

## Leadership vs. Management: Some Quick Comparisons

<b>Subject</b>	<b>Leader</b>	<b>Manager</b>
<b>Essence</b>	Change	Stability
<b>Focus</b>	Leading people	Managing work
<b>Have</b>	Followers	Subordinates
<b>Horizon</b>	Long-term	Short-term
<b>Seeks</b>	Vision	Objectives
<b>Approach</b>	Sets direction	Plans detail
<b>Decision</b>	Facilitates	Makes
<b>Power</b>	Personal charisma	Formal authority
<b>Appeal to</b>	Heart	Head
<b>Energy</b>	Passion	Control
<b>Dynamic</b>	Proactive	Reactive
<b>Persuasion</b>	Sell	Tell
<b>Style</b>	Transformational	Transactional
<b>Exchange</b>	Excitement for work	Money for work
<b>Likes</b>	Striving	Action
<b>Wants</b>	Achievement	Results
<b>Risk</b>	Takes	Minimizes
<b>Rules</b>	Breaks	Makes
<b>Conflict</b>	Uses	Avoids
<b>Direction</b>	New roads	Existing roads
<b>Truth</b>	Seeks	Establishes
<b>Concern</b>	What is right	Being right
<b>Credit</b>	Gives	Takes
<b>Blame</b>	Takes	Blames

From the ChangingMinds.org website at  
[changingminds.org/disciplines/leadership/articles/manager\\_leader.htm](http://changingminds.org/disciplines/leadership/articles/manager_leader.htm)

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- The manager administers; the leader innovates.
- The manager maintains; the leader develops.
- The manager accepts reality; the leader investigates it.
- The manager focuses on systems and structures; the leader focuses on people.
- The manager relies on control; the leader inspires trust.
- 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 is the classic good soldier; the leader is his or her own person.

From Warren Bennis, "Learning to Lead: A Workbook on Becoming a Leader," Perseus Books/Addison Wesley, 1997, p. 9.