

LCBB4003 Component one

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LCBB4003

Dr. Essa Bah

Component one
Leadership and Management

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Introduction:

Leadership and management are two critical concepts in the field of business and organizational studies. While both involve guiding and influencing individuals or groups towards achieving specific goals, they differ in terms of their scope and style.

Leadership is one of the most complex and multidimensional fact to be looked at. It has been contemplated on a large scale in time and has taken on greater importance than ever before in today's fast-paced and increasingly globalised world. However, leadership is continuing to generate captivating and confusing debate due to the complexity of the subject. Bennis described leadership as one of the most studied and least understood topics of any in the social sciences. Leadership done effectively is recognised as key to the success of any organisation. In fact, there has been a shift towards acknowledging the importance of human capital and organisational management.

Management as a concept has been around for thousands of years. According to Pindur, Rogers, and Kim elemental approaches to management go back at least three thousand years before the birth of Christ, a time in which records of business dealings were first recorded by Middle Eastern priests. Socrates, around 400 BC, has stated that management was a competency distinctly separate from owning technical skills and knowledge. The Romans, eminent for their legions of soldiers led by Centurions, provided liability through the hierarchy of authority. The Roman Catholic Church was organized like specific territories, a chain of command, and job descriptions. Koontz and O'Donnell defined management as the function of getting stuff/things done through others. One dominant figure stood above all others and is considered the father of modern management, that person was Peter Drucker. Drucker a professor, educator, and specialist in management is credited with creating the idea of Managing By Objective or MBO. Management by Objective is the action of defining specific objectives crucial to achieve the organization's goals.

This essay aims to discuss style and scope of leadership and management, explore their differences in scope and style, and provide practical examples to support the discussion.

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Leadership and Management:

Leadership can be defined as the process of influencing and inspiring others to work towards a common goal. It involves setting a vision, motivating, and empowering individuals, and guiding them through effective communication and collaboration. Leaders are responsible for providing direction, making important decisions, and fostering an environment that encourages creativity

and innovation. They focus on the long-term success of the organization and aim to bring about positive change.

Researchers did propose a lot of ¹ different definitions and theories of leadership. Stogdill pictured leadership as a ⁶ process that is influencing aiming of objectives and achievements, looking at leadership as an operation directed at influencing a distinct group of people to meet a stated objective. Kouzes and Posner believed that leadership is the art of mobilising others to want to strive for the shared aspirations, and Maxwell states that leadership is simply influence. Until now days there is no explanation or leadership approach that is broad considered, efforts continue in trying to identify what makes an effective leader.

For example, Steve Jobs, the co-founder of Apple Inc., demonstrated leadership qualities by envisioning ground-breaking products like the iPhone and leading his team to bring those visions to reality. His ability to inspire and motivate his employees played a pivotal role in Apple's success.

¹⁵ Management, on the other hand, refers to the process of planning, organizing, and controlling resources to achieve specific objectives efficiently. Managers are responsible for coordinating the efforts of individuals or teams, allocating resources, and ensuring that tasks are completed within the designated time and budget. They focus on the operational aspects of the organization, ensuring that day-to-day activities run smoothly and efficiently. ⁸ Management theories continued to evolve with additional concepts have been put forth by other innovative thinkers. Henry Mintzberg is well-known for blowing holes in the concept that managers were exemplary individuals lounging in their offices, sitting back, and aiming big picture ideas.

For instance, Tim Cook, the CEO of Apple Inc., exemplifies effective management by overseeing the company's operations, coordinating various departments, and ensuring the efficient production and delivery of Apple products to the market. His managerial skills have contributed to maintaining Apple's operational excellence and financial success.

² Despite the outlined differences in the specific roles of leaders and managers, they also possess many similarities. Both hold positions of authority over their employees and classify themselves as being responsible for an organization. ² Employees may look up to both leaders and managers as sources of inspiration. They are also both necessary and important positions within a company. Leaders and managers often work closely together and collaborate to ensure the smooth running of the business and its operations.

Leaders and managers call for self-assurance in their jobs, they both may often implement new strategies and changes around the office, displaying confidence to know when they are taking the right actions. They may have also shown a resilient work ethic and a diligent attitude to earn these authoritative roles. Frequently, they have a friendly attitude towards others and a positive approach towards work and challenges. Leading managers might often consider this when promoting someone, as they want rest of the organisation to follow their pattern.

Scope and Style:

Leadership has a broader scope than management. It involves setting a compelling vision, defining the organization's mission, and aligning the actions of individuals or groups with the overall goals. Leaders often focus on inspiring and motivating people, fostering a positive organizational culture, and driving change. They are responsible for driving innovation, strategic thinking, and long-term planning. Leadership's scope is a structure of competencies that enable leaders to lead as coaches. It focuses leaders on developing their people and their people's capacities. Leadership requires emotional intelligence, effective communication skills, and the ability to adapt to changing circumstances. It encourages collaboration, empowerment, and the development of individuals to reach their full potential.

Management has a narrower scope compared to leadership. It deals with the implementation of strategies and plans set by leaders, ensuring the efficient allocation of resources, and monitoring performance. Managers focus on the day-to-day operations, coordinating tasks, and solving operational issues. Management emphasizes efficiency, organization, and the achievement of specific goals within the established parameters. It involves supervising employees, making decisions based on available data, and ensuring that resources are effectively utilized.

Leadership style refers to the way leaders interact with their followers and approach decision-making. Various leadership styles have been identified in the literature, including autocratic, democratic, transformational, and laissez-faire.

Autocratic leaders make decisions without consulting others, relying on their authority and expertise. Adopting this style can have the following advantages: faster decision making, direct communication, improves productivity and efficiency, etc. On the other side the autocratic style has disadvantages as well some of them are lack of group input, less feedback from subordinates, employee morale, etc. Leadership style can be used in the aerospace industry, fire departments and hospitals are all examples of autocratic leadership. Environments where

human safety is of paramount importance are often also examples of the autocratic leadership model.

¹⁰ Democratic leaders involve their subordinates in decision-making, seeking their input and considering their opinions. Advantages and benefits of democratic leadership styles can be the following: improved employee engagement, boosted employee morale, increased productivity, etc. Same as the autocratic style democratic approach can have disadvantages as well some of them are result in ²² slow decision-making process, not effective in a crisis, chances of dealing with rejection, etc. The democratic leadership style exists in some of the largest corporations in the world (ex-Coca-Cola, Apple, and Google)

²⁴ Transformational leaders inspire and motivate their followers, encouraging them to reach their full potential. ¹³ Transformational leadership promotes a culture that both recognizes each person's unique strengths and encourages them to put the group's goals above personal interests. ²¹ Transformational leadership behaviours lead to increases in emotional exhaustion and turnover intentions for the leader, other disadvantages may be lock of focus, potential of burnout disruption of routines, etc. ¹² Companies that have thrived under transformational leadership include many of the most famous names in our culture today, including Apple, IBM, Microsoft, Walmart, and Google.

¹⁰ Laissez-faire leaders adopt a hands-off approach, providing minimal guidance and allowing individuals to make their own decisions. Laissez-faires style has the following advantages: relaxed company culture, creative environment, accountability. Disadvantages of this style are confusion (little guidance), isolation, passivity, etc. Laissez-faire style is suitable for a variety of organizational structure from which we can mention ²⁶ advertising agencies, product design firms, startup social media companies and many more.

Management style focuses on how managers supervise employees, assign tasks, and make decisions. Different management styles include authoritative, consultative, persuasive, and laissez-faire.

Authoritative managers make decisions independently and communicate directives to their subordinates. Consultative managers involve employees in decision-making but retain the final say. Persuasive managers seek to convince employees of the merits of a particular course of action. Laissez-faire managers provide minimal guidance and allow employees to make their own decisions without significant intervention.

Comparison and Contrast:

Leadership and management share some similarities in terms of their goal of achieving organizational success. Both require individuals to guide and influence others towards common objectives. Leaders and managers must possess effective communication skills, the ability to motivate employees, and the capacity to make effective decisions.

Despite their similarities, leadership and management differ significantly in scope and style. Leadership has a broader scope, focusing on long-term vision, change, and innovation. Management, on the other hand, has a narrower scope, concentrating on day-to-day operations and achieving specific goals within established parameters. Leaders are being recognized as visionaries and planners whereas managers monitor and supervise performance, maintaining order and stability in an organisation. Some of the researchers argued that leaders and managers have distinct roles and responsibilities while others assert that leadership and management are complementary, and it would be tough to separate them in practice.

Leadership emphasizes inspiring and motivating individuals, while management prioritizes planning, organizing, and controlling resources. Leadership requires a more adaptive and flexible style, while management often follows established procedures and guidelines.

1 Conclusion:

Leadership theory is an influential aspect and continues to change over time. It has been studied broadly over the years and several theories have come up. Traditional leadership theories include the Great Man theory, which maintains that leaders are born to lead thus possessing certain inherent characteristics that destines them to lead. Trait theory derived from the Great Man theory and has stated that leaders can be born or made, and that the association of certain characteristics. Behavioural approach then followed, asserting that leaders are made with a focus on the actions of the leader as opposed to their personality traits. There was then recognition that certain environmental factors are powerful and contingency and situational theories were included to the mix. Contemporary era followed and involved a shift from focusing on the leaders and their attributes to considering the complex and continuous interactions and reciprocal among the leader, the followers, and the situation. The resulting theories included shared, collective, and collaborative leadership as well as inclusive leadership. Finally, complexity leadership also emerged, focusing on the entire system of an organisation.

⁴ Managers are made, not born. They are self-made, through continuous and never-ending struggle on improving themselves. Everyone starts at the base and then works his or her way up through hard, arduous work, sustained over an extended period. Everyone can become an excellent manager when learning and practicing the behaviours, methods, and techniques of other successful managers. If you follow and observe what other prosperous people do, you will soon get the outcomes that other successful people get.

¹⁹ In conclusion, leadership and management are essential components of successful organizations. Leadership involves inspiring and guiding individuals towards a shared vision, while management focuses on efficient resource allocation and goal achievement. While they share some similarities, they differ in scope and style. Effective organizations require a balance between strong leadership and efficient management, as each plays a crucial role in achieving sustainable success.

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