

# Management principles



**ASSIGN  
BUSTER**

A leader and a manager. Leadership is one of the competencies that managers should possess; however, leaders are different from managers. For example, Thornton states, ' the difference between managers and leaders is similar to the difference between architects and general contractors' (2003, p. 1). In the present discourse, this difference is illustrated by quote the examples of two individuals in my firm that include my team leader and his manager by designation. From the staff's perspective, their supervisor is the team leader assigned to the team. This leader is actively involved in coaching, training, directing and supervising the team members' performance. The team leader appreciates and recognizes good performance on a regular basis. Moreover, he provides feedback to the people that do not perform well or achieve the required targets. This team leader reports to a manager. The manager provides targets and directs what tasks to be performed. Very often, the manager takes all decisions related to work and staff members. The monthly and yearly targets and goals are decided by the manager. Although the manager monitors the work, he is not proactive in appreciating or rewarding good performance. The manager holds all authority in distribution and control of stationery and other facilities related stuff. Keen observation reveals that the team leader follows situational leadership style, as proposed by Hersey and Blanchard (Schermerhorn, 2009). The team leader keeps changing his style according to the situation. For example, he trains and coaches team members on the job and continuously monitors and encourages so that they achieve the required targets. He appreciates those that achieve or exceed their performance targets. He also delegates extra responsibilities to the good performers so that they are motivated. He involves all team members in important

discussions related to work and/or tasks assigned by the manager. The manager's style is more authoritarian type because the manager seems to keep most of the authority to himself and hardly involves the team leader or others in most of the decision making. The manager seems to have the habit of giving orders and taking charge of work and getting it done. He is very quick in decision making whenever required. Autocratic managers not delegate responsibilities and decision making due to lack of trust (Calvery, Coles & Bailey, 1995). This manager does not invite or encourage feedback from others, as evidenced in couple of meetings. In this style of management, tasks are accomplished with the use of authority and power. This management style is best suitable when quick decision need to be made and while dealing with inexperienced workers (Calvert, Coles & Bailey, 1995). Individuals reporting to this manager do not seem to be motivated because the manager does not encourage their input. Such individuals have limited learning. The positive aspects of the manager are courage, confidence, and strength; the manager does quick planning and decision making, with minimal involvement of others and has high control over other staff members. To sum up, the leader leads by guiding, coaching, encouraging, motivating and monitoring the team members, whereas the manager manages by planning, controlling, monitoring work and people.

References Calvert, R. E, Coles, C. H and Baile, G. J. 1995. Introduction to building management. 6th ed. USA: Butterworth Heinemann publishing.

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