

Leadership and Management, Theory and Practice

LCBB6003

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Task 1

The proposed statement “A manager can be a leader but a leader cannot be a manager” should be evaluated by looking at the definition of the concepts and theoretical frame related to management and leadership, as well as the evaluation of representative figures from the business world.

Within an organisation a manager has primary responsibilities that refer to planning, monitoring, organisation of resources which can vary from workforce to finances and so on. The managers need to ensure that organisational objectives are met, processes are managed efficiently and employees are motivated to perform. The role of the leader goes further the administrative elements and it involves abilities to guide, motivate and manage someone whilst having an efficient execution of tactics and strategic planning to meet the demands of the stakeholders. However, a leader is defined more by his primary role “to inspire and motivate people to achieve a common goal. They focus on building relationships and fostering a culture of trust and collaboration within an organisation. They are responsible for setting a clear vision and direction, communicating effectively, and empowering others to act” (SPD, 2023). There are five big leadership styles that are more commonly practiced by leaders: transformational leadership, transactional leadership, delegative leadership, authoritative leadership and participative leadership. Many times leaders might use a combination to express a wide range of leadership styles as adaptation to their situation and to the encountered challenges (IMD, 2022).

It can be observed that there are similarities between a manager and a leader, but the main difference is their approach to perform their roles and to achieve objectives. Whilst the attributes of a manager refer to managing, controlling, organising, the attributes of a leader refer to empowerment, inspiring people to follow and collaborate to achieve a common objective. To be a great leader involves complex characteristics which are not imperative for a manager to have. A leader will inspire people to follow him and is judged by the willingness of the followers, whilst a manager can exercise his role in isolation. A leader's style is shaped by a variety of factors, including personality, values, skills, and experiences, and can have a significant impact on the effectiveness of their leadership. Therefore the above statement can be in contradiction as not all managers can be leaders which require a different skill set. In the modern business environment, ideally good managers would have leadership skills which will benefit the organisation in achieving the organisational objectives.

Henry Ford is a representative leader from the 20th century. The transactional leadership is defined as “the leadership where the leader rely on reward and punishments to achieve optimal job

performance from their subordinates” (Tech Target, 2022). As the name indicates this leadership style is based on a transaction or exchange. The workers will be inclined to perform as they will be rewarded for results or punished for not achieving the standards. This theory assumes that individuals are not self motivated and that is needed a structure and supervision to ensure jobs are done at satisfactory levels. The transactional leadership has different approaches regarding the usage of extrinsic motivation and reinforcement which is the transactional contingency leadership; the active monitoring and appliance of corrective action for risen issues; passive management by exception which is a more observational and only intervene when performance levels are not achieved. Henry Ford is known for its pioneering role in the automobile industry and the process of mass production (INC, 2022). As a leader Ford has adopted a transactional leadership styles which has worked for his employees and has generated results and growth. The Fordism concept is now a widely term used to describe the mass production movement of the industry, but also to describe a mode of economic growth and political and social association in advanced capitalism. In simpler terms Fordism is associated with modernisation, with the mass consumption and the management of organised labour by using rewards systems (Linkedin, 2023).

Ford’s skills and traits as a transactional leader indicates a strict managerial style, very focused, direct and practical. Ford believed in welfare capitalism and He realised he needs to look after his employees for the business to flourish and he reduced the workload and increased the pay. Ford was a visionary leader and an innovator in building cars, but also in running a successful business (The Collector, 2022).

Another representative figure of the transactional leadership style is J. R. D. Tata who has had a great input for the transportation system in India. He had a major contribution in the growth and expansion of Tata Group (Britannica, 2022). As a leader he has been concerned with the welfare of his employees and has put in place programmes the employees rights and responsibilities which have become statutory at national level later on. With no training in management, but equipped with strong leadership, Tata has been able to inspire people to follow his revolutionary ideas and visions, being convinced on their role within the organisation (Linkedin, 2022).

The transformational leadership style is defined by the transformation attributes, value creation and provision of change. Elon Musk is a controversial leader of the 21st century who is known for its achievements in technology development. He is known as a passionate individual and constant driven to progress and exploration of unknown. He had been involved in various projects and he is one of the founders of Tesla, a relatively new organisation in the automobile industry which is governed by players with long history. Musk’s visionary perspective has distinguished among the

leaders of the 21st century and for his constant thrive to empower his followers to go beyond limits (Leaders, 2023).

Akio Toyoda is another representative figure from the automobile industry, a valued leader in the industry. He has been the CEO of Toyota one the largest automobile manufacturer. He has been leading the organisation through challenging times and has been an adept of transformation and value creation by exploring technology development and pursuing strategies to achieve competitive advantage (Forbes, 2023).

Task 2

Based on personal experience and knowledge gained through the module the concepts of management and leaders can overlap and it is very important to understand the characteristics of each in order to achieve efficiency and high levels of performance.

As a manger the skills required involve planning skills, organisation skills, delegation skills, problem solving skills. Managers have to be able to set goals and objectives, to plan in detail the actions needed and to ensure the right resource allocation. Further that it is required to organise tasks and process in an efficient manner for smooth running of the business. Managers should also be able to delegate towards their team, to establish roles and to distribute the workload. This should take into account he skills and abilities of the workforce, as well as motivating them to achieve performance. The problem-solving skills are crucial for a manager as all the employees will look for guidance when encountering difficulties. Also the managers need to be able to identify problems and discover the roots of the problems in order to have an efficient solution. Time management skills refers to the ability to prioritise and ensure projects are kept on track and this is very important for a successful manager to meet deadlines and avoid delays (Boddy, 2020).

As a leader one of the key skill is the visionary perspective, which enables them to articulate a clear vision of the future and opportunities for the organisation to take advantage of. The ability to inspire other to follow is realised through strong communication skills and charisma which gains the trust of the followers. The growth and development of their team is a focus for their leaders, often playing a mentoring role. The leaders are in general empathetic which helps them connect with their followers and collaborate successfully. Great leaders are renowned for taking risks in order to achieve their vision and Elon Musk is a famous example for the modern business world. Embracing change and encouraging their followers to do the same are leadership skills that go along with

adaptability and being open to new. Having a long term focus is often defining for planning strategies (Economic Times, 2023).

Therefore the development of management and leadership skills should be understood through their distinguished differences, but it should be taken into account the overlapping of the skills. Developing and possessing management and leadership skills is the key to success and both managers and leaders should have excellent communication skills, interpersonal skills, decision making and conflict resolution, as well as being able to motivate their team. An essential skill in the rapid changing business environment is to be open to change and new ideas and need to adapt. A balance between management and leadership is recognised across the business world for ensuring a clear direction for the organisation with an efficient execution, for inspiring people to play their role and to monitor their performance and create a positive work environment and for having a long-term approach (HBR, 2004).

As an individual and an aspirant manager, it is essential to develop management skills in order to achieve success, whilst leadership skills will enable the engagement of the team to perform and be on board with the established aims and objectives. The leadership skills are required in order to create a work environment conducive to collaboration and success. The development of these skills will facilitate the communication across the organisation and will enable teams to function correctly and effectively. Being open to communication will create inclusiveness and a positive work culture based on trust and respect. When employees are happy, feel understood and are in line with the objectives it contributes to efficiency and productivity. Further that leading by example it creates commitment and inspires the team to have a sense of purpose and be hard workers. The clear vision for the future inspires the team and energises towards a bright future.

In conclusion it is not a matter of leadership versus management, but rather how these complementary roles work together to drive organisational success. It is a complex role that requires a multitude of skills, which can be gained through knowledge and experience, but also through development of a distinguished personality.

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