

## **Examining the Distinct Concepts of “Leadership” and “Management” and the Relationship between Them**

Rui Yang<sup>1, a</sup>

<sup>1</sup> The University of Sydney. Australia, NSW, Sydney, 2006

<sup>a</sup>email

**Keywords:** Distinct Concepts, Leadership, Management

**Abstract.** Kotterman (2006); Bargau & Marian (2015) and Solomon & Costea & Nita (2016) state that it is very difficult to make sense the differences between management and leadership because they are usually used interchangeably and sometimes creating confusion. Therefore, knowing the definition of management and leadership is the first thing. Different people have different ideas about management and leadership. Dubrin (2011, p. 2) defines leadership as, “the ability to inspire confidence and support among the people who are needed to achieve organizational goals”. Weathersby (1999, p. 2) says, “Management is the allocation of scarce resources against an organization’s objective, the setting of priorities, the design of work and the achievement of results.” Accordingly, these two terms have very close relationship between each other. On the other hand, there are many distinctions between these two as well (Solomon & Costea & Nita, 2016). Kotterman (2006) supports that it is unpractical for one person to take responsibility for both management and leadership areas. Leadership and management are two distinctive and complementary systems of action (Kotter, 1990, cited in Kotterman, 2006, P. 15). Therefore, understanding their differences is very important because leadership and management affect the whole development of organizations (Bargau & Marian, 2015).

### **Introduction**

“Leadership is about seeking constructive change and management is about establishing order” (Northouse, 2015, p. 7). It has clearly shown the distinction between management and leadership. Kotterman (2006) supports that leaders usually find ways to develop organizations and find new goals while managers have narrow purposes, they just maintain order to organize resources (Kotter, 1990; Zaleznik, 1998, cited in Kotterman, 2006, P. 14). Kotterman (2006) also emphasizes that managers mainly charged with producing order and standers, however, leaders need to be ready for dramatic change or even failure. Reynolds & Warfield (2010) agree that managers are like administrators, they focus on control short-term aims by giving an order, but leaders are like innovators, they pay attention on developing and have long-term views. Kotter (2008) and Cox (2016) approve that management concentrate on planning, organizing and controlling while leadership achieves its function through establishing direction, aligning people and motivating and inspiring. Bommer (2012) also supports that leadership has creative vision while management focuses on execution.

Specifically, those in favor support this distinction from the following aspects. First of all, management is responsible for achieving goals, so managers need to establish order to accomplish the goals. Leadership takes responsible for creating goals, so leaders need to seek dramatic change. According to Kotter (2008) and Bush (2003), they support that managers always establish necessary steps for accomplishing needed results and achieving requirements, while, leaders usually make decision for the future to develop organizations well. Kotterman (2006) agrees that managers control resources to satisfy organizational requirements (Nebeker & Tatum, 2002, cited in Kotterman, 2006, P. 15). To be more specific, for example, in a store, managers often pay attention on goods enough or not and decide when restock goods. However, leaders often concentrate on customers want which kind of goods and which kinds of goods sell well. Secondly, passionately believing they can make differences is one of leaders characters (Reynolds & Warfield, 2010). They

always find chances to change their status quo ( Kotterman, 2006). Therefore, it is an inexorable trend for leaders to seek constructive change, because constructive change is the same as making difference. From managers' perspective, they usually get used to focusing on system and the requirements, they just need to give orders to maintain organizations as well as complete the task instead of creating new aims. Kotterman (2006) agrees that leaders are often held in high esteem whereas managers are frequently deemed to be organization's taskmasters and they are like bullhorns for giving orders. As Carter & Cherie(1994) point out that managers are like copies but leaders are like originals. Additionally, leaders may be more positive towards the goals but managers may be less positive or even negative towards the goals. According to Weathersby (1999), he points out that management is about controlling, managers rely on establishing orders to control. Reynolds & Warfield (2010) state that leaders search innovative ways to develop organizations, they use unique methods of creating opportunities to change. Kotter (2008) suggests that leaders are more motivating and inspiring while managers are more controlling and stable. Moreover, in historical view, leadership has very long history (Bass, 1990, cited in Kotterman, 2006, P. 13), but management is a new phenomenon (Kotterman, 2006). In modern workplace, with increasingly practicing, managers are always expected to have new duties, such as making orders and consistency to the massive of working processes (Kotter, 1990,1995, cited in Kotterman & James, 2006, P. 13). Leadership comprises one of the most essential respects of human situation (Wren, 1995, cited in Kotterman ,2006, P. 13). Apparently, it means that leadership gives constructive change in human being's history and it influences on human's development. Finally, leadership usually focuses on people but management focuses on rules and structure (Carter & Cherie, 1994; Bargau & Marian, 2015). Leaders encourage close intense relationships, but managers do not, they avoid it frequently. Actually, people play a fundamental role in organizations and they are the core of one organization. It is a fact that only people can create or make change rather than the rules. Reynolds & Warfield (2010) highlight that leaders always foster operation in order to make dramatic changes, however, management is about making rules to keep existing situation. In particular, for instance, in one firm, managers concentrate more on rules, like not being late. On the other hand, leaders pay attention on new means of the relations among staff that help to make a company more competitive. But, such a distinction still has much debating. At first, Kotterman (2006) notes that there is no clear answer whether a difference exists between management and leadership or not ( Gardner,1990; Gordon & Yukl, 2004, cited in Kotterman, 2006, P. 13). Based on a research which did by Yukl, he prefers that we had better not separate management from leadership, managerial leadership may be a good term (Yukl, 1989, cited in Kotterman, 2006, P. 15). In addition, leaders also establish principles to make sure the goals be pursued (Kotterman, 2006), it means leaders making order as well. Last but not least, management and leadership have the same purpose, they are both in order to the better development of organizations (Young and Dulewicz,, 2008), so they have tightly relationship. However, even though this distinction between management and leadership is controversial, this difference which pointed out by Northouse (2015), is the most comprehensive and obvious one between these two. Firstly, with time going by, management as a new term, has been added many new duties (Kotter, 1990,1995, cited in Kotterman , 2006, P. 13), so the debate should not be ongoing any more. Furthermore, leaders do establish principles, but they look the long-term development while managers establish order in order to achieve short-term goals, so their orders have essential difference. Ultimately, the same purpose does not influence their different function or focus, such a distinction focuses on their different functions instead of purpose. This distinction highlights these two terms' different, but it does not deny their relationship, even though their relation does exist. For example, according to Young & Dulewicz (2008), management and leadership have four similarities, such as: making goals, allocating people and resources, be an active role and expecting success.

Northouse (2015, p. 7) has clearly illustrated that" leadership is about seeking constructive change and management is about establishing order", such a distinction is very crucial to leadership and management. Initially, Kotterman (2006) and Solomon & Costea & Nita (2016) state that management and leadership are both important to a successful organization but they have different

functions. He also points out that it is unpractical for one person to take responsibility for both management and leadership areas. Hence, only making sense the differences between leadership and management can people fit them well and promote the development of organizations. What's more, such a distinction has clearly shown the representative difference between them because it aims at their different focus. Kotterman(2006) supports that management and leadership are different because of their focus ( Gardner,1990, cited in Kotterman, 2006). Leadership always gives staff a direction and abstract structure while management gives staff details about how to develop organization in this direction, they have different functions, so they can not mix together. Only understanding their differences can we take the best advantage of resource in one organization and achieving success. Of course, the relationship between them also helps people to develop organizations well. But their relationship is in terms of their difference, because difference means that they divide work clearly so that they can cooperate with each other better. Constructive change is like a long-term aim and establishing order is like short-term goal. Constructive change is to guide managers how to establish and establish what orders. Meanwhile, establishing order is to accomplish constructive change. According to Micheal (2000), he suggests that leadership is to energize organizations while management is to guarantee all the parts doing well in one organization. Actually, constructive change as a long-term goal, it can definitely stimulate staff looking forward to future and woking harder. Establishing order is a kind of instruction or rule, staff fear to lose their profits of benefits, so they have to work harder. Eventually, according to Bargau & Marian-Aurelian (2015), the optimal effectiveness of organizations relies on strong leadership and management, so combining management with leadership effectively is the good way to develop organizations successfully. However, as Kotterman (2006) notes, effective leadership plays an fundamental role in every successful organization. But no one can exactly guarantee success even though he or she is a leader, because constructive change not exactly means development or success, it also means failure ( Kotter, 1990, cited in kotterman, 2006, P. 15). Hence, management needs to fit well with leadership because managers establishing order is to ensure effective leadership. Interestingly, in real life, leaders like meeting challenges and they can accept failure while managers are afraid of failure (Reynolds & Warfield, 2010).

## **Conclusion**

Management and leadership have many similarities and they cooperate with each other and relate tightly, they both play significant roles in one organization. On the other hand, their differences are apparently as well. The relationship between management and leadership is due to their differences. "Leadership is about seeking constructive change and management is about establishing order" (Northouse, 2015, p. 7). Such a distinction between management and leadership dose exist and useful, because these two terms have different focuses and different functions or duties. And this distinction which pointed out by Northouse has clearly shown what the different focus they are and which psychology they are. Additionally, this distinction also clearly illustrated how to be a qualified manager or leader. It is very useful for leading and managing staff in one organizations.

## **Reference**

- [1] Bargau & Marian-Aurelian. (2015). Leadership Versus Management. *Romanian Economic and Business Review*, 10(2), 197-204.
- [2] <http://search.proquest.com.ezproxy1.library.usyd.edu.au/docview/1700066847?pq-origsite=summon>
- [3] Boomer, L. G. (2012). Leadership, management and administration: What's the difference? *Accounting Today*, 26(9), 34-34.
- [4]<http://go.galegroup.com.ezproxy1.library.usyd.edu.au/ps/i.do?p=EAIM&u=usyd&id=GALE|A301545303&v=2.1&it=r&sid=summon&userGroup=usyd&authCount=1>

- [5] Bush, Tony. (2003). *Theories of educational leadership and management*. London: Sage Publications.
- Carter-Scott & Cherie. (1994). The differences between management and leadership. *Manage*, 46(2), 10.
- [6] <http://search.proquest.com.ezproxy1.library.usyd.edu.au/docview/274267752?pq-origsite=summon>
- [7] Cox, Joyce A. (2016). *Leadership and Management Roles: Challenges and Success Strategies*. *AORN journal*, 104(2), 154-160.
- [8] John P, Kotter. (1990). *Force For Change: How Leadership Differs from Management*. The United States of America: Simon & Schuster Inc.
- [9] DuBrin, Andrew. (2011). *Essentials of management*. Nelson Education.
- [10] Kotterman, James. (2006). *Leadership Versus Management: What's the Difference?*. *The Journal for Quality and Participation*, 29(2), 13-17.
- [11] Kotter, John. P. (2008). *Force for change: How leadership differs from management*. New York, America: Simon and Schuster.
- [12] Michael Maccoby. (2000). *The Human side: Understanding the Difference Between Management and Leadership*. *Research-Technology Management*, 43(1), 57-59.  
<http://www.tandfonline.com/doi/abs/10.1080/08956308.2000.11671333?journalCode=urtm20>
- [13] Peter G. Northouse. (2015). *Introduction to Leadership: Concepts and Practice*. SAGE Publications, Inc, the United States of America: Western Michigan University
- [14] Reynolds, J Gregory & Warfield, Walter H. (2010). *Discerning the Differences Between Managers and leaders*. *The Education Digest*, 75(7), 61-64.  
<http://search.proquest.com.ezproxy1.library.usyd.edu.au/docview/218198433?pq-origsite=summon>
- [15] Solomon, Inoela Gabriela; Costea, Carmen; Nita, Aurel Mircea. (2016). *LEADERSHIP VERSUS MANAGEMENT IN PUBLIC ORGANIZATIONS*. *Economics, Management and Financial Markers*, 11(1), 143-151.  
<http://search.proquest.com.ezproxy1.library.usyd.edu.au/docview/1782998705?pqorigsite=summon>
- [16] Weathersby ,George B. (1999). *Leadership vs management*. *Management Review*, 88(3), 5.  
<http://search.proquest.com/docview/206693751?pq-origsite=gscholar>
- [17] Young, Mike. & Dulewicz, Victor. (2008). *Similarities and Differences between Leadership and Management: High- Performance Competencies in the British Royal Navy*. *British Journal of Management*, 19(1), 17-32.