

BA Business Management

**Leadership and management, theory and practice -
LCBB6003**

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Student Name: Constantin Gabriel Tacea

Student Number: 2122369

Lecturer Name: Dr Laila Maazouz

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Introduction

Ability to lead is developed and improved over time; it is not something one is born with. Likewise, leaders do not develop through power, but rather through the extent to which they are granted trust and decision-making authority. (John C. Maxwell, 2018).

"A manager can be a leader, but a leader cannot be a manager" — starting from this statement, the research aims to critically analyze roles within an organization and to define, through theories, research, studies, and scientific analyses, how teams are managed and led within an organization.

By analyzing the business world and contrasting it with personal experience, the research will involve a critical evaluation of the skills I possess in managing teams and the methods through which I can develop the existing skills.

Task 1

To better understand the quote, "A manager can be a leader, but a leader cannot be a manager," we must have a clear definition of the roles and purposes of a manager versus a leader.

Therefore, being a manager means holding a position within a company that involves planning, controlling, organizing, and coordinating teams and processes so that each team member fulfills their role within the company, and the company's objectives are met. A manager is responsible for an entire group of people (either selected by them or assigned by a superior) whom they must ensure "perform their duties properly on a typical workday" (Richard Templar, 2015). Additionally, they must complete their own reports, tasks, and activities.

A leader, on the other hand, is someone who adopts the role of an influencer. The leader influences the team to follow them so that everyone can achieve a common goal. A leader always focuses on interpersonal relationships and pays attention to the emotions of the team members, as well as their physical and mental well-being (John C. Maxwell, 2018).

There are both differences and similarities between management and leadership that have led to the creation of the statement: "A manager can be a leader, but a leader cannot be a manager."

Theories have been developed to determine the characteristics of leaders and managers. According to the Trait Theory (Judge et al., 2002), leaders are characterized by charisma, empathy, and vision, while managers possess technical and administrative skills.

In terms of behavior, leaders focus on building interpersonal relationships, while managers concentrate on responsibilities and tasks. (Stephen Robbins and Timothy Judge, 2016).

In his book, “How the Best Leaders Lead: Proven Secrets to Getting the Most Out of Yourself and Others”, Brian Tracy (2010) cites Jack Welch, the CEO of General Electric, who stated that the most important leadership principle is having a vision of reality as it is, not what you wish it to be. This idea can be explained through two essential values: candor and honesty.

By analyzing the quote, “A manager can be a leader, but a leader cannot be a manager,” through concrete examples from the business world, we can critically examine this statement. Thus, through solid and demonstrated arguments, we can either confirm or refute this claim.

“A manager can be a leader” because a managerial position can also involve the spirit of a leader who focuses on interpersonal relationships, as motivating a team requires charisma and empathy. One example that demonstrates this statement is Steve Jobs, former CEO of Apple, who managed to be an excellent manager with leadership skills.

“A leader cannot be a manager”—this statement can be considered true because leadership does not necessarily involve having strong organizational, administrative, or technical skills related to the organization the leader belongs to.

James O’Toole dedicated a book to Robert Townsend, “Leadership A to Z” (1999), in which he noted that there is a difference between management and leadership, arguing that Peter Drucker is the father of management, while Robert Townsend invented leadership. Townsend demonstrated his leadership qualities in the 1960s with the “We Try Harder” campaign for Avis. Among the most notable leadership practices introduced by Townsend, which are still in use today, are: no reserved parking spaces, no organizational charts or job descriptions, while promoting honesty as the best organizational policy and encouraging constructive discussions (James O’Toole, 1999).

In counterargument, one could say that a leader must possess managerial skills to implement their vision effectively, while management without leadership is the true definition of rigid, stagnant companies.

A play on words, “Managers do things right. Leaders do the right things,” from the book “Management Against the Current” (Marcus Buckingham, Curt Coffman, 2004, p. 53), encourages managers to “aspire” to leadership roles. However, the differences are much deeper, and there is a significant chance that a good leader may fail as a manager and vice versa. There are few examples of individuals who can excel in both roles.

In addition to Robert Townsend and Steve Jobs, who have been recognized for their leadership skills since the 1960s and 1970s, respectively, Elon Musk is another visionary. Characterized by his charisma and known for his innovative vision, Elon Musk is a benchmark in management as well as an excellent leader. According to an article on Forbes.com, through his unconventional style and risk-taking, Musk has succeeded in achieving significant accomplishments, such as launching the first privately-funded spacecraft to reach the International Space Station through SpaceX, by setting ambitious goals and through effective administrative organization.

Other leaders who have led to major cultural changes and who have successfully combined leadership and management include Satya Nadella, CEO of Microsoft, and Indra Nooyi, former CEO of PepsiCo. One of Indra Nooyi's most notable statements is, “Bring together what is good for business with what is good for the world”—a true lesson in leadership intertwined with management.

Although there are clear differences between leaders and managers, the most successful individuals have managed to combine both sets of traits.

Task 2

The business world is constantly evolving, and the demonstration of organizational performance, along with the methods and timeframes in which an organization's objectives are achieved, highlights the traits and differences between management and leadership.

Both management and leadership are about people and how they lead a team. A manager fulfilling their role ensures they have the ability to work efficiently and possesses strong organizational and administrative skills. In contrast, a leader works closely with the team and, through psychological skills, inspires the entire group to follow them toward the same direction. The more skills a manager or leader possesses, the more the organization will excel. These skills are both innate and develop over time (John C. Maxwell, 2018).

Relevant theories have been identified, such as the Skills Development Theory, in which Noe, R. A., et al. (2014) emphasize the importance of continuous development of personal and professional skills. When these two sets of skills are developed, performance is felt within the organization, both in terms of productivity and the quality of interactions within a team: environment and spirit. Managing and leading teams within organizations is significantly impacted by the continuous development of skills.

Another theory that demonstrates how personal development and self-determination can enhance motivation and improve performance is the Self-Determination Theory (Deci, E. L., & Ryan, 2004). Through intrinsic motivation, individuals respond emotionally and, on their own initiative, wish to grow and learn both personally and professionally.

What Impact Does Skill Development Have on Individual and Organizational Performance?

The enhancement of personal and organizational performance is significantly influenced by the development of all skills, particularly personal skills. Through training, professional development, books, and workshops, leaders and managers invest in their own abilities. By setting an example and boosting self-confidence, they instill confidence in their teams and elevate their morale. An improved mood within a team reflects positively on the speed and manner in which organizational strategic goals are achieved, as well as on profitability (Bass, 2008).

Impact on Individual and Organizational Performance

When skills are continuously developed, tolerance for change is higher, and efficiency is improved. One relevant principle for making good decisions is effective time management, as only with good time management can important decisions be made swiftly, thereby impacting performance.

Managers and leaders play a crucial role in developing skills that contribute to organizational culture and team morale. Competent individuals who lead teams achieve strategic objectives through their planning and maintenance skills, which also enhance team morale.

Remarkable Personalities in the Business World

Sheryl Sandberg, as Chief Operating Officer of Meta Platforms, is one of the most relevant examples of a leader who has demonstrated Self-Determination Theory and skill development.

Through her excellent organizational, managerial, and leadership skills, she has managed to grow the company, innovate, and employ strategic approaches to manage numerous teams. This effort is reflected in the ongoing success of Facebook.

In various TED Talks and Facebook keynotes, Sheryl Sandberg has shown her managerial and leadership abilities by fostering a positive atmosphere among employees and promoting gender equality—not only within the company but also globally. She is a proponent of the “female leader” concept and, through her own example, instills confidence and supports the professional careers of women.

Facebook has developed and implemented programs that ensure a good and equitable working environment among teams and within individual teams. Additionally, Sandberg has been noted for her handling of crises faced by Facebook, including criticisms and controversies over data privacy and the negative impact of social media on society.

Personal Managerial and Leadership Skills

From personal experience, I can describe a period when I successfully managed a sales team within a small brokerage firm in Romania. The organization served as the ideal intermediary between clients and banks. I supervised 12 salespeople and a support team of 3 individuals. I dedicated my time and effort to being a “people manager.” Our discussions in meetings combined our work responsibilities with how we felt about our roles. Considering that we worked in sales, the team's morale was crucial because it conveyed emotions to clients. The more positive these emotions were, the more trust clients had in us as a team.

I aimed to eliminate competition among team members, boost their morale, and work towards a common goal: assisting people with financial problems. I succeeded in developing the team, entrusting reliable individuals with my projects, and motivating them through methods other than financial incentives, as financial motivation followed from results. Conflicts among colleagues or between employees and clients were resolved through daily morning meetings.

From this experience and the mistakes I made, I was able to develop and improve my skills. For example, one mistake that helped me understand team dynamics better was the delay in “removing the rotten apple.” One team member was a negative influence, demonstrated a lack of interest, and had a detrimental attitude. I invested effort in this team member, trying to make them understand our vision and mission, which led to the neglect of the rest of the team who were involved. This neglect caused demotivation and loss of control over the team. This imbalance was felt both at the human level and in terms of organizational performance.

Conclusion

In conclusion, based on the study above, we can assert that leading an organization is akin to an art form. There exists an interconnected relationship between management and leadership, and the integration of leadership and management skills significantly impacts organizational performance.

I believe that a company can have both managers and leaders who, together, can implement ideal organizational strategies. However, roles can also be combined, but for this to be feasible, continuous skill development is essential. This involves adapting to changes and leveraging all available resources, while also providing these resources to team members.

In this research, I have highlighted the differences between management and leadership, with the manager being focused on processes, organization, and administration, while the leader is a visionary and innovator who works on enhancing team morale.

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