

Leadership and management, theory and practice

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Task 1- Essay: - “A Manager can be a leader but a leader cannot be a manager”

In today's business world, companies mostly give more importance to managers but in today's competitive business environment, leadership has become one of the important necessities for employee motivation (Gierlich-Joas et al. 2020). So, managers and leaders are considered as two different people and so 'a manager can be a leader but a leader cannot be a manager' because managers mostly develop consistency within the organisation whereas the key role of leaders is to bring changes within the organisation and motivate the employees to work at the same pace during the change to help the business to grow & succeed in today's global market (Homan et al. 2020). Therefore this essay will show the differentiation between leaders and managers and will also provide relevant business world examples by applying different concepts, models and theories to support the given arguments.



No, I do not agree with the given statement that managers can be leaders but leaders cannot be managers because there are differences between the roles that are played by a leader and a manager behind the success of the organisation in the global market. One similarity between two of the roles is the responsibility of motivating an individual to work hard to their best capabilities for achieving organisational goals effectively (Homan et al. 2020). Managers use some of the motivational theories such as Herzberg Two factor theory, and Maslow's Hierarchy need theory to fulfil the basic needs of the employees which can motivate them to

work at their best capabilities and contribute towards achieving organisational goals effectively (Ihensekien and Joel 2023).



On the other side, leaders use different leadership styles and approaches such as situational and transformational; the leadership approach shows how they are used to inspire changes and support team members to work collaboratively with a shared vision of achieving organisational success effectively (Northouse 2021). According to the Great Man theory of leadership, it can be seen that leaders have intrinsic leadership traits which means that they are inborn with these qualities instead of being made or trained (Benmira and Agboola 2021). Leaders use behavioural leadership theory which shows that it is essential for leaders to be self-aware about their behaviour which would help them to increase their team morale and overall productivity (Northouse 2021). Leaders adopting Bureaucratic leadership approaches tend to strictly follow the rules and become effective in some arenas (Northouse 2021). Leaders having Laissez-faire leadership approaches tend not to interfere as a result people within the team get the opportunity to make many of the decisions (Benmira and Agboola 2021). Autocratic leaders make decisions without consulting the team while democratic leaders mostly allow the team to make decisions on their own without the support and guidance of the leader (Benmira and Agboola 2021). Managers use management theories such as contingency theory and classical management principles that emphasise the

importance of planning, directing and controlling different business-level tasks to achieve the ultimate goal of the business (Liu 2020). So in today's contemporary era, individuals are expected to be both leaders and managers as they are responsible for daily operational activities with different qualities of leadership. Overall both the managers and leaders possess qualities of leadership and managerial skills in them and so they have to work out of their roles depending upon the requirements of the business (Al Halbusi et al. 2021).



There is a huge difference between the role of a manager and a leader because the management of an organisation is mostly involved in planning, organizing, coordinating and controlling the business resources to ensure the growth and success of the organisation in the global market (Tiliuta and Diaconu 2021). Managers are mostly responsible for ensuring that the daily operation of the business is running smoothly phase and that the business goals are being accomplished by the employees within the given parameters (Al Halbusi et al. 2021). On the other side, leadership is all about motivating, guiding, inspiring and supporting individuals and teams to work together with a shared vision of accomplishing business goals and success effectively (Liu 2020). A manager is the one who is responsible for managing business tasks and setting instructions for the team so that they can work on a project as per the guidelines and complete it within the set duration (Al Halbusi et al. 2021). Therefore leaders mostly focus on developing strong relationships with the team members and coaching them so that they can come out with a better version of themselves but managers are

responsible for focusing on setting business goals and objectives and directing people to accomplish them within the set duration (Tiliuta and Diaconu 2021). Overall it is essential to understand the difference between leaders and managers for effective leadership and managerial development within the organisation.



In the real business world, many people have set the best example of a leader and a manager. Steve Jobs who was the team leader at Apple Inc., was known for his visionary leadership approach as he was responsible for inspiring and empowering people to work together as a team towards accomplishing the common goals of the organisation (Isaacson 2021). While in the same organisation, Tim Cook has played the role of a manager and still has demonstrated leadership qualities but his primary focus was on strategic decision-making and operational efficiency as the CEO of Apple Inc. Company.



In SpaceX Company, Elon Musk has played the role of a leader and has used transformational leadership approaches to drive innovation inside the business as well as to set ambitious goals for the team thereby motivating them towards accomplishing

organisational goals effectively (Choi and Phan 2021). On the other side, Gwynne Shotwell is the COO of the company and he also played the role of a manager, he was responsible for the daily business operations to ensure the growth and success of the organisation.



In the case of Amazon, Jeff Bezos has played the role of a leader and he used to have a charismatic leadership approach using which he has set an innovative and customer-centric culture inside the business (Stone 2022). Andy Jassy was the CEO and played the role of a manager so he was responsible for optimising business operations and ensuring continuous growth inside the business.



In Pepsi Company, Indra Nooyi has played the role of a leader and has emphasized purpose-driven leadership, while Ramon Laguarta as the CEO of the company was responsible for focusing on financial performance, and operational efficiency to ensure long-term business growth of the organisation in the global market (Yue et al. 2021).

Hence it can be concluded from the above essay that managers exhibit leadership qualities and leaders exhibit managerial qualities in some instances the differences between

management and leadership have shown that not every manager can possess the role of an effective leader until they have developed essential leadership skills in them but on the other side can manage and controlling different business changes to ensure the growth and success of the business firm in the global market.

Task 2- Considering the personal and employability skills you would deploy to lead and manage people to improve individual and organisational performance

1. a) I believe that an individual should develop essential skills such as communication skills, organisational skills, and problem-solving skills to manage people by getting them to do what needs to be done effectively. Similarly, I also have to deploy these skill sets in me to ensure that I can have the ability to manage people and ensure that their tasks are completed within the given timeframe. I also have to ensure that people work independently and can understand their roles & responsibilities effectively while working within the organisation. I have to be organized so that I can be able to set clear goals and objectives for the team and align them with the values of the organisation. I also have to allocate resources to people effectively so that they can do the things for which they are being responsible. I think that I also have to develop strong communication skills so that I can develop the ability to convey the organisational expectations to each of the team members and encourage them to work at their best capabilities and then I should also provide regular feedback based on their performance so that they can timely work on it and improve it which would further help them in enhancing their productivity and performance effectively. Using problem-solving skills, I would be able to address individual concerns effectively and provide them with effective solutions. Lastly I have to delegate the tasks to each of the team members based on their capabilities and inner strengths to maximise team productivity and ensure the overall growth and success of the organisation.

b) In the case of leading people to get people to do what needs to be done, I think that I need to deploy leadership capabilities. Therefore to lead effectively, firstly I have to learn how I can lead myself first before leading others towards achieving the business goals of the organisation. Leadership involves deploying competencies such as empathy, communication, decision-making and many more (Akdere and Egan 2020). I need to develop communication skills first because effective communication is the key towards communicating the vision of the business to the team members and aligning their goals with the vision and organisational values. Thereafter I also need to have empathy as it will allow me as a leader to understand the concerns and specific needs of the team members which would further assist me in fostering collaboration and trust within the team. Being a leader, I also have to be visionary which means that I need to create a clear and concise direction for the team so that they can get a clear path towards accomplishing business goals effectively. Lastly, I need to develop decision-making skills as one of the essential employability skills as it is crucial for me to make informed decisions which can benefit both the employees and the company as a whole.

2. I believe that developing leadership and management skills can significantly improve both my individual and organisational performance. I think that by getting engaged in training or taking some online courses, I can sharpen my existing skill set and develop new ones which would enable me to perform better as a leader as well as a manager a result of which I can encourage people to perform their job roles and increase their productivity as well as enhance their overall performance while working within the organisation. So I need to deploy both management and leadership skills because when I possess strong management skills, I can ensure that the tasks are completed by the team efficiently within the set duration. While, by developing leadership capabilities in me, I can get the ability to motivate, support and inspire individuals and teams to collaborate and work together towards accomplishing the organisational goals effectively. Leadership skills will also help me in encouraging the team

to enhance their performance by increasing their productivity and the overall quality of their work. On the other side, by deploying strong management skills, I can lead the team after setting goals or objectives for them and then encourage them towards completing the given tasks within the deadline which would significantly improve both individual and organisational performance. Apart from this effective management skills will allow me to foster a positive working environment inside the workplace as well as will assist me to boost job satisfaction and morale of the employees which would motivate them to work at their best capabilities for accomplishing the growth and success of the organisation effectively. On the other side, by deploying leadership skills and capabilities, I can enhance team dynamics, drive innovative & creative approaches inside the business, and improve collaboration & team-building which would improve the overall performance of the individuals and the organisation as a whole.

Leaders having strong leadership approaches can inspire and encourage individuals to work above and beyond their regular job roles as well as assist them to foster a culture of innovation and excellence within the organisation (Akdere and Egan 2020). Moreover, effective leaders and managers also can drive business changes within the organisation successfully (Bush 2020). Leaders always set examples for others through their attitude, behaviour and skill sets which provide an individual and the team with a direction for modelling their attitude and behaviour while working within the organisation (Veshne and Munshi 2020). Hence transformational leaders help the organisation in increasing employee engagement and also ensure that each of the team members is motivated to work hard and are strongly committed towards accomplishing the organisational goals (Akdere and Egan 2020). Therefore I need to develop organisational & management skills as the more I am organized myself, the better I will be able to manage individuals and encourage them towards accomplishing the growth and success of the organisation effectively.

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