

Leading vs. Managing



DILLARD &
ASSOCIATES

ARE YOU A MANAGER OR A LEADER?

Although you may hear these two terms used interchangeably, they are in fact two completely different positions with different personalities and world views. By learning whether you are more of a leader or a manager, you will gain the insight and self-confidence that comes with knowing more about yourself.

Price: \$0.00

www.dillardandassociates.com | Marcus Dillard/CEO

We are going to take a look at the different personality styles of managers versus leaders, the attitudes each have toward goals, their basic conceptions of what work entails, their relationships with others, and their sense of self (or self-identity) and how it develops. Finally, we will examine leadership development and discover what criterion is necessary for leaders to reach their full potential.

First of all, let's take a look at the difference in Are you a manager or a leader?

Personality *styles between a manager and a leader:*

Managers - emphasize rationality and control, are problem-solvers (focusing on goals, resources, organization structures, or people), often ask "What problems have to be solved, and what are the best ways to achieve results so that people will continue to contribute to this organization?" Their character traits are: **Persistent, tough-minded, hard-working, intelligent, analytical, tolerant, and have goodwill toward others.**

Leaders - are perceived as brilliant, but sometimes lonely, achieve control of themselves before they try to control others, can visualize a purpose and generate value in work. Their character traits are: **Imaginative, passionate, non-conforming risk-takers.**

Attitudes *toward goals:*

Managers - adopt impersonal, almost passive, attitudes toward goals. They decide upon goals based on necessity instead of desire and are therefore deeply tied to their organization's culture. Tend to be **reactive** since they focus on current information.

Leaders - tend to be **active** since they envision and promote their ideas instead of reacting to current situations. They shape ideas instead of responding to them, have a personal orientation toward goals, and provide a vision that alters the way people think about what is desirable, possible, and necessary.

Conceptions *of work:*

Managers - view work as an enabling process, establishes strategies and makes decisions by combining people and ideas. He or She is continually coordinates and balances opposing views, is good at reaching compromises and mediating conflicts between opposing values and perspectives. Acts to limit choice, and tolerates practical, mundane work because of a strong survival instinct which makes them **risk-averse.**

Leaders - develop new approaches to long-standing problems and open issues to new options. He or She uses his or her vision to excite people and only then develop choices which give those images substance. Focuses people on shared ideals and raises their expectations; works from **high-risk** positions because of strong dislike of mundane work.

Relations *with others:*

Managers - prefer working with others, report that solitary activity makes them anxious, are collaborative, maintain a low level of emotional involvement in relationships, attempt to reconcile differences, seek compromises, and establish a balance of power. **Managers relate to people according to the role they play** in a sequence of events or in a decision-making process, focus on how things get done. They maintain controlled, rational, and equitable structures, and may be viewed by others as inscrutable, detached, and manipulative.

Leaders - maintain inner perceptiveness that they can use in their relationships with others. **Leaders relate to people in an intuitive, empathetic way**, focuses on what events and decisions mean to participants, and attract strong feelings of identity and difference or of love and hate. They create systems where human relations may be turbulent, intense, and at times even disorganized.

Self-Identity:

Managers - report that their adjustments to life have been straightforward and that their lives have been more or less peaceful since birth, have a sense of self as a guide to conduct, and attitude which is derived from a feeling of being at home and in harmony with their environment. Managers see themselves as conservators and regulators of an existing order of affairs with which they personally identify and from which they gain rewards. Many report that their role harmonizes with their ideals of responsibility and duty. **Managers perpetuate and strengthen existing institutions, and display a life development process which focuses on socialization.** This socialization process prepares them to guide institutions and maintain the existing balance of social relations.

Leaders - reportedly have not had an easy time of it – their lives are marked by a continual struggle to find some sense of order. They do not take things for granted and are not satisfied with the status quo. Many report that their sense of self is derived from a feeling of profound separateness, may work in organizations, but they never belong to them, report that their sense of self is independent of work roles, memberships, or other social indicators of social identity. **Leaders seek opportunities for change (i.e. technological, political, or ideological), support change, find their purpose is to profoundly alter human, economic, and political relationships, and display a life development process which focuses on personal mastery.** This process compels them to struggle for psychological and social change.

Development of Leadership

As you can see, there are definite strengths and weaknesses in both types of individuals. Managers are very good at maintaining the status quo and adding stability and order to our culture. However, they may not be as good at instigating change and envisioning the future. On the other hand, leaders are very good at stirring people's emotions, raising their expectations, and taking them in new directions (both good and bad). However, like artists and other gifted people, leaders often suffer from neuroses and have a tendency toward self-absorption and preoccupation.

Throughout history, it has been shown again and again that leaders have needed strong one-on-one relationships with teachers whose strengths lie in cultivating talent in order to reach their full potential. If you think you are a leader at heart, find a teacher that you admire - someone who you can connect with and who can help you develop your natural talents and interests. Whether you reach glory status or not, you will grow in ways you never even imagined.

Resource U.S. Commerce Association (USCA)

Wishing you all the best!

Respectfully,
Marcus Dillard/CEO