

Leadership and management, theory and practice



Leadership and Management,
Theory and Practice – LCBB6003
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TASK 1: “*A Manager can be a leader but a leader cannot be a manager*”

The statement “*a manager can be a leader but a leader cannot be a manager*”, is generally true. It has been assessed that in most cases, a manager oversees a team of employees. Managers are also responsible for ensuring that subordinates or followers meet certain objectives or goals, which requires strong leadership skills, such as the ability to inspire and motivate. However, the leader could be anyone, who retains the ability to guide and influence others towards a common purpose or goal. Additionally, while arguing in favour of the statement, it can be put into view that leaders include individuals who do not have formal authority or responsibility over others but leaders can inspire and motivate through their actions and ideas. Hence, the core of the understanding that is highlighted is all managers can be considered leaders, whereas not all leaders possess managerial positions. As opined by Baldoni (2013), when the technology giant ‘Apple’ is considered as an instance to support the argument it can be mentioned that managers are rationalists and leaders are the dreamers. Therefore, Steve Jobs was the dreamer and Tim Cook was the doer, which subsequently justifies that Tim Cook is more of a manager, whereas Steve Jobs retained leadership attributes but not managerial attributes. As a result, Tim Cook, by focusing on management aspects, may play the position of a leader, but Steve Jobs will always be a leader rather than a manager.

The most effective leaders are able to adjust to any circumstance and continue to make progress towards the objectives of the group. The theory is somewhat supported by the assessment that nearly all managers are also good leaders, but only those managers truly live up to their leadership roles. However, a leader cannot be a manager but to differ with the argument, it can be put forth that leaders think ahead and manage. For instance, to be quickly recognised for the leadership skills, whether an employee wants to be a manager or not, the leader must think of the possible ways through which he can help his superior to do their job. For example, in a company when an email is sent and the sender knows that the manager tends to skim and miss things, using bullet points is the key to avoid complications (Mueller, 2019). This is also known as considering the priority of the manager and in this way helping the superior to succeed makes the team look better, which reflects the ability to manage the necessary, without highlighting leadership attributes but concentrating solely on the managerial attributes. For example, it is worth noting that Alison, a director at Mayden, an application development firm, specifically

inquired as to why we believe employees are required to be "managed" on the job. Now, there is only a handful, but increasing, of businesses that are adopting an alternative strategy. Mayden instituted a flat organisational structure that gave all employees a voice in the company's day-to-day operations and long-term strategy (Stewart, 2019). Hence, there has been no manager but volunteering internal peer coaches would support their colleagues in finding solutions (Stewart, 2019). This reflected that instead of playing the role of a manager, each employee could be their own leader and be held accountable for their own responsibilities.

A leader does not necessarily occupy a management position in the company. In the view of Gosling and Mintzberg (2017), a manager is responsible for managing the self, which demonstrates the reflective mindset of the manager while he or she is responsible for managing the organisation, which represents the analytic mind, set of the manager. The manager also has an experienced mindset and collaborative mindset that allows him or her to manage relationships, which displays an action mindset and allows the manager to manage change within the workplace. A manager acts as a leader because of the managerial mindset that makes him a great business leader while not every leader may possess these five managerial mindsets.

Elon Musk is a manager who is also an efficient business leader. According to Fayad (2022), Elon Musk does not develop and supervise in an isolated environment, since he is surrounded by employees, board members and shareholders who look to him for guidance before making the next decision. This manager has displayed a creative mindset as it prioritises collaboration and discussion around innovation. Musk has cultivated a spirit of open-mindedness that encourages anticipation and sharing of the next great idea that takes Tesla and Space X forward. It has been analysed that Elon Musk seeks mentorship by reading books of previous leaders which allows him to reflect on his own strengths and weaknesses while his analytical thinking allows him to devise creative solutions (Popomaronis, 2020). Elon as a manager prioritises collaborative and effective communication and hosts crucial problem-solving sessions (Gupta, 2023). Musk leads change through minimal disruption to his enterprises.

The extensive evaluation of the wide range of facts analysed that leaders are the change agents, whereas managers maintain the status quo. In other words, leaders are the proud disrupters and innovation is the mantra. Hence, it can be stated that leaders embrace change whereas managers stick to the work and concentrate on refining systems, structures and processes to enhance the overall operation. Therefore, considering the above aspects it has been understood that leaders

could be transformed into managers but the managers could shape their attributes as leaders. As an instance, it can be mentioned that the CEO of Netflix, Reed Hastings, uses his position of authority of power to push for reorganisation at the California State Board of Education by establishing charter schools, which can be considered as the role of a leader but not a manager (Simplilearn, 2021). Another instance in which all managers can be leaders, but all leaders cannot be managers can be described through the lens of the expansion of Disney's attractions throughout Hong Kong and Shanghai under his direction. However, it can be mentioned that growth was initiated through appropriate vision but a manager controlled the underlying objectives (Simplilearn, 2021). Hence, Bob Iger, who served the role of Disney Corporation's Executive Chairman and CEO influenced growth but was incapable of managing the other aspects of growth, therefore it can be argued in favour of the statement that all leaders cannot be managers.

TASK 2

1. “Consider the personal and employability skills you would deploy to”

a) “Manage, by getting people to do what needs to be done”

The ultimate requirements for using both employability and personal skills are present in measuring the situational understanding to deal with the crisis. According to Römgens, Scoupe and Beausaert (2019), managing people is observed as a crucial responsibility by using employability skills in terms of developing a perception of people working in the same process. However, the opportunities for these skills would be followed from the leader's perspective following some examples of global business organizations. Communication is the core credential involved in both personal and employability skills determining a better understanding of the task among the employees and the manager (Kenayathulla, Ahmad and Idris, 2019). However, effective employability with superior communication is observed in the leadership perspective of Steve Jobs who has set the communication standard in Apple's workplace to the next level (Schwantes, 2019). In my consideration, it is essential to use communication skills to direct the employees in terms of achieving the common goals of the business organization as the core requirement (Curado *et al.*, 2022). To top it all off, leadership is essential when it comes to predicting how staff members may best promote innovation and creativity.

Here, the example of Elon Musk could be followed considering his supervision of the success of Tesla and SpaceX with notable leadership attributes (Khan, 2021). As stated by Mascareño, Rietzschel and Wisse (2019), leading teams promote opportunities for a compelling vision and observing the future potential in the productivity of the employees with adequate support and guidance provided to them. I have experienced this in my career considering that effective leadership has promoted the qualities in productivity with adequate guidance and support to my understanding of team management. The problem-solving intention and abilities are included in the employability skills featuring better opportunities for the employees to guide them to achieve the best performance (Fajaryati *et al.*, 2020). Here, the example of Jeff Bezos is eminent covering his approach to maintaining exceptional problem-solving abilities in terms of navigating complex business situations (Benson, 2019). I consider this as an effective lesson to improve both employability and personal skills I had faced obstacles during the implementation of effective solutions in developing the projects with my team members.

b) “Lead, by getting people to want to do what needs to be done”

The effectiveness of individual and professional abilities is observed when these skills lead people with proper and supportive terms of success in the process. The major concern is involved in promoting visionary leadership covering organizational commitment in the communication done by the leaders (AlKayid *et al.*, 2022). Oprah Winfrey is a visionary leader with philanthropic activities that represent her attributes in the operations of her Angel Network. Apart from business intentions, the charitable initiatives by Oprah Winfrey are remarkable in consideration to establish opportunities for South Africa’s underprivileged girls with a \$40 million donation in school (Miller, 2022). Moreover, her qualities as a visionary leader were observed in her outspoken protest against child abuse in society. I have strong beliefs on this ideology as I prefer to contribute to the children in need within my limitations and I intend to do more with broader initiatives in future using my professional abilities.

Apart from this leadership vision and quality, managing people with effective guidance should follow the presence of reward and recognition in the process. According to Baqir *et al.* (2020), reward and recognition are the 2 major supports in the process of leading employees by focusing on their requirements and priorities from the management. I follow this as a major credential considering my experience that reward and recognition work as motivational factors with better

results in the leadership activities. The practice of using constructive criticism and effectively managing communication with workers plays a crucial role in determining improved prospects for success in the leadership abilities of company executives (The Economic Times, 2023). This contributes to the effective management of the employees covering their benefits in the process as observed in the work culture of Google (Shaughnessy, 2023). Google provides access to rewards and recognition for acknowledging the high performance of the employees with career progress opportunities in the process.

2. “How would the development of these skills improve individual and organizational performance?”

The opportunities are involved in developing personal and employability skills following the examples from the success of business leaders in different industry contexts. The organizational performance of Google is derived from the leadership of Sundar Pichai as he emphasizes developing opportunities for continuous learning and supports the attributes of skill development in the process (The Economic Times, 2021). According to Drigas, Papoutsis and Skianis (2023), dedication to personal development enables individual leaders to enhance productivity by possessing the appropriate leadership qualities to handle job-related obstacles. However, the consideration related to the use of employability skills in handling challenges is prominent in the leadership activities featuring better ideas to enhance the engagement of employees in the process (Kenayathulla, Ahmad and Idris, 2019). I consider the example of Sundar Pichai effective while observing the success of Google by focusing on the benefits of its employees in the organization. I would prefer to focus on my communication skills for conveying my ideas to followers in the business process to utilize their skills and efficiency in improving productivity.

The perspective related to developing organizational performance includes the contribution of job-related abilities of the employees with direct influence from the organizational leaders. Here, Amazon is an ideal example of prioritizing programs on leadership development to promote leadership qualities among employees (Mahapatra and Dash, 2022). The culture of fostering progress and career development opportunities is reflected in shaping the competitive attributes among the workers and their leaders. Gultom, Utari and Rahmawati (2023) identified that listening is the most important personal skill to understand and comprehend the problems faced

by team members. This is identified among the qualities of team leaders for better productivity management.

In my experience, the technique of continuous learning and skill development is necessary to determine higher production with the help of an agile workforce. The investigation revealed that investing in the development of both personal and employability skills enhances career chances for people and organizations that provide access to personal growth.

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