



**A MANAGER CAN BE A
LEADER BUT A LEADER
CANNOT BE A MANAGER**

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Leadership and
Management Theory and
Practice (LCBB6003)
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INTRODUCTION

The essay will be structured in two parts as follows:

The first part will focus on analysing the statement, "A manager can be a leader, but a leader cannot be a manager." This portion of the research will examine and elucidate the distinct obligations and attributes of managers and leaders, evaluating their core responsibilities and pertinent theoretical underpinnings. By analysing the distinctions and commonalities in the functions of management and leadership, we can enhance our comprehension of the relationships and interactions between these two components within an organizational context. Furthermore, I will investigate concrete examples from various industries to demonstrate the application of these theories in real-world scenarios, thereby enhancing the comprehensiveness and usefulness of the analysis.

The subsequent section will centre on the assertion: "Manage by getting people to do what needs to be done, and Lead by getting people to want to do what needs to be done." This research will explore the impact of this statement on individual skills and job prospects within a corporate environment. I will provide empirical evidence from established corporate entities to illustrate the practical application and effectiveness of these competencies in driving the accomplishment of organizational goals. In addition, I will examine techniques for cultivating and improving these skills to empower individuals and improve their performance in the rapidly evolving contemporary business landscape.

PART I. MANAGER AND LEADER THEORIES AND CONCEPTS

WHAT IS A MANAGER AND WHAT ARE HIS ATTRIBUTIONS?

According to Robbins and Coulter (2019), A manager in an organization oversees planning, organizing, leading, and controlling resources to achieve goals efficiently. Managers supervise teams to ensure tasks are completed and objectives are achieved.

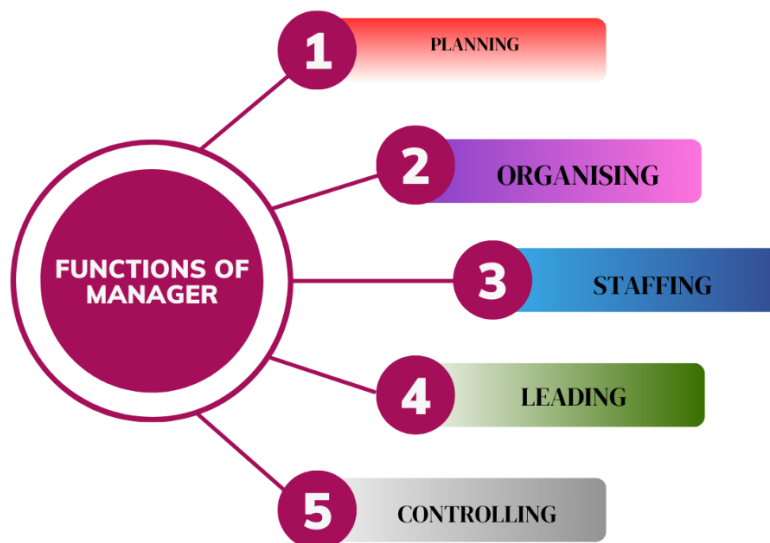


Figure 1 Functions of Manager, Source: Made by Student via Canva

THEORIES OF MANAGEMENT AND REAL-LIFE EXAMPLES.

The "International Journal of Applied Management Theory and Research" by the Information Resources Management Association (IRMA) ,2019, there are four established management theories which are substantiated by specific examples drawn from the business sphere:

SCIENTIFIC MANAGEMENT THEORY:

Frederick Taylor stressed the importance of using a systematic and practical approach to management through scientific management. It stresses the need to improve efficiency and productivity through careful analysis of work processes and using standardized procedures.



•Mc Donald's successfully applies **scientific management** principles. The company has improved its processes to ensure maximum efficiency in food preparation, service, and customer satisfaction. The company breaks down all tasks into specific steps to improve efficiency and consistency worldwide.

Figure 2 Mc Donald's Theory. Source: McDonald's (2018)

HUMAN RELATIONS THEORY:

Explores people's behaviour, motivation, and interactions at work. To be successful, management must maintain positive relationships and effective communication with employees because happy workers are more productive.



•**Google** is recognized for its innovative methods in keeping employees satisfied and engaged using **human relation theory**. Google creates an environment where employees feel valued and motivated through benefits like flexible hours, recreational facilities, and a collaborative culture. Prioritizing employee well-being boosts creativity and productivity

Figure 3 Google's HRT. Source: Insider (2023)

CONTINGENCY THEORY:

Contingency theory recommends adaptable management strategies instead of one-size-fits-all approaches. The best way to manage depends on the organization's structure, culture, and external environment.



•**Toyota** applies **contingency theory** to its management practices. The company adopts various management strategies to meet the specific needs of its worldwide divisions and sites. Toyota's decision-making varies around the world.

Figure 4 Toyota CT. Source: S.Spear(2023)

SYSTEMS THEORY:

Systems theory views organizations as complex systems with interconnected and interdependent parts. Managers need to grasp how various organization components collaborate to achieve objectives.



•**Amazon**'s success is Because it effectively used **systems theory**. The company functions as a cohesive team to provide exceptional customer service.

Figure 5 Amazon ST. Source Official Amazon (2024)

WHAT IS A LEADER AND LEADERSHIP STYLE AND THEORIES?

According to James M. Durant in "What Is a Leader?", a leader can lead others towards a shared goal accurately. Leaders show traits like vision, integrity, and empathy, inspiring and encouraging others. They are skilled in decision-making,

communication, problem-solving, and leadership. organizations work well. In short, a leader leads by example, fosters teamwork, and helps others succeed.

LEADERSHIP THEORIES

"Thinking about Leadership" by Keohane, Nanners O. presents an extensive examination of various leadership models and concepts. The book elucidates several pivotal leadership theories as follow:

1. GREAT MAN THEORY

This theory suggests that some people are born with natural qualities that make them excel as leaders.

2. TRAIT THEORY

This theory proposes that certain individuals are innately equipped with qualities that make them successful leaders.

3. BEHAVIOURAL THEORY

Stresses that leadership skills can be enhanced through practice and studying leaders' behaviours and actions.

4. CONTINGENCY THEORY

This theory suggests that leadership skills can be obtained by observing and practicing leaders' behaviours.

5. SITUATIONAL LEADERSHIP THEORY

This theory proposes that effective leadership depends on the readiness and maturity of followers.

LEADERSHIP STYLE

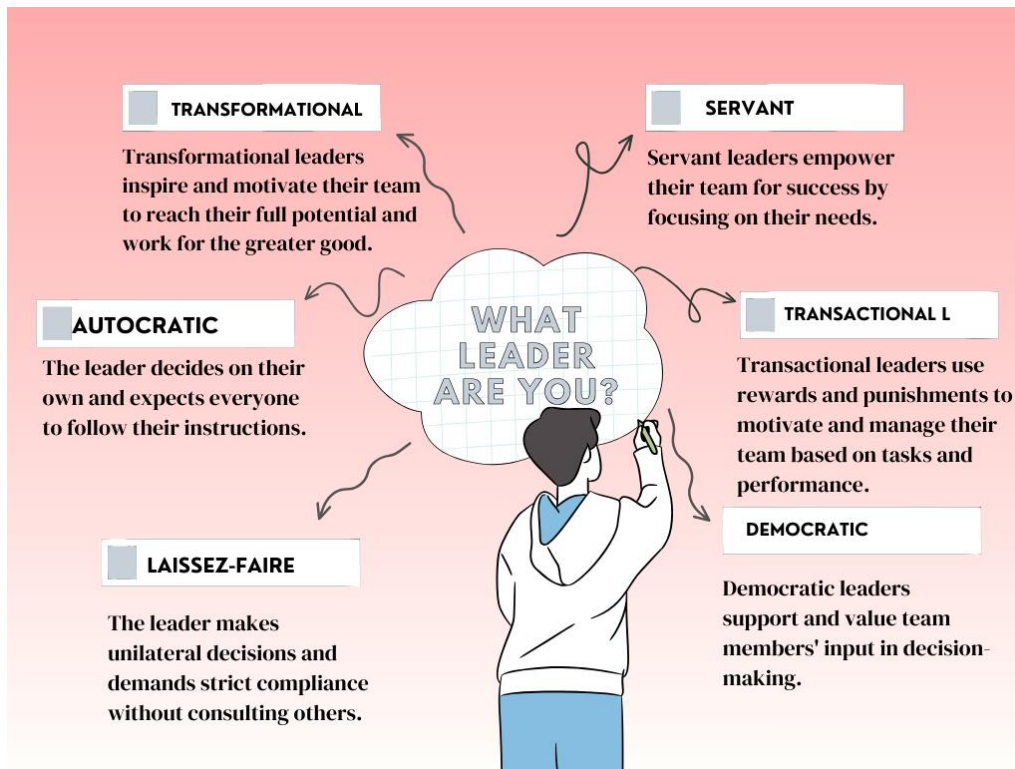


Figure 6 Leadership Styles. Sources: Made by the Student

“MANAGER CAN BE A LEADER, BUT A LEADER CANNOT BE A MANAGER”.

The statement “Manager can be a leader, but a leader cannot be a manager”, Management theory and practice is a complicated and heavily discussed subject. In this essay, I will explore the relationship between management and leadership through key theories and examples from notable figures such as Henry Ford, Indra Nooyi, Steve Jobs, and Samuel Walton.

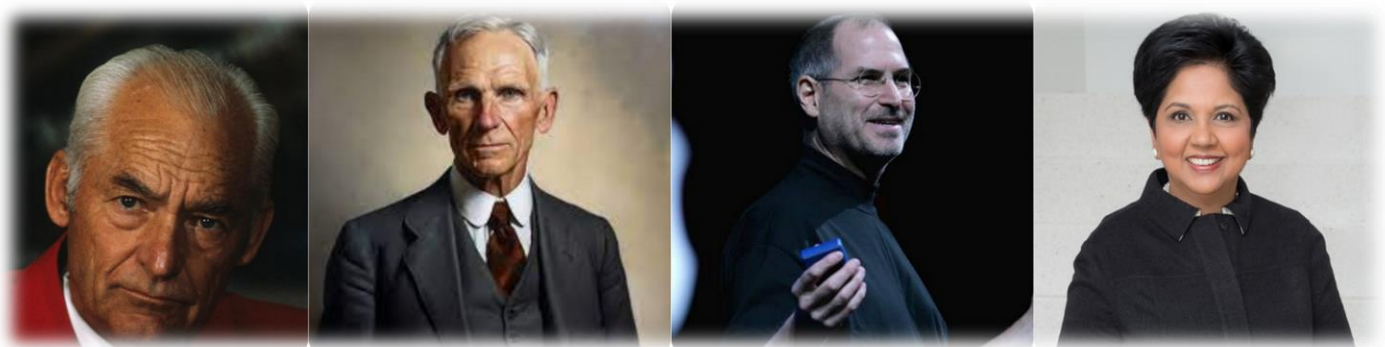


Figure 7 Leaders of Business World. Source: Made by the Student

Samuel Walton, Walmart's founder, shares his perspectives on the relationship between management and leadership. Walton's customer-focused vision made Walmart a massive success in retail. His leadership, focused on empowering employees and promoting a culture of thriftiness and productivity, was critical to the company's growth. Walton's hands-on approach demonstrates how a leader can effectively combine leadership and management skills for business success.

Henry Ford, the founder of Ford Motor Company, is an example of a leader with strong managerial skills. Ford transformed the car industry with his new methods in production and manufacturing. His visionary leadership and hands-on management style significantly contributed to his company's success. Ford's inspiring leadership and clear vision demonstrate how a manager can also be a leader.

Steve Jobs, Apple Inc.'s co-founder and ex-CEO, was recognized for combining management and leadership talents. Jobs was renowned for his visionary leadership, creativity, and ability to inspire innovation. His hands-on approach to product development and marketing strategies showcases his leadership abilities. Jobs showed good management skills by supervising operations, maintaining product quality, and ensuring customer satisfaction.

Indra Nooyi, former CEO of PepsiCo, shows that a leader may not excel in typical management positions. Nooyi was praised for her strong leadership, strategic insight, and focus on sustainability and diversity in the organization. Some critics believe her leadership qualities outweighed her management skills. Nooyi showed that a leader can succeed at PepsiCo without being excellent in all areas of management.

The statement “Manager can be a leader, but a leader cannot be a manager”, It is not specific and depends on factors like situation, individual qualities, and company requirements. Individuals like Henry Ford and Steve Jobs have been successful as managers and leaders, while others like Indra Nooyi have excelled as leaders without adhering to traditional managerial norms. Business leaders' examples demonstrate the close connection between management and leadership, challenging the notion of distinct boundaries between the two roles. Effective leadership in modern business demands a combination of diverse skills and qualities.

PART II PERSONAL AND EMPLOYABILITY SKILLS

In management and leadership, it is essential to distinguish between forcing people to do something and inspiring them to do it willingly. It highlights the difference between commanding and inspiring others. A combination of personal and employability skills is essential for effective management and leadership. Let us see how these skills impact performance at both the individual and organizational levels.

PERSONAL SKILLS

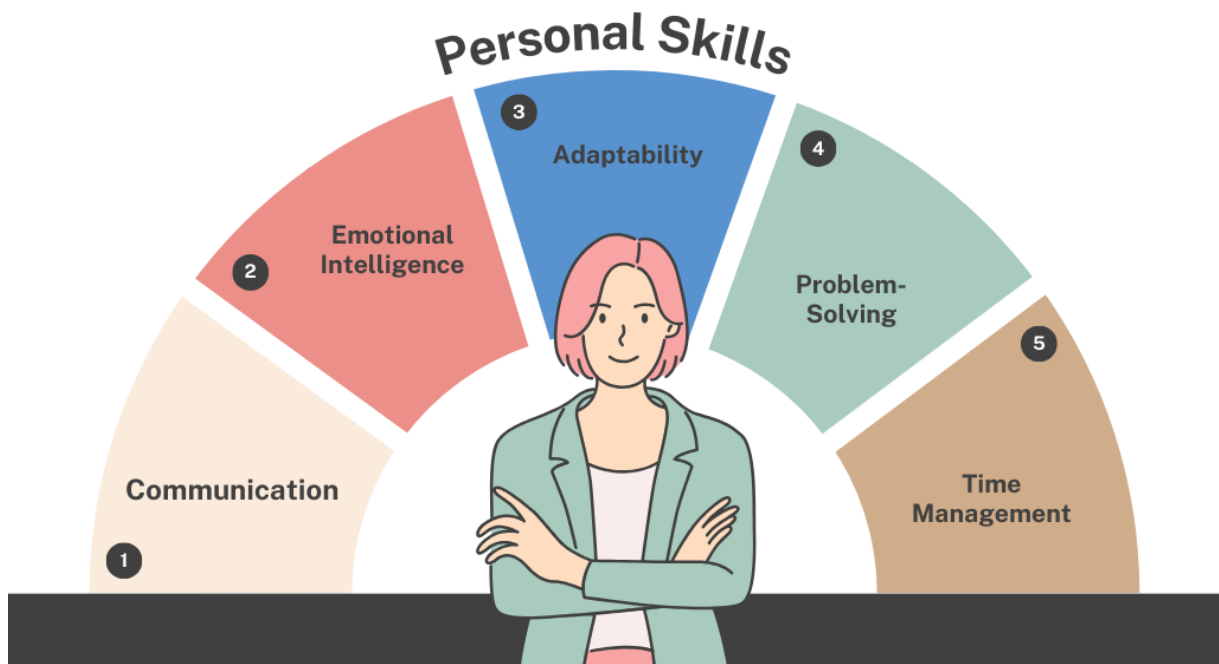


Figure 8 Personal Skills

COMMUNICATION.

Effective communication is essential for auditors to communicate findings with clients, team members, and stakeholders. Good communication skills are crucial for making audit reports easily understandable for everyone.

Southwest Airlines is known for its strong culture built on effective communication. CEO Gary Kelly openly communicates with employees through meetings, newsletters, and social media. Open communication at Southwest encourages trust and unity among employees, resulting in improved engagement and customer satisfaction.

Figure 9 Source: Yahoo News (2019)

EMOTIONAL INTELLIGENCE:

Listeners need strong analytical skills to review financial information, find errors, and ensure compliance with regulations. Analytical thinking helps auditors find risks and offer helpful advice to clients.



•**Google** focuses on emotional intelligence in its hiring and leadership training. Former CEO Eric Schmidt stressed the importance of hiring candidates with high emotional intelligence, as they excel in teamwork and improve group dynamics. Google's leaders undergo emotional intelligence training to enhance their ability to develop relationships, handle conflicts, and foster innovation within their teams.

Figure 10 Source: Fast Company (2020)

ADAPTABILITY

Attention to detail is essential in auditing to detect errors and inconsistencies in financial statements. Auditors who pay close attention to details ensure accurate and reliable audit findings.



•**Netflix** thrives in the ever-evolving entertainment industry. The company used to rent DVDs but transitioned to streaming due to changing customer preferences. CEO Reed Hastings emphasized the importance of innovating one's business model to outperform competitors. Netflix's willingness to innovate and take risks has helped it remain a leader in the streaming industry.

Figure 11 Source: Forbes (2013)

PROBLEM-SOLVING:

Auditors must maintain trust when handling confidential financial data. Maintaining ethical standards and objectivity is crucial for building trust with clients and ensuring the integrity of audits.



•**Tesla**'s success in the electric vehicle market is because of its innovative problem-solving methods. CEO Elon Musk is known for his ability to tackle and conquer intricate challenges, like battery technology and manufacturing efficiency. Tesla encourages innovative thinking and strategic risk-taking to overcome obstacles and has driven progress in green transportation and upheaval in the car industry.

Figure 12 Source: Forbes (2020)

1. TIME MANAGEMENT

Attendees require strong time management skills to ensure they meet deadlines and finish tasks promptly. Good time management ensures audits are done on time without compromising quality.



•**Amazon** focuses on efficiency and customer satisfaction in their time management approach. CEO Jeff Bezos introduced the "two-pizza rule" to encourage agility and rapid decision-making by keeping teams small enough to be fed by two pizzas. Amazon's leadership principles emphasize the importance of prioritizing and maximizing resources. Amazon's strict time management allows them to innovate rapidly and deliver value to customers in a competitive online market.

Figure 13 Amazon (2024)

IMPACT ON INDIVIDUAL PERFORMANCE

Enhancing the skills of new auditors enhances the performance of the entire organization. Improved communication leads to better teamwork and client

relationships, leading to more successful audits. Analytical thinking helps auditors identify risks and improve audit methods.

Thoroughly checking audit documents can reduce errors and discrepancies, decreasing the chance of audit failures and regulatory violations. Upholding integrity boosts an auditing firm's reputation, credibility, client trust, and growth potential. Good time management completes audits on time and within budget, using resources efficiently to boost profits.

IMPACT ON ORGANIZATIONAL PERFORMANCE:

Boosting the skills of new auditors improves the entire organization's performance. Effective communication enhances teamwork and client relationships, resulting in more efficient and successful audits. Analytical thinking helps auditors identify risks and areas for improvement, improving audit methods and understanding.

Carefully reviewing audit documents can prevent mistakes and discrepancies, lowering the risk of audit failures and regulatory violations. Maintaining integrity enhances an auditing firm's reputation, credibility, client trust, and growth prospects. Efficient time management helps finish audits on time and within budget, utilizing resources effectively and increasing profits.

EMPLOYABILITY SKILLS



Figure 14 Employability Skills. Source: Ana-Maria Gorgan

LEADERSHIP

Leadership involves inspiring others to collaborate towards common goals, transcending mere authority. Transformational leadership motivates people to exceed expectations and aim for high quality by providing vision, charisma, and empowerment.

Leadership



Satya Nadella, CEO of Microsoft, epitomizes transformational leadership. Under his guidance, Microsoft now embraces a growth mindset, highlighting innovation and urging employees to take risks. Nadella's emphasis on diversity and inclusion has fostered a creative and collaborative culture in the organization.

Impact:

Microsoft's market value has more than tripled under Nadella's leadership, surpassing \$2 trillion in 2021. Under Nadella's leadership, employees have been motivated to innovate and adapt, which has led to the company's success. (The Economic Times, 2024)

Figure 15 Satya Nadella. Source: The Economic Times (2024)

TEAMWORK

Collaboration boosts creativity and innovation by combining diverse perspectives to solve problems. Successful team members build trust, communicate openly, and leverage their strengths to achieve shared goals.

Teamwork



Pixar Animation Studios is famous for collaborating on movies. Ed Catmull, co-founder of Pixar, stresses the importance of fostering a supportive environment where every team member's ideas are appreciated. The team culture resulted in successful movies such as "Toy Story" and "Finding Nemo."

Impact

Pixar's collaborative approach has led to many hit films and Oscars. Pixar excels in animation and storytelling by promoting teamwork and innovation. (Fortune, 2016)

Figure 16 Pixar Animation Studios. Source: Fortune (2016)

CONFLICT RESOLUTION

Effectively handling conflicts is vital for preserving peace and productivity. Good managers and leaders can turn conflicts into chances for growth and building consensus.

Conflict Resolution



Indra Nooyi, former PepsiCo CEO, is admired for her ability to navigate tough situations and settle conflicts effectively. Nooyi skillfully led the acquisition of Tropicana and merger with Quaker Oats, overcoming resistance for a seamless integration.

Impact:

With Nooyi at the forefront PepsiCo's acquisitions and mergers have led to a broader product range, global presence, and higher revenue and shareholder value. Nooyi's conflict resolution skills were instrumental to PepsiCo's success in a competitive market. (L. Ross, 2021)

Figure 17 Indra Nooyi Source: L.Ross (2021)

DECISION-MAKING

Good decision-making requires quick thinking and sound judgment. Leaders who assess risks, explore options, and plan.

Decision-Making



Jeff Bezos Amazon's founder and former CEO, is recognized for his daring decision-making and forward-thinking mindset. Bezos transformed Amazon into a global tech giant by taking calculated risks, such as investing in AWS.

Impact

AWS is dominating the cloud computing market and is bringing in substantial revenue, expanding Amazon's business beyond just e-commerce. Bezos' strategic decisions and innovation have led Amazon to become one of the most valuable companies globally. (R. Charan, 2024)

Figure 18 Jeff Bezos

MOTIVATION

Knowing why individuals perform the way they do is crucial for unlocking their potential. Tailored motivational strategies, stemming from individual interests or external factors, enhance commitment and engagement.

Motivation



Elon Musk, CEO of SpaceX and Tesla, is known for motivating employees to achieve challenging objectives. Musk's ambitious goals for Mars and sustainable energy have drawn top talent and motivated employees at SpaceX and Tesla.

Impact:

Under Musk's guidance, SpaceX has achieved milestones like sending astronauts to the ISS and creating reusable rockets. Similarly, Tesla has transformed the auto industry with electric cars and sustainable energy solutions, all thanks to Musk's dedication to innovation and sustainability. (A. Fayad, 2022)

Figure 19 Elon Musk

These examples demonstrate the importance of leadership, teamwork, decision-making, and motivation in achieving success in business for both individuals and organizations. Business leaders like Satya Nadella, Ed Catmull, Indra Nooyi, Jeff Bezos, and Elon Musk have transformed their industries by demonstrating these skills and achieving outstanding results. Highlighting the importance of continuously enhancing employability skills to drive innovation, growth, and stay competitive.

IMPACT ON INDIVIDUAL PERFORMANCE

Improving these skills boosts personal efficiency and happiness. Clear communication, constructive feedback, and a supportive atmosphere empower employees. Emotional intelligence helps leaders build personal connections with team members, creating trust and loyalty. Furthermore, good time management and problem-solving skills can decrease stress, boost job satisfaction, and improve morale and productivity.

Moreover, developing skills like leadership and teamwork prepares individuals for a variety of tasks and roles. They excel at navigating interpersonal relationships,

working with diverse colleagues, and facing new challenges. Conflict resolution skills help people deal with issues early on, reducing problems and increasing productivity. Employees who regularly improve their skills have improved chances of advancing in their careers and experiencing personal growth.

IMPACT ON ORGANIZATIONAL PERFORMANCE:

Improved individual performance leads to real benefits for organizations. Effective communication and a clear vision help employees understand and work towards organizational goals, creating a sense of purpose and direction. Emotional intelligence and strong leadership lead to a positive company culture based on trust, openness, and creativity.

Furthermore, effective decision-making and motivation techniques can enhance organizational performance by better resource allocation and increased employee engagement. Empowering leaders motivate employees to take responsibility and help achieve success. Companies that prioritize improving personal and employability skills experience higher levels of employee satisfaction, retention, and performance.

CONCLUSION

In conclusion, the debate over whether a manager can be a leader, but a leader cannot be a manager, highlights the distinct yet overlapping qualities and responsibilities of both roles. Managers coordinate resources and tasks to meet objectives efficiently, while leaders inspire with charisma and vision. Theories like contingency theory recognize the variability of effective leadership styles.

Business exemplars like Steve Jobs showcase how management skills foster innovation alongside daily tasks. Today, managers need leadership abilities, and leaders benefit from managerial understanding. The statement "Manage by getting people to do what needs to be done, and Lead by getting people to want to do what needs to be done" encapsulates these roles.

Personal and employability skills, such as communication and teamwork, are vital for success. Google and Apple prioritize these skills, recognizing their impact on engagement and success. Adaptability and leadership further drive performance, as seen in companies like Amazon and IBM.

Ultimately, enhancing teamwork and leadership skills benefits both individuals and organizations. Individuals with these skills excel in their professions, find greater job satisfaction, and have more opportunities for growth. Companies also gain from increased productivity, engaged employees, and a competitive advantage. Improving management and leadership skills and investing in development can help businesses cultivate a culture of excellence and achieve steady growth in today's rapid business environment.

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