

Manager versus Leader. Why Are Both Roles Valuable?

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Abstract

The confluence between a good manager and a good leader stands at the intersection of skills, strategic thinking and ethical integrity specific to the manager and the emotional intelligence, power of persuasion, empathy, passion and open communication specific to the leader. In this context, the present paper's objective is to highlight the interconnection between the management / managers and leadership/leaders.

Key words: communication, leadership, skills, management, vision

J.E.L. classification: M12

1. Introduction

The management of a company represents a component of management science, in fact, the most developed and important one under the conditions of market economy, where the company is the basic economic agent of each economy and, at the same time, the main value generator.

A basic component of management, that strongly influences the performances of companies is, without doubt, leadership. Today, leadership has found its well-deserved place in the science and practice of management in the contemporary world, by bringing together the energies of people and groups, particularly through the power of creation, towards the fulfilment of objectives, targets and missions of an organization.

2. Theoretical background: Certain aspects regarding the concept of "manager"

The fact that managers play an essential role within an organization and its accomplishments, being influenced in a decisive manner by the quality of their performance, is unanimously accepted.

The reputed specialist, Peter Druker, the most important thinker – in the opinion of The Economist – the science of management ever produced, presents the manager as a real „hero of the 20th century”, some sort of a „moral alchemist” which leads through the integrity of his own character. The essential mission of any manager is to „make the resources productive”, and management is an activity based on responsibility, a dynamic phenomenon capable of giving life to any business. (Mihuț, 2006)

Generally speaking, managers are people to whom employees are directly subordinated, who make management-related decisions that directly influence the actions and behavior of others.

The defining characteristic of the manager lies in his power over others, that implies both the right and the ability to influence their behavior. (Hințea *et al*, 2010, p.36)

In specialty literature, the manager is defined as being an employee who carries out actions related to planning, organization, management and control, possessing a great level of control over any of the following elements within the organization: money, time, workload, decisions, technology, equipment, standards, meetings, other people etc. This activity may concern: either the activity of the whole organization, or the activity of a department, or the activity of a job. (Popa *et al*, 2013, p.12)

The great importance managers hold within the organization also results from the large number of roles associated with them, namely: decision-making roles - related to the establishment of certain future courses of action, informational roles - connected to receiving and transmitting information: interpersonal roles - related to developing and maintaining appropriate human relationships.

Managers stand out from the rest of the executives through their qualities, competences, skills, knowledge and kinds of behavior they possess to a greater extent than the other employees of the company, but also through their knowledge and skills related to this field.

Particularly, in the context of the contemporary challenges of the manager, specific to the beginning of the 21st century (Popa *et al*, 2013, p.20), out of which we limit to mention the globalization of business and the internationalization of companies, diversity, ethics and the intellectual capital, change, it is mandatory that the managers' skills adapt accordingly.

In an environment which is subject to constant and rapid changes, in order to be a successful manager, there is a need for more entrepreneurial qualities, for the development of leadership skills, so that one may contribute more to the development of the company. It is important that the manager is more customer and cost-oriented, to propose optimistic and ethical goals, to extensively communicate these visions and, at the same time, to help the others raise to the highest standards (Kotter, 2015, p.264).

The issue regarding the essential qualities of a successful manager has long been debated and specialists in the field have put emphasis on the fact that some of those qualities should be (Muscalu, 2014, p.183):

- the ability to establish a clear course of action;
- availability for open and intense discussions with stakeholders;
- the ability to train and support people;
- the ability to objectively recognize the performances of the subordinates;
- the ability to carry out continuous controls;
- the potential for selecting the right human resources;
- the ability for realistic assessment of financial implications of managerial decisions;
- an open mind, receptivity to new ideas;
- the ability to communicate clear decisions to subordinates;
- ethical integrity.

3. The leader and the leader-manager

One of the most important elements that has an impact on the success or failure of an organization is, unmistakably, the leadership.

Having both a formal and an informal basis, leadership represents a leader's ability to determine a group of people to co-work with him in order to achieve an objective based on their strong affective and operational implication.

The main implications of leadership are the following:

- establishing an environment of mutual trust and for the solving of certain interpersonal problems;
- providing channels for open communication;
- creating elements which are favorable to social interaction;
- increasing mutual trust and mutual respect among team members;
- ensuring knowledge of the team by using formalities, rituals and symbols;
- using team-oriented incentives.

The leader is a chief, a person that is, officially or unofficially, in charge of others. The leader uses his vision to establish the direction in which other people make an effort and influences them, motivating them to follow that direction. (Popa *et al*, 2013, p.12). The vision imposed by the leader provokes the others, enhancing their motivation. Generally, people are more receptive to clear and exciting purposes, rather than to the simple impulse: "Do your best!"

Regarding the interface between leadership and management, implicitly between leader and manager, we support the opinion of specialists according to which management hosts a wider sphere of issues and leadership represents, in fact, one of its components that specifically addresses the human dimension of management. (Nicolescu, O., p.516)

Next, we render some rules of leadership behavior in relation to group members and other collaborators, without claiming an enumeration with exhaustive character:

- differential treatment of each individual, putting in one's shoes, objectively and correctly assessing the knowledge, qualities, skills and abilities that the individual possesses;
- non-discrimination and impartiality, solid principles, beneficially accepted, rather than regulations;
- respecting the dignity and personality of the collaborators; treating the collaborators as they are, not as one believes they should be, without expecting the impossible;
- offering examples, not lectures;
- open, convincing and clear communication, with feedback;
- taking into account the outcome of scientific research, according to which 90 percent of losses are due to leadership mistakes and only 10 percent are due to the mistakes made by employees;
- combating rumors with known, verifiable facts.

Outstanding leaders stand out from the rest through the power of persuasion and the clarity of their own ideas, through their desire and openness to permanent learning that they possess. They are the ones who instill confidence into those around them and feel it is necessary to learn together in order to achieve the desired results. (Senge, 2012, p.432)

As opposed to managers, leaders guide people to achieve the goals of a company, not through manipulation, but through influence. (Udrea, A., Coatu, C., p.650)

Truly effective leaders are those who share the same appreciation for the ability to carefully and fairly assess the current reality and for the ability to develop a vision.

In our opinion, what truly ensures success as a leader is given by emotional intelligence. It has the following elements: social awareness (empathy), self-awareness, self-control (learning to control one's own reactions) and coordination of relationships.

The leader-manager is defined as a leader who occupies a managerial position, his promoted goals and courses of action targeting the organization in question and those who follow him are both the employees and other stakeholders of the organization.

The following table presents a few differences between the "typical" manager and the leader-manager.

Table no. 1 Comparison between the typical manager and the leader-manager

Major elements	The good "typical" manager	The contemporary "leader" manager, focused on change
The general perspective of approach	Analyzes, optimizes, delegates, organizes and controls. Believes he is the one who knows best what is to be done.	Constantly accomplishes, tries, makes changes. In his opinion, no one knows best what is to be done.
Final priorities	Market share; Earnings per share; Obtaining material resources beneficial to the company; Self-promotion. All numerically expressed.	Satisfaction of both the organization's customers, as well as of employees. Providing value to customers, employees and owners. Insurances of customer loyalty. Self-development.
The conception on which leadership is based	Strategy-centered. Decides, delegates, monitors and reviews. Time is spent for the solving of important problems.	Focused on the aspirations of the employees. Performs effective work. Time is spent for the solving of problems which mainly concern people.

The sources of productivity and innovation	The result of previous and current investments; Superior technologies; Control of processes; "Human manipulation": the employees are seen as a resource that must be exploited	Previous and current productivity. Systematic, not accidental innovation of processes. Continuous development of the employees is a priority, a certainty and a catalyst for success.
Taking responsibility	Individual responsibilities are clearly set according to the "You're the one who is responsible!" principle	Harmonious combination of individual and group responsibilities according to the "We are responsible!" principle
Risks, rewards, benefits	Supports avoiding mistakes and failure at all costs. Supports the limitations of career risks and prefers safe approaches.	Failures are perceived as situations that can occur and as sources for learning. Supports taking career risks, believing that a successful career involves accepting risks.

Source : (Nicolescu, 2011, 377)

4. Conclusions

It cannot be discussed about the complete overlap of management with leadership. Even if management and leadership are different activities, they do not exclude, but complete each other. Good management includes competent leadership as its component. We highlight, in this context, the major role of leaders in setting the vision, direction and the essential role of management in the efficient use of available resources. A proficient leader is the one who represents the interests of the group, protects its reputation, while at the same time taking care of its identity. Communication is not only the sole element through which managers and leaders can assert and affirm themselves, but also one of the most important qualities for a manager or leader.

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