

Leadership and Management, Theory and Practice

LCBB6003

Student: Marinel Andreica

ID: 2010777

Lecturer: Dr Laila Maazouz

University of Wales Trinity Saint David

Task 1

This report evaluates the management and leadership concepts under the umbrella statement “A manager can be a leader but a leader cannot be a manager”. The statement enhances the attributes of a manager with the extended role of a leader. It also reflects on a leader capability to manage which involves organisation and performance levels. The analysis of this statement will make use of theoretical concepts regarding the topic and will illustrate examples from the business environment.

The functions of a manager within an organisation, regardless of its size refer to the organisation of resources, which means the capital, the employees and planning. Managers must monitor and assess the performance of the employees, the financial performance of the business. Managers have also taken partial attributes from Human Resources (HR). The primary role of the manager is to ensure that operations run smoothly and efficiently, targets are met and the aims and objectives are achieved. There is an array of administrative tasks that a manager has to ensure that are fulfilled and the job of a manager becomes more and more complex. It is expected from a manager to have leadership skills, having to motivate, empower the employees and inspire them to align with the organisational objectives and perform (Shah et al, 2021).

In contrast the attributes of a leader do not take into consideration the administrative duties as much as the qualities of a leader. The leader will of course manage and motivate, but it is emphasised his primary role as being an inspiration, a visionary individual with the ability of gaining followers trust and empowering them to push themselves, to have high performance and achieve organisational aims and objectives. Leaders are able to foster a culture of collaboration and a perfect environment for creativity and innovation (SPD, 2023).

The most common leadership styles are transactional leadership, transformational, leadership, authoritative leadership, delegative leadership, participative leadership. Some of the leadership styles impose strict process and high levels of control such as transactional and authoritative and some leadership styles involves empowerment and contribution to the decision making such as transformational and participative leadership. According to IMD (2022) the concept of leadership has evolved alongside

with the business environment changes, but also with the societal changes. That is why leaders might use various approaches to leadership as the most suitable position in the given scenario.

The main difference between a manager and a leader then refers to their primary roles, which are different and which makes their way of action different in order to achieve the established goals. A manager will focus on controlling, monitoring, organising and a leader will focus on empathy, well-being, collaboration, empowerment, inspiration. A good manager does not need necessarily to be an inspiration for the others or to have followers. A good leader will inspire trust and will have followers who will resonate with the proposed ideas, goals and the way of action. It involves a mix of knowledge, traits, skills and values which are not imperative for a manager. A manager does not need followers, does not need specific traits and values. Based on the attributes and functions of a manager and a leader, there is a disagreement in the statement “A manager can be a leader but a leader cannot be a manager” (Shah et al, 2021).

Henry Ford is a known leader of the 20th century because of his great accomplishments in the automobile industry, but also for the great leadership skills, for his vision, his innovation and for transforming the industry. Ford has been a transactional leader, being concerned with the well fare of his employees, wanting to keep them motivated financially and satisfied in order to have high levels of performance. The exchange of monetary rewards for an efficient productivity has been promoted to motivate employees. Specific to this leadership style is a strong structure with strict procedures, supervision and reinforcement and that has worked for Ford in an industrialised environment. The term of Fordism has become a general application for similar environments where employees are not self motivated, where productivity is essential for efficient operations and where workforce has to be managed using monetary incentives (Rae, 1969).

Samuel Walton is another important leader which has had a distinguished way of leading his company and his employees. As well as Ford, Walton has revolutionised the industry “changing the face of retail” and his principles and values have contributed to the growth of his company. It is considered that Walmart has become an international company because of the deep-rooted values of Sam Walton to offer great value and great service. Sam also focused on rewarding his employees by giving them opportunity to become partners and have access to the decision making (Walmart, 2024).

Indra Nooy is a representative of the transformational leadership which is specific to the modern business environment. Nooy is one of the most popular female leaders and has led PepsiCo through various changes surpassing challenges and difficulties. Indra Nooy emphasises the importance of mentorship and that she particularly was a product of mentorship. She is recognised for her compassionate and empathetic way to lead and her focus on helping communities and improve their lives. She had also been visionary about consumers trends and she has adopted change, even if the company was doing well for that time, but to align with the growing trends (Forbes, 2022).

Steve Jobs is a controversial leader, being visionary and thirsty for innovation and pushing the limits of his employees. He had always aimed for high targets and this drive has helped him achieve what he wanted. He has surrounded himself with knowledgeable and experienced people who have contributed to his success. Jobs has promoted teamwork and has been very critique about the quality levels and innovative technology (Isaacson, 2011).

Task 2

As an individual is very important to consider the employability skills as it increases the chances to have a successful career path. The employability skills are defined as the set of personal abilities and competences that help the worker to contribute positively in the working environment. These skills usually are soft skills that can be transferred across the chosen workplaces, regardless of the sector or job type (Boddy, 2020).

Skills such as communication, either oral or written, preferred both, active listening and adapting the communication to the audience is essential in ensuring effectiveness and efficiency. Further that being able to communicate and collaborate with people at any level in an organisation it helps the processes and the quality of work. Also teamwork is very important in today's business environment and that is in correlation with being a good communicator. Problem solving skills will help the individual surpass difficulties and challenges and will help analysing the situation and generate solutions. It is expected from managers to have a proactive attitude towards their teams, to build on a positive work relationship with the team and that needs good communication skills and listening. That will help towards making well informed decisions. Managing by getting people to do what it needs to be done can be realised by planning, setting up

objectives and be proficient. Teamwork is the base of a group effort to achieve the goals and a good manager is expected to identify challenges and even potential problems and address the root before exploding in uncontrollable actions. A manager will win the appreciation of his team if he comes up with solutions for them, instead of making their job more difficult and add more tasks. This can impact the performance and the manager needs to be able to adapt and be flexible to changing circumstances (Armstrong, 2006).

Leadership skills are personal skills that will benefit the manager and leading by getting people to want to do what needs to be done can be defining for the outcome and performance levels. Influencing the team to work together towards the common goals can really set apart in any work experience from any area. As a leader it is important to acknowledge that responsibilities and duties have to be delegated, because a person can only work and be hands-on to some degree. A good leader will build on a team who is motivated and who wants to do the job and succeed. Therefore the success of the team becomes the success of the leader (Boddy, 2020).

Another skill which is essential to managers and leaders is time management and that applies to ability to achieve objectives, to meet targets and deadlines. This will enhance productivity and efficiency. Establishing good practices for the team is based on knowledge and experience. Forcing tasks can only lead to waste of time and that is why the leadership skills are crucial (Horn, 2009).

The Emotional Intelligence is considered to be as important or even more as the Intelligence Quotient because it gives value to the team and a manager who understands his emotions and is empathetic with his co-workers will understand what motivates others and the impact of behaviours (Smith, 2020).

Personal and employability skills matters in the work environment for a manager or a leader and a strong set of skills will improve individual and organisational performance. The more an individual works on this set of skills, the more it can evolve, grow in confidence and progress. In my experience as a student I have learned about the concepts of management and leadership and it can be observed that there is not a distinguished lines between and that the growth of the team should be a focus for them.

Examples of great leaders such as Henry Ford, Sam Walton, Steve Jobs and Indra Nooy are representative of different leadership styles. Through their activity they have contributed greatly to their organisations and they have put their stamp on the core

values. Ford has created great impact and “Fordism” is a movement that is a known practice. Transactional style based on rewards, supervision and control is more specific to manufacturing industries such as the automobile industry. Sam Walton has managed to create an international brand and has contributed to the supermarket industry by looking after his employees, making them partners, motivating them to perform. Steve Jobs has had different approaches to managing people, he has been strict and he would lecture his team for mistakes or even dismiss them on the spot, but he was a visionary and he was able to inspire the people around him and have followers who resonated with his innovative ideas. Nooy is recognised for her unique way of leadership, understanding her employees and their difficult personal problems, being empathetic and compassionate as she understood that in order to perform and give their all, a person needs to have the required support (Samad, 2012).

The development of personal skills and employability skills are very important for any working professional and great leaders from the business environment have acknowledged it. Having a mentor and mentoring someone is also defining for personal and career development. The great leaders for the 20th century and the 21st century have adopted different leadership styles based on the encountered circumstances, on the society expectations and other significant drivers.

References

- Armstrong M. (2006) "A Handbook of Human Resource. Management Practice", 10th Ed., Human Resources Magazine
- Boddy D. (2020) "Management: using practice and theory to develop skill", Harlow: Pearson
- Horn R. (2009) "The Business Skills Handbook", New York: American Management Association
- Isaacson, W. (2011) "Steve Jobs", London: Little, Brown.
- Rae, J.B. (1969) "Henry Ford",. Englewood cliffs, New Jersey: Prentice -Hall.
- Samad S. (2012) "The Influence of Innovation and Transformational Leadership on Organisational Performance", *Procedia Social and Behavioural Sciences*, 57 (2012) 486-493
- Smith D. (2020) "Emotional Intelligence: Improve Your Social Skills & Relationships, Achieve Self Awareness & Self Management, Boost Your EQ and Control Your Emotions", Independently Published
- Shah, S.Z.A., Anwar, M. and Hussain, Ch.M. (2021) "Top managers' attributes, innovation, and the participation in China–Pakistan Economic Corridor: A study of energy sector small and medium-sized enterprises," *Managerial and decision economics*, 42(2), pp. 385–406. Available at: <https://doi.org/10.1002/mde.3242>.
- IMD (2022) "concept of leadership" [Online]. Available at: <https://www.imd.org/reflections/leadership-styles/> Accessed 15.04.2024
- Forbes (2022) "Indra Nooy leadership" <https://www.forbes.com/sites/janehanson/2022/04/30/pepsicos-indra-nooyi-the-queen-of-pop-shares-her-tips-for-bringing-compassionate-leadership-to-work/> Accessed 15.04.2024
- SPD (2023) "manager vs leader" [Online]. Available at: <https://www.salford.ac.uk/spd/what-key-difference-between-manager-and-leader> Accessed 15.04.2024
- Walmart (2024) "Samuel Walton's leadership" [Online]. Available at: <https://corporate.walmart.com/about/sam-walton> Accessed 15.04.2024