

Different functions between leadership and management in today's enterprises

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ABSTRACT. *In today's enterprise, organizations need to synchronize with strong management and leadership to achieve optimal results. And although they have similarities and cannot be completely separated, managers and leaders can be considered different positions. Companies need to clarify similarities and differences between two positions to develop right employment and operations plan*

KEYWORDS: *management function, leadership function*

1. Introduction

In workplace today, organization needs both strong management and leadership to achieve optimal effectiveness (Lunenburg, 2011)[3]. This essay will talk about what extent they overlap in enterprise.

2. Functions of manager and leader

Broadly speaking, management is defined as exercise of administrative, executive and supervisory direction of a group or organization (Ricketts, 2008). Fayol suggests duties of manager should be divided into five categories, which are planning, organizing, commanding, coordination and control. Drucker identified three tasks of management. First task is carrying out specific purpose and mission of organization. Second is making work effective and up to standard. The third is managing social impacts and social responsibilities. Five basic operations are also supposed, which are setting objectives, organizing, motivating and communicating, measuring and developing people (Brooks, 2009)[2].

Leadership is the process by which a person affects a group of people to achieve a common goal (Lunenburg, 2011). Theories of leadership can be divided into trait theories, functional or group theories, behavioral theories, contingency theories and contemporary theories (McKenna, 2006)[3]. Behavioral theories mainly show different types of leadership behavior styles. This theory includes Mullin's three styles which are autocratic, democratic and laissez-faire, and Likert's four styles which are exploitative authoritative, benevolent authoritative, consultative and participative[4]. Contemporary theories include two forms of leadership.

Transactional leadership is about relatively stable management, while transformational leadership means change and mobility (Brooks, 2009).

3. Overlap and difference between manager and leader

The job managers and leaders do in workplace today has overlap place. These similarities are reflected in their tasks and performance. Firstly, both manager and leader have duties to set and lead to achieve objective for their company. From Fayol's theory, managers formulate a plan for future. Both leadership of behavioral theories and transformation leadership show that leaders need to make a decision on general direction of organization. The second is motivation. As theories which Drucker proposed, manager should motivated member to work step-by-step in the process of completing the goal. Also in leadership theories, leader of benevolent authoritative, consultative and participative type all motivate and inspire subordinates.

However, managers and leaders also do significant different jobs in today workplace.

Firstly, managers and leaders have different functions and tasks. As what Fayol and Drucker put forward, jobs which managers do are specific and detailed. And it can be seen from behavioral theories that jobs of leadership aim to make decisions about direction of organization and to guide followers - no matter what types of leadership they have. For instance, in 2015, Virgin Atlantic developed a new in-flight entertainment system to address issue of having to shut down electronics on board'(Clarkson, 2015)[5], which influence by Richard Branson's 'rule breaker' leadership (Schawbel, 2014).

Secondly, their purpose of work are different. According to Fayol's theories, managers need to command activities of employees, take control of work process and intervene in the wrong decision. In contrast, as contemporary theories show, transformational leaders work to bring innovation and development to the company. The example of Larry Page, the CEO of Google also can support this view. When Larry Page returned to Google, he brought many changes and innovations. He rolled out a new social network, Google + (Manjoo, 2012).

In addition, how they set the goals and their attitudes to the goals are all different. As Drucker's theory shows, managers should fulfill purpose and mission of organisation. That means decisions managers make are more dependent on current situation and overall direction which set by leader. Managers set goals passively to cater a premise. Decision made by manager is more passive or non-personal while leader's is more active. Leaders tend to shape their own thoughts rather than respond to others' thoughts.

4. Conclusion

The roles of managers and leaders are coincident. They all set, achieve goals and

motivate subordinates. But managers do more detailed work directly, and their goals are passive and depending on the company's overall goals. Instead, leaders set the company's macro goals and they are more proactive. So, there are significant differences between these two positions. And although they have similarities, similarities are only found in a small part of the tasks of manager and leadership. Today's companies should define the division and functions of the two positions to for efficient employment and operation.

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