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## Leadership in Management

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### ABSTRACT

The topics of leadership in Management have attracted considerable interest from both academics and practitioners Organizational Culture. Much of the interest in the two areas is based on explicit and implicit claims that both leadership and Management are linked to organizational performance. Frustration and optimism are found to have a direct influence on performance, and the emotions, frustration and optimism, fully mediate the relationship between transformational leadership and performance. Thus, the effect of transformational leadership style on performance is significant. While the links between leadership and performance and between culture and performance have been examined independently. It examines the nature of this relationship which suggests that the relationship between leadership style and management is mediated by the form of organizational culture that is present. The paper also examines the paradox of leadership and management and draws distinction between the two terms. It finally looks into number of implications for theory and practice.

**Keywords : Leader, Manager, Leadership, Management, employees, etc**

### Introduction

The terms “management” and “leadership” are often interchanged. In fact, many people view them as basically the same thing. Yet management is as distinct from leadership as day is from night. Both are necessary, however, for a high-performance. The terms “management” and “leadership” are often interchanged. In fact, many people view them as basically the same thing. Yet management is as distinct from leadership as day is from night. Both are necessary, however, for a high-performance organization. By contrasting them and understanding their differences, we can better balance and improve these essential roles. One key distinction between management and leadership is that we manage things and lead people. Things include physical assets, processes, and systems. People include customers, external partners, and people throughout our team or organization (or “internal partners”). When dealing with things, we talk about a way of doing. In the people realm, we’re talking about a way of being.

The behavior can be influenced by the exercise of power and authority but merely relying on these elements for desirable behavior in the organization may not bring result to the maximum efficiency. The exercise of power and authority may not be having long-term effect on the motivation of people and they may not be enthusiastic to contribute willingly for the achievement of organizational objectives. Such a willing co-operation can be achieved through right leadership is an essential ingredient for successful organization. The successful organization has one major attribute that sets it apart from unsuccessful organization is dynamic and effective leadership. One of the key qualities of a good leader is to understand leadership styles and know when to change. Each of us has our own unique strengths and weaknesses; sometimes, we need more direction, other times, less. Being able to recognize and respond to these differences is part of what makes a good leader.

### Definition

A Leader is someone in authority to lead others to accomplish a goal(s). A Leader needs to be able to motivate others to accomplish a goal(s) while at the same time encourage others to work toward their own professional goals.

### Leadership and Management

What is leadership, and what is the difference between lead-

ership and management? In a nutshell, the difference is:

- Leadership is setting a new direction or vision for a group that they follow, i.e. a leader is the spearhead for that new direction
- Management controls or directs people/resources in a group according to principles or values that have already been established.

The difference between leadership and management can be illustrated by considering what happens when you have one without the other.

This table summarizes the above (and more) and gives a sense of the differences between being a leader and being a manager. This is, of course, an illustrative characterization, and there is a whole spectrum between either ends of these scales along which each role can range. And many people lead and manage at the same time, and so may display a combination of behaviors.

Subject	Leader	Manager
Essence	Change	Stability
Focus	Leading people	Managing work
Have	Followers	Subordinates
Horizon	Long-term	Short-term
Seeks	Vision	Objectives
Approach	Sets direction	Plans detail
Decision	Facilitates	Makes
Power	Personal charisma	Formal authority
Appeal to	Heart	Head
Energy	Passion	Control
Culture	Shapes	Enacts
Dynamic	Proactive	Reactive
Persuasion	Sell	Tell
Style	Transformational	Transactional
Exchange	Excitement for work	Money for work
Likes	Striving	Action
Wants	Achievement	Results
Risk	Takes	Minimizes

Rules	Breaks	Makes
Conflict	Uses	Avoids
Direction	New roads	Existing roads
Truth	Seeks	Establishes
Concern	What is right	Being right
Credit	Gives	Takes
Blame	Takes	Blames

### Leadership Goals

- Leadership is style is the manner and approach of providing direction, implementing plans, and motivating people.
- Leaders vary their styles. A Leader is not strictly one or another style. Most Leaders use all three styles. One style, however, becomes the dominate one.
- Positive Leaders use rewards (independence, education) to motivate employees.
- Negative Leaders use penalties with employees. These Leaders act domineering and superior with people.

### Leadership without management

It sets a direction or vision that others follow, without considering too much how the new direction is going to be achieved. Other people then have to work hard in the trail that is left behind, picking up the pieces and making it work. It controls resources to maintain the status quo or ensure things happen according to already-established plans.

### Importance of Leadership

Leadership is an important factor for making any type of organizations successful. Throughout the history, it has been recognized that the difference between success and failure, whether in a war, a political movement, a business, or a team game, can be attributed largely to leadership. Motivating the employees, creating confidence, Building morale, etc, are the importance of good leadership.

### Reviews

\*Hershey and Blanchard's Model of Situational Leadership, Going back to the 1970s, the model primarily focuses on the nature of the task as the major variable in choosing your style. In this model, there are four options: telling, selling, participating and delegating.

\*Mohandas k.Gandhi says that Visionary Leadership is "The Roots of our Problems are: Wealth without work, Pleasure without conscience, Knowledge without character, Commerce without morality, Science without humanity, Worship without sacrifice, Politics without principles. It's surprising who few leaders really have a clear view of what is happening socially or economically in their industry, nation or globally.

\*\*"Our knowledge can only be finite, while our ignorance must necessarily be infinite".-Karl Popper, Austrian philosopher.

### Leadership Theories

#### Charismatic Leadership Theory

It is also called great man theory by some, can be traced back to ancient times. They provided some insights of leadership, and subsequent studies based on these insights have suggested that 'a leader is born and is not made'. The Charismatic leader has extremely high levels of self-confidence, dominance, and a strong conviction in the normal righteousness of his/her beliefs, or at least the ability to convince the followers that he/she possesses such confidence and conviction.

#### Trait Theory

Trait approach leadership studies were quite popular between 1930 and 1950. The method of study was to select leaders of eminence and their characteristics were studied. It was the hypothesis that the persons having certain traits could become successful leaders.

#### Behavioral Theory

Behavioral theory of leadership emphasizes that strong lead-

ership is the result of effective role behavior. Leadership is shown by a person's acts more than by his traits. Its major functions are as follows.

- Task-related functions- It is called problem solving functions, relate to providing solutions to the problems faced by the groups, in performing jobs and activities.
- Group maintenance functions- It is called Social functions, relate to actions of mediating disputes and ensuring that individuals feel valued by the group.

### Leadership Style

Power Orientation approach of leadership styles is based on the degree of authority which a leader uses in influencing the behavior of his subordinates. There are three leadership styles

- Autocratic leadership
- Participative leadership
- Free- rein leadership

#### Autocratic Leadership

Tells employees / students what they want done and how to do it (without getting the advice from others). Generally, the style is not a good way to get the best performance from a team.

#### Participative Leadership

It is Democratic style. The Leader involves one or more employees / students in the decision making process (to determine what to do and how to do it).

#### Free-rein Leadership

It is Delegative style. Leaders allow employees / students to make the decisions. Employees / students analyze the situation and determine what needs to be done and how to do it. Leader has little control. He sets priorities and delegates.

#### Strategic Leadership

This is practiced by the military services such as the US army and USA air force and many large corporations. It stresses the competitive nature of running an organization and being able to out fox and outwit the competition.

#### Team Leadership

A few years ago, a large corporation decided that supervisors were no longer needed and those in charges were suddenly made "team leaders." Today, companies have gotten smarter about how to exert effective team leadership, but it still takes leadership to transition a group into a team.

#### Facilitative Leadership

This is a special style that anyone who runs a meeting can employ. Rather than being directive, one using the facilitative leadership style uses a number of indirect communication patterns to help the group reach consensus.

#### The Transformational Leadership style

The primary focus of the transformational leadership style is to make change happen in:

- Our Self,
- Others,
- Groups, and
- Organizations

The transformational style requires a number of different skills and is closely associated with two other leadership styles: charismatic and visionary leadership.

#### Less Common Styles

##### Transactional Leadership

The approach emphasizes getting things done within the umbrella of the status quo; almost in opposition to the goals of the transformational leadership. It's considered to be a "by the book" approach in which the person works within the rules. As such, it's more commonly seen in large, bureaucratic organizations where political considerations are part of daily life.

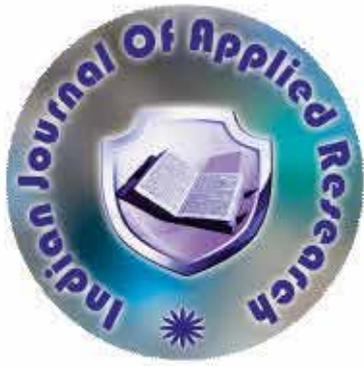
**CONCLUSION**

Leadership Today is the most important thing you do is LEAD your people. Every productive activity on your daily agenda is leadership, regardless of what you call it. You manage, advise, teach, decide, and direct. The list goes on but it's all leading one, what makes a good leader depends on the organizational context. Developing leadership potential involves matching individual talents with organizational need, and building skills that both enhance performance and play to individual

strengths. To investigate this topic further, here are some further readings and resources. Leadership style is crucial to success. We find leadership all around us. Each of us will fill the role ourselves at various times in our lives. Leadership can be found in the world of business, sports, politics, religion and as close as home. Not all of us are born leaders. Well, not all of us are born to be rich and privileged as well. Although it would really take hard work to become rich, the good news is: we could all try to be good leaders!

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