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Introduction

This essay is based on the managerial structure and leadership. In most small organisations, the managers also take the positions of leaders. They control the other employees and also supervise the administration. But the concept of manager and leader is different and in large companies, the managers and leaders have different tasks. As per the view of Donaldson-Feilder, Lewis and Yarker (2019), a leader is a person who impacts the performance and effort of other persons in joint efforts in the direction of the attainment of specified objectives in a given circumstances. On the other side, the manager might be an exact manager only if they have got characteristics of a leader. In an office, managers at all levels are anticipated to be the leaders of effort groups so that juniors willingly convey instructions and receive their direction. An individual might be a leader by the quality of all the potential in him. The basic differences between the manager and leadership have been identified here in the context of Unilever, Amazon and Google. In the second task, employability and personal skills will also be identified to increase the company's performance. Here some suggestions will also be given to improve the skill to enhance organisational and individual performance. Some theories and concepts will also be described here to make a clear understanding. For better understanding, the example of leaders of TATA Group, Ford, Tesla and Toyota will be taken here.

Task 1

There are some basic differences have been identified between a manager and a leader. Those are –

Origin: According to Digirolamo and Tkach (2019), a person can be a manager through the value of his or her position in Amazon, a person can increase his designation from a junior-level staff to a manager. In this journey, only the position of the person can be changed. But a leader is made from the quality of a person to control a team. Being a leader, it is not essential to get promoted and change their position. So, here a leader can be changed but the position does not. For example, in TATA Steel, their founder JRD was the leader as

well as the manager in the company at the beginning. But day by day, as the company has expanded, he appointed some managers but he acted as the leader himself. Besides that, Elon Musk managed his team to become the leader. There is no presence of a manager in this company.

Formal Rights: Donaldson-Feilder, Lewis and Yarker (2019) stated that managers get special rights issues by an organisation for his or her status and also have to maintain some special official ethics. But a leader in a large corporate house does not have such a facility and they may not have to follow any kind of special etiquette. A manager has to check all the rules and regulations in an organisation and have the right to change them whenever needed. In a company like Amazon, managers get some special supervising authority and another facility on the various teams and their leaders. JRD Tata managed huge responsibilities in the TATA group as he had to control a whole unit. The manager has to check on the latest policies of the company and the respective countries.

Followers: In a small office, all the subordinates have to follow the managers but a leader is only followed by his team members. In that comparison, a manager has more followers than a leader and sometimes a leader has to follow the manager of the organisation. In Google, there are many teams with leaders working unitedly and reporting to their branch manager or zonal manager (Cannedy *et al.*, 2019). In a company like Ford, the founder Henry Ford made the company in his hand. After that business was increased he was chosen as the founder-leader of this organization.

Necessity: The necessity of a good manager is essential to an organisation and if an organisation finds such a person, they will try to keep him in the organisation. As identified by Digirolamo and Tkach (2019), a good manager not only manages the administration of the company but also supervises the activity of teams. A leader is required to make good connections of employees with the management and also in between them. However, a leader can be changed at any time based on the requirement. For example, the senior manager operation post in the TATA group is static but the person hired to lead a small team can be

changed anytime. Besides that, the founder of the Toyota group Akio Toyoda made his company by choosing the necessary person for this company one by one.

Accountability: According to Laukka *et al.* (2023), a manager has more responsibility than a leader as they get better benefits from the company and they have to supervise all the available sources. Their accountability is much higher than a leader as a leader has only the responsibility of the performance of their team. Basically, leaders are there only to motivate and guide the employees and they do not have any specific responsibility. Being a manager, a person has to check all the probable things that are required for the company. In the case of any failure, a manager has to take all the accountability whereas a leader has only the responsibility of a team. TATA group is considered one of the largest employers in the world. Being the manager of this group, a person has a huge responsibility. But sometimes, the harsh decision of the leader or manager can create an unstable situation. For example, Elon Musk of Tesla recently removed some of his employees.

Stability: The stability of the job in a manager post is higher than a leader. A leader can be replaced at any time, anywhere based on the requirements. So the position of a manager is safer than the leader. As a manager checks many sectors in an organisation, the selection is also very crucial so that they cannot be terminated easily. To terminate a manager, a company has to follow some official rules. But for a leader, there is no such regulation has been identified (Varisa, 2021). In recent times, Toyota has removed one of its senior managers who was under the show-cause notice as the factory faced a fire- attack. Though it was the fault of the maintenance department, the responsibility has to be taken by the manager. But the founder of this Company Akio Toyoda always preferred the training of the employees and not any recession.

Concern: A manager is more concerned about the organisation and thinks about the goal more carefully. They have to arrange all the activities that may help to achieve the organisation's goal. A leader does not have concern for the organisational goal so deeply. According to Laukka *et al.* (2023), a manager has to think about the overall development like financial growth, business growth, employee retention and operational activity. However, a

leader is only concerned about the performance and output of the team. That performance will affect the company as a whole.

Function: According to Donaldson-Feilder, Lewis and Yarker (2019), the function of a manager is diverse and they have different types of activity like understanding the present financial condition of the company, budgeting for future expenses, giving close supervision to the performance of the employees, and making connections with the employees and the management. Besides that, implementation and various regulations and technologies are also the responsibility of a manager. In contrast, a leader does not perform as vastly as they only control one or two teams. They can directly participate in the team functionality or influence others to give the best for the organisation but they are not authorised to do other activities. In a company like Google, the team leader has only the responsibility of a team and its performance whereas a manager controls such teams in a large area along with some other administrative works (Cannedy *et al.*, 2019). A manager's functions in the above mentioned organization are very vast and connected to the team leaders of the small teams within the company.

So, the above discussion clearly denoted that a manager can be a leader in a small organisation with all responsibilities and special motivations to other employees. However, a leader does not have such a responsibility as a manager.

Task 2

Personal and Employability Skills

In a corporate sector, an organisation needs some definite skills and those skills should cover both personal and official skills. As per the requirement of an organisation, there are some specific skills to be required –

Personal Skills

Good communication skill: Cottrell (2021) stated that a good communication skill is needed for an employee in corporate sector. This is a personal skills that need to be developed by an employee for promotion or new jobs. For this, knowledge of speaking English is an essential skill. The communication is needed with the other employees or with the customers and for multinational organisations, there are many clients from various countries and to increase business, good communication skill is very important. JRD Tata always focused on the enhancement of skills of his employees. So he always arranged for some training to enhance the personal skills for the development.

Good behaviour: A person should be decent and modest in his behaviour and be nice and polite to everyone in the office. Fajaryati *et al.* (2023) stated that the customers should be satisfied and happy during the communication. It is a personal skill that need be developed from the childhood and the recruiters carefully observe the behaviour of an applicant during selection. The top management of this group always give emphasis on good and modest behaviour. A good behaviour can change any tough situation easier.

Patience: A person should have patience during the operation of a company. There different types of customers and employees are found in an organisation and handling all of them peacefully needs a good patience. This patience is a must have skills.

Care for other employees: An employee should be careful and understanding to others in an office. Care for other employees may help to create bonding within the team. This is a must having character for an employee (Bates *et al.*, 2019). The Toyota company focus on strong employee engagement and arrange for some programs for better understanding and caring among the employees.

Employability Skill

Besides personal skills, some official skills should also be maintained by the employees –

Problem-Solving Capacity: A corporate sector industry always prefers a problem-solving capacity in a person. Being an employee of the corporate sector, they have to use their intelligence mind to solve problems wisely. During an interview, the employers search for this skill. The Ford Group also prefer such persons who have instinctive capabilities of problem-solving as this company is handling one of the largest populous countries in the world. Henry Ford created a huge employment after founding the Ford Organization.

Leadership: Rakowska and de Juana-Espinosa (2021) stated that leadership capability is not available in every person and some people have the ability inborn. Some organisations choose some people and train them to become a leader. Every employee wants to get a better position in their life.

Decision Making: Sometimes some situations require instant decisions in an office. So recruiters ask the applicants some critical questions and carefully observe their answers (Fajaryati *et al.*, 2023). Such decision-making capacity should be an essential qualification for the employees, especially those who are in charge of controlling a team. In Elon Musk's Tesla, the main decision making authority is the owner of the company,

Team Work: Synchronised work in a team is an essential thing for the smooth performance of the organisation. All the employees should adjust and cooperate with other team members and this skill should be taught by the organisation. Such team work skill not only help the organisation but also help a person to become more compassionate.

Managing employees

During the working procedure, a manager or a leader should control the employees so that they can perform better. This is very essential to run an organisation effectively. To manage the employees and motivate them to gain the objectives of the organisation, a leader or manager has to understand their employees to give a clear picture the objectives of the company. There are several technologies that can be applied to manage employees and direct to a same pathway and manage the whole work. The management should also supervise the employee's retention and promotion. Managing the huge employees of TATA Group is not

everyone's cup of tea. So the company crucially those persons who have previous experience and knowledge to manage employees skillfully.

Leading employees

Now leading employees in a perfect direction, also help a business corporation to reach the target. There are several strategies can be applied to lead employees -

Cultivate of Intelligence: The emotional intelligence and its cultivation among employees is very important to work towards success. According to Clifton and Harter (2019), a leader or a manager should understand the emotion of their subordinates. If their emotions get cultivated in a proper way, they may become happy and satisfied in personal life. This will impact in their work life also. Before joining, Toyota Group, an applicant has to qualify several round of tests where the IQ and intelligence is checked.

Spread Essential Information: A leader should convey all the information to their employees and take necessary steps to implement the regulations and technologies. As stated by Alrifai and Raju (2019), to run the company perfectly, all the employees should follow every minute details and such order should be spread totally by the leader or manager. Besides that it has to be ensured all the employees must get detailed information. The integrated system within the above-mentioned organization conveys every message to each employee at same time.

Constructive Criticism to Employees: As per the view of Clifton and Harter (2019), a leader must criticise or analyse an employee in a constructive way so that the employees get benefitted and develop themselves in a better way.

Effect of skills in organisational development

Skills of employees and its effect on an organisation is very important. The effect of such skills are as follows -

- a. Organisation will be developed by the useful inputs of the employees (Olivares *et al.*, 2020). Ford has their own training centre where they give some extra and effective

training and enhance the skills of the employees. As a result, the performance of the employees increase the revenue of the organization.

- b. Technological skill is very essential for the companies in the modern days. So, learning technological skills are very important to the organisation.

Conclusion

This above-mentioned essay is based on a topic that helped to understand the difference between a leader and a manager. This essay clearly identified why managers are considered as leaders but leaders are not managers all time. This essay identified many differences between manager and leader and clearly mentioned that how those identified with each other and this essay was based on the founders of some top organisations – Elon Musk, Akio Toyoda, JRD Tata and Henry Ford The founders of these companies acted as leader as well as manager at the beginning of the company. In those organisations, managers are become the senior for the leaders. In the second task, personal and employability skills and their importance in an organisation is also discussed in brief. This essay clearly helped to understand the activities of a manager and a leader distinctly.

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