

The Missing Piece of the Puzzle : A Different DNA

Discussing *Leadership* Versus *Management* in Business

PRESENTED BY ASHLEY WONG & MENTORED BY JOHN WALLACE

KELLOGG HONORS COLLEGE CAPSTONE 2011 , CALIFORNIA STATE POLYTECHNIC UNIVERSITY, POMONA

OVERVIEW:

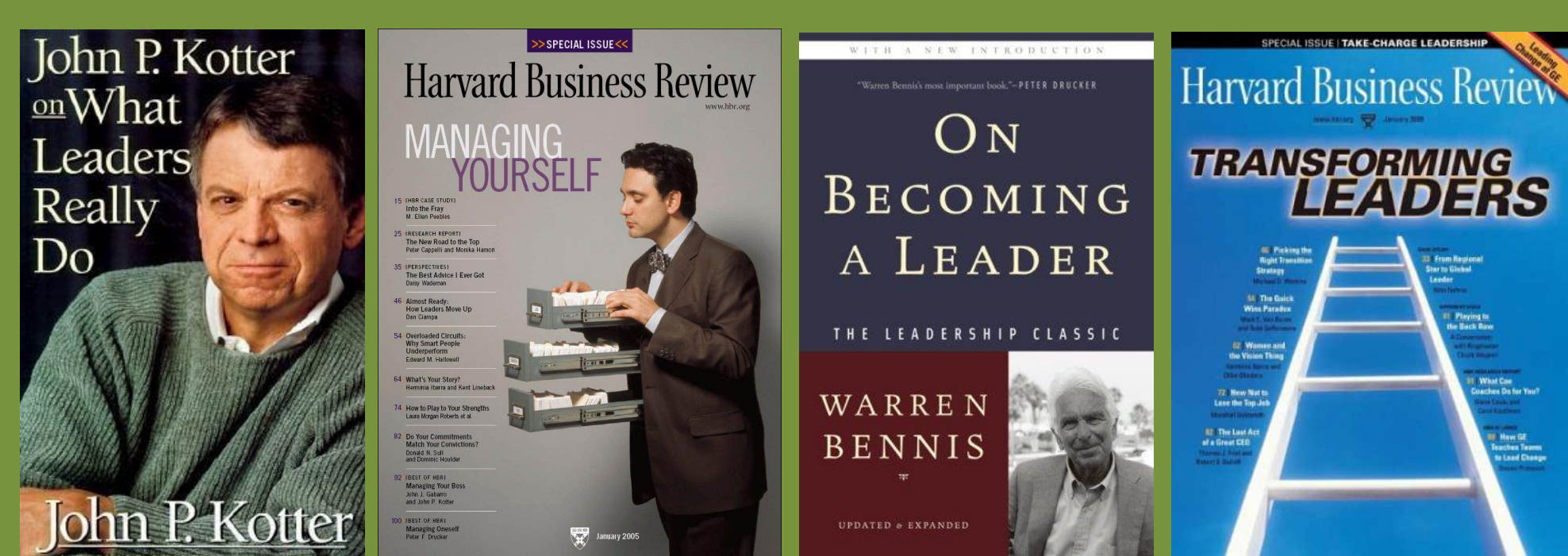
The goal of this Senior Capstone Project was to gather information, from Business students, faculty and staff at California State Polytechnic University in Pomona, on what they have learned in college and experienced in the work place regarding leadership and management. The primary questions posed were, "Are there differences in leaders and managers?; Do leadership/management skills come innately or are they learned?; Which is most important in the work place?" With the help of more than 200 business students, faculty and staff, this study was able to present a general understanding of how Cal Poly Pomona distinguishes the two frequently misused and misunderstood concepts.



SECONDARY RESEARCH:

In 1999, John Kotter, one of the most renowned authorities on leadership and professor at Harvard Business School, said, "Most U.S. corporations today are overmanaged and underled" (What Leaders Really Do) with the implication that companies today lack the ability to visualize the future as well as cope with change effectively. Kotter is the author of 17 books, which are in the top 1% of sales on Amazon.com.

The manager *administers*; the leader *innovates*. The manager is a *copy*; the leader is an *original*. The manager *maintains*; the leader *develops*. The manager *focuses on systems and structure*; the leader *focuses on people*. The manager *relies on control*; the leader *inspires trust*. The manager *accepts reality*; the leader *investigates it*. The manager has a *short-range view*; the leader has a *long-range perspective*. The manager *asks how and when*; the leader *asks what and why*. The manager has his or her eye always on the *bottom line*; the leader has his or her eye on the *horizon*. The manager *imitates*; the leader *originates*. The manager *accepts the status quo*; the leader *challenges it*. The manager *does things right*; the leader *does the right thing.*" -Warren Bennis (On Becoming a Leader)



In an ongoing project surveying tens of thousands of working people around the world, we asked 'What do you look for and admire in a leader (defined as someone whose direction you would willingly follow?)' Then we asked, 'What do you look for and admire in a colleague (defined as someone you'd like to have on your team?)'. The number one requirement of a leader-*honesty*-was also the top ranking attribute of a good colleague. But the second highest requirement of a leader, that he or she be *forward looking*, applied only to the leader role"

PRIMARY RESEARCH:



In this study of more than 200 Business students, faculty and staff at Cal Poly Pomona, the general knowledge and opinion is that leaders and managers are, in fact, different. Nearly 100% of the participants surveyed and interviewed could say that there was indeed a difference between the two, but only 40% could describe the differences.

In the Cal Poly Pomona survey, 68% of the participants answered that it is easier for a leader to be a manager than a manager to be a leader. Overall, participants felt that leaders have a certain comfort with taking risk, unafraid of making mistakes and moving forward, while managers were much more likely to avoid risk. Surprising, creativity was not among the top attributes of a good leader. As in the Harvard Business Review survey, CPP students felt that vision (or forward-looking) was imperative for someone to be a good leader.

Which is Greater?

In the Cal Poly Pomona investigation, 73.4% of the participants said they would rather be a leader than a manager. The rarity of leadership is something that people desperately desire, whether they describe themselves as managers or leaders. But is one truly greater than the other?



In an interview with Richard Lapidus, Dean of Cal Poly Pomona's College of Business Administration, the following question was posed: "If you had to pick from one lazy leader who had vision or one hard working manager who was effective and efficient, who would you hire?"

"The lazy leader—it is much harder to find a leader with vision, whether lazy or not, than a good manager. But after I take the leader's vision, I would fire him."

Overall, the consensus favored leaders, while underestimating the value of managers. On the contrary, Warren Bennis states, "There is a profound difference between management and leadership, and both are important. To manage means to bring about, to accomplish, to have charge of or responsibility for, to conduct. Leading is influencing, guiding in a direction, course, action, opinion. The distinction is crucial." Clearly, there first needs to be leadership for management to even be effective. Without a leader's vision, there would be no direction and thus no action or responsibility. Similarly, without a manager's ability to bring about, a leader's vision sits idle.

INTERVIEWS AND QUOTES:

In a discussion with Professor Gail Waters of Cal Poly Pomona, the idea of evil leaders was brought up quickly when assessing what it takes to be an effective leader.



"I have heard there is something entrancing about Hitler's speech. To me, he doesn't sound very articulate at all, but I don't speak German. With evil 'leaders', it's hard to distinguish power from leadership."

Adolf Hilter's leadership role was rooted in the fear of his followers brought upon by his power and authority. Waters believes he had 'power' but is unsure if that equates to leadership. The five types of power include:

- 1) **Coercive power.** This means the power to punish.
- 2) **Reward power.** As there are many kinds of rewards, this power can be used in a variety of ways, ranging from a positive comment to financial reward.
- 3) **Legitimate power.** This is the power granted by some kind of authority.
- 4) **Expert power.** If you are recognized as an expert, people will count with your opinion and are more likely to follow your ideas.
- 5) **Referent power.** Referent power comes from admiration or respect.



"I believe that leaders are born with a certain charisma, but leaders are not just born; they must use their charisma and grow in leadership."
Professor Stanley Abraham, Management and HR

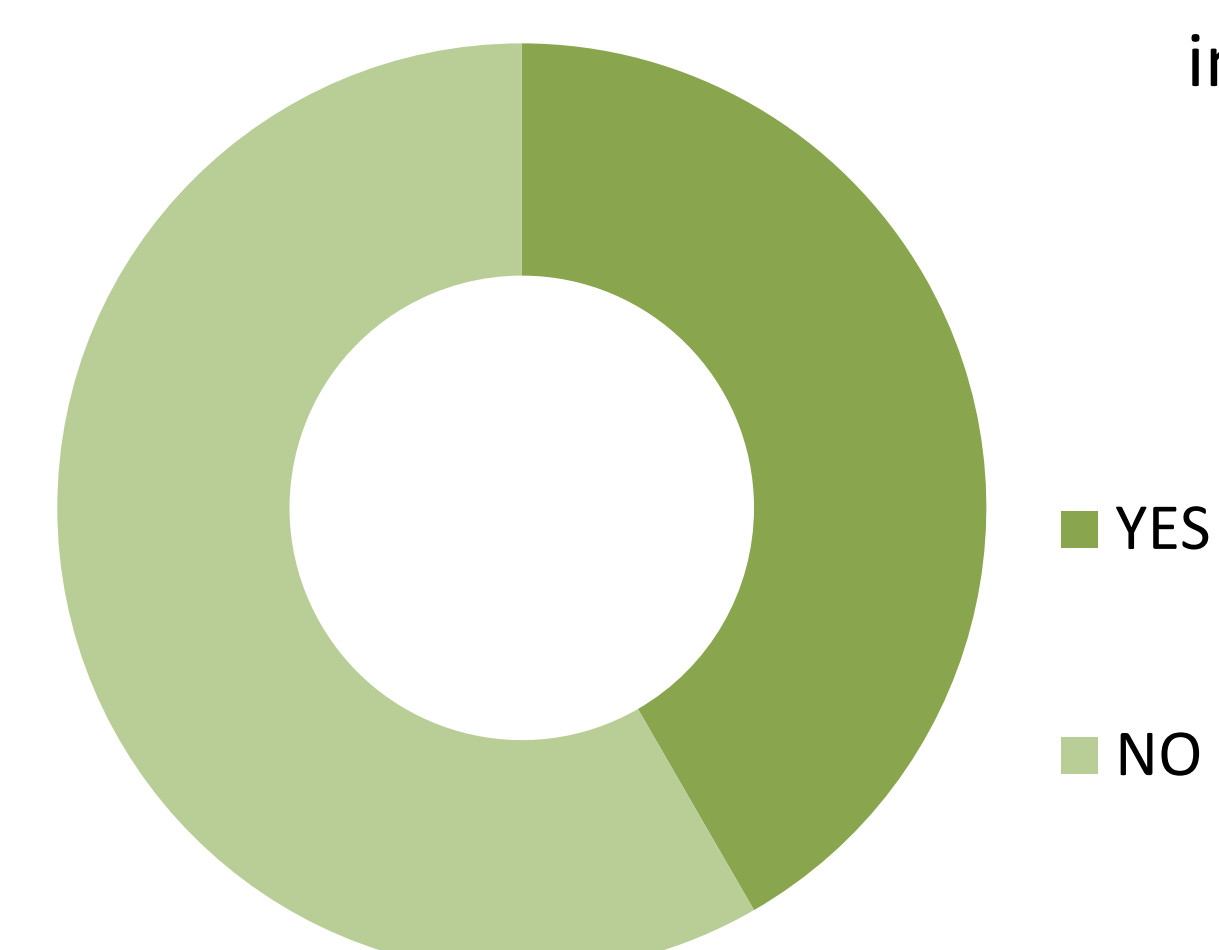
- 1) Management can be gained through life experiences, forced upon by responsibilities and need of survival.
- 2) Personality plays a major role in whether or not one is characterized as a leader or manager, yet leadership in itself does not come innately.

CONCLUSION:

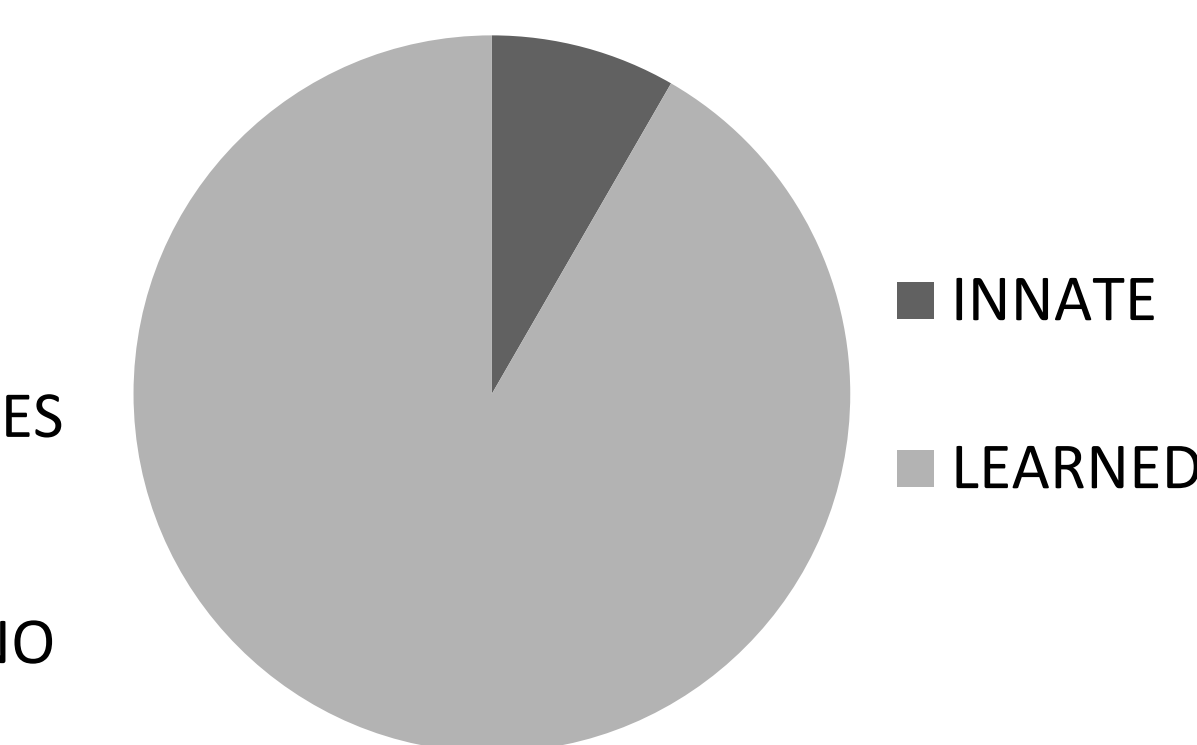
The similarities between good managers and leaders are fundamental, such that both are rooted in a connection with people. In order to be successful as a leader one must 1) observe other leaders, 2) observe followers, 3) practice, and 4) communicate. Generally speaking, a manager must be respectful; when he appreciates others' work and accomplishments, he is able to evoke passion and a sense of worth/value for his subordinates to continue doing well.

THE NUMBERS

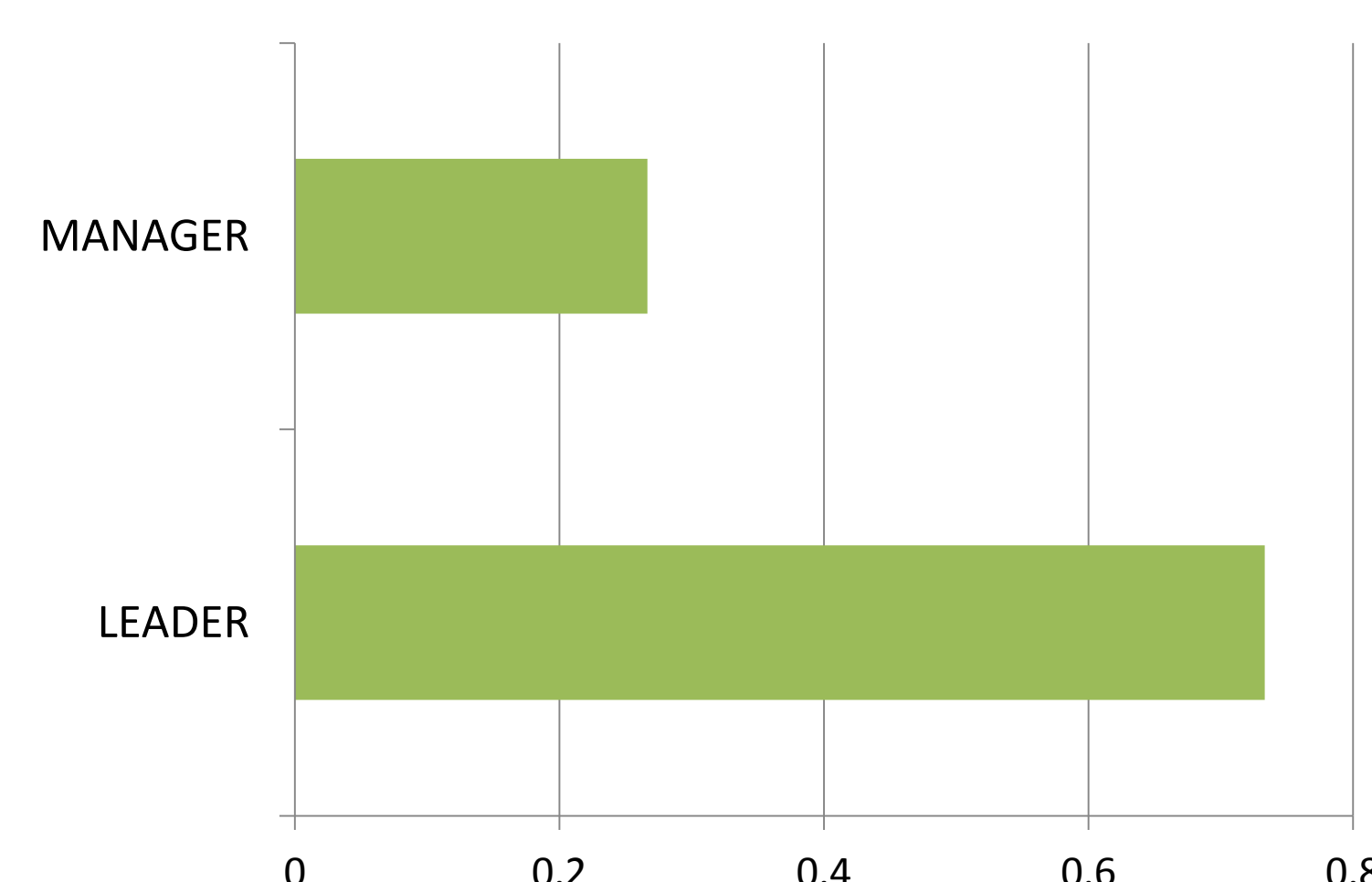
1. Does Being a Manager Make You a Leader?



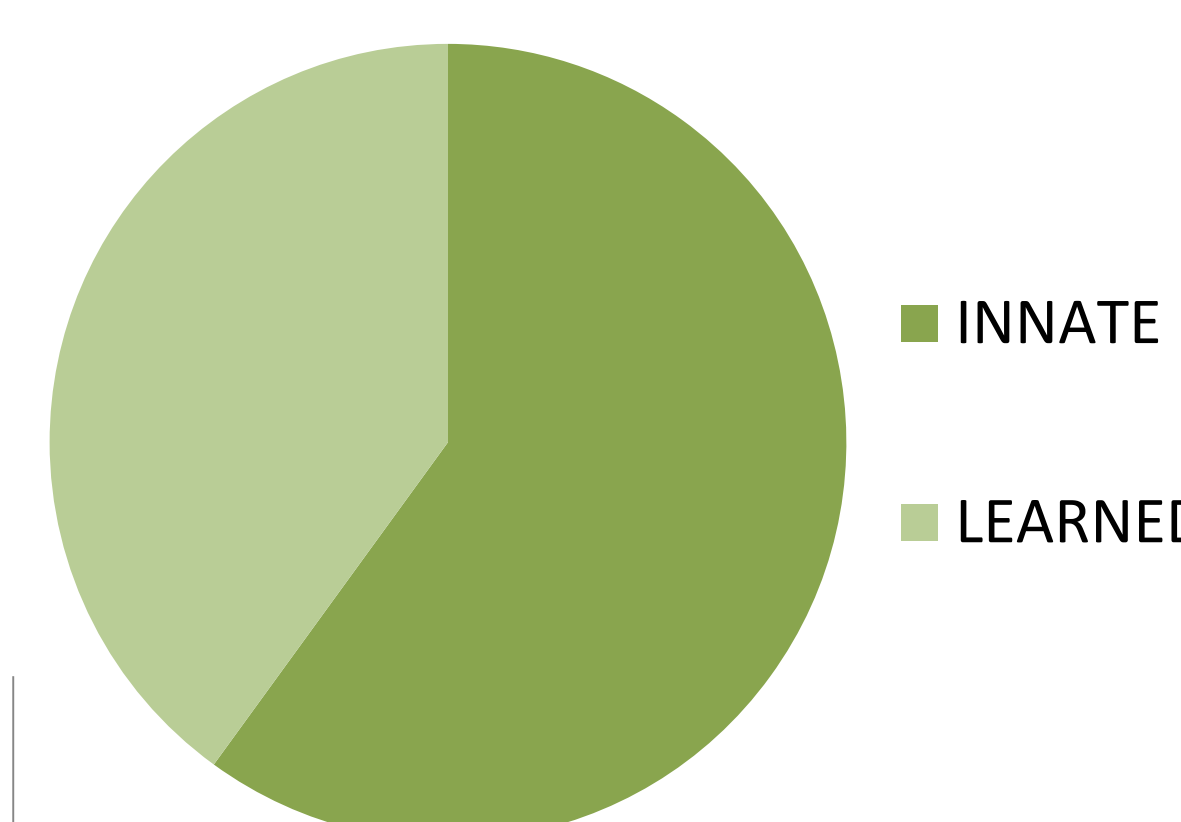
2. Does being a Manager come innately or is it learned?



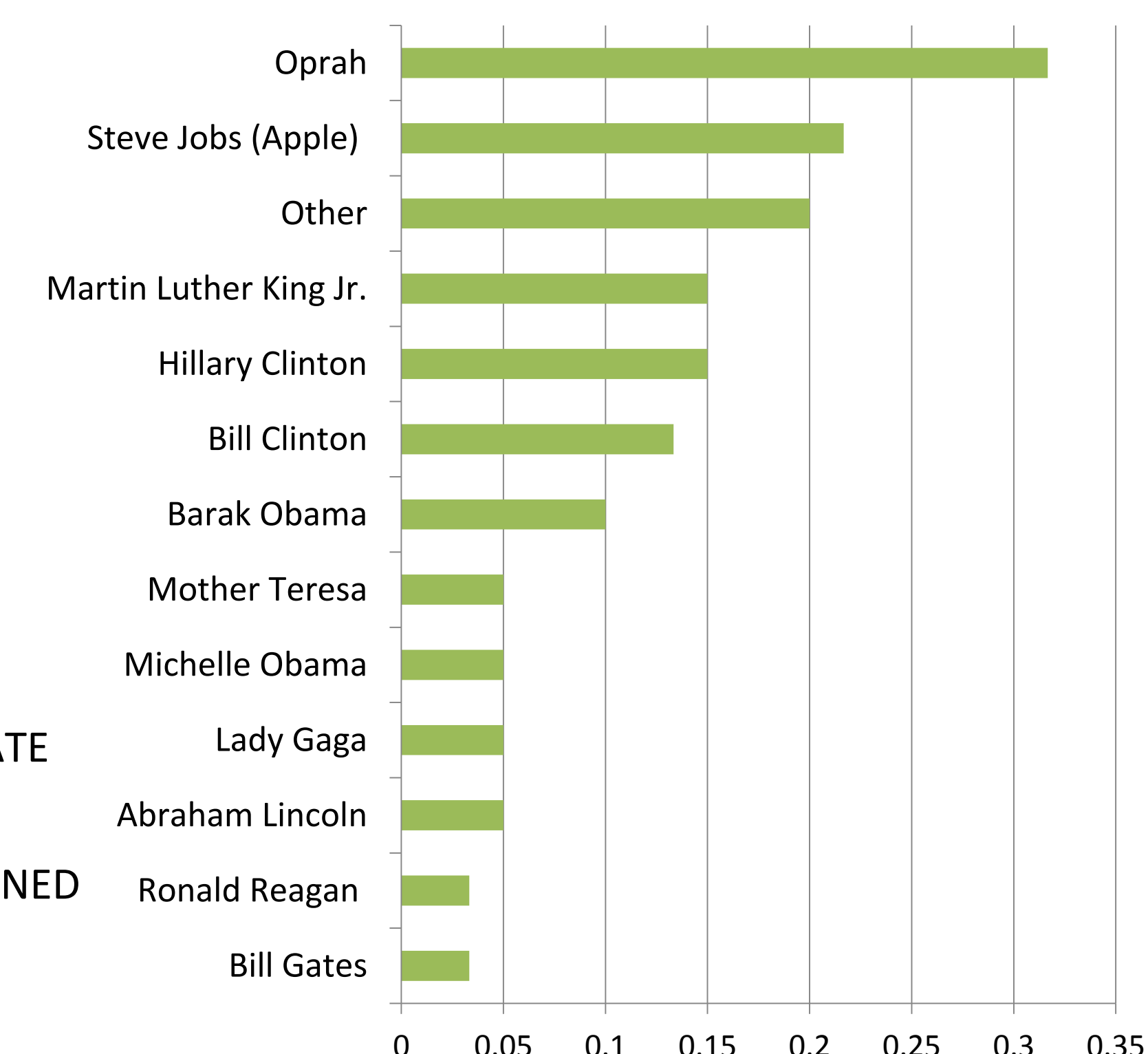
3. Would you rather be a Manager or a Leader?



4. Does being a Leader come innately or is it learned?



6. Who do you think is an influential leader?



5. Can Someone Be a Manager and Yet Not a Leader?

