

Difference between Management and Leadership: A Case Study

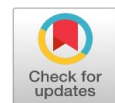
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Abstract: In this paper our research purpose is to study the difference between management and leadership through a case study, by presenting a management situation in a company and by studying the facts in this situation, the events in this situation, the analysis of these facts and events, and the learned lessons from this case study. In fact, we analyze in this case study the managerial situation especially for a manager X in our case study, who had some flaws in his style of management lacking of leadership. We learn some general and specific lessons in relation to our studied managerial situation. Our methodology will be based on collection of facts and events of a case study and also based on analysis and interpretation of this case study by proposing multiple improvements of this managerial situation especially for the manager X and by combining his management skills with his leadership skills. We find through this case study the main differences between the management and the leadership. Also we illustrate in this paper the interest to combine leadership skills with management skills for the manager X in our studied managerial situation and to adapt the management styles for the manager X according to the managerial situation. We find in this paper an essential difference between leadership and management which is captured: Leadership is setting a new direction or vision for a group that they follow: a leader is the spearhead for that new direction. Leadership is about aligning people to the vision that means buy-in and communication, motivation and inspiration. Management controls or directs people/resources in a group according to principles or values that have been established. Management is a set of processes that keep an organization functioning. The processes are about planning, budgeting, staffing, clarifying jobs, measuring performance, and problem-solving when results did not go to plan.

Keywords: Leadership, Leadership styles, Management

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INTRODUCTION

In this paper, we will provide a description of a managerial situation in a company in terms of facts and events, then we will conduct an analysis of this situation by using the concepts of leadership and management. Also we will describe the lessons learned through this experience those we aim to apply. Our following analysis proposes multiple improvements of this managerial situation especially for the manager X by combining his management skills with his leadership skills. We show through a case study the main differences between the management and the leadership. Leadership is prior to management, it is define as the ability to influence. The Leadership is accessible to all. Ideally, the leader is one who, from all sources influence, favors learning from others of the quality of its own conduct. And thanks to the identification of its own behavior on the part of others he managed to maximize its influence, that is to say, to ask little to get what he wants. It is through behavior that a manager can access to leadership. Leadership is the ability to guide, direct, orient, decide and synthesize if necessary, to communicate, decide. Leading does not mean to show outrageous power. The leader has enough personal dimension to step back, a distance that ensures its lucidity. He must be aware of its power, knowing the needs and knowing the limits that are personal to him. The manager can develop, encourage, and can allow everyone to express themselves, to be proactive, to integrate the objectives and give permission to develop,

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optimize skills. The manager of the team fixes goals. He will guide his employees towards these goals. He has knowledge, but not all knowledge. In fact, there is an essential difference between leadership and management which is captured: Leadership is setting a new direction or vision for a group that they follow: a leader is the spearhead for that new direction. According to [O'Reilly, Caldwell, Chatman, Lapid, and Self \(2010\)](#); [Anggraini, Hereyanto., and Bhakti \(2017\)](#), leadership is about aligning people to the vision that means buy-in and communication, motivation and inspiration. Management controls or directs people/resources in a group according to principles or values that have been established. Management is a set of processes that keep an organization functioning. The processes are about planning, budgeting, staffing, clarifying jobs, measuring performance, and problem-solving when results did not go to plan. The difference between leadership and management can be illustrated by considering instances when there is one without the other. Leadership without management sets a direction or vision that others follow, without considering how the new direction is going to be achieved. Management without leadership controls resources to maintain the status quo or ensure things happen according to already-established plans. However, a referee does not usually provide “leadership” because there is no new change, no new direction. There are many different types of leadership (or management) style. Different situations, groups, or cultures, may require the use of different styles in order to set a direction or ensure that it is followed. A manager is the member of an organization with the responsibility of carrying out the four important functions of management: planning, organizing, leading, and controlling. But all managers are leaders? Most managers also tend to be leaders, but only if they also adequately carry out the leadership responsibilities of management, which include communication, motivation, providing inspiration and guidance, and encouraging employees to rise to a higher level of productivity. Unfortunately, not all managers are leaders ([Bharadwaj, 2009](#); [Bo Shing & Xiaodie, 2017](#)). Some managers have poor leadership qualities, and employees follow orders from their managers because they are obligated to do so-not necessarily because they are influenced or inspired by the leader. Managerial duties are usually a formal part of a job description; subordinates follow as a result of the professional title or designation. Manager's focus is to meet organizational goals and objectives; they typically do not take much else into consideration. Managers are held responsible for their actions, as well as for the actions of their subordinates. With the title comes the authority and the privilege to promote, hire, fire, discipline, or reward employees based on their performance and behavior.

According to [Rodrigo \(2012\)](#), the primary difference between management and leadership is that leaders don't necessarily hold or occupy a management position. Simply put, a leader doesn't have to be an authority figure in the organization; a leader can be anyone. Unlike managers, leaders are followed because of their personality, behavior, and beliefs. A leader personally invests in tasks and projects and demonstrates a high level of passion for work. Leaders take a great deal of interest in the success of their followers, enabling them to reach their goals to satisfaction those are not necessarily to be replaced by organizational goals. There isn't always tangible or formal power that a leader possesses over his followers. Temporary power is awarded to a leader and can be conditional based on the ability of the leader to continually inspire and motivate their followers. Being a manager and a leader at the same time is a viable concept. What are the standout differences between the two roles?

- According to [Budak and Kar \(2014\)](#), the leader of the team comes up with the new ideas, the organization's shift or transition to a forward-thinking phase. A leader always has his or her eyes set on the horizon, developing new techniques and strategies for the organization. A leader has immense knowledge of all the current trends, advancements, and skillsets and has clarity of purpose and vision. By contrast, a manager is someone who generally only maintains what is already established. A manager needs to watch the bottom line while controlling employees and workflow in the organization and preventing any kind of chaos.

- According to [Budak and Kar \(2014\)](#), a leader is a person who pushes employees to do their best and knows how to set an appropriate pace and tempo for the rest of the group. Managers, on the other hand, are required by their job description to establish control over employees which, in turn, help them develop their own assets to bring out their best. Thus, managers have to understand their subordinates well to do their job effectively.

- According to [Budak and Kar \(2014\)](#), good leadership requires a great deal of good judgment, especially when it comes to the ability to stand up to senior management over a point of concern or if there is an aspect in need of improvement. If a company goes through a rough patch, a leader will be the one who will stand up and ask the question: “What did we learn from this?” Managers, however, are not required to assess and analyze failures. Their job description emphasizes asking the questions “how” and “when,” which usually helps them make sure that plans are properly executed. They tend to accept the status quo exactly the way it is and do not attempt a change.

Research Objectives

1. To study the difference between management and leadership through a case study, by presenting a management situation in a company and by studying the facts in this situation and the events in this situation.
2. To analyze in this case study the managerial situation especially for a manager X in our case study, who had some flaws in his style of management lacking of leadership.

LITERATURE REVIEW

In this study, we will study and analyze the concepts of doing management and leadership and literature review shown as follows:

Concept of Management

According to [Santori \(2015\)](#), management basically is the task of planning, coordinating, motivating and controlling the efforts of other towards the goals and objectives of the organization. According to this concept, management is what a manager does (planning, executing, and controlling). According to this concept, Management is the art of getting things done through and with people in organized groups. It is the art of creating an environment in which people can perform and individuals could cooperate towards attaining of group goals. It is an art of removing blanks to such performance a way of optimizing efficiency in reaching goals. According to this concept, management is the art and science of preparing, organizing, directing human efforts applied to control the forces and utilize the materials of nature for the benefits to man ([Rezaei, 2017](#); [Silahtaroglu & Vardarler, 2016](#)). According to this concept, management may be defined as the art of securing maximum prosperity with a minimum effort so as to secure maximum prosperity and happiness for both employer and employee and provide best services thereby. According to this concept, management is the coordination of human and material resources towards the achievement of organizational objectives as well as the organization of the productive functions essential for achieving stated or accepted economic goal. These above definition of management, given by different writers and authorities, are found giving different senses. Virtually, the five concepts are found developed by the authorities emphasizing in different aspects. However, it has been realized by many that it will not be fair to define management based upon any one aspect. Management can be taken as process-managerial process or social process either engage in planning, organizing, staffing, directing and controlling or mobilizing the group activities to achieve the corporate goals.

Concept of leadership

According to [Santori \(2015\)](#), good leaders are made, not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience. To inspire your workers into higher levels of teamwork, there are certain things you must be, know, and, do. These do not often come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills. Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. A process whereby an individual influences a group of individuals to achieve a common goal. Leadership is inspiring others to pursue your vision within the parameters you set, to the extent that it becomes a shared effort, a shared vision, and a shared success. Leadership is a process of social influence, which maximizes the efforts of others, towards

the achievement of a goal. Leaders carry out this process by applying their leadership knowledge and skills. This is called Process Leadership. However, we know that we have traits that can influence our actions. This is called Trait Leadership, in that it was once common to believe that leaders were born rather than made. While leadership is learned, a leader's skills and knowledge can be influenced by his or hers attributes or traits, such as beliefs, values, ethics, and character. Knowledge and skills contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make him or her unique. A leader must have an honest understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader or someone else who determines if the leader is successful. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.

Our research also pointed to five leadership skills where practice was particularly important. These are not mysterious and certainly aren't new. However, the leaders we talked with emphasized that these fundamental skills really matter. Aspiring leaders should focus on practicing these essential basics:

- Shape a vision that is exciting and challenging for the team (or division/unit/organization).
- Translate that vision into a clear strategy about what actions to take, and what not to do.
- Recruit, develop, and reward a team of great people to carry out the strategy.
- Focus on measurable results.
- Foster innovation and learning to sustain the team (or organization) and grow new leaders.

Existing Case Studies

In the following we find case studies on management and leadership:

In 2018 on Project Management Institute web site, a case study about "How DEWA Increased Efficiencies and Value Using Streamlined Project Management Processes", also a case study about "IBM Strengthens Focus on Professional Project Management" and also a case study about "AstraZeneca Creates a Culture of Agility and Innovation". In [Vivek and Vasanthi \(2009\)](#) a case study about "Rational vs Intuitive Decision Making: Dilemma at Nemesis". In [Srikanth and Vasanthi \(2009\)](#) a case study about "Behaviour Modification and Learning Systems at Choc-Delight". In [S. Kumar and Chaudhuri \(2009\)](#) a case study about "Leadership Conundrum: Nike after Knight". In [Gayatri and Madhav \(2000\)](#) a case study about "Team Building at MindTree Consulting". In [Mandal, Syed, and Chakraborty \(2010\)](#) a case study about "Work Life Balance Initiatives at Infosys: Stress Buster for Employees?". In [Dadhwal, Thadamalla, and Suresh \(2010\)](#) a case study about "Tackling Workplace Obesity: An Ethical Dilemma for the US Employers". In [Dwivedula and Jayakumar \(2010\)](#) a case study about "What Employees Want?-Job Design in Action". In [Srikanth and Vasanthi \(2009\)](#) a case study about "Employee Engagement Employer and Employee's Delight". In [Reavis \(2019\)](#) a case study about "Turnaround and Transformation: Leadership and Risk at Boston's Institute of Contemporary Art". In [Hafrey and Reavis \(2010\)](#) a case study about "Management Principles and the Washington, DC Public Schools". In [Minahan and Reavis \(2011\)](#) a case study about "Harry Markham's Loyalty Dilemma". In [Ancona and Caldwell \(2010\)](#) a case study about "Chris Peterson at DSS Consulting". In [Ingersoll, Locke, and Reavis \(2012\)](#) a case study about "BP and the Deepwater Horizon Disaster of 2010". In [Iyengar and Chaudhuri \(2004\)](#) a case study about "The Evolution of Toyota Production System". In [Dutta and Srikanth \(2004\)](#) a case study about "BAA's T5: Novel Project Management". In [Ramaseshan & Dhar, \(2006\)](#) a case study about "Automobile Safety: Japanese Manufacturers Lead the Way". In [Datta \(2009\)](#) a case study about "CISCO Systems: Implementing Customized ERP in Nine Months". In [Sen \(2009\)](#) a case study about "Efficient Project Management at TransWorks Information Services". In [M. Kumar \(2012\)](#) a case study about "ISRO: Managing Programs and Projects". In [Gabbita and Gonela \(2012\)](#) a case study about "sampling the population favourite". In [Bharadwaj \(2009\)](#) Bharadwaj (2009) a case study about "Ascertaining customer satisfaction". In [Muthukumar and Vemulavada \(2009\)](#) a case study about "Customer satisfaction with DTH services in India". In [Muthukumar \(2009\)](#) a case study about "Dilemma of a Sales Executive".

RESEARCH METHODOLOGY

Case study: Collect Facts and Events

In a company we have a team of engineers, where X was the team manager and Y was the director of the team. There was no project leader on this team but engineers orchestrating their development work by providing specifications and within realization. This manager X was not specialized in the technical aspect, he had no technical experience in the job. He was not one who met all the technical issues. Y, the director of the team had the mastery of the technical aspects of the work and great technical experience. So it is Y that meets the technical issues instead of X and in this case there was no technical leader in the team.

X was the manager of the team of engineers, so it made sense to manage the work of this team engineers, set up goals and ensure they are completed. In addition, X serves as the interface with the director of the engineering team that was at the same time technical leader of this team. We noticed that the manager uses X exaggerated directive style as a way to manage the team activities and it does not take into account the competences and the autonomy of the team members or their professional maturity. It adopts very directive style (autocratic style) and oriented undirected people productivity. In addition, the manager X does not adapt its management style with this team according to the managerial situation.

Case study: Analysis and Interpretation

The logical, analytical capacity, strategic vision are important qualities for a manager. Obviously, a manager must know how to organize, reflect. But what qualities emotional, human manager. A manager is above all a human being who lives, embodies what he thinks, what he says.

The observed dysfunctions

From our observations of this managerial situation we find that many times with team members, the manager X is afraid to lose its place. This fear leads to excessive exercise of power. I think it is better for the manager to have X reporting, to control things differently. If he uses this reporting to sharing purposes, exchange, and then it will foster collective learning and team cohesion.

The management concerned with productivity and people

The manager X adopts a management style affected only by productivity. Which is long-term binding for his team and will have long-term negative consequences for his team. The effectiveness of this management style adopted is the result of an environment human intervenes at least in the work. Hence the suggestion for the manager X to adopt a management style concerned by people as well as by productivity: According to [Al-Hamdan, Nussera, and Masa'deh \(2016\)](#), A management style in which the performance of work resulting from the involvement of employees and interdependence leads them to converge to a common issue, or a balanced management style in which adequate performance is obtained through a balance between the need for performers while maintaining the moral of the people at a satisfactory level.

The balance of management for a successful team

The manager X does not adopt a balanced management between productivity and people, and he has not an effective strategy for long-term team. Indeed, in the following figure leadership is represented by a bicycle that must be balanced to move forward and have a successful team. In the following figure, we see that the Leadership is based on a strategy, a vision and a mission in order to achieve goals and meet expectations. It can be oriented to customers (more concentration on productivity) or oriented to people (more concentration on team members) or can be a compromise of these two approaches (and it will be balanced). The main elements of leadership are the boss and team members. Communication between them and their customers, and return (feedback) of their clients or team members.

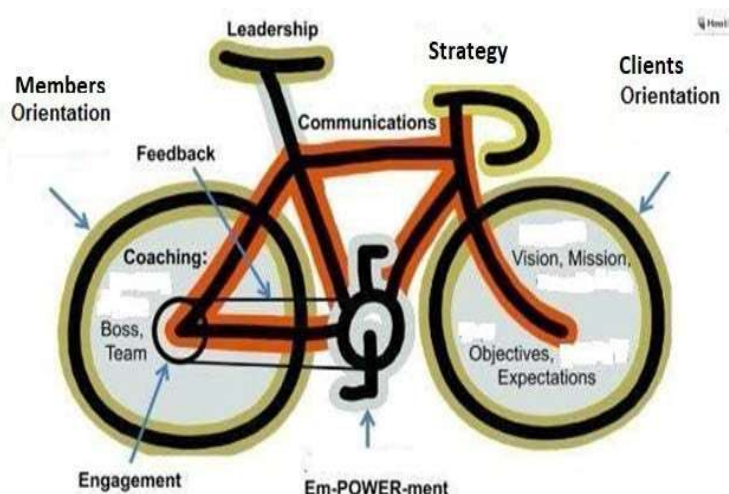


Figure 1. Balance of management

Adaptation of management depending on the situation: Situational management

The manager X does not change his style according to the situation and according to the skills of his team member or their degree of autonomy. Indeed, every manager has a predominant management style. The predominant style is not effective in all contexts. According to [Al-Hamdan et al. \(2016\)](#), the situational management aims to identify levels of employee development to adapt its management style. It therefore takes account both people and situations to make the most of the energy expended and maximize the result of the team members.

The directive management style aims those employees will be effective. He is more particularly directed towards the task at hand.

The persuasive management style explains a lot. He argues, is trying to convince. It unites, encourages, supports, promotes.

The participative management style aims those employees will be stakeholders. It mobilizes, implies, and proof to be open.

The delegate management style is less present, it trusts, the employees. It shows the tasks and results to be achieved and leaves the employees implement their own action plans and their own methods.

In the following figure shows that each management style S (i) corresponds to a degree autonomy A (i) and at a level of competence (level of maturity).

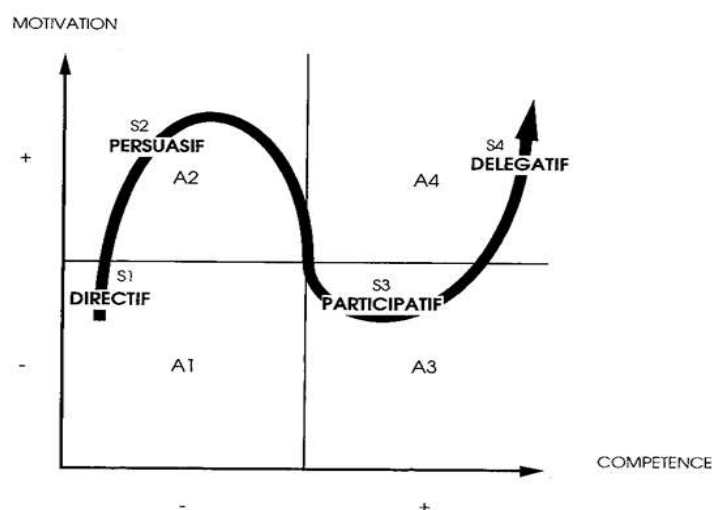


Figure 2. Management styles

Appropriate situations for each management style

For the directive style: if there is an emergency, if the issue is important, if there is need to structure, whether employees are not autonomous.

For the persuasive style: to encourage a fragile employee, to explain well the reason of a decision and to motivate employees.

For the participative style: to propose to solve all the problems not decisions, to listen very different proposals, and for negotiating an action plan.

For delegate style: if the manager is sure of the quality of autonomy of its employees, if the means and the information to a good result are given.

Unsuitable conditions for each management style

For the directive style: if the manager minimizes the autonomy of a collaborator. For the persuasive style: if the manager hides the truth by good words, if the manager infantilizes its employees.

For the participative style: if the manager let his staff find solutions while he has already made the decision, if the manager does not distinguish negotiable non-negotiable, if the manager will call on his collaborators on points without interest.

For delegate style: if the manager flees his responsibilities if the manager does not assume the consequences of his delegation.

RESULTS

Learned Lessons

According to [Budak and Kar \(2014\)](#) and based on our readings on leadership and on our several managerial situations we experienced. We was able to draw the following lessons, which can serve as guide. We begin with the general lessons and then we turn to coaching related managerial situation described above.

Combining Leadership and Management skills

The manager should combine his management skills with leadership skills according to the situation with his team members.

Make decisions

Good managers make good decisions.

Anticipate the consequences of his actions

Before taking a decision, the manager should evaluates all possible consequences according to the “dynamic systems”.

Agree to hear the bad news

The manager should be immediately informed of the bad news that arrange not with time. There is no point hiding things.

Do not decide in the heat of the moment It is better to leave a period of reflection to do not react to his emotions.

Take responsibility

Take full responsibility for what is happening or has happened. If a team member does not understand his instructions, the team manager cannot blame him. It is his role of leader to ensure that the team members understand their instructions.

Pay attention to his ego

The manager must pay attention to his ego.

Keeping things simple

Complexity is the enemy of performance.

Private lessons related to the managerial situation described above:

Adapting management to the situation or team members

Performing situational management by adapting management style according to the situation or depending on the maturity and autonomy of team members.

Balancing management style

Making balanced management between productivity and people will be better at the long term and makes the most successful team.

Do not fear losing his place

Do not be afraid of losing his place for not making the excess power. Delegate or to reporting if necessary.

CONCLUSION AND RECOMMENDATIONS

We described in this paper, the facts observed by us in this managerial position. Then we analyzed the situation managerial especially for the X manager who had some flaws in his style of management lacking of leadership. We then learned lessons general and specific in relation to our studied managerial situation. Our analysis in this paper proposes multiple improvements of this managerial situation especially for the manager X by combining his management skills with his leadership skills. We show in this paper through this case study the main differences between the management and the leadership, those are captured in our case study as follow: Leadership is setting a new direction or vision for a group that they follow: a leader is the spearhead for that new direction. Leadership is about aligning people to the vision that means buy-in and communication, motivation and inspiration. Management controls or directs people/resources in a group according to principles or values that have been established. Finally, we illustrate in this paper the interest to combine leadership skills with management skills for the manager X in our studied managerial situation and to adapt the management and leadership styles for the manager X according to the managerial situation.

Here are 10 recommendations that we have found in Willis M. Watt (2008), to positively contribute to effective emergent leadership:

Follow procedures and adhere to policies

Effective leaders are essentially good followers. They understand that they are accountable to those in authority. They know it is not a good idea to behave as a lone wolf, but that they must instead keep their work priorities aligned with the organizations goal and have an appropriate sense of self-importance. People who lead in place value the necessity of following procedures and adhering to established policies.

Submit to the authority of others

Closely related to the first point, it is the recognition that we are all under the authority of someone, whether it is a supervisor, director, president, board of governors, or whomever else.

Take risks

Sometimes it is necessary for leaders to step outside the box, to be innovative. Leaders must be flexible enough to know when it is time to try a new procedure or implement a new policy. For many taking a risk is frightening, but such behavior can be invaluable, benefiting the entire group.

Commitment

Any person who assumes a leadership role needs to be committed to the group. The groups vision and mission must be internalized by the leader. An effective leader is a person who can commit to using

his or her ability to lead others, perform technical skills, and conceptualize situations, thus helping to ensure goal achievement.

Be proactive

Researchers point out the need to be proactive. Individuals who assume leadership must take the proverbial bull by the horns and move forward to be successful.

Expect conflict

Conflict among people is a natural, inevitable, and constant factor of human interaction. An effective leader expects conflict and is able to manage it in a productive manner.

Tell the truth, but with compassion

To some degree conflicts occur because people are not able to differentiate between task-related conflict issues and their personal investment in a given situation. Researchers point out the importance of truthfulness in leadership. Yet at the same time the leader must compassionately tell the truth (e.g., about a faculty members job performance, etc.).

Listen

Communication plays a vital role in the achievement of interpersonal and organizational goals. Communication is a two-way process. Effective communication requires leaders capable of effective listening. Covey's (1989) Habit #5, Seek First to Understand, Then Seek to Be Understood, reflects the epitome of effective listening. Ineffective listening undermines people's self-esteem, self-confidence, and creativity. Remember, hearing and listening are not synonymous terms. **Love people**

"Loving" in this context means that we acknowledge the value of our coworkers and respect them with the dignity they deserve. We let them know that we care for them whether we like them or not. The bottom line is that individuals must value people and relationships with them if they are to claim their "authority" to lead.

Check attitude

Effective leadership begins with a correct mindset. That mind-set is founded upon an individual's willingness to lead, to serve others. An effective leader desires the opportunity to step up to be involved in controlling not only his or her personal actions, but the actions of those being led. This leadership attitude flows from a reasoned choice; it is a conscious decision to take on the role with all its rights and responsibilities. Amid the natural chaos and interpersonal interactions, effective leaders are able to demonstrate a fixed purpose. Such leadership is determined to ensure not only that personal goals are reached, but more important, that the group achieves its objectives and fulfills its mission. Those who seek to lead in place must be compelled to lead no matter the personal cost.

For Future Research

Suggestions for further research are:

1. We should use other methodology, in order to develop more diverse and interesting study for the researchers.
2. We should study and focus on integration of technology in management to achieve leadership.

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