



COMPONENT 1

ESSAY

***MODULE: LEADERSHIP AND
MANAGEMENT, THEORY AND PRACTICE
MODULE CODE: LCBB6003***

Prepared by:

Mostapha Boulkheir (2114677)

***Lecturer: Dr. Laila Maazouz
University of Wales Trinity St David
February 2024 Term***

Contents

Introduction.....	2
Part 1: “A Manager can be a leader, but a leader cannot be a manager.	2
Part Two - Personal and employability skills for a manager and leader.....	4
Personal experience	5
Conclusion	6
References.....	7

Introduction

In the ever-changing fabric of the business world, the figures of the manager and the leader emerge as fundamental pillars for the success and growth of organisations. Although there is often a tendency to confuse the two roles, it is crucial to understand the subtle but significant distinctions that characterise them.

In the first part of this essay, we will focus on the statement ‘A manager can be a leader, but a leader cannot be a manager’ resonates as a call to explore the nuances of these two central aspects of business organisation. Here we will explore the conceptual roots of management and leadership, elucidating their fundamental differences and demonstrating how, although complementary, they embody distinct responsibilities and approaches within an organisation. Through the analysis of illustrious examples such as Steve Jobs, Jack Welch, Elon Musk, and Mary Barra, we will discover how these figures successfully blended the distinctive traits of management and leadership to guide their companies towards excellence and sustained success.

In the second part, we will explore the essential skills needed for both management and leadership, shedding light on how these skills influence individual and organisational performance. Through a series of practical strategies and personal experiences, we will illustrate how the balanced combination of management and leadership skills can catalyse productivity, innovation, and team cohesion, creating a fertile working environment for continued success.

Part 1: “A Manager can be a leader, but a leader cannot be a manager.

In the dynamic context of the business world, the terms 'manager' and 'leader' are often used interchangeably, but they fulfil distinct roles and functions within an organisation. The statement 'A manager can be a leader, but a leader cannot be a manager' prompts a more detailed analysis of the subtle differences between these two roles.

To begin with, it is essential to clarify the basic differences between management and leadership. The professional figure of the manager plays a central role in any company because he or she is responsible for managing personnel, resources, budgets and activities of the sector or business area in which he or she works (Western, 2007). Core activities also include managing production processes, customer relations, quality control and business risk management. The term manager can refer to various figures working in specific areas, such as human resources, production, marketing or the finance department, therefore, the person in this role may have different tasks depending on the specific area in which he or she works (Patel, et al., 2022). On the other hand, a leader is someone who has the ability to take a leading role within a group of people and to direct them towards the achievement of a specific goal. He/she is a figure capable of influencing strategies, opinions and behaviour

within a group, and of transforming that group into a team, creating a sense of identity and belonging (Western, 2007). Although some people are born with more pronounced natural talents than others, leadership appears to be rather determined by a series of skills and characteristics, almost all of which can be improved or potentially acquired over time through study, observation and application (Patel, et al., 2022).

According to Huhtala, et al.,(2021) although there is overlap between the roles of manager and leader, they are not necessarily the same thing, a manager can incorporate aspects of leadership into his or her role, a leader does not necessarily need to possess traditional management skills to be effective. However, in many situations, the combination of both roles - manager and leader - can lead to effective organisational leadership, where the management of day-to-day operations merges with inspiration and direction towards a shared vision, leading to the success of one's organisation.

One of the earliest examples demonstrating the compatibility of management and leadership roles is Steve Jobs, co-founder and former CEO of Apple Inc. Jobs demonstrated exceptional leadership qualities by inspiring innovation, fostering creativity and envisioning revolutionary products such as the iPhone and iPad (Howard, 2019) Jobs' leadership style is in line with the principles of transformational leadership, which emphasises inspiring followers to go beyond their own self-interests for the greater good of the organisation. However, Jobs has also demonstrated managerial skills by overseeing operational aspects, making strategic decisions, and ensuring the financial stability of the company, where according to Godwin, et al.,(2017) these are part of Henri Fayol's The 14 Principles of Management in addition to being considered as the ground rules, they are also the established systems of managerial behaviour for a good and successful company or business administration. Therefore, despite his visionary leadership, Jobs effectively managed the day-to-day operations of Apple, thus proving that a leader can possess managerial skills (Howard, 2019).

Another example is Jack Welch, former CEO of General Electric (GE), who successfully demonstrated the transition from management to leadership. Welch's tenure at GE was characterised by his strategic vision, relentless pursuit of excellence and ability to drive organisational change (Michalewski & Smal, 2023). The leadership approach of Welch aligns with situational leadership theory. Hersey and Blanchard's situational leadership is a theory that advocates the need to adapt one's behaviour and management style to a situation or objective in order to meet the needs of one's group and its members, with benefits for the whole team (Western, 2007) Jack Welch's situational leadership model was based on the idea that leaders should be able to adapt to the changing needs of situations and group members, always keeping the focus on results and people development (Michalewski & Smal, 2023).

Further, the case of Elon Musk, CEO of Tesla and SpaceX, highlights the fusion of management and leadership roles in driving organisational success. Musk's visionary leadership has led his company to success (Khan, 2021). The visionary leader is the one who, in a particular and delicate moment of change, manages to create a positive climate in the company; he is also the one who manages to identify a clear direction and at the same time is able to make his team visualise it (Western, 2007). Thus, Musk has pushed both Tesla and

SpaceX to the forefront of innovation in electric vehicles and space exploration respectively. Where his ability to balance visionary leadership with pragmatic management underlines the compatibility of both roles (Khan, 2021).

Finally, contrary to the idea that a leader cannot be a manager, the case of Mary Barra, CEO of General Motors (GM), provides a compelling example. Barra took the helm during a tumultuous time for GM, guiding the company through crises while implementing strategic changes to revitalise the GM brand and culture (Barabba, 2019). Barra's ability to blend leadership with effective management challenges the notion that a leader cannot fulfil managerial responsibilities.

In conclusion, the statement "A manager can be a leader, but a leader cannot be a manager" summarizes the interesting relationship between management and leadership in the business world. Real-world examples and the application of relevant theories show that individuals can effectively embody both managerial and leadership roles simultaneously. Organizations benefit from leaders who possess a diverse set of skills, driving innovation, growth and sustained success.

Part Two - Personal and employability skills for a manager and leader

In the dynamic landscape of the modern workplace, success depends not only on technical competence but also on the mastery of personal and employability skills. Particularly crucial are effective management and leadership skills, as they enable individuals to deal with complexities and inspire collective action toward organizational goals (Anibal & Ameil, 2023). In this part of the essay, I will delve into the essential skills required for both management and leadership, drawing on insights from business and personal experiences, while highlighting their profound impact on individual and organizational performance.

The distinction between management and leadership is an essential pillar for both personal and professional development. Management and leadership, while distinctive, are complementary and fundamental to individual and organizational success. Managing involves coordinating actions to accomplish tasks, while leading involves inspiring people toward the achievement of goals. Strengthening management and leadership skills can bring about significant improvements in both individual and organizational performance (Mari, et al., 2021). By developing both management and leadership skills, individuals can improve their personal effectiveness and contribute significantly to the success of their organizations.

In the management context, effective management requires skilful coordination of resources, delegation of tasks, and ensuring that goals are efficiently achieved. This requires a combination of interpersonal, communication and organizational skills. First, effective communication is key, where clear and concise instructions promote understanding and mitigate misunderstandings, thus simplifying processes. Additionally, active listening cultivates trust and openness, facilitating smoother collaboration. In addition, organizational skills such as time management, problem solving, and prioritization enable managers to optimize productivity and meet deadlines consistently. These skills are exemplified in the

business context, where successful managers coordinate teams with precision, exemplifying efficient delegation and clear communication.

In contrast, in the context of leader, the ability to lead transcends simple authority, that is, it involves inspiring and motivating others to voluntarily contribute toward a shared vision. Transformational leaders, in particular, leverage empathy, vision, and charisma to foster intrinsic motivation among team members. Empathy fosters a supportive environment in which individuals feel valued and understood, leading to greater engagement and loyalty. Visionary leadership, on the other hand, paints a compelling picture of the future, igniting passion and commitment within the workforce. Charisma, characterized by authenticity and charm, galvanizes teams, driving them to strive for excellence.

The development of management and leadership skills can profoundly affect productivity and efficiency in the workplace (Western, 2007). By learning to delegate, coordinate resources, and provide clear direction, individuals can improve their ability to complete tasks in a timely and organized manner. Similarly, cultivating leadership skills can increase employee engagement and satisfaction, leading to an overall improvement in organizational performance (Gilley, 2005).

Effective management ensures efficient operations, while inspired leadership drives innovation and growth, so with a balanced approach that combines management and leadership skills, organizations can cultivate a sustainable path to success by meeting challenges and embracing opportunities with agility and resilience (Mari, et al., 2021).

The importance of effective management skills and leadership is highlighted by numerous examples in the business world. One case that can testify to these factors is that of Satya Nadella; he became CEO in 2014, inherited a company that was struggling to adapt to change in the technology industry. Nadella pushed company to have all the focus on artificial intelligence and cloud computing, he led Microsoft in becoming a world leader in both these areas, transforming the company from a software-centric company to one focused on cloud-based services and artificial intelligence (Nadella, 2020). Nadella's management and leadership have the ability to inspire and motivate employees with a humble and inclusive approach that encourages collaboration and innovation. Moreover, with a clear vision of the future and being able to communicate it convincingly, Nadella has inspired others to follow him in realizing that vision by leading his own organization to success (Nadella, 2020).

Personal experience

From my personal experiences, I have seen how the combination of management and leadership skills can improve individual and organizational performance. As a manager, I have mobilized groups through a clear vision and collaborative environment, achieving tangible results and fostering a sense of ownership among group members. I have adopted a strategy where everyone can do everything can be a great way to foster a collaborative and inclusive work environment. This approach encourages the team to develop a mindset of mutual support and flexibility in tasks, this strategy was implemented through the following points:

- Cross-training: Each team member can learn and practice a variety of tasks. Holding regular training sessions to enable everyone to gain skills in different areas.
- Task rotation: Regular rotation of tasks to ensure that no one is constantly tasked with the same responsibilities. This helps avoid monotony and allows everyone to feel involved in different tasks.
- Collaboration: Fostering an environment where team members work together to achieve common goals. Fostering the sharing of ideas and suggestions, encouraging open communication and mutual respect.
- Shared Leadership: Promoting shared leadership, where each team member can take on leadership roles in different contexts. Where this not only helps develops everyone's leadership skills, but also promotes a sense of responsibility and involvement.
- Feedback and Recognition: Demanding regular feedback and recognition for each team member's contribution, where this leads to valuing and celebrating collective successes, encouraging a positive climate of mutual appreciation.

By implementing this strategy, significant improvements were noticed in the work environment, with a more cohesive, motivated team ready to deliver excellent service successfully.

Conclusion

In an ever-changing corporate world, the role of the manager and leader emerges as critical to the prosperity of organizations. The balanced combination of management and leadership skills can catalyze organizational success, as demonstrated by the exemplary cases of Steve Jobs, Jack Welch, Elon Musk, and Mary Barra.

In addition, in our in-depth study of essential management and leadership skills, we highlighted the importance of effective communication, efficient delegation, empathy and strategic vision. These skills, when integrated in a balanced approach, can improve individual and organizational performance, promoting a collaborative and inclusive work environment.

Finally, through Satya Nadella's example and personal experiences, we saw how humble, inclusive, and results-oriented leadership can inspire change and lead to business success. By implementing strategies such as cross-training, task rotation, and shared leadership, it is possible to create a dynamic and motivating work environment that fosters innovation and continuous growth.

In conclusion, the combination of management and leadership skills is critical to meeting the challenges of today's business world, guiding organizations toward lasting and sustainable success.

References

- Anibal, A. M. & Ameil, S., 2023. Corporate Governance: The Role of Board of Directors in the Strategic Planning Process of Organizations. In: *Strategic Management and International Business Policies for Maintaining Competitive Advantage*. Hershey: IGI Global, pp. 02-11.
- Barabba, V., 2019. Assessing General Motors' innovation strategy over three decades using the "Three Box Solution". *Strategy & Leadership*, 47(12), pp. 34-42.
- Gilley, A., 2005. *The manager as change leader*. Westport: Praeger Publishers.
- Godwin, A. et al., 2017. Application of the Henri Fayol Principles of Management in. *Journal of Business and Management*, 19(10), pp. 78-85.
- Howard, Y., 2019. Decoding Leadership: How Steve Jobs Transformed Apple to Spearhead a Technological Informal Economy. *Journal of Business and Management*, 19(1), pp. 33-44.
- Huhtala, M., Fadjukoff, P. & Kroger, J., 2021. Managers as Moral Leaders: Moral Identity Processes in the Context of Work. *Journal of Business Ethics*, 172(4), pp. 639-652.
- Khan, R., 2021. A critical analysis of Elon Musk's leadership in Tesla motors. *Journal of Global Entrepreneurship Research*, 11(1), pp. 213-222.
- Mari, H., Päivi, F. & Jane, K., 2021. Managers as Moral Leaders: Moral Identity Processes in the Context of Work. *Journal of Business Ethics*, 172(4), pp. 639-652.
- Michalewski, G. & Smal, T., 2023. Managing an Organization Through Leadership Based on the Values. *European Research Studies*, 26(1), pp. 82-93.
- Nadella, I. F. P. S., 2020. In First Person: Satya Nadella. *People and Strategy*, 43(4), pp. 1-7.
- Patel, T., Hamlin, R. G. & Louis, D., 2022. Toward a generic framework of perceived negative manager/leader behavior: A comparative study across nations and private sector industries. *European management review*, 19(4), pp. 608-624.
- Western, S., 2007. Chapter Two: What Is Leadership?. In: *Leadership: a critical text*. London: SAGE PUBLICATIONS, pp. 22-40.