

Leadership

Management and leadership are not synonymous and both are needed for an organization to succeed. While a manager must deal with planning, organizing, and controlling, the act of leadership is a separate function of management in which a manager must also address coping with change.² In *A Force for Change*, author John Kotter, separates the role of a leader from that of a manager:

[G]ood leaders produce important, positive change by providing vision, aligning people's efforts with the organization's direction, and keeping people focused on the mission and vision by motivating and inspiring them. Good leadership, like good management, helps an organization to succeed.³

Leadership is also the ability to influence others and is dependent upon whether the leader possesses that which followers seek. Leadership can be classified as either transactional leadership or transformational leadership.

The research of J.M. Burns showed that transactional leaders lead by understanding the underlying principles of management and then applying those principles in the workplace; a transactional leader will guide followers to achieve organizational goals.⁴ Transactional leaders guide and motivate their followers in the direction of established goals by clarifying roles and task requirements. Thus, transactional leaders define the purpose of the organization's existence to followers and then provide them with the plans and means to attain goals.

Bennis and Nanus studied ninety top leaders and determined that transactional leaders differed from transformational leaders.⁵ Transformational leaders channel the efforts of those in the organization by ensuring followers are aware of the issues, paying attention to the concerns of followers, and inspiring followers to achieve organizational goals. Tichy and Devanna identified many characteristics of the transformational leader: perceived visionary, risk taker, confidence in the organization's personnel, communicator of organizational goals, high learning curve, and able to handle complex and uncertain issues.⁶

Transformational leaders exhibit charisma, the ability to affect followers and inspire extraordinary accomplishment. Charismatic leaders have a vision, take risks to make their visions a reality, and are sensitive to the needs of followers. Followers of a charismatic leader are stimulated to exceptional performance and satisfaction.⁷

Effective transformational leaders rely on the expression of feelings to help convey a message; therefore, they should possess a high level of emotional intelligence. Emotional intelligence is the ability of an individual to detect the emotional cues of others and adapt his or her feelings and behaviors accordingly. Emotional intelligence consists of five dimensions:

1. Self awareness—being aware of what one is feeling.
2. Self management—the ability to manage one's emotions and impulses accordingly.
3. Self motivation—the ability to persist in the face of adversity.
4. Empathy—being able to feel another's pain or suffering.
5. Social skills—the ability to communicate effectively with others.⁸

The terms manager and leader refer to different skills and abilities. Although managers are often considered leaders, they may only direct an organization's day to day activities and not act as a change agent within the organization. Similarly, even without having a position of authority, one can be a leader, based on a special skill or knowledge. Management is

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