

**Your topic:** Question; Compare and contrast the following three statements: John Kotter: 'Leadership and management are different but they are complementary', Peter F. Drucker: 'Management is doing things right-Leadership is doing the right things' Warren Dennis: 'To survive in the 21st century we are going to need a new generation of leaders-leaders, not managers'. Evaluate whether the above approaches offer practical guidance regarding leadership nowadays considering the various new trends in leadership and management.

**Your topic's description:** The topic is LEADERSHIP AND DECISION MAKING. Task: to address the specific topic that is mentioned above, creatively synthesizing information from various sources.

**Your desired style of citation:** Harvard

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## Leadership and Decision Making

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### *Introduction*

Leadership and management are terms that are distinctive but not essentially different in the modern management environment. By this is meant that while management is seen as a skill, leadership on the other hand is more appropriately understood as a quality (Bertocci, 2009). This distinction is important as this means, that both leadership and management are needed in the modern business environment, as well as other areas of management expertise. At the same time it must be re-stressed that the two terms should not be unduly conflated and confused.

### *Discussion*

In today's business world a manager cannot just be a leader, he has to be an authoritative voice as well and that is where the managerial function of directing stems from (Wu, 2013). We see this in the more senior management roles though it is important to note that leadership is one important component of the directing function. Having mentioned that, there are some instances where leadership is not required especially with the case of self motivated groups which may not necessarily require a single leader. The fact that a leader is not always required goes to show that in most cases leadership is just an asset and is not essential.

John Kotter stated that 'Leadership and management are different but they are complementary'. It can be understood by this statement that leadership and management have their own functions and characteristic behaviour. For unstable and difficult business environment both are very necessary for success. Strong leadership with weak management is no better, and is sometimes actually worse, than the reverse (Kotter, 1999). Kotter's statement emphasizes that through balancing roles management and leadership organization can achieve anything

Managers are generally individuals that are nominated by organizations. In most cases, managers gain authority through rank or position. Thus through the legitimate power that is allows them to dictate, reward and punish their subordinates. Thus their ability to succeed and influence is mostly based on their formal authority which means managers tells their subordinates what to do and what functions to perform (Kotter, 1999). Subordinates in turn perform this function in fear of retribution or perform activities because they have been promised a reward (at minimum their salary) for doing so. Thus managers have power through the formal authority and position.

On the other hand, leaders may either be appointed or they may emerge from within a group. They gain authority by influence and charisma. In stark contrast their authority comes from the followers. Leaders can influence others to perform beyond the actions dictated by formal authority (Kotter, 1999). Leadership therefore becomes a relationship in which one person influences the behaviours of others willingly without having to use coercion.

However, companies today face great challenges which emerge from the vast changes in the world of technology, markets, consumerism, and competition worldwide. Organizations are then demanded to innovate their strategies and consistently reassess their core values therefore creating or developing other means of becoming productive (Kotter, 1999). The major challenge for most managers is that their function requires them to help people make a smooth transition into unfamiliar territory – which is an aspect that in fact relates to leadership rather than conventional notions of management.

The major difference between management and leadership is that; ‘things’ are managed by management on the other hand leadership guide people (Wu, 2013). Physical assets, processes

and systems are included in 'things'. Employees, external and internal associates, customers are included in 'people' (Kotter, 1999).

Just like John Kotter similar point of view is shared by Peter F. Drucker stating that 'Management is doing things right-Leadership is doing the right things'. By this quote Drucker means that management and leadership are different and doing right on their path. Drucker describe that leadership goes about as an apparatus in settling on the best game plan to take-what are the things that ought to be carried out to achieve our targets? Yet as per Drucker's logic, leadership is solid and efficacious (Drucker, 2012). By 'doing the right things', he implied that adequate authority is acknowledging the organization's mission, depicting it and unabashedly making it. It is a guide's work to set clear objectives for the organization and demarcate the measures would have done well to be supported while realizing the objectives. Drucker outlines leadership as unromantic and exhausting. Its substance lies in execution. Viable guides continue checking their execution against the accomplishment of their objectives. This practice helps them to dissect their decisions and choose what is imperative and necessities quick consideration (Collins, 2011). It likewise supports them in recognizing their qualities and distinguishing their shortcomings.

Management as an organization has risen quickly and has had an enormous effect in this way. It has changed the social and budgetary structure of the improved nations (Drucker, 2012). It has likewise swayed nations which took an interest in these economies as equivalent. Not many executives distinguish the gigantic drive that management has.

Consistent with Drucker, management takes after leadership. No techniques and trick are involved in it. Management, with its triumphs and issues, is fairly dependent upon a couple of

fundamental standards: management is about individuals. It is a basic, figuring out variable for conglomeration which educates individuals to perform with collaboration, gain by their qualities and disregard their shortcomings. Responsibility to regular objectives is crucial for any undertaking to capacity efficaciously. Clear goals demarcating a normal vision is an essential to its triumph (Wu, 2013). A chief is required to think deliberately then after that set targets, objectives and the qualities to be exhibited which he can later characterize (Drucker, 2012)..

When the manager has recognized an overall adjusted mission explanation and objectives and imparted it successfully at each level of the conglomeration, there is an exceptional risk that the step will succeed. This is in light of the fact that all workers will have an ability to read a compass which will make them point at a regular goal. Development and improvement of the venture and each of its parts additionally comes about because of management. Preparing and improvement ought to be made on all levels of organization. Managers who grasp these standards and receive them in their game plan will improve into attaining supervisors (Collins, 2011). Therefore by doing the right things, Drucker implied that an ideal director is one who finishes things productively. Drucker at first accepted that there must be one overall outlined approach to supervise individuals.

One or the other way, both Kotter and Drucker acknowledge role of management and leadership in organization. Both agree that management and leadership have different roles to play because both are very important as they interlinked to each other for successful outcome. But role of management is disregarded by Warren Dennis in his statement that ‘To survive in the 21<sup>st</sup> century we are going to need a new generation of leaders-leaders, not managers’.

Unlike Kotter and Drucker, Dennis emphasizes that, given the nature and consistency of progress and the transnational tests confronting business leadership, the key to making the right

decisions will hail from comprehension and exemplifying the leadership qualities fundamental to succeed in unstable and irregular worldwide economy. Dennis highlights that in 21<sup>st</sup> century difference will only made by leaders not managers. Contrasting from Kotter and Drucker, that management role is similar like leadership in organization; Dennis thinks that leadership role is totally different and important than management. Leaders overcome the unstable or unpredictable situation, chaos, confusing surrounding, on the other hand managers just give up in such situation and look up to leaders for next step. There are also some significant difference in leaders and managers (Bennis, 1989). For example: mostly work is innovated by leaders and managers just administer it, leader develops the task and manager just maintain it, people are focus by leader whereas systems and structure are main focus of manager, long-ranger perspective is owned by leader while manager have limited range view, etc (Bennis, 1989).

Leaders always has clear vision personally and professionally of things they need and they are strong to face any setbacks, even if its failures. Leaders always know their path and reason for choosing that path. Leaders emerge by being distinctive. Assumptions are questions by the leaders and they are also doubtful of ritual. They search out reality and settle on choices dependent upon actuality, not partiality. Regularly with minor gathers, it is not the manager who develops as the pioneer (Bennis, 1989). By Dennis statement it can be easily understood that organization can achieve its goal by having a leader who is focus and motivate his/her team.

### *Conclusion*

By exploring quotes of John Kotter, Peter F. Drucker and Warren Dennis, one can easily understand importance of leadership and management. While Kotter and Drucker quotes somehow how agrees that, for successful organization both management and leadership are very

important. Both roles involve working with people; require effective goal management as well as influence. Although both roles share many similarities, at the same time they can be considered very different. Managers are usually perceived as those that produce order and consistency while leaders produce change and movement. But Dennis quote disagrees with manager role in future. He believes that organization only need strong leader with more personality trait. John Kotter, Peter F. Drucker and Warren Dennis all three have contributed significantly in particular field and none of their statement can be overlooked.



## References

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