

## Manager vs. Leader in company growth

As per “contingency” theory, the leader is a key factor. The style selected by a leader in any given situation will depend upon two variables, the personal characteristics of the leader, and how confident that leader is in his/her own abilities. Also as per the “traits” approach, it believes the leaders are born and not mad, consequently the approach highlights six characteristics of the effectiveness of a leader;

1. Supervisory skills: ability to perform successful management duties
2. Occupational achievement: desire for success underpinned
3. Intelligent: effective and efficient use of judgment
4. Decisiveness: clarity and prudence in decision-making
5. Self-assurance: confident in one’s own abilities
6. Initiative: creative and innovative

In the other side, manager’ skills are defined by three types; conceptual, human and technical skills. Where, the three manager’ skills types can be vary from manager to other as per his management level (top, middle, first-line or non-managers). “Style” theories merged the manager style with leadership style. It assumes that employees will work harder for managers who adopt certain styles of leadership.

Also, to get more depth analysis between manager role and leader role, let us discuss the five main dimensions for differentiating between their roles as per “Kotter” and “Daft” approaches. The five dimensions are: direction, alignment, relationships, personal qualities and outcomes.

The **direction** is defining the mechanisms that used by manager or leader. Both used the direction with different concept and aspect. Manager involves setting the direct and supports it with detailed plans, policies, protocols and strategies to make sure that the organization is toward its goals. Also, manager is always focusing on the bottom line and keeping an eye on such level, in order to make sure of the organization direction. On the other hand, leader sets the direction by creating a vision. A vision is a long-term, creative and ambitious organizational mission. Leader is always scanning the environment and looking for opportunity for significant organizational gain.

The **alignment** ensures that all levels of the organization and all people within the organization environment are toward the same direction. Both manager and leader has different believes toward the alignment. Manager involves the people movement to follow the corporate direction through putting a structure and control activities. Manager is always trying to keep people focus on the organizational objective and goal that leads manager to establish boundaries and limitation. In contrast, leader is always focusing on creating a shared culture between people, values and vision. His/her alignment is more esoteric

compared with manager. The people can see the value in doing their practice. Also, controls and boundaries become redundant as people develop the individual skills that leads to reducing the boundaries compared with manager way.

Generally, leaders establish the goals or standard to be met, determine the required behaviors and then put in place a series of economic and/or social transactions to ensure the performance of those behaviors. This type of leader called 'transactional' leader. While, the leaders who create visions that inspire people to transform both the followers and the society at large are called "transformational leaders".

The **relationship** as one of the important to business success today, three aspects stand out: people, influence and goals that define the ability of influence people toward the attainment of goals. Much of the behavioral perspective of the leadership was transferred from the behavioral perspective of management. Theory X and Theory Y assertion being used to demonstrate how a leader's assumptions (about his/her people) influence that ways in which he/she deals with those people. Leadership is a dynamic process and involves the user of power. Also, as per Fiedler's contingency mode, there is mutual trust, mutual respect and open communications regarding the followers of the leader and based on the personal power.

Leader focuses on people and forms a relationship through the organization on a one-to-one basis using coaching style of communication. He/she is always motivating people using coaching techniques and helping the people to grow them and fulfill their potential.

Moreover, the key role of a leader is to motivate people to achieve personal and organizational goals as per "path-goal" theory. It assumes that leader must do two things regarding rewards:

1. clarify the path to the rewards
2. increase those specific rewards that are valued or desired

Manager manages relationships by focusing on the organization output (product or service), hierarchy is the normal direction of his/her relationship with others and is always acting as boss.

One of the critical issues is the **personal qualities** of manager and leader. The manager is largely associated with professionalism and being a source of expert knowledge where people are dealt with him on the basis of information exchange. Manager has a clear picture of the organization way of operation with expert mind and professional talking. In contrast, the personal qualities of a leader are loosely structured around the notion of the individual. A leader always believes that what is he/she aiming, will benefit all the organization and its people. Leader is connected to those around him and has a highly-developed insight into him. Leader is an open mind and good listener through communication and recognizes the potential of the others and rewards the contributions of others (high concern for people – people perspective approach). Moreover, leader encourages creativity and innovation. He/she is using non-conformity as a means of harnessing corporate success.

Finally, **outcomes** as a one of the five dimension, manager is using the traditional direction of controlling the organization. The movement is steered towards the achievement of the business objective and the required goal. Where, goal is well-defined/predicted and most of his/her decisions are based on programmed decisions. In the opposite, outcomes as per leader point of view are less predictable and less clearly defined. Leader is always taking a risk (non-programmed decision) and the outcomes exceed the normal expectations (greater magnitude).