

Become a Better Boss!

Exercise

How Is a Manager Different from a Leader?

Objective

To identify the qualities and behaviors of both managers and leaders.

Estimated Time

60 minutes

Training Methods

Discussion

Materials

Flipchart and markers

Equipment and Supplies

Flipcharts and markers

Comments

Until recently, people have been unsure about the differences between managers and leaders. The words are used interchangeably, and the descriptions are either incomplete or unclear.

The resource that best clarifies the differences in the characteristics and behaviors between managers and leaders is John Kotter's book, *A Force for Change*. This activity is based on his research.

If your participants are all from the same company, you might use the names of actual managers and leaders. If this is too threatening, name famous leaders in various fields of politics, education, the military, religion, or government, or identify real people who work in the participants' community or in the government. They would need to be familiar with these named individuals to complete this activity.

Combine this lesson with Activity 5, Common Themes in Leadership Research.

| Trainer's Notes | Approximate Time |
|--|------------------|
| <p>I. Overview</p> <p>A. Provide background on Kotter's research: <i>"John Kotter interviewed 200 people in 12 highly successful U.S. corporations in order to identify the differences between a manager and a leader. His research questions revealed some clear distinctions between managerial and leadership skills. He found that most people are stronger in one area than the other. This activity is based on his research."</i></p> <p>B. Overview: <i>"You will first identify highly effective managers and then highly effective leaders before we compare your lists with those of John Kotter."</i></p> | 2 min. |
| <p>II. Objective</p> <p><i>"The objective of this activity is to identify the qualities and behaviors of both managers and leaders."</i></p> | 1 min. |
| <p>III. What Is a Manager?</p> <p>A. Form small groups of 4 to 6 people around tables. Provide each group with two large pieces of flipchart paper and two colored markers.</p> <p>B. Give directions: <i>"As a group, think of as many people as you can whom you know personally who, in your opinion, have done an excellent job of providing their organizations with effective management. I will not be giving you my definition of a manager at this time, so answer this question based on your own definition. Identify in detail what these people have done that constitutes 'highly effective' management."</i></p> <p>C. <i>"Use the flipchart and markers to write down the characteristics and behaviors that these effective managers displayed."</i></p> <p>D. Keep track of the time and then call attention back to you.</p> | 15 min. |

**Approximate
Time**

- IV. What Is a Leader? 15 min.**
- A. *“Stay in your same groups for the second round of this activity.”*
 - B. *“Think of people you know personally who, in your opinion, have done an excellent job of providing their organizations with effective leadership. As before, I will not be giving you my definition of a leader at this time, so answer this question based on your own definition. Identify in detail what those people actually did that constitutes highly effective leadership.”*
 - C. *“Use the flipchart and markers to write down the characteristics and behaviors that these effective leaders displayed to you.”*
 - D. Keep track of the time and then call attention back to you.
- V. Compare Managers and Leaders 15 min.**
- A. Post the lists on the wall with the lists of effective managers together and the lists of effective leaders together. Synthesize the two sets of lists, eliminating duplication and clarifying phrases.
 - B. Compare the synthesized lists to identify the differences between managers and leaders. Ask participants to:
 - 1. Identify any differences in the purpose of managers' and leaders' roles.
 - 2. Identify any difference in how managers and leaders get things accomplished.
 - C. Compare their analysis with Kotter's:
 - 1. The purpose of a manager is to create processes that will produce predictable results. The purpose of a leader is to create processes that help produce changes that are needed.

**Approximate
Time**

- 2. A manager gets things done through planning, budgeting, organizing, staffing, and controlling. A leader gets things done by establishing a vision, then aligning followers to that vision by motivating and inspiring them.

- VI. Are You More of a Manager or a Leader?** **10 min.**
Ask participants to form pairs. *“Discuss your assessment of yourself as to whether you are more of a manager or a leader. Try to identify how much of your current time you spend managing versus leading others.”*

- VII. Summary** **1 min.**
 - A. Summarize this activity.

 - B. Make a transition to your next activity.