. For example- when the labour present is mostly unskilled and not trained, the manager would decide that the work delegated should be simple. But when there is an availability of skilled and talented people, the manager would consider giving them high-stakes risky jobs. One such company with a contingency approach to problems is *Apple* and the leader ensures that the tasks are perfect and there is no scope for shortcomings. (Apple, 2023)

In my personal experience, I've noted that proficient management guarantees the accomplishment of tasks within specified deadlines and resource limitations. On the other hand, robust leadership cultivates a feeling of purpose and dedication among team members, resulting in a more involved and motivated workforce. Consequently, this positively influences both individual and organizational effectiveness.

Conclusion:

To conclude this essay, several theories of management can be applied to understand the impact of various management strategies on the functioning of a company. Some of these theories are scientific management theory, modern management theory, contingency theory, and bureaucratic approach to management. Of these theories, contingency theory is the most creative approach for dealing with organisational issues. The various skills needed by a manager to be able to lead a company and offer guidance are also personal skills that they need to be a good leader for the employees.

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