

## **The Differences between Leadership and Management, *by Brenda Cook Petrillo***

I have learned that leadership and management are crucially different and there are vital functions that each role plays. In my opinion, leaders are not the people at the top of the organizational chart and managers aren't the people in the middle of the chart, and individual contributors, subject matter experts, and/or "worker bees" aren't everyone else. Leadership doesn't only consist of extraordinary personality traits such as charisma. These are common leadership misconceptions.

I believe management is a set of processes, best practices, and deliverables that produces order and consistency encompassing activities such as planning, organizing, coordinating, budgeting, recruiting and staffing, monitoring, controlling, and measuring performance, and problem-solving. These functions of management drive productivity. These management activities are complex and often underestimated. While management is crucial, it is not leadership.

Leadership on the other hand produces change and movement. Leadership establishes direction, creates vision, thinks beyond problems, motivates and inspires people to convert challenges into opportunities. Leadership is not about personality traits or attributes – it's about behavior. In a culturally diverse global economy, leadership is needed from more and more people throughout the organization – not just from those at the top.

Both management and leadership are essential if an organization is to grow and prosper. While management and leadership serve different; yet essential functions – one attribute cannot be replaced with the other. Organizations need both outstanding management and outstanding leadership.

If an organization has strong management without leadership, the outcome can be stifling and bureaucratic. Conversely, if any organization has strong leadership without management, the outcome can be meaningless or misdirected change for change's sake. To be effective, organizations need to grow both competent at management and skilled leadership. Leadership and management are vastly different, but in order to be effective – you cannot have one without the other.