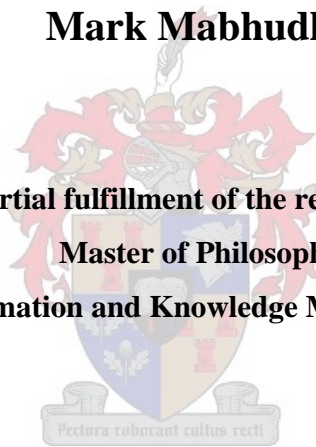# A Comparative Analysis of Leadership and Management at Jwaneng Diamond Mine

Mark Mabhudhu

Thesis presented in partial fulfillment of the requirements for the degree of
Master of Philosophy
(Information and Knowledge Management)

STELLENBOSCH UNIVERSITY

SUPERVISOR: Daniel F Botha

Dec 2008

i **Declaration**

By submitting this thesis electronically, I declare that the entirety of the work contained therein is my own, original work, that I am the owner of the copyright thereof and that I have not previously in its entirety or in part submitted it for obtaining any qualification.

Signature: Mark Mabhudhu_____

Date: _20 November 08_____

Abstract

ii

The functions of management and leadership are not new to the business fraternity. Whilst these functions are as pervasive and ubiquitous as the corporate organizations themselves, the same cannot be said of the organizational successes emanating from these functions. These functions have been cited throughout literature as pivotal in the successful running of businesses. By the same token, they have also been cited as the major causes of failed businesses within the corporate landscape. This has been established throughout small and big organizations alike. This unfortunate phenomenon has continued to attract significant academic and business research over the years with an overall intent of establishing why it is the case.

Whilst there are varied reasons for the successes and failures of most organizations, the quality of both functions of leadership and management seem to take the larger portion of the praise and/or blame. These functions are regarded as key determinants of organizational success and survival into the future. Subsequently, this has culminated in myriad theories, frameworks and approaches around management and leadership as significantly different functions which yield different results in business organizations. At the core of the debate has been that management and leadership functions are different and depending on whether an organization is managed or led determines its future success and overall sustainability.

It is therefore the intention of this study to comparatively analyze both functions of management and leadership in as far as they impact organizational sustainability and success. A case study of Jwaneng Diamond Mine in Botswana is used to do this comparative study of the two functions of management and leadership within the Executive team to try and affirm some of the key factors as alluded to within the business landscape. In this comparative study it is noted that whilst management and leadership are two different functions, they are however symbiotic in nature and successful organizations tap into both functions as they develop and build sustainable businesses for the future. The Jwaneng Mine case study showed that in an executive team, it is vital to have a balance between managers (those who provide management capabilities) and leaders (those that provide leadership) if the organization is to be successful going into the future.

iii   Abstrak

Die fuksies van bestuur en leierskap is nie nuut aan die besigheidsgemeenskap nie. Terwyl hierdie funksies so alomteenwoordig en relevant soos korporatiewe organisasies self is, kan dieselfde nie gesê word van organisatoriesessukses wat uit hierdie funksies voortspruit nie. Hierdie funksies word in die literatuur aangedui as deurslaggewend vir die suksesvolle bestuur van organisasies Daarmee saam word hulle ook aangedui as die grootste oorsake van mislukkings in besigheidsorganisasies, groot of klein. Hierdie ongelukkige toedrag van sake lei oor die jare tot beduidende akademiese en besigheidsnavorsing met die algemene doelstelling om vas te stel wat die oorsaak van hierdie toedrag van sake is.

Terwyl daar verskillende redes is vir die sukses en mislukking van meeste organisasies, blyk dit dat die kwaliteit van beide die leierskap- en bestuursfunksies die meeste blaam en eer kry. Hierdie funksies word gesien as die bepalende faktore in organisatoriese sukses en oorlewing in die toekoms. Derhalwe het daar baie teorieë, raamwerke en benaderings tot bestuur en leierskap ontwikkel waarin die twee funksies as verskillende funksies met verskillende gevolge in maatskappye gedefiniëer is. Die kern van die debat is steeds dat bestuurs- en leierskapfunksies verskil en dat dit bepalend vir die sukses en oorlewing is of `n maatskappy gelei of bestuur word.

Die doel van hierdie studie is daarom om vergelykend beide die fuksies van bestuur en leierskap te analiseer vir sover hulle op organisatoriese volhoubaarheid en sukses 'n impak het. `n Gevallestudie van Jwaneng Diamond Mine in Botswana is genbruik om hierdie vergelykende studie van die twee funksies van bestuur en leierskap binne die uitvoerende span deur te voer vas te stel wat die sleutel faktore is wat die besigheidsomgewing bepaal. In hierdie vergelykende studie word dit aangedui dat hoewel bestuur en leierskap twee verskillende funksies is, hulle simbioties van aard is en dat suksesvolle maatskappye altwee funksies moet benut om volhoubare en suksesvolle maatkskappye te bou.. Die Jwaneng Mine gevallestudie toon dat dit wesenlik is om binne 'n uitvoerende span 'n balans te hê tussen bestuurders en leiers indien die organisasie die toekoms met vertroue wil binnegaan.

Table of Content

List of Figures

List of Tables

CHAPTER 1

INTRODUCTION

1.1   Background

The functions of management and leadership have profound impact on the sustainability of businesses. These two functions have been known to exist since the turn of the 20th century. Whilst this is the case, there have been significant debates relating to how these two functions affect businesses as they aspire to become sustainable and remain profitable. This desire and aspiration to understand the core issues at the heart of successful businesses has preoccupied many, from academia to business settings across the spectrum of industries. The real drive and impetus in this quest for understanding being to profoundly protect business investments and protect shareholder interests at all costs. By the same token, no investor enters into business to fail, and as such, it has become vital that all businesses become intimate and knowledgeable about what makes them thrive and remain profitable on an on-going basis.

Many propositions about the key drivers of business success have been put forth. Amongst the myriad of factors is the subject pertaining to the functions of management and leadership within organizations. There have been arguments and counter-arguments as to whether it is the management or leadership function that has the most profound impact on business success. The result of these deliberations has led to the debate that attempts to depict and compare the function of management as different from that of leadership. These debates have also resulted in significant paradigm shifts in the manner in which businesses are designed and structured to address the issues related to management and leadership functions.

By the turn of the millennium, organizational agility and success were attributable to the manner in which they configured their businesses in relation to the extent and scale of their insights around the functions of management and leadership. In this respect it is argued that the profitability and general success of an organization is directly correlated to how well it is managed or led.

Jwaneng Diamond Mine, a subsidiary of Debswana Diamond Mining Company in Botswana, is one of the organizations that have embraced this line of thinking within its business operations. The mine seeks to position the business in light of the improved understanding of the differences and similarities between the functions of management and leadership. This study seeks to carry out a comparative analysis of the functions of management and leadership at Jwaneng Mine and therefore attempt to show whether there is materiality in the differences between the functions of leadership and management.

Preliminary investigations within most medium to large and profitable business operations in Botswana indicated that the idea of developing talent along the dimensions of management or leadership capability is either absent or still at infancy stage. In light of this position, Jwaneng Mine, being an established business which is over a quarter of a century old, provided a credible, open and conducive setting to carry out this comparative analysis. This case study was also driven from the desire by the organization to understand and appreciate the distribution of their executive team along the management and leadership functions.

1.2   The Research Problem

Within the history of business, there have been myriad arguments as to what makes other organizations become more successful than others. This argument has also been extended to what makes other organizations sustainable when others vanish within short periods of time. Throughout literature and the business landscape, propositions that allude to the need to have a balanced distribution of both managers for management and leaders for leadership in an organization have been made. This research seeks to critically and qualitatively analyze and

provide some more insight into this proposition as it relates to businesses. It will also provide some insight into what the key differences and similarities are between management and leadership and whether or not those differences and similarities are of any significance in determining and driving organizational performance and profitability going into the future.

It is against this backdrop that organizations are under immense pressure to optimize the use of their human resources in their aspiration to become successful. To this end, many organizations are trying to find better ways by which they can leverage their business performance through the various investments they have undertaken on their human resources. Whilst it could be easy to develop the human resource, it is the ability of the organization to realize the potential of the human resources in the functions of management and leadership that will determine the success. The challenge for business however is that there is minimal to no understanding of the significance of the differences between the functions of management and leadership. This study seeks to tap into this debate and therefore increase the level of understanding and appreciation of the differences and similarities between management and leadership in a typical mining business operation, especially for the practitioners.

1.3   Background to the Problem

Within the business environment, the terms *management* and *leadership* have become synonymous in their common use. The reality of it is that these may be two different roles whose implications are significant in the manner that value is created within organizations. According to Webster[1], to *manage* is to bring about or succeed in accomplishing; to contrive, whilst to *lead* is to go before or with; to show the way; to conduct or escort. Whilst these definitions are concise, simple and clear about how management differs from leadership, there is no clear-cut practical way that these two roles can be separated from one another. It

---

[1] Manage – run, administer, handle, deal with, control, cope

is therefore vital that these roles are deeply understood within the realm of how each contributes to business sustainability and continued profitability.

1.4   Statement of the Problem

Many authors[2], both in business and academia alike have shown that there are significant differences by which the functions of management and leadership are interpreted. They allude to the similarities and differences that characterise the two functions. The result is that there is no common interpretation and delineation of what really constitutes management and leadership. Within organisations, this has the potential to impact on how well *managers* and *leaders* are placed in order to drive the performance, profitability and sustainability of businesses.   This understanding has major implications on the way that training and development strategies are developed for organizations, particularly in the domain of talent selection, attraction and retention. The ability for businesses to attract, select and retain talent in this highly competitive business landscape determines their ability to sustain success and profitability going forward, more so when the talent is placed appropriately along the functions of management and leadership.

If this is the case, what then are the fundamental differences and similarities between management and leadership? Do these functions represent two distinct phenomena or they co-exist as two sides of a continuum? If they are different or similar in the ways that they are, does it matter in terms of value derivation for organizations? These are the key considerations in the study of this vastly stimulating yet profound discourse.

1.5   Aim of the Study

Business management is getting more intricately complex than ever before.   This is exacerbated by the ever changing and dynamic business landscape. A requirement for deeper

---

[2] Appendix V: This appendix summarises the views of various authors on the arguments around the similarities and differences between leadership and management and how this impacts business performance.

understanding of the various interactions of the business aspects is increasingly becoming more acute. Above all else, it is the ability of organizations to identify, develop and retain talented managers and leaders that distinguish those organizations that succeed from those that fail. Therefore, both managers and leaders are required to be present in appropriately balanced proportions within organizations if they are to succeed.

In view of the above challenge, this research seeks to achieve the following:

- To provide a comparative analysis on the differences and similarities between leadership and management functions in so far as they influence organizational success, sustainability and profitability going into the future.
- To carry out a concise literature study and analysis of these two functions with a view to creating deeper understanding and appreciation of why it is vital to place, position and develop people along the functions of management and leadership within the business environment. The level of analysis is that of organizational settings that are medium to large whose profitability can be linked to the functions of management and leadership.
- To establish whether Jwaneng Mine as a business has embraced the approach of placing and positioning its people along the lines of management and leadership in order to tap into the symbiotic relationship between the two functions.
- To examine the views and perceptions of Jwaneng Mine Executive Leadership around their understanding and appreciation of their roles in light of whether they are discharging management or leadership functions.
- To establish the empirical distribution/proportion of managers and leaders within the Jwaneng Mine Executive team as guided by their perceptions of other team members on their mode of function, either management or leadership.

1.6 Research Design

A case[3] study research design was used to evaluate the implications of the perceived differences between management and leadership to business profitability and overall performance. Jwaneng Diamond Mine's Executive Team was used to study, evaluate and analyze the significance of this debate. The study focused on the Executive Team members that are heads of departments like Mining Operations, Treatment (Plant Operations), Security, Human Resources, Finance and Administration, Business Integration & Transformation, Engineering, Technical Services, Safety and Health, Audit Services and Medical Services. Whilst the choice of this sample consists of executive managers only, which may be viewed as small, it is in line with Marchand[4] et al's argument that in most instances executive managers best represent the views and perspectives of an organization.

The case study sought to provide some insights to the following questions:

- Is there an appreciation of the differences between management and leadership responsibilities and the impact this has on organizational performance?

- To what extent do people in the executive positions exhibit *management* or *leadership qualities*?

- To what extent are the *managers* and l*eaders* distributed in the executive team being studied?

- Can conclusions about the future sustainability of Jwaneng Mine be drawn given the constitution of the current leadership team in terms of this distribution of *managers* and *leaders*?

- What is the future direction of the overall organizational focus in dealing with this dichotomy especially in respect of the talent management and development strategies as this has a huge impact on both management and leadership development?

---

[3] Babbie E and Mouton J (2007) 280-287.

[4] Marchand D, Kettinger W and Rollins J (2001): 251 - 260

A questionnaire that is based on the Egon Zehnder International[5] model as discussed in Appendix I was used to collect data in this study. Egon Zehnder International specializes in assessing and recruiting business leaders with outstanding track records who create competitive advantage and sustainable value for organizations. The reason for selecting to utilize this tool in this study was due to its simplicity, ease of use and understanding as well as its suitability in soliciting for responses that would reduce the turnaround time for the respondents.

The Egon Zehnder assessment tool has been used across a variety of industries for past three decades. In the last five years alone, according to Egon Zehnder International Firm, more than 20,000 senior executives worldwide have been evaluated using this model. With a heavy American presence, the firm operates from 63 offices in 37 countries in all major geographic areas of the world. It is currently established as the leading firm in executive search in Europe. In the late 80s Egon Zehnder International became the first executive search firm to undertake management appraisals of significance. In 1992, the first large-scale management appraisal was conducted for the telecom industry in Argentina from which the assessment model was developed and tested. The model has continued to be improved upon over the years. The assessment model comprises of nine (9) key competencies which were researched upon and delineated as competencies relevant in the assessment to differentiate between the competency requirements for management and leadership functions (Appendix I).

Jwaneng Mine has not had a best-practice performance appraisal tool which could be used to differentiate between management and leadership talent despite concerted efforts made by the Human Resources function since 2004. Significant strides had been made by Jwaneng Mine to delineate the key competencies that were researched and established to be appropriate to identify, recruit, place and develop the required executive talent. Despite Egon

---

[5] Egon Zehnder International is a firm that specialises in the recruitment and placement of people at both management and leadership levels in organizations across the world.

Zehnder's non presence in Africa, this assessment tool was viewed to be relevant to Jwaneng Mine's requirements within an African context. The assessment tool was found to be inexpensive and user-friendly with easy to interpret results presented as polar graphs. More importantly, the questions and their format that the assessment tool employed were easy to comprehend for the busy executives within a mining setting. Further, the nine Egon Zehnder competencies were found to be significantly aligned with those used by Jwaneng Mine to assess both management and leadership teams as part of performance management process. For this reason, the use of this assessment tool was recommended to Jwaneng Mine both as a best practice tool for assessing performance as well as for collecting the data required for the study in line with the current organizational practice.

The questionnaire, with supporting guidelines, was then distributed to all the Executive team members to complete electronically using a soft copy version or manually using a hard copy version.
.

For each competence dimension, seven options on a nominal Likert scale of (1 – 7), 1 representing a highly developed management competence and 7 representing a highly developed leadership competence was used to guide the respondents in their answering of the questionnaire. Each of the 14 Executive team members was requested to assess all the other 13 team members along each of the 9 competence dimensions. The respondents were not required to assess themselves during the evaluation exercise as it was viewed to be prone to significant bias. Only peer assessments were solicited for in this study. The only manager-subordinate evaluations were obtained in the instances where the general manager and assistant general manager were the assessors of all the other team members and vice versa. For the purposes of this study all assessments were considered as peer to peer to simplify the assessment process. Follow up interviews[6] with each of the Executive team members were also done to gather more details where necessary and also to seek clarification around the

---

[6] Hussey J and Hussey R (1997): 64-67 :

individual team's understanding and appreciation of this study as well as its value add for the business.

1.7 Significance of the Study

Various authors, who present a 'world one[7]' pragmatic view of leadership and management as outlined in Appendix V posit that the understanding and appreciation of the differences and similarities between management and leadership functions is a source of competitive advantage. It is also argued that this understanding forms the basis upon which businesses succeed or fail going into the future. Based on the studied literature which is significantly American and advanced by most practising management consultants as well as the pragmatic leadership and management authors it is vital to be able to have organizations differentiate management from leadership functions. This requirement has arrived on the business scene with a stir, causing anxiety within organizations. In this globalized economy where geographical and political boundaries matter less, it is the ability of an organization to outperform its competitors that bears relevance to its sustainability. The functions of management and leadership, if nurtured and applied appropriately to the business offer this competitive advantage.

Since 2006, Jwaneng Mine embarked on a new business strategy which sought to significantly improve the performance of the mine both in revenue generation and cost containment by a significant margin. The new strategy necessitated the development of a new and significantly robust change strategy. A key recommendation based on other experiences within the wider business world advocated strongly that in order to succeed in strategy implementation, both functions of management and leadership are required. However, it is important to be able to place people in line with their competencies of management and ledareship.

---

[7] Babbie E and Mouton J (2007): 15

Organizations that embraced this approach were reported[8] to have realized increased productivity, effectiveness and competitiveness in the market place. However, there is no empirical evidence as to how these organizations managed to realize value out of this understanding. Moving on, the key question is whether the debate on the differences and similarities between management and leadership functions is becoming one of the fads? Is there real value and practical application of this argument? Or is it a concept that has only found application within the developed world like in America and Europe? Can this assertion be tested within a mining business setting to try and validate some of the sentiments?

It is the intention of this study to provide some practical insights to these questions as well as contribute to the current debate on leadership and management thinking within a pragmatic mining industry setting. It is also noteworthy that the literature examined and analyzed presents divergent views on both management and leadership functions and is most prevalent within the business world. This literature, which is presented from some of the most renowned authors and business consultants, is used pervasively in many management and leadership training institutions like commercial graduate business schools. It is important therefore that the assertions of these proponents of such theoretical underpinnings be tested empirically in order to provide evidence for the arguments.

1.8   Outline/Scope of the Study

This study is divided into 5 chapters.

- **Chapter 1**

This Chapter gives a background introduction, research problem, background to the problem as well as the purpose and objectives of the study. It also articulates the significance of the study including the delimitations**.**

- **Chapter 2**

---

[8] Collins J.(2001), *Good To Great-* Why Some Companies make The Leap and Others Don't.

Chapter 2 presents the literature studied pertaining to the debate on the differences and similarities between management and leadership functions. It also discusses the key attributes and competencies that are required for one to become either a manager or a leader within a business setting. Various authors' arguments, albeit without the empirical evidence are cited, compared and interpreted in order to position their thoughts within the context of this study.

- **Chapter 3.**

This Chapter discusses the research design and method adopted for the study. It also explains why this methodology was used as well as how the data was collected for the evaluation and analysis.

- **Chapter 4.**

Chapter 4 contains the statement of results from the study. The results are presented in both tabular and graphical formats as collated from the questionnaires. It also contains a comparative analysis of the results of the study in relationship to what other researchers have established.

- **Chapter 5.**

This Chapter concludes on the salient findings of the research and makes feasible recommendations. It also contains the recommendations emanating from the study.

1.9   Conclusion

This chapter gives the background to the study including the aim of the study and its significance to the broader business management and leadership context. The chapter also outlines the research problem and the proposed research design. It also presents the study outline on a chapter by chapter basis.

The next chapter presents a critical study of the literature pertaining to the functions of management and leadership including the key competencies that were delineated for this study. This chapter forms the basis of the arguments for or against the theme of this study as will be discussed in the ensuing chapters.

CHAPTER 2

Literature study on the Management and Leadership Debate

2.0   Introduction

This chapter delves into the debate of whether management and leadership as core functions within a business organization are inherently different. In particular, it also focuses on whether the two functions produce different results pertaining to organizational profitability and sustainability. Further, the key indicator competencies and attributes that differentiate managers from leaders are reviewed and analyzed based on various authors' prognosis and arguments.

Cases of organizations that had profound and significant successes during specific leaders' eras are alluded to in terms of the quality of management or leadership at the time. It is in this context that the differences between management and leadership in business organizations are presented to the extent that this impacts the organizational profitability and overall performance. The chapter concludes with a view which postulates that if organizations are to realize value from their human resources especially managers and leaders, these resources require to be placed and deployed in line with their *management* and *leadership* capabilities.

2.1   Management and Leadership, any difference?

There are many variants of the definitions of both *management* and *leadership. Appendices II, III and V* provide a consortium of these definitions. Whilst these definitions may provide

succinctly different views, it is noteworthy that they convey a coherent line of thought about the implications of each of these functions for business. The fundamental issue as a consequence of this is that business organizations need to appreciate whether there are any specific attributes that the people who provide *management* and *leadership* need to have if they are to succeed in their roles. Subsequently, it is important that this understanding of *management* and *leadership* as potentially different functions within organizations be viewed in the context of the organization's future potential for success.

In the following sections the key indicator competencies of *management* and *leadership* are discussed based on the different opinions of the authors studied around this debate.

2.2   Egon Zehnder Firm's View: Managers versus Leaders.

Egon Zehnder International[9] was founded in 1964 with a distinctive vision and structure aimed at achieving and creating value for clients through the assessment and recruitment of top-level management and leadership resources across business worldwide. Egon Zehnder International's Executive Search service concentrates on assisting businesses achieve competitive advantage through the identification, assessment and recruitment of the world's most talented business leaders. Over a period spanning thirty years, Egon Zehnder International Recruitment Firm[10] established a constellation of nine (9) indicator competencies which are used as benchmark competencies for recruiting leaders and managers worldwide. These competencies have been established to be generically applicable in the assessment and recruitment of executive managers and leaders in a variety of industries.

The nine indicator competencies comprise of *strategic orientation, customer impact, market knowledge, commercial orientation, results orientation, change leadership, collaboration and influence, people and organizational development; and team leadership.*

---

[9] Egon Zehnder Recruitment International (2008): www.egonzehnder.com

[10] Egon Zehnder Recruitment International (2008): www.egonzehnder.com

These Egon Zehnder Model competencies are comparable to the ones that are used by the Insights Discovery[11] Group that specializes in individual, team and leadership development for organizations. The Insights Discovery Group competencies comprise of results leadership (*delivering results* and *leading change*), visionary leadership (*creating a compelling vision* and *communicating with impact*), relationship leadership (*fostering teamwork* and *facilitating development*) and centered leadership (*leading from within* and *agile thinking*). These Insights Group competencies have also been a culmination of research over years and have been applied based on the psychology of Carl Jung[12] for development of managers and leaders in business settings.

According to Egon Zehnder International Recruitment Firm[13], a huge database of various competencies was established from which the nine where distilled. These nine competencies were arrived at based on practical and operational industry requirements as well as from their own findings based on interviews with millions of executives across the world. These nine indicator competencies, whilst they are not exhaustive, provide a consolidated view of key attributes that form the basis upon which management and leadership functions can be compared and contrasted within organizations. Most authors on the subject of management and leadership corroborate these competencies as described in the ensuing sections of this chapter.

A description of each of the Egon Zehnder International[14] Recruitment Firm's key competencies is outlined in the ensuing section.

---

[11] Insights Discovery Group (2008): www.Insights.com

[12] Insights Group website: www.insights.com

[13] Egon Zehnder Recruitment International (2008): www.egonzehnder.com

[14] Egon Zehnder Recruitment International (2008): www.egonzehnder.com

2.2.1 Strategic Orientation

Egon Zehnder International Firm defines strategic orientation as the ability to think long-term and beyond one's own area. This involves three key dimensions of business awareness, critical analysis and integration of information, and the ability to develop an action-oriented plan.

2.2.2 Customer Impact

Egon Zehnder International Firm refers to customer impact as serving and building value-added relationships with customers or clients, be they internal or external. This is about creating sustainable and long-lasting business relationships that enable the business to prosper going into the future.

2.2.3 Market Knowledge (Business Environment)

Market Knowledge, according to Egon Zehnder International Firm, is about understanding the market in which a business operates. This business context includes understanding of the competition, the suppliers, the customer base and the regulatory environment as it may impact the organization. Sustaining an organization into the future requires a significant capability in this competency, which, as discussed in most literature, mostly comes from those viewed as *great leaders*.

2.2.4 Commercial Orientation

According to Egon Zehnder International Firm, commercial orientation is about identifying and moving towards business opportunities, seizing chances to increase profit and revenue. This is the ability to ensure that business continues to prosper in the face of a changing business landscape. Powerful leaders are capable of discharging this acumen significantly.

2.2.5 Results Orientation

Egon Zehnder International Firm defines results orientation as the focus on improvement of business results and making the results visible and sustainable. Great and successful leaders always focus on this aspect of the business and use this competency to create reputation and impact within the business.

2.2.6 Change Leadership

Egon Zehnder International Firm defines change leadership as the role of transforming and aligning an organization through its people to drive for improvement in new and challenging directions. It is energizing a whole organization to want to change in the same direction and is the competency that great leaders require in successful organizations.

2.2.7 Collaboration and Influence

Egon Zehnder International Firm defines collaboration and influence as working effectively with, and influencing those outside of your functional area for positive impact on business performance. Adept leaders are good at this across businesses.

2.2.8 People and Organizational Development

According to Egon Zehnder International Firm, people and organizational development is about developing the long- term capabilities of others and the organization as a whole, and finding satisfaction in influencing or even transforming someone's life or career. This capability is highlighted as a key differentiator of managers from leaders.

2.2.9   Team Leadership

On team leadership, Egon Zehnder International Firm argues that this is about focusing, aligning and building effective groups both within one's immediate organization and across functions. Literature has demonstrated that this competency is manifested significantly through great leaders in organizations.

2.3   John Kotter's View: Management versus Leadership

- **Management and Leadership Definitions**

Kotter[15] defines *management* as a set of processes that keep complicated systems of people and technology running smoothly with key focus on *planning, budgeting*, *organizing, staffing, controlling, and problem solving*.   On the other hand, Kotter[16] then defines *leadership* as a set of processes that create organizations and adapts them to significantly changing circumstances. He asserts that leadership is about the vision for the future and deals with the alignment and inspiration of people around the vision. Kotter uses the following key dimensions around which management and leadership functions could be compared and differentiated. These dimensions support the Egon Zehnder International assessment model key competencies for differentiating managers from leaders. Appendix IV elaborates further on Kotter's view.

2.3.1   Organization and Alignment as differentiating functions of management from Leadership

According to Kotter[17], organizing as a management process refers to the creation of human systems that implement plans effectively. This involves making potentially complex decisions and includes creating an organizational structure with reporting relationships for

---

[15] John Kotter (1990): 25-30.

[16] John Kotter (1990): 25-30

[17] John Kotter (1990): 25-30

accomplishing plan requirements, staffing the jobs with correctly qualified individuals, providing training for them as well as executing and monitoring the implementation of the plans. This also includes setting the incentives to achieve the plans, but within a specific predefined context. Therefore within the management function, the capacity to accomplish plans is realized and developed through organizing and staffing.

On the other hand, Kotter[18] asserts that leadership is concerned with aligning people and the organization. This involves engaging people more than organizing does and involves the entire employee base as well as other stakeholders within and outside of the organization. In this regard, Kotter argues that the process of aligning people leads to empowerment more than can be attained through organizing. When a clear sense of direction has been communicated throughout the organization, lower level employees can initiate actions without being fearful. This, according to Kotter can only be achieved through the act of leadership.

Kotter[19] further asserts that the emphasis placed on management has often been institutionalized in corporate cultures and has been a key factor in discouraging employees from learning how to lead. This is more evident in larger corporations and tends to create more managers through the inward focus that is nurtured by such organizations. This inward focus results in employees being unable to foresee the threats and opportunities and in the absence of proper *leadership,* these organizations fail due to complacency and lack of urgency. Within this context, people think only within the realm of hierarchy and management. This does not create a powerful enough guiding coalition which is key in leadership.

In this context, Kotter's argument supports the Egon Zehnder International Firm's constellation of competencies that can be utilized to compare and differentiate between the

---

[18] John Kotter (1990): 25-30

[19] John Kotter 1990: 25-30

roles of management from leadership. These are change leadership, results orientation, people and organizational development, team leadership, collaboration and influence as well as strategic orientation.

2.3.2 Structure and Culture as differentiators of Management from Leadership

Further, Kotter[20] asserts that managers tend to focus on short term thinking as compared to long term thinking. Also, managers have difficulty in creating change within the organization's culture due to their preference in dealing with formal structures and not culture. Subsequently, expensive acquisitions fail to produce any of the expected results and synergies. All these are as a result of lack of credible leadership.

Kotter[21] has also shown that employees in large and older firms often have difficulties getting a transformation process started because of the lack of *leadership* coupled with arrogance, insularity, and bureaucracy. In these types of organizations, change programs are likely to be *over-managed* and *under-led* as people engagement and involvement is inadequate. This is a classical the management approach. The problem with this approach is that it is enormously difficult to enact by sheer force the significant changes often needed today to make organizations perform better. Transformation and the big change programmes require sacrifice, dedication and creativity, none of which comes with coercion. This in Kotter's view is the domain of leadership unlike the management approach where only a few employees are involved in an initiative. In this situation, the net result is almost always a transformation programme failure.

It is therefore important that both structure and culture within organizations be well understood in line with whether there is management focus or leadership focus. Inward focusing structures and culture reinforce and are indicative of management whilst outward

---

[20] John Kotter (1990): 25-30

[21] John Kotter (1990): 25-30

looking culture and structure are indicative of leadership. This assertion by Kotter corroborates the Egon Zehnder International Firm's key competencies of results orientation, commercial orientation, collaboration and influence, team leadership, people and organizational development as well as strategic orientation.

2.3.3   Ability to Deal with Complexity and Change as a differentiator of Management from Leadership

Whilst for most organizations leading change is the greatest challenge, managing it is also quite vital. In this context, Kotter[22] asserts that management is entirely about *coping with complexity* whilst leadership is about *coping with change*. Without competent management complex organizations and enterprises tend to become chaotic thereby threatening their existence. The transformation process can get out of control and become disruptive to the running of the business. Under these circumstances, good management processes bring about a degree of order and consistency to key dimensions in dealing with the value streams of the organization, from people to products.

In his opinion, Kotter[23] contends that only leadership can blast through the many sources of corporate inertia. Through leadership however, organizations can motivate and inspire the actions needed to alter behavior in significant ways. Kotter argues that this is only achieved through leadership especially when it is anchored in the fabric of an organization's culture. On the other hand, management requires a whole team of individuals spread across the organization, following procedures and ensuring tight controls.

On the same argument, Kotter[24] asserts that leaders deal with change using an eight step process that requires a community of inspired people to drive it. These leaders create a sense

---

[22] John Kotter (1990): 25-30

[23] John Kotter (1990): 25-30

[24] John Kotter (1990): 25-30

of urgency, and then build a top level coalition of committed members. Thereafter they develop and communicate a vision, empower the people across the organization as a whole to act, then mobilize commitment by creating short term wins, design systems and structures to assist the transformation and they celebrate success in order to entrench the change. On the other hand, management needs the eight steps to be put in place for them to monitor within a defined context. Kotter also asserts that leaders remain in touch with the entire organization and influence all those around them. They also go beyond commoditized leadership and design timeless principles that help organizations continue to thrive.

As affirmed by Welch[25], the vital competence that a leader needs to be capable to deal with is leading change. The requirement to be able to lead and cope with change is a result of the business environment becoming more and more competitive and volatile. There is faster technological change, greater international competition, deregulation of markets including a vastly networked and international labor workforce. The net result of this is more change around the business environment which requires significant mobilization of the entire organization. Kotter argues that this is only possible where there is authentic and credible leadership.

Based on his argumentation, Kotter asserts that successful transformation and change requires 70 to 90 percent leadership and only 10 to 30 percent management. He further points out that because of a lack of adequate leadership in many organizations; the result is that it is portrayed as a problem of *managing* change. Therefore the two functions of *coping with complexity* and *coping with change* can be used as key characteristics of management and leadership roles. This argument supports the Egon Zehnder International Firm's model of key competencies relating to change leadership, team leadership, collaboration and influence as well as strategic orientation.

---

[25] Jack Welch (2005)

2.3.4 Credibility and Integrity as differentiators of Management from Leadership

Kotter[26] asserts that credibility and integrity pose a big challenge in leadership efforts. This is about getting people to believe the message that articulates both the direction and vision of where the organization is determined to go. The many challenges affecting credibility include the track record of the people delivering the message, the content of the message itself, the communicator's reputation for integrity and trustworthiness and the consistency between the words and deeds. Kotter argues that management efforts do little to earn this attribute as the focus is on achieving the set plans through command and control. Management in this context is about receiving instructions and acting upon them without questioning. On the other hand, leadership is about ensuring buy-in through involvement and engagement. This assertion also supports the delineated Egon Zehnder Model competencies of strategic orientation, team leadership, collaboration and influence and change leadership.

2.3.5 Ability to Set Direction, Vision and Strategies as differentiators of Management and Leadership

Kotter[27] believes that leadership in a changing business landscape is manifested by setting a direction through developing a vision for the distant future (five years and beyond). This is then followed by the process of producing the strategies for accomplishing the changes needed to achieve the vision. On the other hand, he argues that management is about dealing with complexity through the processes of planning and budgeting. This is about setting targets for the short to medium term, typically one month to a year and establishing detailed action plans and allocating resources to achieve the plans. Within this context, Kotter[28] seeks to ensure that there is clarity in the understanding of how management and leadership roles can be compared and differentiated within the premise of creating value for the business.

---

[26] John Kotter (1990): 25-30

[27] John Kotter (1990): 25-30

[28] John Kotter (1990): 25-30

He warns that organizations should not embrace long-term planning as a panacea for lack of direction and inability to adapt to an increasingly competitive and dynamic environment. Hence planning as a management function works best not as a substitute for direction setting but as a complement to it. Kotter[29] further asserts that a credible planning process serves as a reality check on direction setting activities in the manner that a credible direction setting process provides a focus in which planning can then be realistically carried out. This is about communicating the direction to those who can create coalitions that understand the vision and are committed to its achievement.

Therefore, in Kotter's opinion, setting direction is not the same as planning. He asserts that planning is a management process that is deductive in nature and is designed to produce orderly results, not transformational change. On the other hand, setting direction is more inductive through a process of gathering a broad range of data and looking for patterns, relationships and linkages that assist in explaining patterns. The direction setting leadership process according to Kotter does not produce plans, rather it creates visions and strategies for the business that articulate what it should become over the long term including a feasible way of achieving it. Only after creating the vision and setting the direction does management create plans to ensure achievement of the plan through controlling and problem solving. This includes monitoring results against the original plan, reviewing reports as well as identifying deviations and acting on them.

According to the Egon Zehnder International Firm's delineated competencies, Kotter's argument supports the requirement for managers and leaders to be assessed against the competencies of results orientation, strategic orientation, team leadership, collaboration and influence, commercial orientation, change leadership as well as people and organizational development. However, the argument for assessing both management and leadership competencies based on similar criteria also augments the fact that these functions, whilst they may be viewed as different, may in principle be complementary in nature.

---

[29] John Kotter (1990): 25-30

2.3.6 Energy, Motivation and Inspiration as differentiators of Management and Leadership

Kotter[30] argues that since management processes are highly controlled, the need for highly *motivated* and *inspired* behaviors is significantly reduced and therefore makes management processes almost risk-free and fail-safe requiring no extraordinary effort to accomplish. The tight systems and structures in management are designed to help normal people who behave in normal ways to complete routine jobs successfully on a day by day basis with little or no excitement. On the other hand, Kotter[31] asserts that the leadership processes require huge levels of *energy* from extraordinary people doing extraordinary work. He asserts that in order to achieve grandiose visions energy, motivation and inspiration are a vital ingredient. Such acts which touch people deeply and elicit powerful responses, are believed to emanate from leaders delivering extraordinary performance. Therefore, in dealing with change as a leadership function, being able to generate highly energized people is vital to handling the inevitable barriers along the way. On the other hand, Kotter posits that management actions do not achieve high levels of inspiration and energy sufficient to overcome impending challenges like leadership does.

In this case, Kotter's argument also augments the Egon Zehnder International Firm's model on the selection of the core competencies that managers and leaders need to be assessed on. The competencies alluded to in this regard are strategic leadership, team leadership, collaboration and influence, change leadership, results orientation and people and organizational development.

---

[30] John Kotter (1990): 25-30

[31] John Kotter (1990): 25-30

2.3.7 Trust, Relationships and Communication as differentiators of Management and Leadership

Kotter[32] firmly believes that management and leadership roles can also be differentiated through aspects such as trust, relationships and communication. Whilst in management processes formal structures are key to dealing with order to keep some semblance of discipline in getting things done, in leadership, strong informal networks of relationships are more pronounced. These informal[33] networks are believed to be capable and better in dealing with the greater demands for coordination associated with non-routine activities and change. Kotter's contends that this due to the high levels of trust within the people involved thereby allowing for accommodation and adaptation. In this scenario, conflicts are dealt with much more quickly and harmoniously due to the dialogue and conversations held by those involved. To achieve this process requires more sublime communication than what would be required in a formally structured management function.

It is noteworthy that whilst management is assumed to be able to thrive in low trust, structured relationships and communication, the leadership realm requires significantly more trust with mature relationships that pervade informal structures that deliver significant results. This argument is in alignment with the key competencies that Egon Zehnder International Firm delineated as vital in the assessment and selection of management and leadership roles for organizations.

2.4 Glaser Judith's View: Management versus Leadership

Glaser[34] argues that management may be contrasted from leadership through a cluster of key attributes that she considers to be the '*DNA* of leadership'. She asserts that the ability of a

---

[32] John Kotter (1990): 25-30

[33] It is believed that if the informal networks do not exist in the organization, it is critical that their establishment has to be the focus of leadership ahead of any initiative being launched.

[34] Glaser E. Judith (2005)

person to exude and live these attributes visibly makes him/her a leader relative to being a manager. Glaser's assertion also advances the support for the cluster of competencies that Egon Zehnder delineated for assessment of managers and leaders within organizations. The following discussion relates to this argument.

2.4.1   Ability to deal in People Conversations

Glaser[35] argues that psychological environments shape who we are and how we work depending on whether we operate as managers or leaders. Her assertion is that leaders shape environments through conversations that enable people to express their *DNA* of greatness.

Glaser posits that approach is in contrast with management approaches that she argues mainly resort to the old top-down controlling circumstances which inhibit the motivation in people to achieve more. Glaser[36] also asserts that organizations that operate with leaders who take advantage of the power inherent in conversations have the ability to shape the future of their organizations. She emphasizes that creating the environment that allows leadership to emerge from everywhere in the organization is the most important responsibility of *leadership.* She postulates that leadership, unlike management is expressed through conversations and practices (rituals), which translate into how individuals relate to one another, foster teamwork, inspire others, communicate with others, bring out creativity in the team, chart the course of action, and how morale is maintained throughout. In this assertion Glaser, alludes to leadership as being able to operate in a different mode from a management role as an organizational function.

---

[35] Glaser E. Judith (2005): 2

[36] Glaser E. Judith (2005)

2.4.2 Ability to Communicate the How as a differentiator of Management from Leadership

In exemplifying how leadership and management approaches could yield different results, which may be alluded to in explaining the differences between them, Glaser[37] argues that, in order to achieve a goal, a manager would tend to demonstrate the *'how to do it' whilst* a leader could seek to be shown the *'how it could be done'*. Whilst the goal could be reached either way, the long-term ramifications for the individual and for the organization will be significantly different depending on the approach used. The quality of the leadership conversations and leadership practices makes all the difference in the type of culture that gets created and entrenched.

Further, Glaser[38] also argues that there are some distinct acts that promulgate the differences between management and leadership. These actions are manifested in the manner that leadership or management actions are viewed by the affected. She asserts that managers are noticed by the way they focus on deficiencies and failures of their team members. On the other hand, leaders acknowledge others' efforts and thrive on getting the most out of the strengths of their team members. They cross-pollinate, innovate, stimulate and turn others on in times of change. Glaser admits that what one does and how one communicates, will either release the energy of the organization or suppress it and this is dependent on whether one is providing a leadership or management role.

2.4.3 Energy and Inspiration as differentiators of Management and Leadership

Glaser[39] believes that energy and inspiration within the people can only happen through conversations, a capability which demonstrates the act of leadership. In this instance, leaders are able to define and articulate what the future should look like, align people with that vision

---

[37] Glaser E. Judith (2005) : 3-4

[38] Glaser E. Judith (2005) : 3-4

[39] Glaser E. Judith (2005) : 6-7

and then inspire them to make it happen despite the many obstacles that may be in their way. Leaders forge the way and deal with those processes that create organizations or adapt them to changing circumstances, which is in the strategic realm of the business.

On the other hand, she posits that management primarily deals with those processes that keep the organization running smoothly within a tactical realm of the organization. At the end of it all, leadership requires an ability to see the big picture and maintain a balance between high level strategies and frontline tactics. In Glaser's opinion, this is a consequence of whether one is providing a leadership or management role, which further explains the notion that these two functions could be differentiated. Glaser's argument in this regard supports Kotter's postulation that leadership and management may arguably be two different functions.

2.4.4 Organizational Performance and Vitality

Research carried out on some organizations by Glaser[40] demonstrated that there is a correlation between the performance of an organization and whether it is predominantly *managed* or *led.* When managed with a top-down style, demanding compliance with established policies and procedures and using threats and chastisement to achieve goals, this promoted a culture where people growth and development were impeded. This drove down a silo mentality where employees only looked up for direction and down for execution. This in her opinion is classical management. However, where real leadership thrived within the organizations, there was a vibrant and palpable atmosphere where employees exhibited genuine enthusiasm, curiosity and excitement about personal development with collective growth. The leaders in these organizations stressed broad connectivity, collaboration and conversations about shared goals, strategy, responsibility, pride and ownership of success.

---

[40] Glaser Judith (2005): 6-7

In the organizations that were heavily managed and under led, they were found to be struggling in the face of dramatic change. Those that had credible leadership were upbeat about their success and always looked firm and sound with a brighter future. All this was found to be entirely as a consequence of the leaders who bonded intention with impact and created and nurtured successful conversations that shaped their environments. This notion from Glaser also corroborates Kotter's view and further indicates that the functions of management and leadership may be viewed differently within business organizations.

2.4.5   Culture of Relentless Communication as a differentiator of Management and Leadership

Glaser[41] also argued that relentless and consistent communication within the organization provided for the differentiation of the function of management from that of leadership. Significantly, the difference boiled down to those leaders that consistently placed emphasis on communicating at enterprise level rather than functional level. These leaders' communications were cross divisional conversations with all employees and included honest feedback on the future the organization. These leaders engaged people passionately and provided ways for them to do meaningful work and contribute to the overall success of their organization. In Glaser's opinion leadership and management could be viewed in this perspective. Ultimately, leadership is about instilling a culture where change is created collectively with a spirit of challenge and enthusiasm in a teamly environment.

The argument by Glaser also supports Kotter's assertion in terms of how the function of management could be viewed as different from that of leadership.

2.4.6   Team Centric Culture as a differentiator of Management and Leadership

Glaser[42] asserts that there are seven progressive genes of leadership that accelerate and enhance organizational vitality if practised sincerely and openly. These progressive genes are

---

[41] Glaser Judith (2005) : 17

[42] Glaser Judith (2005) : 17

the ones that help create and shape the environment that motivates and inspires people to commit to achieving organizational visions and goals. She argue that these genes are about creating a '*WE-centric culture'* as opposed to the '*I-centric culture'*. These genes are characteristic of leaders who engender *community, humanity, aspirations, navigation, generativity, expression* and *spirit* in all they do.

On the other hand, the role of management is viewed as limited to dealing with the operational controls of the present, and in most instances the culture of '*I'* is perpetrated significantly. This argument also supports the notion that there is a difference between the functions of leadership and management in an organization.

In light of the above position, it could be argued that Glaser provides another perspective in this management versus leadership debate. Invariably, her argument also upholds the choice of the core competencies that Egon Zehnder International Firm delineated for the assessment and selection of managers and leaders within organizations. Glaser's argument supports the competencies of strategic orientation, commercial orientation, results orientation, team leadership, collaboration and influence, people and organizational development, change leadership and market and business environment knowledge.

2.5   Stephen Covey's View: Management versus Leadership

Stephen Covey[43] argues that there are three distinct and essential roles that people can perform in organizations. These are *producer, manager or leader*. In this context, he asserts that each role is vital to the success of the organization in its own unique way. His argument is that if there is no producer, great ideas are not taken further for implementation. Where there is no *manager*, there is role conflict and ambiguity, everyone attempts to be a producer, working independently with few established systems or procedures. Also, if there is no *leader,* there is lack of vision and direction. People begin to lose sight of their mission.

---

[43] Stephen R Covey (2004)

Although each role is important to the organization, Covey contends that the role of the leader is most important.

In this instance, this point of view advances the notion that in today's business environment, both *leadership and management* functions are essential within an organization. These functions determine whether the organization thrives or survives in the midst of the ever changing business conditions. The key challenge however is to appreciate the extent to which these differences need to be harnessed and understood so that appropriate strategies can be developed for the organization. Covey's argument also upholds the rationale by Egon Zehnder International's model of making the nine competencies vital for assessing managers and leaders within organizations. The assessment along the nine dimensions assists in ensuring that roles and responsibilities along the lines of producer, manager and leader are fully defined and differentiated for value-add within organizations.

2.6 Ken Blanchard's View: Management versus Leadership

Blanchard[44] asserts that leading and managing are two different and separate functions. This assertion is supported by his research on the connection between profits and leadership which was found to be distinct from management practices. The findings established that strategic leadership as well operational leadership capacity is critical to organizations. Strategic leadership was shown to define the imperatives for everyone in the organization and provided the *'what'* that provides the key relationships and metrics needed to ensure that there is synergy. On the other hand, organizational management practices provide the *how* that enables the departments and employees to understand the manner through which they specifically contribute to organizational success. Their research showed that the *how* constitutes the procedures and policies that clarify *how* each unit will achieve the overall strategy for the organization.

---

[44] Ken Blanchard 2006

In further elaborating on the significance of the difference between leadership and management, Blanchard[45] sought to clarify this through a set of questions which linked the impact of leadership to the overall organizational productivity and profitability. In this study it was established that leaders who hold people accountable and ensure effective, productive behaviors in their people are the most effective influencers of and drivers of organizational results. Equally important is the leader's ability to affect the mood, attitude and engagement of employees as well as the overall organizational culture. On the other hand, the research also established that the managerial practices relating to the application of policies, procedures and people relationships had a huge impact on the organization's performance. This research showed that both management and leadership processes, whilst different are required for the effective running of the organization.

However, Blanchard contends that it is the act of great leadership to ensure that the type of culture, the quality of management practices and the alignment of all these practices with key strategic initiatives is achieved. The research also showed that the top three factors for great leadership include good communication skills, humility, effective people management and a sense of empathy and emotional intelligence. This assertion supports the arguments advanced by both Kotter and Glaser and upholds the competencies that Egon Zehnder International delineated as key for assessment of managers and leaders within organizations.

2.7   Mark Sanborn's View: Management versus Leadership

On the same note, Sanborn[46] argues that leaders, unlike managers do the right things for the right reasons. Therefore they become victors of circumstances rather than becoming a victim of circumstances. Further, unlike managers, leaders have convictions and principles that are

---

[45] The questions they asked were 1). What role does leadership capacity play in driving organizational vitality? 2) What specifically can leaders do to increase organizational performance? 3).What are the connections between leadership capacity, customer devotion and employee passion? 4).How is customer devotion and employee passion linked to organizational vitality?

[46] Sanborn Mark (2006) :50

true across time, culture and context. One therefore is a leader if one has self mastery, power of focus and *power with the people* rather than *power over people*. This is the ability to create emotional connection and commitment with the people through illustrative story telling. Also, leaders are adept at persuasive communication which is influenced by an infectious passion that emanates from ethical selling rather than telling as managers would do; by influencing as opposed to impressing, they strive to be understood rather than to be heard, they energize rather than explain, they inspire rather than purely inform and they tell stories rather than relay only facts. Sanborn[47] further postulates that leaders, unlike managers wield the power of strategic execution and above all, they are servant leaders as they serve the interests of those that they lead. He also argues that leaders ensure that they focus on increasing relationships, outcomes and improvements and ensure that they spend more time creating a legacy as opposed to self-serving interests as managers are arguably known to do.

Further, leaders are known to inspire others by setting a vision, they ignite passion and dispense hope, maintain flexibility and provide intellectual stimulation. Their language is one of inspiration, love, care, change, nurturing, courage, mentorship and the ability to tap into the power of diversity.

Sanborn[48] further asserts that leaders strive for commitment rather than compliance and are more concerned about the quality of the relationship with the people. They have the discipline to take appropriate action timeously, they steer consensus, ruthless application, are brutally honest and make things happen faster. On the other hand, Sanborn argues that managers only achieve at best fifty percent of what leaders do. In their opinion, they have authority to make decisions for the organization, even if they are not able to make the decisions for the people. On the other hand, leaders are known to be great teachers of people and always ask people for their opinions.

---

[47] Sanborn Mark (2006): 67

[48] Sanborn Mark (2006): 94

In this view, Sanborn's argument supports that of Kotter and Glaser and upholds the essence of Egon Zehnder International's model of the nine competencies that need to be applied when assessing and differentiating between management and leadership roles within organizations.

2.8   Martin's View: Management versus Leadership

In terms of the ability to make tough decisions, Martin[49] argues that it is what he calls the '*eagles*' as opposed to the '*ducks*' that have this ability. In this context, the eagles are the leaders whilst the ducks are the managers. The ducks/managers are the doers and need not venture out of their assigned roles and tasks. The leaders/eagles help the organization advance further through innovation and everyone looks up to them for their future as well as that of the organization. The leaders, as argued by Martin, have the extraordinary ability to communicate their messages clearly, they take the hard decisions swiftly, and have an insatiable focus on results yet remaining quite flexible. They are also driven to ensure they live the values of the organization whilst delivering value themselves. These leaders foster an environment where collaboration is the vehicle to success, yet they exercise both tough management and leadership without being tough people themselves.

Martin's view is interesting in the sense that it differentiates management from leadership along the nine Egon Zehnder International Firm's model competencies including that of taking tough decisions. It is evident that the competencies of strategic orientation, results orientation, commercial orientation, team leadership, collaboration and influence, customer impact, people and organizational development and change leadership are all vital in comparing managers and leaders for appropriate placement in key roles. However, this metaphorical argument also shows that these two functions work better together when they complement each other.

---

[49] Martin C (2007): 31

2.9 Blacklock and Jacks' View: Management versus Leadership

Blacklock and Jacks[50] assert that leaders are more ambitious, with charisma and have innovative approaches to doing business. They are known to provide great leadership which comes with hard team building skills on top of the individual leadership traits. This is what they argue, creates and enables the delivery of consistent leadership role modeling, structures that engender success, the correct plans to reach and exceed team goals as well as having the right people who will make it happen through concise execution.

On the same note, Bossidy and Charan[51] contend that execution is what leaders should preoccupy themselves with in order to get to know their people and their capabilities well. The leaders insist on realism whilst setting clear goals and priorities so that they are able to follow through with rigor and intensity. On the other hand, managers are known to wait for what their leaders articulate for them so that they can implement it. Whilst the difference between leadership and management may be subtle, it has arguably huge implications on how organizations may achieve success in the market. Overall, it is about people. This assertion also upholds the need for the nine key competencies as articulated by Egon Zehnder International. When the functions of management and leadership are understood along the dimensions of the nine competencies, comparing and contrasting these roles makes both business and organizational sense.

2.10 Jack Welch's View: Management versus Leadership

Welch[52], as CEO of General Electric (GE) had a clear view of what he called leadership, which was different from management. Through the vision he had, Welch wanted to make GE the world's most competitive enterprise through providing clear and revolutionary leadership. He needed people who would *lead more* and *manage less*. Welch's self-

---

[50] Blacklock J and Jacks E (2007): 38-45

[51] Bossidy L and Charan R (2002): 57

proclaimed revolution meant waging a war on GE's old ways of doing things and reinventing the company from top to bottom through leadership, not management. He even suggested discarding the term *manager* completely because it had come to mean one who *'controls'* rather than *'facilitates'*, *'complicates'* rather than *'simplifies'* and acts more like a *'governor'* than an *'accelerator'*.

Welch's opinion was that the less managing one did, the better off the company got. Further, Welch[53] had the belief that managers slowed work down whilst leaders sparked the business to run smoothly and quickly. The leaders were believed to be able to harness their people, talk to their employees in order to engage them, inspiring and filling them with vision and getting them to perform at significantly high levels. Further, he also postulated that leadership was about creating resonance with a compelling vision that offers a sense of common purpose beyond the day to day tasks. It is about making work fun and interesting and goes beyond the managerial tasks. To Welch this was the most critical ingredient that differentiated management from leadership and provides further views on how the two functions could be looked at in organizations.

Within this context, the inspiring vision that leaders provide their people helps them achieve strategic alignment as well as the mobilization to assist people in connecting their personal and business goals. This is about making relentless innovation a religion by encouraging entrepreneurial creativity through the trustworthy involvement of all employees. It is about coaching and training everyone to greatness through building diverse teams that are driven by teamwork. Risk taking is highly encouraged. Kouzes and Posner[54] support this argument when they assert that leadership is about mobilizing others to want to get extraordinary things done in organizations. They further contend that leadership is about the practices that transform values into action, visions into realities, obstacles into innovations, separateness

---

[52] Welch Jack (2005)

[53] Welch Jack (2005):61

[54] Kouzes & Posner (200): xviii

into solidarity and risks into rewards. Leadership creates the climate in which people turn challenging opportunities into remarkable successes, a role that management alone may not fulfill.

In further clarifying the differences between *leadership* and *management*, Welch[55] articulated what extraordinary leaders do, which he argues is over and above providing the management roles and responsibilities. This argumentation made through a series of rules that were used as guidelines for GE leadership differentiation from management functions. These guiding principles are given below and corroborate the nine core competencies that Egon Zehnder delineated as core for differentiating managers from leaders within organizations.

2.10.1 Principle of Team Development, Coaching and Building Self-Confidence

Unlike managers, leaders relentlessly upgrade their team, using every encounter as an opportunity to evaluate, coach and build self-confidence. They achieve this through making sure that the right people are in the right jobs at the right levels. This is also made possible by coaching the people through the provision of guidance and helping them to improve their performance in every way possible. Leaders also pour out encouragement, care and recognition to boost their people's self confidence. This energizes and provides the people with the courage to take risks and achieve beyond their dreams.

On the contrary, managers view people development as a once off event that is undertaken during the appraisal and performance reviews. Managers also view people as a cost to the business and therefore invest very little effort in guiding and building the confidence of their teams. Leaders have this process fully integrated in the daily activities of the regular goings on. At GE, this principle was therefore used to identify those that provided leadership as opposed to simple management. This is in line with the Egon Zehnder International Firm's

---

[55] Welch Jack (2005): 63

core competencies of people and organizational development, team leadership, change leadership collaboration and influence and customer impact.

2.10.2 Principle of Living and Breathing the Vision

Welch's also believed that leaders, unlike managers, make sure people not only see the vision, but that they live and breathe it. Leaders achieve this through ensuring that the team's vision is clear and alive, without jargon, vagueness and with targets clearly set. Leaders also make sure that every one of the employees is able to understand and talk through the general direction in terms of where the organization is going with clarity and consistency. On the other hand, managers do very little to try and achieve the level of harmony and understanding of the vision as leaders aspire to do. Hence the ability to deal in terms of the purpose, vision and values of the organization is an attribute of leadership which is not significantly espoused within a management role. This principle upholds the Egon Zehnder International Firm's core competencies of strategic orientation, change leadership and team leadership.

2.10.3 Principle of Glowing with Positive Energy and Optimism

Welch also attested that unlike managers, leaders get into everyone's skin exuding positive energy and optimism. They achieve this through being upbeat about how work is happening and carrying a positive outlook about the business to all employees. It is about fighting the gravitational pull of negativism, by displaying an energizing and a can do attitude to all that needs to be achieved. It is about having the right attitude all the time. On the contrary, managers keep their personal distance from their employees and keep work as pure work. Therefore, in line with this principle, exuding positive energy and perpetual optimism is an attribute of leaders and not managers.

2.10.4 Principle of Building Trust, Candor, Transparency and Credit

Welch also argued that leaders are those that establish trust, candor, transparency and credit within their people. Leaders achieve this through making sure that they have a balanced view

of how the business is performing and ensure that every employee gets to know this reality. It is also about crediting employees with good praise where it is due and making sure that the leader takes full accountability for the business performance. In line with this principle, managers are viewed as bosses of the people and would care less whether trust, candor and transparency are upheld within the employees. This is detrimental to achieving breakthrough performance within the business and therefore differentiates managers from leaders.

2.10.5 Principle of Making Tough and Unpopular Decisions

At GE, Welch also believed that leaders were those that had the courage to make unpopular decisions and gut calls. Unlike managers, leaders do not necessarily have to have one hundred percent data or information to make tough decisions about the business. They use their guts to make the final call on business issues even if they are likely to be unpopular with the people. In Welch's terms, one is not a leader to win popularity contest, but rather to lead the people. This ability to make tough decisions and gut calls about the business was therefore a key differentiator of managers from leaders.

2.10.6 Principle of Curiosity with Unprecedented Action

This principle is premised on the basis that leaders are known to probe and push with curiosity that borders on skepticism, making sure their questions are answered with action. Leaders ask the *what if's*, *why not* and *how come* kind of questions in order to probe and get people to think deeply about their decisions and actions. These questions unleash debate and raise issues that create a basis for action. On the contrary, managers are cautious to avoid these kinds of debates and therefore do not engage their people to the extent that leaders do.

2.10.7 Principle of Risk Taking and Setting the Example

At GE, leaders were viewed as those that inspired others to take risk and provided learnings by setting example. In line with this principle, leaders, unlike managers encourage people to make mistakes for as long as they are prepared to learn from the situations that would have

occurred. This is a leadership trait, which managers find difficult to accept and deal with. The resulting culture within the workforce that knows that the leadership tolerates risk is full of energy and experimentation to achieve great things. Therefore within organizations, leaders who provide credible leadership always achieve extraordinary results which managers cannot achieve.

2.10.8 Principle of Relentless Celebration

Further, leaders are known to celebrate success with their people more than managers would do. This celebration creates an atmosphere of recognition and positive energy within the people which results in positive reinforcement. Managers tend to feel scared that their bosses would think that work isn't happening as it should.

This phenomenal experience at GE demonstrated that there are significant differences between leadership and management and that these differences have huge implications on how organizations create and leverage value from their people and other resources. In this regard it is noteworthy therefore that the functions of leadership and management within an organization need to be understood well in order to enable people to be placed appropriately within the realm of creating value for the business. In light of this assertion, it is noteworthy that the Egon Zehnder International Model's nine core competencies are fully in sync with what Welch did at GE. This supports the fact that the application of these competencies in the assessment of managers and leaders alike for organizational placement and value creation is worthwhile.

Overall, Welch's astounding achievements at GE provide a different view of how the functions of management and leadership, when fully understood and applied to the business could result in businesses that are profitable and sustainable going forward.

2.11 Jim Collins' View: Management vs. Leadership

Collins[56] presents another conceptual model that depicts management as one of the levels (level 3) that leaders have to pass through en-route to *level 5* leadership. In this regard, *Level 5* leadership is described as the ultimate leadership pedigree that is required in transforming organizations from *good* to *great*. This model demonstrates that management and leadership, whilst they are different, they exist on the same continuum. It is the extent to which a person in a position of responsibility exhibits the traits as articulated in the Level 5 Hierarchy (Fig A) that determines whether one is a manager (level 3) or a leader (levels 4 & 5). A manager (who is competent) in this context is one who organizes people and resources toward the effective and efficient pursuit of predetermine objectives. Kotter's argues in the same way as he supports the differences of management from leadership.

Further, Collins[57] classifies two levels in the model (Levels 4 & 5) as leadership levels. A *level 4* leader is an effective leader, whose role is to catalyze commitment to and vigorously pursues a clear and compelling vision, stimulating higher performance standards. Collins[58] goes further to describe a Level 5 leader as one who builds enduring greatness through a paradoxical blend of *personal humility* and *professional will*. This is viewed as the ultimate attribute in terms of leadership and is two levels above the level of a competent manager as presented in Collins' model. This distinction shows that these two functions of management and leadership may be viewed differently and have implications in terms of how organizations need to position and place people within their management and leadership structures.

---

[56] Jim Collins (2001):20. Level 5 leadership refers to the highest level in a hierarchy of executive capabilities as identified in Jim Collins' research and blends extreme personal humility with intense professional will. Fully developed leaders embody all the five layers of the pyramid

[57] Jim Collins (2001): 20

[58] Jim Collins (2001): 20

LEVEL5: **LEVEL 5 EXECUTIVE:** Builds enduring greatness through a paradoxical blend of *personal humility* and *professional will*

LEVEL4: **EFFECTIVE LEADER**: Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards

LEVEL3: **COMPETENT MANAGER:** Organizes people and resources toward the effective and efficient pursuit of predetermined objectives

LEVEL2: **CONTRIBUTING TEAM MEMBER:** Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting

LEVEL1: **HIGHLY CAPABLE INDIVIDUAL:** Makes productive contributions through talent, knowledge, skills, and good work habits.

Figure 2.1 – Level 5 Hierarchy of Leadership

Source: Jim Collins (2001)

In line with this model, Collins[59] describes Level 5 leaders as those that channel their egos away from themselves and into the larger goal of building a great company. They are ambitious, but their ambition is first and foremost for the institution not themselves. These leaders are modest and willful, humble and fearless with a stoic resolve to achieve anything that would make their organizations transform from good to great. On the other hand, managers are viewed as those that look unto themselves first and put their personal egos ahead of their organizations, requiring personal glory as the ultimate.

As Collins[60] further attests, *professional will* and *personal humility* are key attributes that differentiate leaders from managers. Leaders who exude *professional will* have the ability to create superb results and save as a catalyst in the transformation of organizations from good to great. They explicitly demonstrate an unwavering resolve to do whatever must be done to

---

[59] Jim Collins (2001): 21

[60] Jim Collins (2001): 21-25

produce the best long term results, no matter how difficult. They always set the standard of building an enduring company and they settle for nothing less.

Collins further argues that the leaders who exude personal humility always demonstrate a compelling modesty, shunning public adulation and are never boastful. They act with quiet, calm determination and rely principally on inspired standards and inspiring charisma to motivate their employees. Also these leaders always channel ambition into the organization and not the self and they make sure they set up their successors for even greater success going forward.

In building great organizations leaders first ask *who*, then *what* instead of *what* then *who* as managers would do, argues Collins. It is about getting the right people in the organization and placing them in the right positions to get the most out of their abilities. These leaders also get the wrong people out of the organization as quickly as evidence of non-delivery is manifested. They move with speed and apply standards rigorously and not ruthlessly. This process results in sustained great results which are a consequence of having built a culture of self-disciplined people who engage in disciplined thought and therefore taking disciplined action.

Further, Collins[61] established that Level 5 leaders, unlike managers create a culture of openness wherein people have a tremendous opportunity to be heard and ultimately for the truth to be heard. They achieve this kind of climate through leading with questions and not answers, engaging in dialogue and debate and not coercion, by conducting autopsies without blame and by building red-flag mechanisms that turn data into information that cannot be ignored. In this context therefore, it is noteworthy that Collins' argument provides another dimension through which management and leadership functions can be compared and differentiated in line with how they contribute to organizational performance and profitability in the long term.

---

[61] Collins Jim (2001) :143

In light of Collins' postulation, this argument further clarifies the levels and categories that management and leadership can be placed, hence providing the basis for their differentiation. The argument herein is in line with Kotter, Glaser and Welch's and also upholds the essence of the Egon Zehnder International Firm's nine key competencies for differentiating between managers and leaders.

2.12 Purpose as a differentiator of *Management* and *Leadership*

2.12.1 Nikos Mourkogiannis's View

Mourkogiannis[62] argues that the ability by a person to articulate the *purpose* of an organization with clarity and eloquence to all stakeholders and derive significant unity of purpose provides for a major differentiator between management and leadership. He asserts that great leaders are those who can articulate a company's vision and inspire their employees to work hard towards its realization whilst bound together by a shared *purpose*. This creates successful organizations in which the purposes of those organizations are well known and understood by every stakeholder. Nikos alludes to purpose as the game of champions in which only strong minded men and women with powerful intellects and real character and spines of steel are suited for. This argument corroborates the level 5 leadership traits that Jim Collins alludes to as characteristics found in great leaders.

Further, Mourkogiannis[63] points out that purpose is the quality that organizational leaders (CEO's) need to do their jobs well and it is the criteria they use to pick on those that succeed them. Purpose is the difference between good and great, between honorable success and

---

[62] Nikos Mourkogiannis defines purpose as the fundamental human need for guiding ideals that give meaning to our actions. It is what one believes without having to think. It is a potent force in managing organizations. It stimulates and guides actions in the firm that are not specified in a formal way, illuminating and guiding day to day interactions with customers and colleagues.

[63] Mourkogiannis Nikos (2006):8

legendary performance, between fifteen minutes of success and legacy. Purpose maintains morale and energy of employees and drives a company forward by building sustainable competitive advantage, a role that is played by leaders and not managers. With great leadership, purpose becomes the engine of growth of a company and its source of energy. This argument therefore supports the fact that those people that deal in purpose are leaders who provide leadership whilst those that do not are the managers who deal in management responsibilities.

Therefore in line with this proposition, since purpose is the domain of great leadership, it is argued that this is the trait that builds great organizations. Great organizations are those that constitute great places to work for with collective morale of their employees being high. They are also great innovators that introduce new ideas and pursue and execute them powerfully well as well as being great competitors that never give up fighting for their position. Above all, these great organizations have great leaders that set an agenda that is worthwhile to follow. This is what differentiates leadership from management, a proposition that was also advanced through Kotter's argument.

Further, Nikos also asserts that an organization which has a strong sense of purpose does not only *make people feel better*, but also creates a *strong sense of direction* and obligation. It raises *employee morale* because it creates this sense of direction made out of a shared understanding of what is important. The combination of energy and direction in organizations makes it effective at stimulating initiative and cooperation in executing work. This helps employees stick to the point and makes any irritating bureaucratic controls redundant. Whilst morale is crucial to fuel the engine of action, it is purpose that gives it the traction and together, the two lead to organizations becoming great. All these are the aspects that great leaders do, which is significantly different from managing, which Nikos[64] refers to as nothing more or less than the art of getting things done. Nikos[65] asserts that leadership is

---

[64] Mourkogiannis Nikos (2006) : 149

[65] Mourkogiannis Nikos (2006) : 149

the ultimate advantage and when it is present in an organization, it makes all other advantages possible, for as long as it is tightly linked with management. He views leadership as a roof that sits atop a framework of sound management.

In further elaborating on the difference between leaders and managers, Mourkogiannis asserts that leaders not only create the purpose of the organization, they also align that purpose with the strategy that is developed to achieve it. They ensure that the same actions that create the firm's wealth are the same actions that lead towards its purpose. On the other hand, managers are obsessed with achieving quarterly results irrespective of whether the purpose will be achieved or not. Managers have little interest in purpose unless it can be shown to advance the profits. Leaders generate great ideas and transmit passion and commitment to all around them while they act as living examples of their own message.

Leaders, unlike managers who keep bureaucratic distance, go beyond merely expressing the firm's purpose. Instead, they awaken that purpose and act as the moral coach which connects the followers to the global goals. This serves to emotionally captivate the follower who then feels loyal due to alignment of his own goals with that of the organization.

Through this proposition, it can therefore be argued that the extent to which management differs from leadership is seen in line with the extent to which those in positions of responsibility espouse, drive, live and act in line with the organizational purpose. This is the realm of leadership, a proposition that was also advanced through Kotter, Glaser and Collins' arguments. This assertion further corroborates the nine core competencies that Egon Zehnder International Firm delineated as key for assessing managers and leaders alike**.**

2.12.2 Booz Allen Hamilton's view: Management versus Leadership

Booz Allen Hamilton also affirms that *purpose* is at the center of leadership as shown in Figure 2.2. This also corroborates the argument that Mourkogoniannis put forward that purpose is a differentiator of management from leadership. The three diagnostic questions in

each aspect of the model provide a starting point for strategic organizational design. This design for strategic organizational leadership is an integrated group of practices that build a company's capacity for change which can only thrive in an organization that exudes leadership practices.
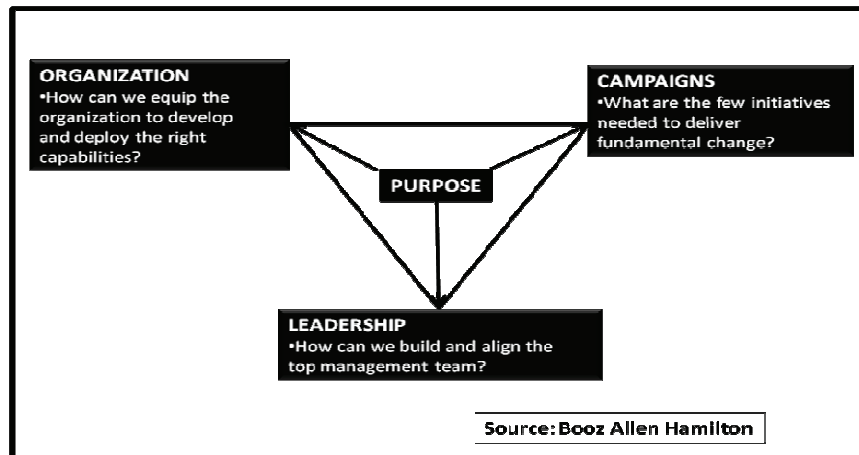
Figure 2.2: Purpose and the three aspects of organizational design

To develop and maintain this capacity, four critical elements need to be integrated together. These comprise the commitment to the company's purpose, the make-up of the top management team, the capabilities and motivation of people throughout the organization and a sequence of focused, well-chosen strategic initiatives that can take the company forward. In this respect, all these aspects can only be bonded tightly together through a leadership role, not a management one. It is through leadership, as opposed to management that the moral implications of the strategy and the strategic implications of the morals are understood within an organization. Leadership, as opposed to management is therefore able to adjust and trade-off the two to create alignment for organizational success.

Overall, leadership creates the community of purpose using moral identity stories and negotiates goals that turn the moral ideas into action. Also, leadership provides flexibility to adjust ideas and goals as the negotiation proceeds. Unlike managers who might just have sufficient ego, drive, intellect and experience, leaders have a broader understanding of the moral issues and psychology that sway and inspire individuals within the firm's environment.

It is that inspiration that turns strategy into action, which is characteristic of leadership as opposed to management.

The Booz Allen proposition is well in line with what other authors put forward as the differentiators of management from leadership and also supports the use of the Egon Zehnder International firm's model of nine key competencies that can be used to assess managers and leaders. It is apparent that purpose is at the epicenter of leadership in organizations and is at the core of how value is created throughout.

2.13.0   How can one become an Authentic Leader?

Key Personal Attributes

Welch[66] asserts that before one is a leader, the general view of success is about growing and developing oneself. Only when one becomes a leader, then success becomes all about growing others. The transition from a self-centered focus in terms of personal growth to a focus on developing others is a major sign-post in the direction of leadership development. In this process of development, it is therefore notable that one becomes aware of the expectations of leadership provisioning against just functioning within the realm of management. The basis for this transition is driven from the fact that in order for one to be able to inspire employees into higher levels of teamwork, there are certain attributes as a leader one must be, know and do. However, these attributes do not come naturally. They are acquired over time through practice, continual work and focused study in order to build, improve and sharpen these leadership attributes. These are discussed in the following section.

2.13.1 Goleman's View: Emotional Intelligence

Goleman[67] asserts that in most leadership development and curriculum debates, whilst IQ and technical skills are important for a leader, it is emotional intelligence that is the sine qua non of leadership. This in his opinion is the single most common attribute that transcends all great leaders. The argument is not that IQ and technical skills are not important, but rather that they are the basis and threshold capabilities upon which one can be grown into leadership. Myriad research has also shown that the absence of emotional intelligence, no matter how one could be an incisive, analytical and highly respected in terms of having smart ideas; one won't become a credible and authentic leader. The attribute of *emotional intelligence* is portrayed through *self awareness, self regulation, motivation, empathy and social skill.* Emotional Intelligence has been shown to have a significant impact on the

---

[66] Welch Jack (2005) : 61

[67] Daniel Goleman in The Harvard Business Review (2007): 37

performance of leaders within their business environments and organizations. Emotionally intelligent leaders were found to be much more productive when compared to their technically astute compatriots by a factor of 20%.

- **Self-Awareness**

Self-awareness is the ability to recognize and understand one's moods, emotions, strengths, weaknesses, needs and drivers as well as one's impact on others. This is manifested through self confidence, realistic self-assessment and a self-deprecating sense of humor. This is one of the key attributes that differentiates leaders from managers. Leaders who are high on self-awareness are neither overly critical nor unrealistically hopeful. Rather, they are honest with themselves and others. These leaders also have a good understanding of their values and goals. They also know where they are headed and why. All the time, they base their decisions on the values and principles that they understand well. On the contrary, those with low self-awareness, tend to make rushed decisions that are not driven from a value based system. It is noteworthy therefore that if one is to become a great leader, self-awareness has to be significantly high within the individual. Low self-awareness points to managerial tendencies.

- **Self-Regulation**

Self regulation is the ability to hold inner conversations within oneself, to control and redirect disruptive impulses and moods and therefore regulate one's emotional feelings. It is the propensity to suspend judgment and allow the thinking process to occur before taking action. Self regulation is manifested through trustworthiness and integrity, being comfortable with ambiguity and being open to change. This is an attribute of great leaders. They are able to control these inner feelings and are capable of channeling them in useful ways possible. This creates an environment where trust and fairness are high and politics and infighting are low. This drives productivity up as well and helping in retaining good people within the organization. People with a high sense of self-regulation do not panic when significant change happens in organizations. According to Goleman, when such changes do happen, these people simply move and support the change and in most cases end up leading it. These

50

are the leaders as opposed to managers who may resist the change. Therefore, for one to become a reputable leader, the attribute of self-regulation has to be significantly high. This is a key differentiator of leaders from managers.

- **Motivation**

Motivation is the passion to work for reasons that go beyond money or status and is typified by the propensity to pursue goals with energy and persistence. A highly motivated person has got a strong drive to achieve, has high optimism, even in the face of failure and is driven by a high sense of organizational commitment. This kind of person is driven to achieve beyond expectations, their own and that of everyone else's. This kind of person has passion for work itself, and seeks out creative challenges, loves to learn and takes great pride in a job well done. This person also displays an unflagging energy to do things better and is restless with the status quo and continuously seeks ways of doing things differently and better, thereby raising the performance bar. This is a classical attribute of great leaders. Therefore, for one to become a credible leader, it is vital that the extent and scale of motivation surpasses the ordinary, which is contrary to managers that manage within context and are almost always happy with the status quo.

- **Empathy**

Empathy is the ability to understand and appreciate the emotional make-up of other people. This is the skill in treating people according to their emotional reactions; i.e. thoughtfully considering employees feelings along with other factors in the process of making intelligent decisions. This is manifested through the ability to build and retain talent, cross cultural sensitivity and great service to clients and customers. Leaders have high empathy when compared to managers in most instances. Successful organizations have been found to be run by these kinds of people, who unlike managers have high empathy. This is one of the differentiating attributes of leaders from managers.

- **Social Skill**

Social skill is the ability to deal proficiently in managing relationships and building profound networks so that common ground can be found as well as great rapport. It is friendliness with a purpose and being able to move people in a direction one desires. Social skill is manifested through the effectiveness to lead change, persuasiveness and the expertise in building and leading teams. This skill is also assisted by the other emotional intelligence skills for it to thrive. Great leaders have a high social skill when compared to managers and the ability to deal in this skill makes great organizations as great teams are made out of this skill. This is also a differentiator of leaders from managers.

2.13.2 Abraham Zaleznik's View: Leader versus Manager

Zaleznik[68] argues that the differentiating attributes of leaders from managers include such traits as personality, attitudes towards goals, conceptions of work, and relationship with others, a sense of self and how leadership is developed as a role.

- **Personality**

Personality is reflected in many ways in an individual. The manner in which one portrays his/her attitude towards others and takes decisions that affect other people creates their personality. Zaleznik's postulation is that a managerial culture emphasizes rationality and control and is bent on problem solving. Irrespective of the amount of energy directed towards goals, resources, organization structures or people, the manager's focus is on solving problems as well as finding the best ways to achieve results as set in the strategy. In this perspective, the manager requires that everyone concerned works efficiently at different levels irrespective of status and responsibility. He argues that it is not a requirement that one is a genius or a hero to be a manager, but rather that one is tough-minded, persistent, hard working, intelligent, analytically capable as well as being tolerant and having goodwill.

On the other hand he argues that providing leadership is simply a practical effort to direct affairs. He further states that a precondition of leadership is that one be able to gain control over oneself before controlling others. This argument is in line with Goleman's emotional intelligence assertion as alluded to earlier. He further argues that no matter how competent a manager may be, his or her leadership capability stagnates due to limitations in visualizing purpose and generating value-add work. He also asserts that what might be conducive to produce competent managers could inhibit the development of leaders and vice versa. In other words, managers and leaders are different people in many ways including the way they think and act. This is why personality is a key attribute in separating leaders from managers.

- **Attitude towards goals**

Zaleznik contends that managers tend to adopt impersonal and passive attitudes towards goals largely due to the history and culture of the organization. This is due to the fact that these goals are generated out of necessity rather than the desires of leadership. On the contrary, leaders adopt a personal and active attitude towards goals instead of being reactive. They shape ideas instead of responding to them. They influence others and this changes moods thereby evoking images and expectations which establish specific desires and objectives that determine business direction. The net result of this influence by leaders is that it changes the way people think about what is desirable, possible and necessary.

- **Conceptions of work**

Zaleznik asserts that managers, unlike leaders tend to view work as an enabling process involving a combination of people and ideas interacting to establish strategies and make decisions. They help the process by calculating the interests in opposition, planning when controversial issues should surface and reducing tensions. They also negotiate and bargain on one hand whilst on the other, they use rewards, punishment and other forms of coercion. Further, managers aim to shift balances of power toward solutions acceptable as

---

[68] Abraham Zaleznik (Harvard Business Review) 2007: 15

compromises among conflicting values. On the contrary, leaders work in the opposite direction. Where managers act to limit choices, leaders develop fresh approaches to long standing problems and open issues to new options. They project their ideas onto images that excite people and therefore develop choices that give those images substance. Also, leaders tend to tolerate high risks as opposed to managers who tend to fear risk.

- **Relations with Others**

He argues that managers prefer to work with other people and avoid solitary work as it makes them feel anxious. They seek out others with whom to work and collaborate but in the process they prefer to maintain a low level of emotional involvement. They seek to reconcile differences, seeking compromises and establishing a balance of power. They also lack empathy or the capacity to sense intuitively the thoughts and feelings of others, a key differentiator as articulated by Goleman. Further, managers relate to people according to the role they play in a sequence of events or in a decision making process, while leaders, who are concerned with ideas, relate in more intuitive and empathetic ways. This, according to Zaleznik is due to the fact that managers concern themselves with *how* things get done whilst leaders concern themselves with the *what* of the events and what the decisions mean to the people.

In terms of how managers and leaders communicate, he argues that managers tend to use signals instead of messages as leaders do. The difference in this scenario is that in a signal, there are a number of implicit positions whilst a message clearly states a position. Signals tend to be inconclusive and are subject to misinterpretation whilst messages involve the direct consequences entailed in there. Messages are known to make managers anxious too. Also, managers prefer tactical issues that deal in costs and benefits and in the process, they make the organization more bureaucratic and more politically intriguing, yet leaner in direct and hard activity and warm human relationships. Their sole purpose as managers being to maintain a controlled as well as a rational and equitable structure.

On the other hand, leaders are described as rich in emotional content and they attract strong feelings of identity and difference or of love and hate. Leaders are known to produce unexpected results in such situations. Kouzes and Posner add to this argument by attesting that leaders, unlike managers are about relationships. These relationships are between those who aspire to lead and those who chose to follow and whose commitment is about achieving extraordinary things on a regular basis.

- **Sense of Self**

Zaleznik postulates that the way people are brought up within their environments has a huge implication on whether they become leaders or managers. He alludes to managers as people who grew up in environments that are trouble free, whilst leaders are mostly those whose environments were never smooth. The difference in the environment produces different worldviews resulting in different personalities. This difference affects the way one makes decisions, the way one relates and the way one views organizations that they work for. Ultimately it profoundly affects the way one deals and manages a changing situation, a key differentiator as alluded to by Kotter. As opposed to managers, leaders' lives are marked by a continual struggle to attain some sense of order.

2.13.3 Boyatzis & McKee's View: Resonance as a differentiator

On the same note, Boyatzis and McKee[69] also argued that leaders and managers are different on the basis of the attribute called *resonance*. This resonance is a consequence of profound relationships that are created as a result of great emotional intelligence as alluded to from Goleman's study. Unlike managers, resonant leaders inspire their organizations and

---

[69] Boyatzis & McKee define resonant leaders as those men and woman who step up, charting paths through unfamiliar territory and inspiring people in their organizations, communities and institutions. They find new opportunities within today's challenges, creating hope in the face of fear and despair. They move people powerfully, passionately and purposefully. They are exciting and they get astounding results in the process through resonant relationships with people around them.

communities to reach for dreams that seemed impossible previously. They are awake, aware and attuned to themselves, to others and to the world around them.

These leaders commit to their beliefs, stand strong in their values and live full passionate lives. These leaders are emotionally astute and are mindfully conscious of self, others, nature and society. They face the uncertainty of today's world with hope; they inspire through clarity of vision, optimism and a profound belief in their own and others' ability to turn dreams into lasting reality. They also face sacrifice, difficulties and challenges as well as opportunities with empathy and compassion for the people they lead and those they serve

Boyatzis and McKee also assert that once leaders develop resonance, they become great leaders due to their being in tune with those around them. This makes those that they work with to be in sync with each other, to be in tune with each other's thoughts (what to do) and emotions (why to do it). Their emotional intelligence, i.e. self awareness, self management, social awareness and relationship management are high. These leaders manage others' emotions well and they build strong and trusting relationships. They are aware that emotions are contagious and that their emotions are powerful drivers of their people's moods and ultimately performance. They inspire through demonstrating passion, commitment and deep concern for people and the organizational vision. They cause those around them to want to move in concert towards an exciting future. They provide courage and hope and help others become the best that they can be. On the other hand, managers could cause dissonance in situations where people emotions are involved.

2.13.4 John C. Maxwell's View: People Development as a differentiator

Maxwell[70] believes that to be a successful leader, who is significantly different form a manager, one has to be well grounded in the areas of relationships with others, ability to equip others, their personal attitude as well as their personal leadership traits. In

---

[70] Maxwell C John (2006):9

relationships, as alluded to earlier, this is what makes a huge difference. Maxwell asserts that successful leaders are those that know that they depend on others, in ways both tangible and intangible to move people towards the desired destination. They are able to connect with other people at all levels and every aspect of life. Managers invariably have difficulties in building these profound relationships for sustainable success.

Also, leaders unlike managers are able to equip others around themselves with knowledge and skill that is required for running the business. They do this through focused training and development, which ultimately elevates the level of performance of the organization. These leaders are capable of identifying and training others to the extent where they surpass themselves with knowledge and skill and are able to fully utilize the maximum abilities of those around them. Managers invariably tend to be myopic and pay little to no attention to this long term requirement of organizations.

Maxwell also affirms that leaders, unlike managers have great attitudes and are capable of reading and dealing with other people's attitudes in as far they relate to what is required to be achieved. This is the emotional intelligence attribute that was used by Goleman. This finally impacts on relationships which may make or break the way people work in teams for organizational success.

As can be noted from the arguments presented herein, it is noteworthy that managers and leaders are different in many ways. Whilst their roles are complementary in many ways; they represent different functions that produce significantly different results for organizations.

Overall, leadership is a role by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this function by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Although the position of a manager or supervisor gives a person the authority to accomplish certain tasks and objectives in the organization, this

power does not make one a leader, it simply makes a person the b o s s. Leadership differs in that it makes the followers *want* to achieve high goals, rather than simply b o s s i n g p e o p l e a r o u n d.

It is vital to note that the basis of good leadership is almost always an honorable character and selfless service to the organization. In the eyes of the employees, leadership is everything that one does that affects the organization's objectives and the people's well being. Unlike managers, leaders concentrate on what they a r e such as beliefs and character, what they k n o w such as jobs, tasks, and human relations, and what they d o like implementing, motivating, and providing direction. This is the sole reason why people want to be led by a credible leader.

Further, it is also argued that people want to be guided by those they respect, who are ethical and who have a clear sense of direction. This is achieved by conveying a strong vision of the future that cultivates deep trust and confidence amongst the employees. The trust and confidence is built through effective communication by helping employees understand the company's overall business strategy, helping employees understand how they contribute to achieving key business objectives and sharing information with employees on both how the company is doing and how an employee's own division is performing relative to strategic business objectives.

It therefore follows that a leader must be trustworthy and should be able to communicate a vision of where the organization needs to go. On the contrary, managers are deemed to only follow set directions and visions.

2.13.5 Kouzes and Posner's View: Modeling the way as a differentiator

Kouzes and Posner[71] contend that great leaders, unlike managers are capable of modeling the way, inspiring others, challenging the process, enabling others to act as well as encouraging the heart. Further, they also argue that for one to be a good leader, there are critical skills that one can learn which are related to building *significance, aspirations, relationships and courage*. They also buttress the fact that the most desired quality in a leader is honesty, followed by the ability to look ahead, i.e. ability to envision and offer strategic direction to the people and the entire organization. They also postulate that for one to be an exceptional leader, one must also be a great teacher, committed to helping 'students' perform better. This argument is based on the fact that teachers thrive when their students do and good teachers solicit honest feedback about their own performance. Therefore when one is an effective and passionate teacher, one is also the de facto leader. Teachers, coaches and mentors are vital to any organization, since they guide and offer advice. Managers, according to Kouzes and Posner, do not find satisfaction in doing all these people based aspects of leadership.

Great leaders also *share purpose,* a trait that was put forth by Nikos[72]. *They lead through principle by* pushing more and more accountability and responsibility down through the hierarchy. These great leaders are *charismatic*, *humble* and have *self-belief* at the core of how they lead.

2.14 Conclusion

In this chapter, the basis for using the Egon Zehnder International Firm's model of key competencies for assessing management from leadership was discussed. The nine key competencies of *strategic orientation, results orientation, commercial orientation, team leadership, change leadership, collaboration and influence, people and organizational development, market knowledge, and customer impact* were defined and supported by

---

[71] Kouzes and Posner (2002)

[72] Mourkogiannis Nikos (2006) : 149

various authors who argued through their opinions and theories that management and leadership functions could be different functions that have far reaching consequences and implications for organizations.

It was also argued that whilst these two functions could be viewed differently as argued throughout, they are intricately interlinked and work symbiotically together for value add within organizations. Further, it was also argued why it is vital to have people with the right attributes and competencies in order to function in management and leadership roles within organizations. It is noteworthy that when building and positioning an organization for success, the functions of management and leadership need to be accorded utmost consideration. Overall, it was shown through the literature study that organizational sustainability is significantly related to how the functions of leadership and management are viewed and accorded significant focus going into the future.

The next chapter describes the research design method that was followed in carrying out this study.

CHAPTER 3

RESEARCH DESIGN & METHOD

3.1   Introduction

The purpose of this chapter is to discuss the research design and data collection method that were employed in conducting the study. It also outlines the reasons for using the Jwaneng Mine as the case study as well as the limitations emanating from the study. The chapter also discusses the data analysis and interpretation techniques used.

3.2   Research Design

3.2.1   Research Design Adopted

A case[73] study research design was used to evaluate the implications of the perceived differences between management and leadership to business profitability and overall performance. Jwaneng Diamond Mine's Executive Team was used to study, evaluate and analyze the significance of this debate. The study focused on the Executive Team members only who are heads of departments from Mining Operations, Treatment (Plant Operations), Security, Human Resources, Finance and Administration, Business Integration & Transformation, Engineering, Technical Services, Safety and Health, Audit Services and Medical Services. The total number of managers in this category within the organization is 14 members. This is a small number of managers within the top echelons of the organization. However, Marchand[74] et al contend that in most instances executive managers irrespective of their number best represent the views and perspectives of an organization. In this case, the

---

[73] Babbie E and Mouton J (2007): 280 - 287

[74] Marchand D, Kettinger W and Rollins J (2001): 251 - 260

perceptions of other managers on the rest of the team members with respect to their roles was being evaluated. Each executive team member was requested to assess every team member based on the questionnaire that was provided. As far as possible the assessment was assumed to provide an indication of how the Jwaneng Mine team understood whether there is value in placing managers in jobs according to their management or leadership capabilities.

3.3 Limitations of the Study

3.3.1 Reliability

The credibility of research findings depends to a great extent on whether different researchers can get the same findings at different times. In this case study all the data collected is perceptions based and as such may not reflect reality on the assessed team member. Each team member was requested to assess the other members excluding themselves through the questionnaire that was developed. There is bias in the results as there could be a tendency by individual respondents to answer the questions subjectively. This could skew the results and therefore compromise on the validity of the data collected. The disparity between the different opinions of each team member on the other is irreconcilable since it is entirely their own view of the team member. However, follow-up interviews were done with the concerned individuals to cross check and verify the validity of the individual perceptions.

3.3.2 Generalizability

The findings of this research cannot be generalized across other business operations. It is not obvious that this study can stand up to the scrutiny in other different organizations within a similar environment as the study is a single case based on perceptions of one another. As part of further research, the findings from the Jwaneng Mine case study could be verified by carrying out similar research within other business operations using the identified management/leadership dimensions. It is important however to note that the generic

competencies can be applied across a variety of businesses. What could be moderated and changed is the scale per dimension in terms of how each is valued within the business.

3.3.3 Relationships

In this study, it is not easy to draw conclusions as to the variables and their interrelatedness. There is no controlled manipulation of specific variables and this makes it impossible to identify a specific causal association. However, it is noteworthy that those managers that are functioning within their technical disciplines are perceived to exhibit managerial competencies more than the leadership ones. The managers that are operating at the general management level, whose roles are not associated with a specific discipline, are also perceived to exhibit the leadership competencies.

3.3.4 Narrowness of Focus

In the situation being studied at Jwaneng, it would not follow that a wholesale application of the concept in other organizations would yield the same results. Other issues that include organizational design, culture, politics etc. come into play. The fact that only the executive team members were considered for this evaluation limits the understanding of the extent and spread of how well Jwaneng Mine has given focus on the challenge of developing its human resources into the roles of management and leadership for the future. Due to the strategy implementation process that was in progress during the time of this study, the dynamics of the changes onto the business would have had a significant impact on how the respondents viewed each other. Such a dynamic may cause a different set of results to be obtained if there was no change happening within the organization. Also, this study would provide more insight into this debate if all the middle managers were included in the evaluation.

3.4 Justification for Using Jwaneng Mine Executive Team

This study sought to carry out a comparative analysis between the functions of management and leadership using an executive team of managers at Jwaneng Diamond Mine. This team consisted of fourteen managers who are at the executive level and are responsible and accountable for providing leadership and management functions within the mining operation. Since the objective of the study was to carry out a comparative analysis on management and leadership using delineated competencies on a perception basis, it was appropriate to use the senior management team since they are the ones whose obligation and mandate is to discharge both *management* and *leadership* roles. The evaluation therefore sought to understand whether the 'managers' at the executive level discharged either *management* or *leadership* as expected at the executive level. All the respondents were selected based on their Executive level job positions.

Also, since Jwaneng Mine's vision is: *To be the best mine in the world*, it was appropriate to study the executive team's management and leadership competences in light of this highly competitive vision. This vision shows that there are great demands placed on the managers to provide inspirational leadership to the operations going into the future. Therefore, the understanding and appreciation of the spread and distribution of both management and leadership competencies in the executive team made sense. As a result, it was logical to confine the survey to the senior managers only as per Marchand[75] et al's proposition.

Further, Jwaneng Mine has not had a best-practice performance appraisal tool which could be used to differentiate between management and leadership talent despite concerted efforts made by the Human Resources function since 2004. Significant strides had been made by Jwaneng Mine to delineate the key competencies that were researched and established to be appropriate to identify, recruit, place and develop the required executive talent. Despite Egon

---

[75] Marchand D, Kettinger W and Rollins J (2001): pg 251 - 260

Zehnder International Firm's non presence in Africa, this assessment tool was viewed to be relevant to Jwaneng Mine's requirements within an African context. The assessment tool was found to be inexpensive and user-friendly with easy to interpret results presented as polar graphs. More importantly, the questions and their format that the assessment tool employed were easy to comprehend for the busy executives within a mining setting. Also, the nine Egon Zehnder competencies were found to be significantly aligned to those used by Jwaneng Mine to assess both management and leadership teams as part of performance management process. For this reason, the use of this assessment tool was recommended to Jwaneng Mine both as a best practice tool for assessing performance as well as for collecting the data required for the study in line with the current organizational practice

3.5   Data collection:

Data collection was achieved using a questionnaire that was based on the adopted Egon Zehnder[76] Instrument (Appendix I). The questionnaire was sent through to the respondents via an e-mail link. From this questionnaire quantitative data was obtained and utilized to explain the perceptions of each respondent on the other's level of competence based on their understanding of leadership and management functions within the operation.

Face-to-face interviews[77] were used as a follow up method to the questionnaire to collect supporting data from the team members. The interview method was used as a back-up to the questionnaire for the purposes of gathering and elaborating on unclear issues related to the questionnaire as well as how to answer the questions. In cases where the respondents did not require assistance this was also indicated on the questionnaire.

---

[76] Egon Zehnder International (2008): www.egonzehnder.com

[77] Babbie E and Mouton J (2007): 288 - 291

3.6   Data Collection Instrument

A questionnaire based on the Egon Zehnder International[78] model as discussed in Appendix I was used to collect data in this study. Egon Zehnder International specializes in assessing and recruiting business leaders with outstanding track records who create competitive advantage and sustainable value for organizations. The reason for selecting to utilize this tool in this study was due to its simplicity, ease of use and understanding as well as its suitability in soliciting for responses that would reduce the turnaround time from the respondents.

The Egon Zehnder assessment tool has been used across a variety of industries for the past three decades. In the last five years alone, according to Egon Zehnder International Firm, more than 20,000 senior executives worldwide have been evaluated using this model.

With a heavy American presence, the firm operates from 63 offices in 37 countries in all major geographic areas of the world. It is currently established as the leading firm in executive search in Europe. In the late 80s Egon Zehnder International became the first executive search firm to undertake management appraisals of significance. In 1992, the first large-scale management appraisal was conducted for the telecom industry in Argentina from which the assessment model was developed and tested. The model has continued to be improved upon over the years. The assessment model comprises of nine (9) key competencies which were researched upon and delineated as competencies relevant in the assessment to differentiate between the competency requirements for management and leadership functions (Appendix I).

Over the years, Egon Zehnder International Firm has established a huge database of these competencies which are serving as a benchmark around which comparisons can be made for recruitment and placement purposes against other leaders and managers.

---

[78] Egon Zehnder International is a firm that specialises in the recruitment and placement of people at both management and leadership levels in organizations across the world.

In terms of the Egon Zehnder instrument, each competence has a Likert nominal scale of 1-7. A rating of 1-5 (Basic to Moderate) depicts management attributes whilst a rating above 5 indicates matured and/or maturing leadership capability.

A questionnaire comprising of three sections was issued to all 14 respondents. *Section 1* of the questionnaire was intended to gather data pertaining to the respondent (demographic data) like, the Department to which the respondent belonged, number of years in service, which member was being assessed, whether the respondent was male or female as well as the management position.

Section 2 comprised of 9 closed questions along the dimensions of the competencies which needed the respondents to provide answers from seven options per question (A Likert nominal scale). The options were based on a rating from basic (management) to advanced (leadership) skills per dimension.

3.6.1   The Egon Zehnder International core competencies:

- **Strategic Orientation**

Strategic Orientation is about the ability to think long- term and beyond one's own area. It involves three key dimensions: business awareness, critical analysis and integration of information, and the ability to develop an action- oriented plan.
  - *Basic* - knows the objectives for one's own area.
  - *Moderate* – has greater understanding of the organization's strategic context and the ability to align with and contribute to it.
  - *Advanced* - generates a strategic plan that integrates numerous business issues, functions and resources for effective action.

- **Customer Impact**

Customer Impact is about serving and building value-added relationships with customers or clients, be they internal or external.

- *Basic* - willing to help reactively and seeks out information to understand the client better.
- *Moderate* - understands the customers' needs and uses this knowledge to anticipate future customer needs.
- *Advanced* - proactively shapes the customer value proposition including but also well beyond the transactional relationship.
- *Most Advanced* - has a high- impact relationship with one or more key external clients, with the ability to envision and advocate a mutually beneficial long- term partnership between one's own organization and the client organization.

- **Market Knowledge (Business Environment)**

  Market Knowledge is about understanding the market in which a business operates. This business context can include the competition, the suppliers, the customer base and the regulatory environment.

  - *Basic* - knows the basics of the market and business context.
  - *Moderate* - knows the market well enough to spot trends.
  - *Advanced* – anticipates, capitalizes on and possibly drives changes in the market.

- **Commercial Orientation**

  Commercial Orientation is about identifying and moving towards business opportunities, seizing chances to increase profit and revenue.

  - *Basic* - knows how money is made and values doing so.
  - *Moderate* - prioritizes among and taps into available opportunities in one's own area.
  - *Advanced* - invents new ways to increase commerce.

- **Results Orientation**

  Results Orientation is about being focused on improvement of business results.

- *Basic* - wants to do things well or better.
- *Moderate* - meets and beats goals.
- *Advanced* - introduces improvements, allowing higher goals to be set.
- *Most Advanced* - transforms a business for significantly improved results.

- **Change Leadership**

  Change Leadership is about transforming and aligning an organization through its people to drive for improvement in new and challenging directions. It is energizing a whole organization to want to change in the same direction.
  - *Low* – accepts minor improvements or change in general.
  - *Moderate* - proactively challenges the status quo and points out what needs to be changed.
  - *Advanced* - mobilizes individuals or groups to change.
  - *Most Advanced* - creates massive coordinated change across an entire complex organization.

- **Collaboration and Influence**

  Collaboration and Influence are about working effectively with, and influencing those outside of, your functional area for positive impact on business performance.
  - *Basic* - helps if asked and supports people when required.
  - *Moderate* - is a genuine team player and effective influencer of others to get things done.
  - *Advanced* - creates partnerships and collaborative endeavors within the function or between functions.
  - *Highest* – creates innovative partnerships that span the enterprise and reach beyond its walls.

- **People and Organizational Development**

People and Organizational Development is about developing the long- term capabilities of others and the organization as a whole, and finding satisfaction in influencing or even transforming someone's life or career.

- *Low* – identifies general areas for individual development among direct reports.
- *Moderate* – provides individual feedback and guidance for development.
- *Advanced* - influences development of talent systemically across the enterprise for a broader impact on the organization's capabilities.

- **Team Leadership**

Team Leadership is about focusing, aligning and building effective groups both within one's immediate organization and across functions.

- *Low* – uses a command- and- control style of leadership, providing goals but not a sense of purpose.
- *Moderate* - actively engages with the team to manage and drive performance.
- *Advanced* - empowers and strengthens the team, delegating authority with the intent of enabling the team to work effectively without direct management.
- *Most Advanced* - develops a high- performing team that delivers in a highly complex organization or situation.

Section 3 comprised two open ended questions. These offered the respondents the opportunity to elaborate on issues of a general nature about management and leadership responsibilities in their day to day work. A copy of this questionnaire is attached as part of *Appendix 1* of this report.

3.7   Data Analysis

Quantitative data obtained from the questionnaire was collated and used to produce the polar /radar graphs per individual executive. The same information was also used to plot each respondent on the same radar graph in order to facilitate a direct comparative analysis of the individual managers against each other per competence. The same information was also used

to plot the respondents on the four quadrants graph that is plotted along the axes of management and leadership. This was intended to determine the mix and distribution of the executive team as presented in the *Findings and Statement of Results (Chapter 4).*

Some of the qualitative data was also intended to test and validate the respondents' attitudes, perceptions, and general understanding of the differences and similarities between the functions of management and leadership

The following categories were used in the analysis of data based on Kotter's[79] Leadership/Management model:

- *Quadrant I*: Executives with low management (<50%) and low leadership (<50%) competencies.
- *Quadrant II*: Executives with high management (>50%) and low leadership (<50%) competencies.
- *Quadrant III*: Executives with low management (<50%) and high leadership (>50%) competencies.
- *Quadrant IV*: Executives with high management(>50%) and high leadership (>50%) competencies

Further the data was used to plot bar graphs showing how the team's perception of each executive manager's competencies was distributed against each of the nine Egon Zehnder key competencies.

3.8   Conclusion

The data was collected through the use of a questionnaire based survey. This was augmented by interviewing respondents as a follow up method. The sample used in the survey comprised of all executive managers within the operation. The questionnaire was verified and pilot tested before distributing to the managers. Reasons were given as to why certain

---

[79] John Kotter (2006): Leaders in London Conference Proceedings

types of data were collected including how it was collected. The limitations associated with the study and the methodology used was also outlined. The next chapter outlines the findings of the study.

CHAPTER 4

RESULTS AND FINDINGS

4.1   Introduction

This chapter discusses the results of the individual executive managers at Jwaneng Mine and highlights key issues in their training and development including key indicators as to why some of the managers exude managerial attributes whilst others show significant leadership attributes. It is also shown that the role one is assigned to has a significant influence on the way that one ends up exhibiting either managerial or leadership qualities. The general management roles eventually lead to leadership attributes becoming more pronounced when compared to those that are in functional discipline specific roles who exhibit managerial qualities.

4.2   Interpreting the Results

In order to substantiate some of the theoretical models and considerations on how leadership is similar or different from management, it was useful to examine an organizational setting in which some key attributes of both leadership and management are studied and analyzed. The evaluation was therefore carried out on the executive team of Jwaneng Mine based on how well they agreed with their roles in line with their own understanding and appreciation of leadership and management roles. The essence of this evaluation being to check and validate whether there is a conscious distribution of leaders and managers within the team and if that is the case whether that distribution of leaders and managers is assisting and driving Jwaneng Mine to become more profitable and successful going forward.

The aim was to compare and contrast the competencies that industries value the most when recruiting for either a manager or leader. In this case, the Egon Zehnder Recruitment Firm's management/leadership competencies model was used.

In terms of these competencies, a rating of *Basic (1)* to *Moderate (5)* depicts management whilst a rating above moderate (>5) points to a matured and/or maturing leadership capability. This is the benchmark standard that Egon Zehnder International uses to separate managers from leaders. The rating starts from 1 to 7, with 7 being highest competency. This is only an indicator of how the manager involved exhibits the attributes of management or leadership as he/she does the day to day work.

Each of the Jwaneng executive team members was plotted on a graphical plot that has a benchmark of generally accepted levels of either management or leadership in order to classify them as either a manager or a leader. A total of 14 Executive Managers were surveyed through a questionnaire that had *nine dimensions* of competencies which could be generically used to compare leadership and management functions against each other. Each of the 14 managers was assessed by all the team members whose scores per dimension were averaged and are shown in Table 4.1

Further, each of the Executive Managers' results were plotted on a two dimensional graph of Leadership on the *y-axis* versus Management on the *x-axis*. The result is a consolidated plot that shows whether the executive team is high in managerial competencies or high in leadership competencies or low/high in both as depicted in the graph following (Figure 4.1).

The graph (Figure 4.1) depicts the theoretical model upon which the competencies of both leadership and management are plotted on a two dimensional graph, with *% Leadership* competency on the y-axis and *% management* competency on the x-axis. Depending on the extent of either competency, i.e. % leadership or % management, an individual can be positioned in any of the four areas that show whether one is a *manager* or *leader.* These four

74

areas produce significantly different forms of organizations, which can be attributed to the quality and extent of both management and leadership as described in the quadrants. (Figure 4.1).

4.2.1   Low Management/Low Leadership Quadrant (I)

A low *management* competency coupled with a *low leadership* competency results in an impoverished organization that is neither managed nor led well. This kind of organization is likely to shut down or collapse unless it is a protected monopoly. Both the functions of management and leadership are deficient in this organization and there is stagnation in organizational growth and development. People in this organization are both *impoverished managers and leaders*. They are low on task (management) and also low on relationships (leadership).
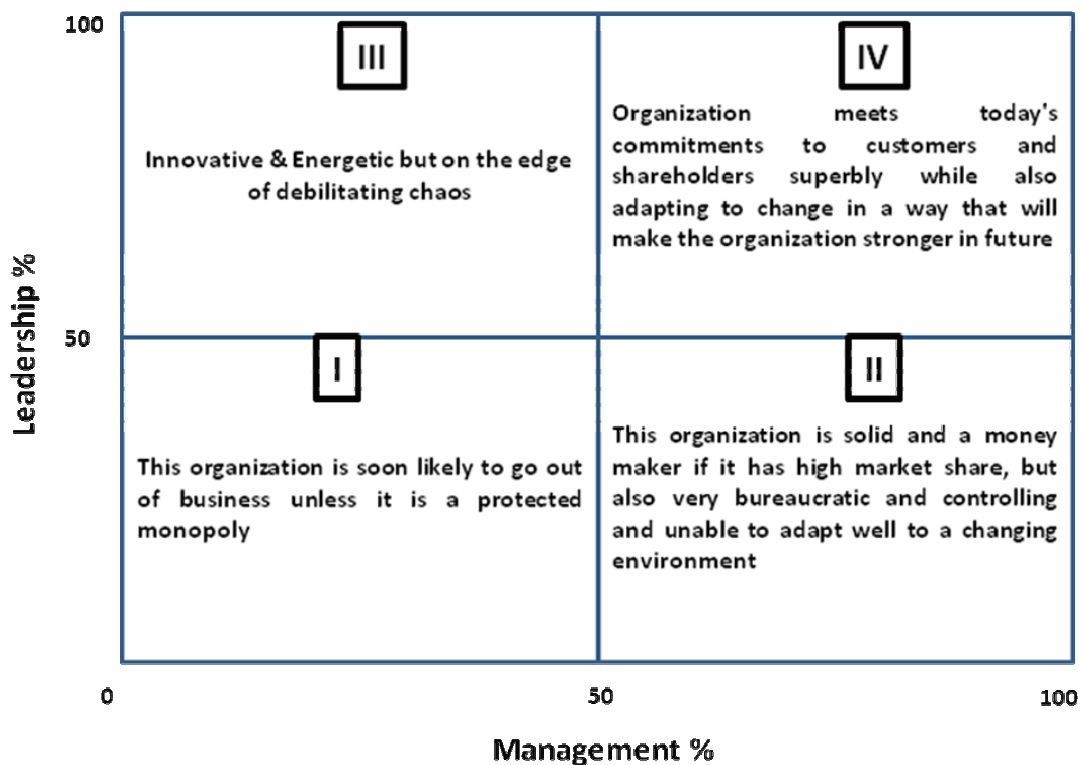

Figure 4.1 - Model of Leadership versus Management competencies plot and the impact on organizational success. Source: John Kotter (2006)

75

4.2.2 High Management/Low Leadership Quadrant (II)

High management competency and l*ow leadership competency* (Authoritarian). This is the classical high task orientation with low relationship orientation management. Organizations that have this class of management are generally solid and can be successful in the short term as they would make money in the market. However, because the management is authoritarian, it is highly bureaucratic and very controlling making the organization unable to adapt to the changing business environment. People who fall in this category are driven to achieve on their tasks and are hard on their workers (autocratic). There is little or no allowance for cooperation or collaboration. These managers are very strong on schedules; they expect people to do what they are told without question or debate. When something goes wrong they tend to focus on who is to blame rather than concentrate on exactly what is wrong and how to prevent it. These managers are intolerant of what they see as dissent, so it is difficult for subordinates to contribute or develop.

4.2.3 Low Management/High Leadership Quadrant (III)

The third category of organizations is created out of people with low management competency and high leadership competency. These people use predominantly reward power to maintain discipline and to encourage the team to accomplish its goals. Conversely, they are almost incapable of employing the more punitive coercive and legitimate powers. This inability results from fear that using such powers could jeopardize relationships with the other team members. The result of this combination of leadership and managerial competencies is an organization that is quite innovative and energetic, but on the verge of debilitating chaos. The internal controls are weak and there is dire need for order. Such an organization is hardly likely to survive going forward unless credible management processes are introduced in this environment.

4.2.4 High Management/High Leadership Quadrant (IV)

The forth category of organizations is one which is formed by people whose management and leadership competencies are both higher that 50% along the two dimensions. These are the team oriented people who are *high on task (management)* as well as *high on relationships (leadership)*. These people lead by example and try to foster a team environment in which all team members can reach their highest potential, both as team members and as individuals. They encourage the team to reach team goals as effectively as possible, while also working tirelessly to strengthen the bonds among the various members. These are the most productive teams that are driven to achieve their organizational visions. This organization meets today's commitments to customers and shareholders superbly while also adapting to change in a way that will make the organization stronger in future, hence its long term sustainability.
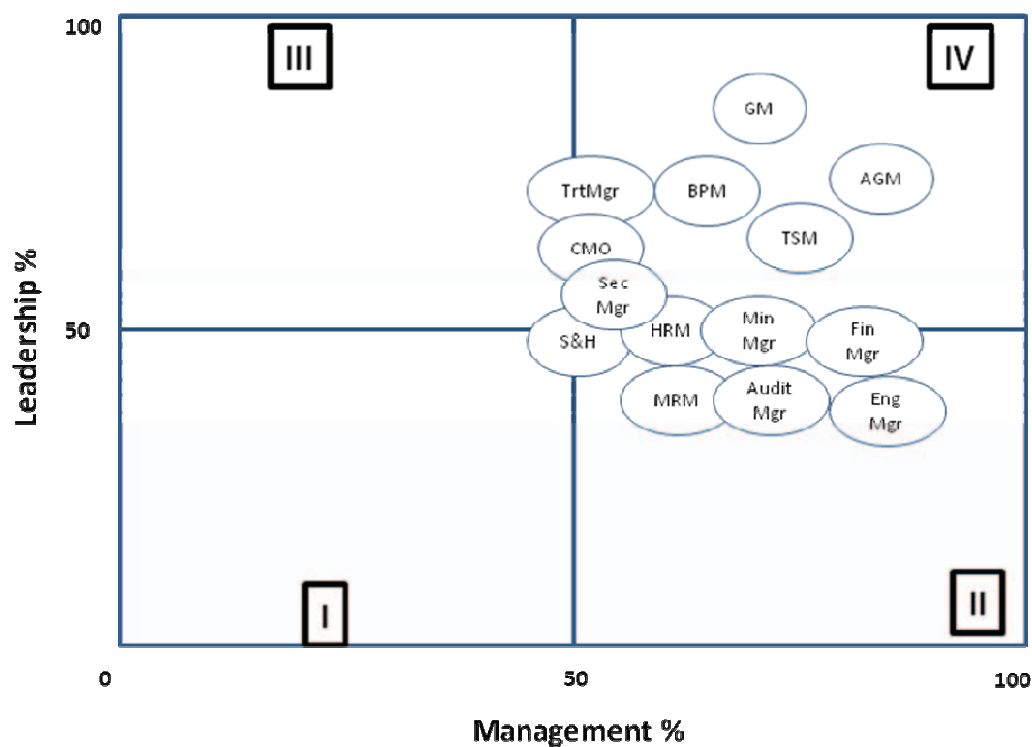

Figure 4.2: The Distribution of Jwaneng Senior Leadership team on the Management versus Leadership Plot.

77

4.4   Discussion of Results and Findings

Figure 4.2 shows the overall distribution of the Jwaneng Senior leadership team as plotted on the *% management* and *% leadership* dimensions. The graph shows that the team is clustered around the high management and medium leadership areas.

The following are noteworthy:

- Seven out of fourteen members i.e. Safety and Health Manager, Human Resources Manager, Mineral Resources Manager, Mining Manager, Audit Services Manager, Engineering Manager, Security Manager and Finance Manager exhibit high managerial competencies ranging from 50% to 90% with leadership competencies ranging from 30% to 55%. These managers are significantly high on task (management) and relatively low on relationships (leadership). Of note in this regard is that all these managers are highly experienced and have been with the organization for an average of 10-15 years.

- Two out of fourteen members i.e. Treatment Manager and Chief Medical Officer have leadership competencies ranging from 60% to 80% but with management competencies ranging from 40% to 55%. It is also noteworthy that these managers have just been promoted into the executive leadership level in the past two years.

- Four of the fourteen members are clustered in the leadership range of 60% to 90% and management range of 60% to 90%. This is the balanced arena. These members include the General Manager, Assistant general Manager, Business Process Manager and the Technical Services Manager. These members are all relatively new to the organization although they have a huge experience base from previous assignments.

- From the distribution of the members on the leadership and management axes, it is noteworthy that the senior leadership team is balanced albeit with a skew towards managerial tendencies. The significant point to note is that there is reasonable leadership, which will likely influence the overall direction of the organization as shown by the four members discussed above. This organization is therefore expected to survive and succeed in the foreseeable future given the credible balance between the leadership and management competencies within the leadership team.

- It is also noteworthy that none of the senior leadership members falls within the impoverished zone (i.e. low management and low leadership). This is an indication that the organization will remain focused to achieve its mandate without losing control as well as failing to provide the requisite leadership. The distribution of leadership (31%) and management (69%) is well within what Kotter alludes to as the required mix for successful organizational management, growth and development for future sustainability.

4.5 Executive Team Members' Competencies against the 9 core Leadership/Management competencies:

Manager/Av. Score	STRATEGIC ORIENTATION	CUSTOMER IMPACT	MARKET KNOWLEDGE	COMMERCIAL ORIENTATION	RESULTS ORIENTATION	CHANGE LEADERSHIP	COLLABORATION AND INFLUENCE	PEOPLE AND ORGANIZATIONAL DEVELOPMENT	TEAM LEADERSHIP
Business Process Manager	6	3	5	6	7	7	5	6	7
General Manager	6	7	6	6	7	6	5	6	7
Assistant General Manager	3	5	7	7	4	7	2	6	4
Technical Services Manager	4	2	1	6	7	5	3	2	7
Finance Manager	6	3	5	2	4	7	7	4	1
Human Resources Manager	2	4	6	6	3	5	7	7	4
Treatment Manager	1	3	5	7	2	4	6	6	6
Chief Medical Officer	5	3	6	6	2	4	5	7	7
Mineral Resources Manager	1	2	3	5	4	7	7	3	5
Mining Manager	3	2	1	5	6	7	6	4	7
Security Manager	2	4	7	7	6	5	3	2	7
Audit Services Manager	4	2	5	6	7	4	1	7	4
Safety & Health Manager	4	7	2	6	7	3	5	7	6
Engineering Manager	6	4	2	5	7	6	7	4	7
Manager/Leader benchmark	**5**	**5**	**5**	**5**	**5**	**5**	**5**	**5**	**5**

Table 4.1: Average Competence scores of Executive Team Members

Table 4.1 above shows the average scores of all the executive managers against the 9 core competencies that were used to study the differentiating attributes of leadership from management. All the scores were relative to a Likert nominal scale of 1 to 7, with a score of 5 and below indicating managerial tendencies, whilst a score above 5 shows significant leadership attributes. This comparative benchmark is based on the Egon Zehnder International experience.

4.5.1   Leadership versus Management Plot for Jwaneng Mine Executive Team

Figure 4.3 below depicts a graphical plot of all the senior leadership team members against the nine core competencies. The manager/leader line (solid red) shows the benchmark which is the basis for differentiating managerial and leadership competency levels. All points that lie inside of the leader/manager line are indicative of a managerial competency, whilst those that lie outside of the leader/manager line exhibit leadership competencies. It is noteworthy that on each of the nine competencies, there is in all instances, at least one or two members that exhibit leadership competencies in the dimensions. This is important in order to maintain balance on both management and leadership roles.
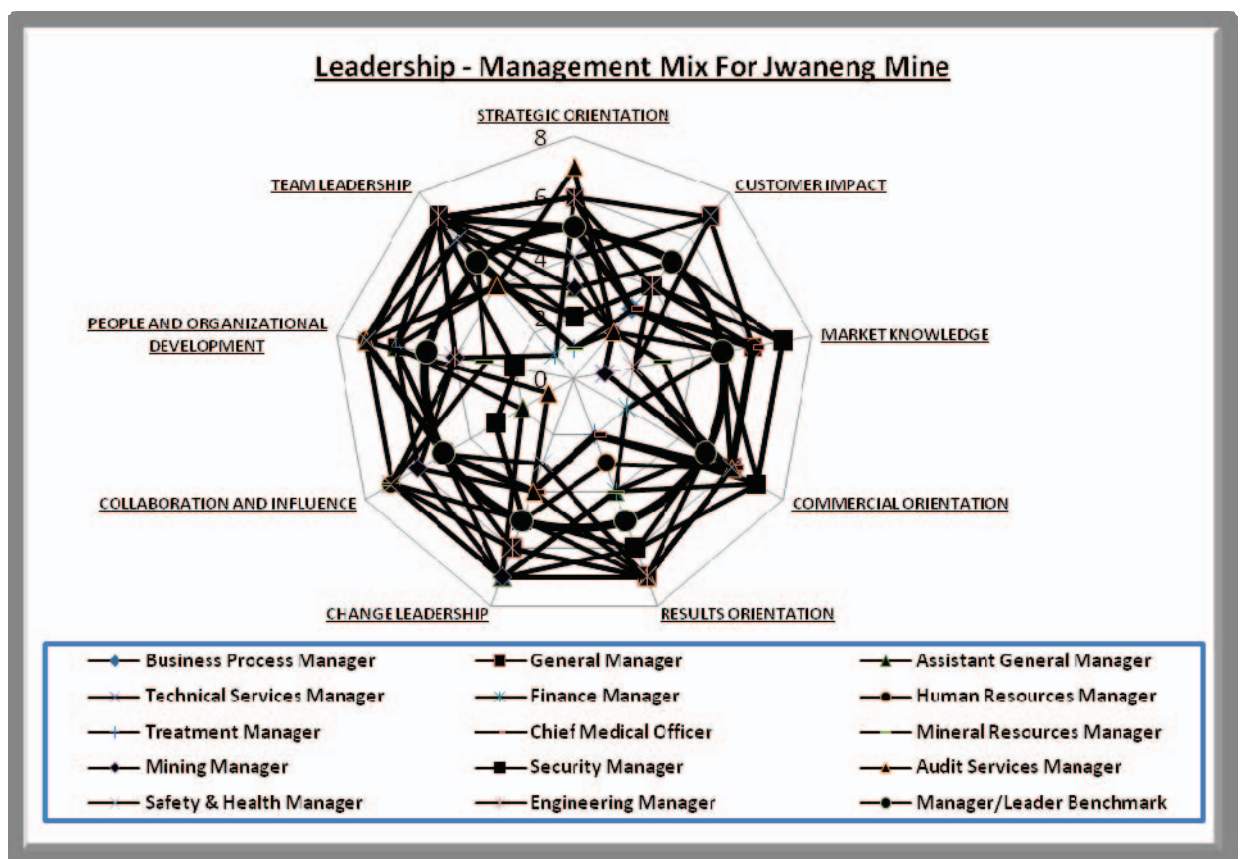

Figure 4.3: Plot of Executive Team Members (individually) against the 9 selected competencies.

81

4.5.2   Leadership/Management Scores for Jwaneng Executive Team

Figure 4.4 shows the plot of all the excecutive managers in terms of both their % management and % leadership attributes. This plot is relative to the benchmark (orange) that provides the demarcation of whether one has leadership attributes or managerial ones. The blue line plots the leadership tendecies relative to benchmark whilst the bown line tracks the managerial tendencies.
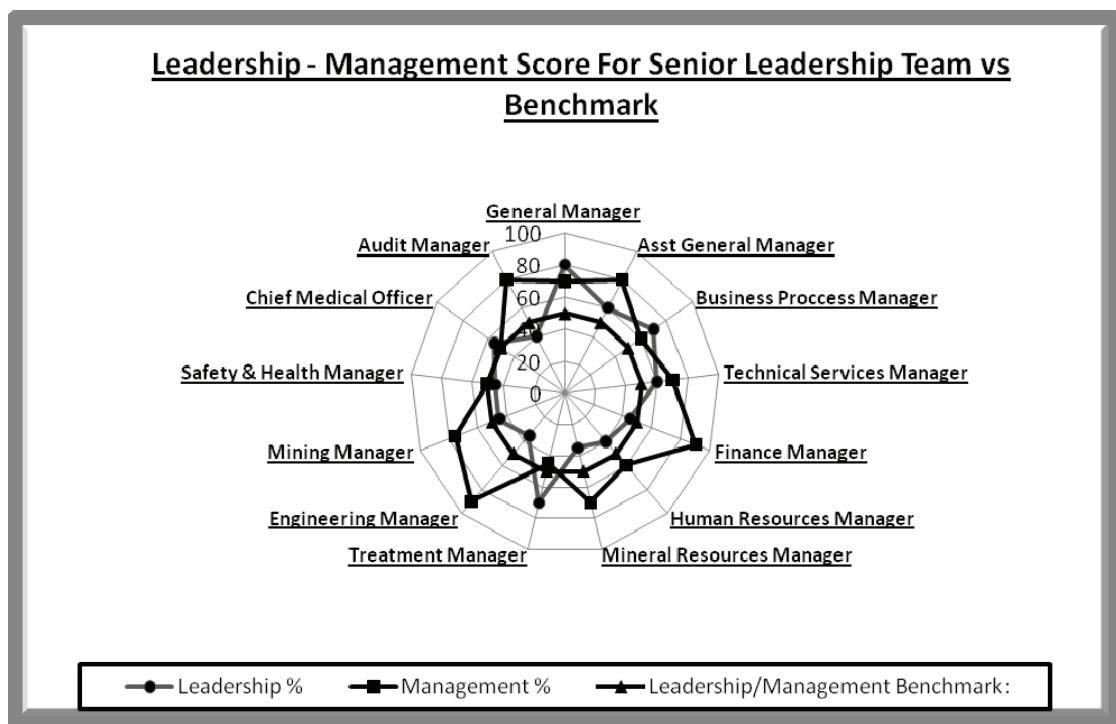

Figure 4.4: Leadership/Management scores for individual Jwaneng Executive Team

The following are noteworthy:

- Where the line (management%) surpasses both the (benchmark) and the (leadership%), it depicts that the manager in focus has managerial attributes exceeding the leadership attributes. This classifies that executive as a manager and not a leader. In this case, the executives that operate within the realm of management are Assistant General Manager, Technical Services Manager, Finance Manager, Human Resources Manager, Mineral

Resources Manager, Engineering Manager, Safety & Health Manager, Mining Manager and Audit Services Manager.

- In the case where the line (leadership%) exceeds both the (benchmark) and the (management%), this is an indicator of significantly developed leadership competencies. In this category, the following executives exude the leadership attributes: General Manager, Business Process Manager, Treatment Manager and Chief Medical Officer.

- Of the 14 executive managers, four of them have signifacntly developed leadership competencies whilst nine of them have management competencies. This is a good balance given the operational requirements to keep processes in order, which is amanagement function, yet also provide leadership for the future of the organization. This distribution is well in line with Kotter's proposition of a balanced organization in terms of the the distribution of managers and leaders.

4.5.3 General Manager Profile vs Benchmark

Figure 4.5 shows the General Manager's leadership profile relative to the benchmark. It is noteworth that the General Manager exhibits leadership competencies throughout and exceeds the benchmark manager/leader line with the exception of the *collaboration and infleunce* competence. This executive is also outstanding in the competencies of *Team leadeship, results orientation and customer impact*. In the rest of the competencies, the General Manager exceeds the baseline, but does not score the full marks. Overall, the General Manager is a leader as he exhibits more leadership competencies than managerial competencies.
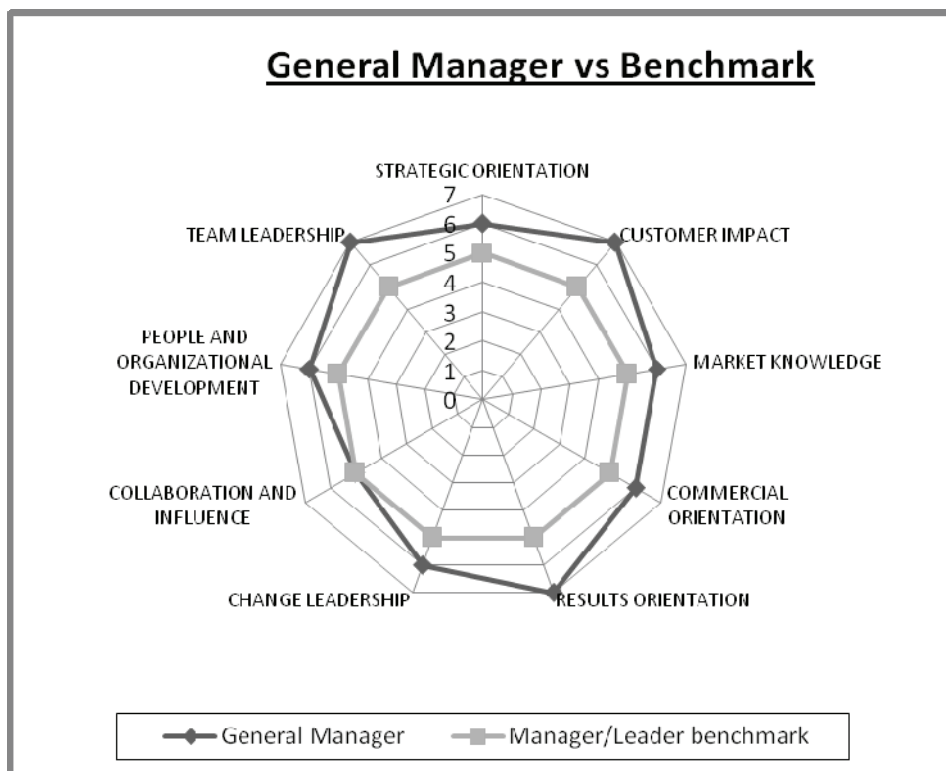

Figure 4.5: General Manager's Management/Leadership Profile against benchmark

4.5.4   Assistant General Manager Profile vs Benchmark

Figure 4.6 shows the Assistant General Manager's leadership profile relative to the benchmark. It is noteworth that the Assistant General Manager exhibits leadership competencies in the dimensions of *market knowledge, commercial orientation, change leadership and people and organizational development.* In the other competencies of *strategic orientation*, *team leadership, collaboration and influence and results orientation*, the Assistant General Manager falls below the manager/leader baeline. In *customer impact*, this executive is on the manager/leader benchmark. Overall, the Assistant General Manager is balanced between the leadership competencies as well as the managerial competencies. This balanced view on both leadership and management is vital for the team to draw insights from.
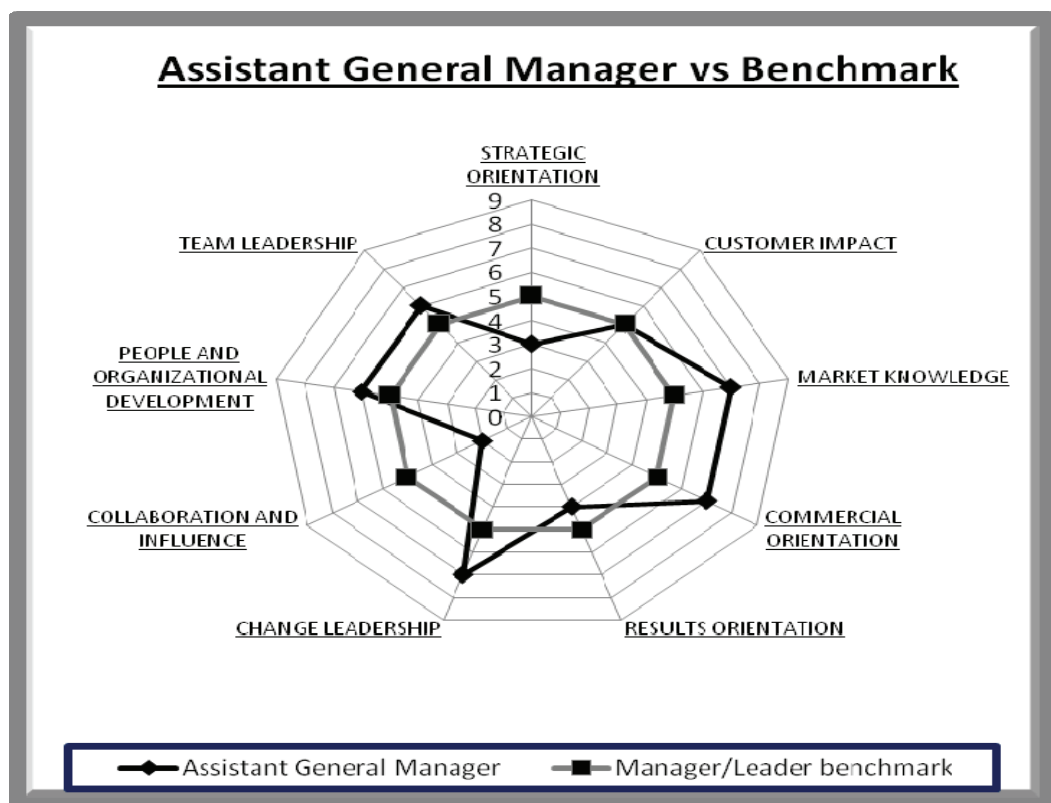

Figure 4.6: Assistant General Manager Profile vs Benchmark

4.5.5 Business Process Manager Profile vs Benchmark

Figure 4.7 shows the Business Process Manager's leadership profile relative to the benchmark. It is noteworth that the Business Process Manager exhibits leadership competencies in the dimensions of *commercial orientation, change leadership, people and organizational development, results orientation, team leadership and strategic leadership.* In the other competencies of *customer impact*, *collaboration and influence and market knowledge*, the Business Process Manager falls below or on the manager/leader benchmark. It is noteworthy that the Business Process Manager is exceptional in the competency of *change leadership*, a competency that is critical in changing organizations within changing business environments. Overall, the Business Process Manager has well developed leadership competencies which are key to the bsuiness going into the future. This executive is a key member of the Senior Leadership Team whose responsibility spans strategy implementation and change management and is tasked with driving the organization's agenda of business transformation.
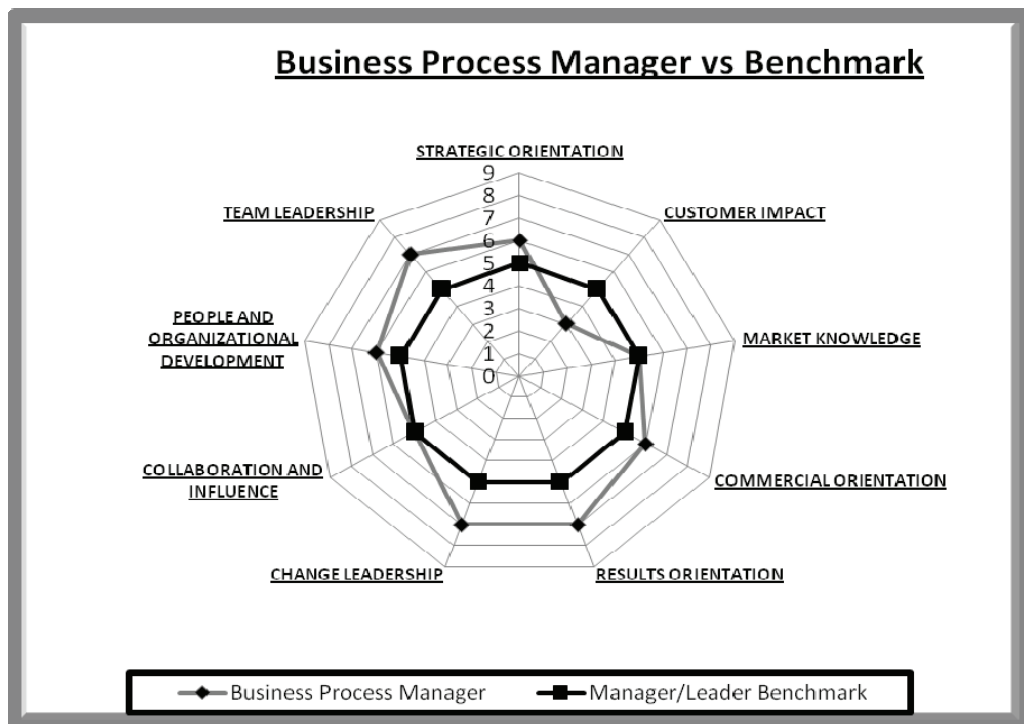

Figure 4.7: Business Process Manager Profile vs Benchmark

86

4.5.6   Finance Manager Profile vs Benchmark

Figure 4.8 shows the Finance Manager's leadership profile relative to the benchmark. It is noteworth that the Finance Manager exhibits leadership competencies in the dimensions of *Strategic orientation, change leadership and collaboration and influence*. In the other competencies of *customer impact*, *market knowledge*, *commercial orientation, results orientation, people and organizational development and team leadership* the Finance Manager falls below or on the manager/leader benchmark. It is noteworthy that the Finance Manager is exceptional in the competency of *change leadership as well as collaboration and influence*, which are critical in changing organizatuons within changing business environments. Overall, the Finance Manager has a balanced portfolio of both the leadership and managerial competencies and therefore provides the checks and balances during strategic conversations with the Senior Leadership team.
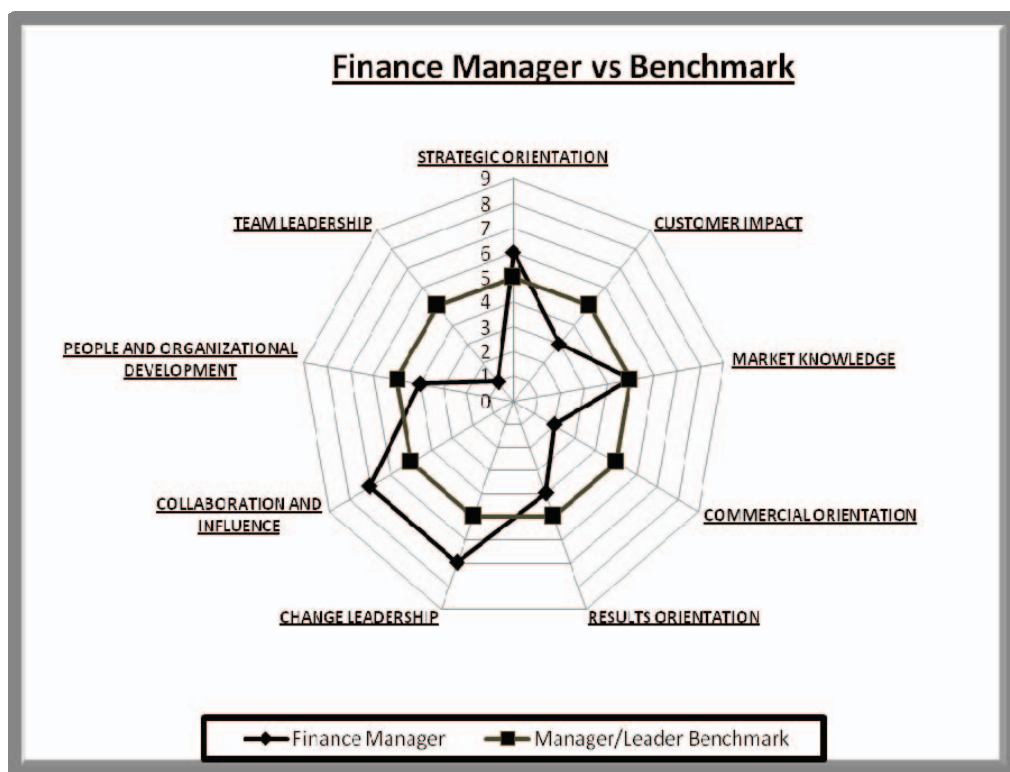

Figure 4.8: Finance Manager Profile vs Benchmark

4.5.7   Human Resources Manager Profile vs Benchmark

Figure 4.9 shows the Human Resources Manager's leadership profile relative to the benchmark. It is noteworth that the Human Resources Manager exhibits leadership competencies in the dimensions of *people and organizational development, collaboration and influence, market knowledge*, and *commercial orientation.* In the other competencies of *customer impact, , results orientation, team leadership, Strategic orientation and change leadership* the Human Resources Manager falls below or on the manager/leader benchmark. It is noteworthy that the Human Resources Manager is well developed in the competency of *collaboration and influence, people and organizational development, commercial orientation and market knowledge*. These competencies are also quite critical in changing organizations within changing business environments. Overall, the Human Resources Manager has a balanced portfolio of both the leadership and managerial competencies and therefore provides the checks and balances during strategic conversations with the Senior Leadership team. This is also the role that is accountable for people development which is the basis upon which the leadership development is managed.
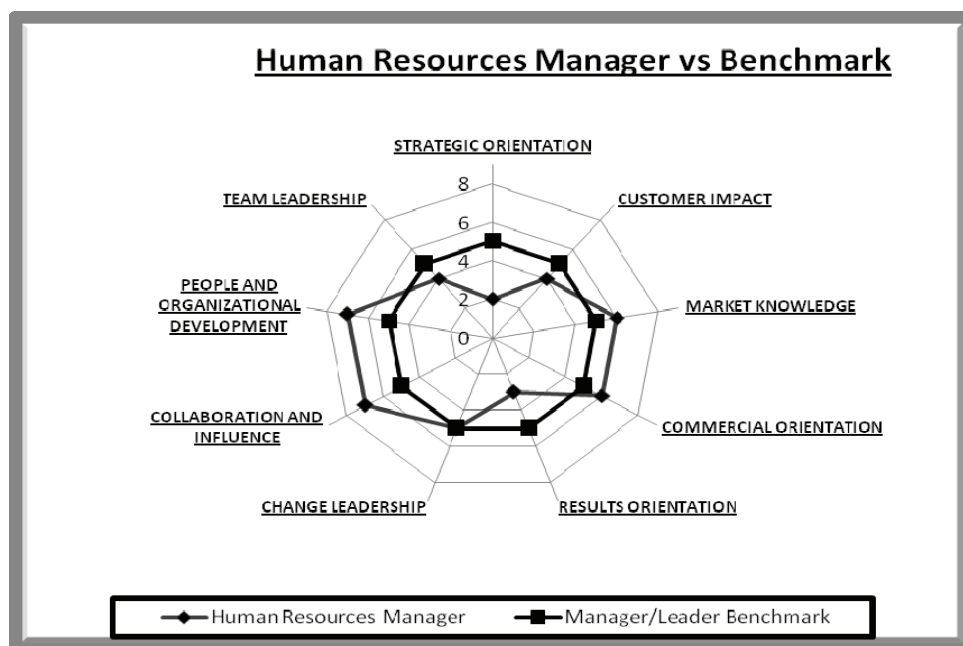

Figure 4.9: Human Resources Manager Profile vs Benchmark

4.5.8   Security Manager Profile vs Benchmark

Figure 4.10 shows the Security Manager's leadership profile relative to the benchmark. It is noteworth that the Security Manager exhibits leadership competencies in the dimensions of *team leadership, market knowledge, commercial orientation and results orientation.* In the other competencies of *customer impact*, *people and organizational development, collaboration and influence, strategic orientation and change leadership* the Security Manager falls below or on the manager/leader benchmark. It is noteworthy that the Security Manager is well developed in the competency of *team leadership*, *market knowledge, commercial orientation and results orientation*. These competencies are also quite critical in changing organizations within changing business environments. Overall, the Security Manager has a balanced portfolio of both the leadership and managerial competencies and therefore provides the checks and balances during strategic conversations with the Senior Leadership team. This is also the role that is accountable for the security requirements of the operation and therefore provides guidance in respect of the key market activities that could influence people in terms of theft and other ilicit activities.
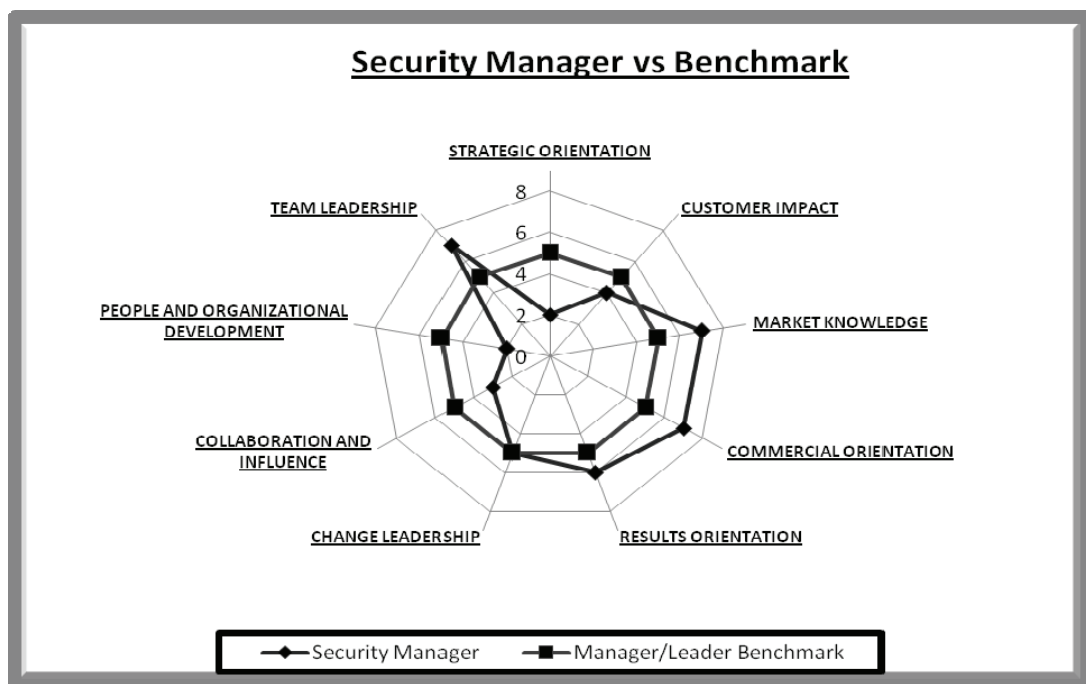

Figure 4.10: Security Manager Profile vs Benchmark

4.5.9 Treatment Manager Profile vs benchmark

Figure 4.11 shows the Treatment Manager's leadership profile relative to the benchmark. It is noteworth that the Treatment Manager exhibits leadership competencies in the dimensions of *team leadership, commercial orientation, collaboration and influence and people and organizational development.* In the other competencies of *market knowledge, customer impact, results orientation, strategic orientation and change leadership,* the Treatment Manager falls below or on the manager/leader benchmark. It is noteworthy that the Treatment Manager is well developed in the competency of *commercial orientation*, Overall, the Treatment Manager has a balanced set of both the leadership and managerial competencies and these are still developing given the fact that the incumbent in this role was promoted in the last two years. This is also the role that is accountable for the production operations and therefore provides guidance in this respect.
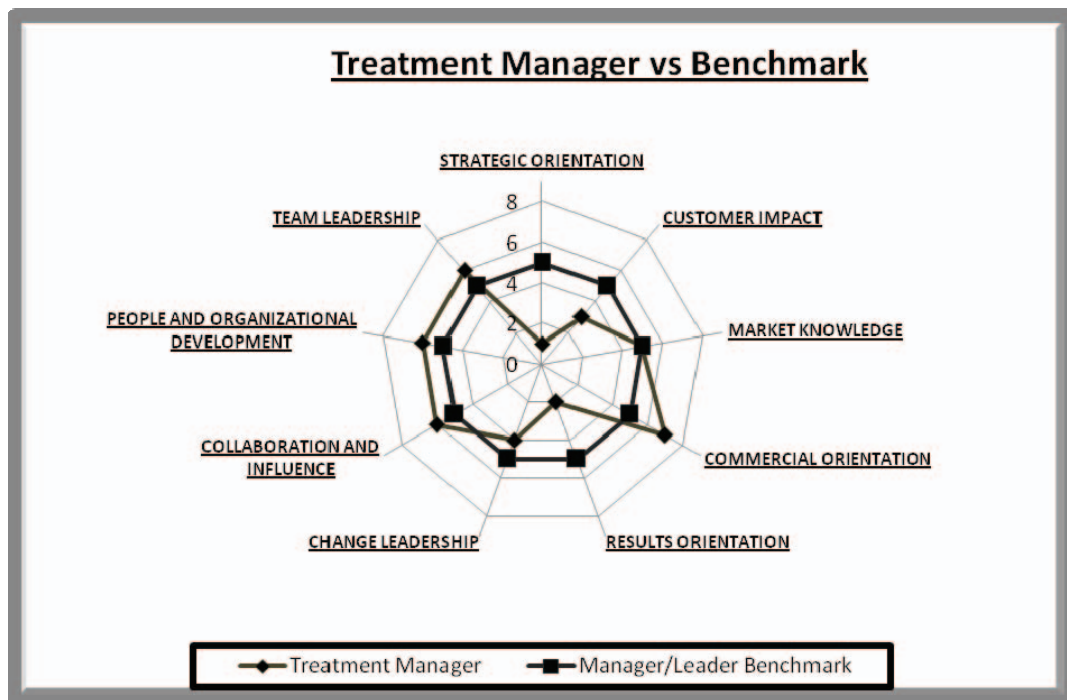

Figure 4.11: Treatment Manager Profile vs benchmark

4.5.10 Mining Manager vs Benchmark

Figure 4.12 shows the Mining Manager's leadership profile relative to the benchmark. It is noteworthy that the Mining Manager exhibits leadership competencies in the dimensions of *team leadership, collaboration and influence, change leadership and results orientation..* In the other competencies of *people and organizational development, market knowledge, customer impact, , commercial orientation,and strategic orientation* the Mining Manager falls below or on the manager/leader benchmark. It is noteworthy that the Mining Manager is well developed in the competency of *team leadership as well as change leadership.* Overall, the Mining Manager has a balanced set of both the leadership and managerial competencies and these are still developing given the fact that the incumbent in this role was promoted in the last three years.   This is also the role that is accountable for the mining production operations and therefore provides guidance in this respect.
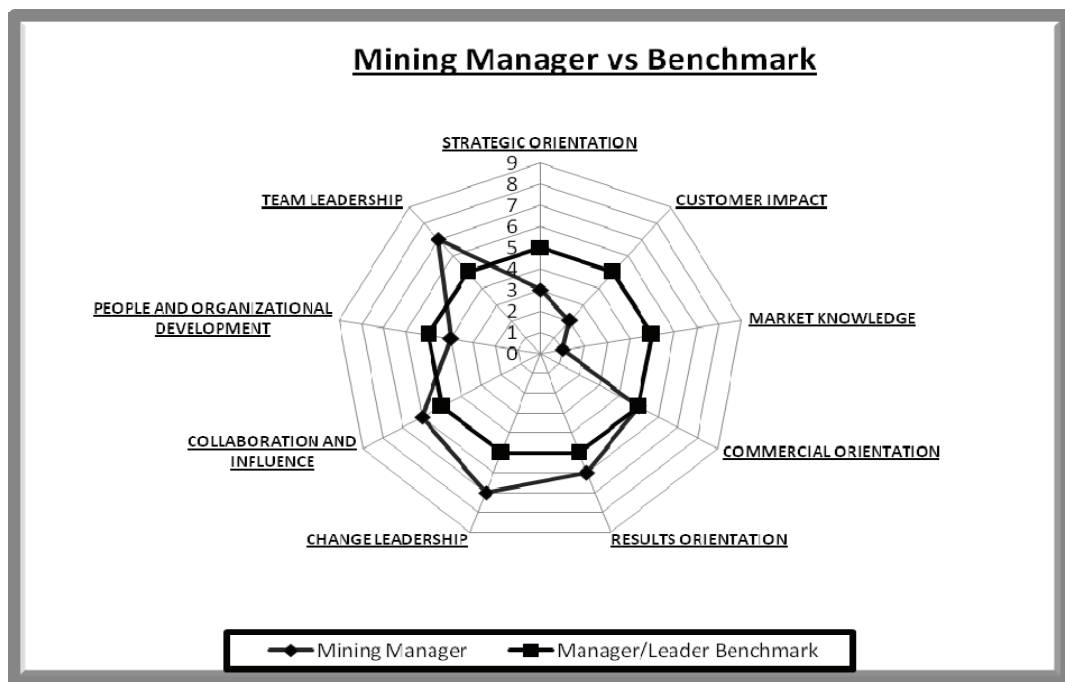

Figure 4.12: Mining Manager vs Benchmark

91

4.5.11 Mineral Resources Manager Profile vs benchmark

Figure 4.13 shows the Mineral Resources Manager's leadership profile relative to the benchmark. It is noteworthy that the Mineral Resources Manager exhibits leadership competencies in the dimensions of *collaboration and influence and change leadership only.* In the other competencies of *people and organizational development, market knowledge, results orientation, customer impact*, *commercial orientation, and strategic orientation* the Mineral Resources Manager falls below or on the manager/leader benchmark. It is noteworthy that the Mineral Resources Manager is well developed in the competency of collaboration and influence *as well as change leadership.* Overall, the Mineral Resources Manager has a set of managerial competencies that outweigh the leadership competencies. This is due to the technical nature of the role that this executive palys within the senior Leadership team. This is the role that is accountable for the mineral resources evaluation and estimation and leads a very small team of highly qualified technocrats.
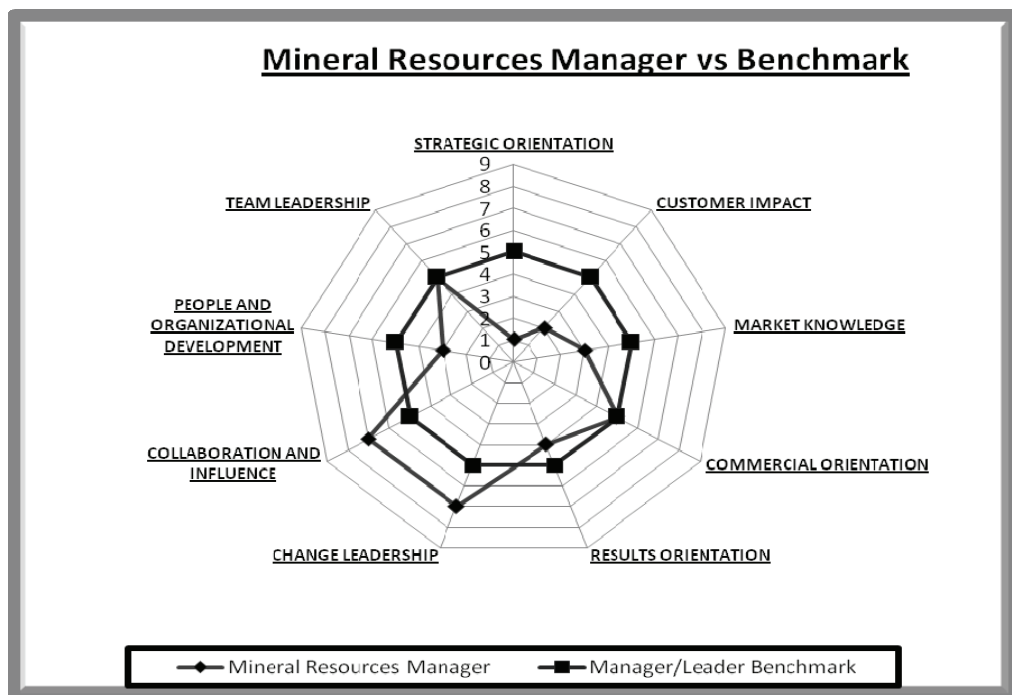

Figure 4.13: Mineral Resources Manager Profile vs Benchmark

4.5.12 Technical Services Manager Profile vs Benchmark

Figure 4.14 shows the Technical Services Manager's leadership profile relative to the benchmark. It is noteworthy that the Technical Services Manager exhibits leadership competencies in the dimensions of *team leadership, commercial orientation and results orientation only.* In the other competencies of *people and organizational development, market knowledge, customer impact*, *collaboration and influence, change leadership and strategic orientation* the Technical Services Manager falls below or on the manager/leader benchmark. It is noteworthy that the Technical Services Manager is well developed in the competency of *team leadership as well as results orientation.* Overall, the Technical Services Manager has a set of managerial competencies that outweigh the leadership competencies. This is due to the technical nature of the role that this executive plays within the Senior Leadership Team. This is the role that is accountable for the technical services integration and management and leads a very small team of highly qualified technocrats.
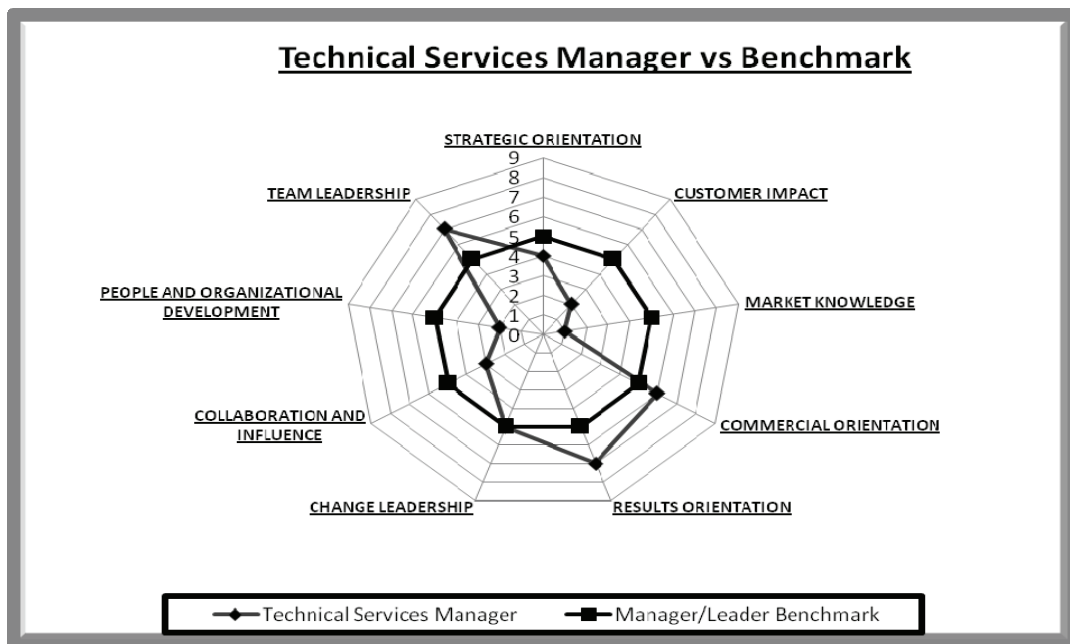

Figure 4.14: Technical Services Manager Profile vs Benchmark

4.5.13 Engineering Manager Profile vs Benchmark

Figure 4.15 shows the Engineering Manager's leadership profile relative to the benchmark. It is noteworthy that the Engineering Manager exhibits leadership competencies in the dimensions of *team leadership, results orientation, change leadership, collaboration and influence and strategic orientation.* In the other competencies of *people and organizational development, market knowledge, customer impact and commercial orientation* the Engineering Manager falls below or on the manager/leader benchmark. It is noteworthy that the Engineering Manager is well developed in the competency of *team leadership, collaboration and influence, change leadership as well as results orientation.* Overall, the Engineering Manager has a set of leadership competencies that outweigh the managerial competencies. The incumnbent in this role is an experienced professional who has been in industry for more than 20 years. This is the role that is accountable for the engineering services integration and management and leads a big team of highly qualified engineers and technicians.
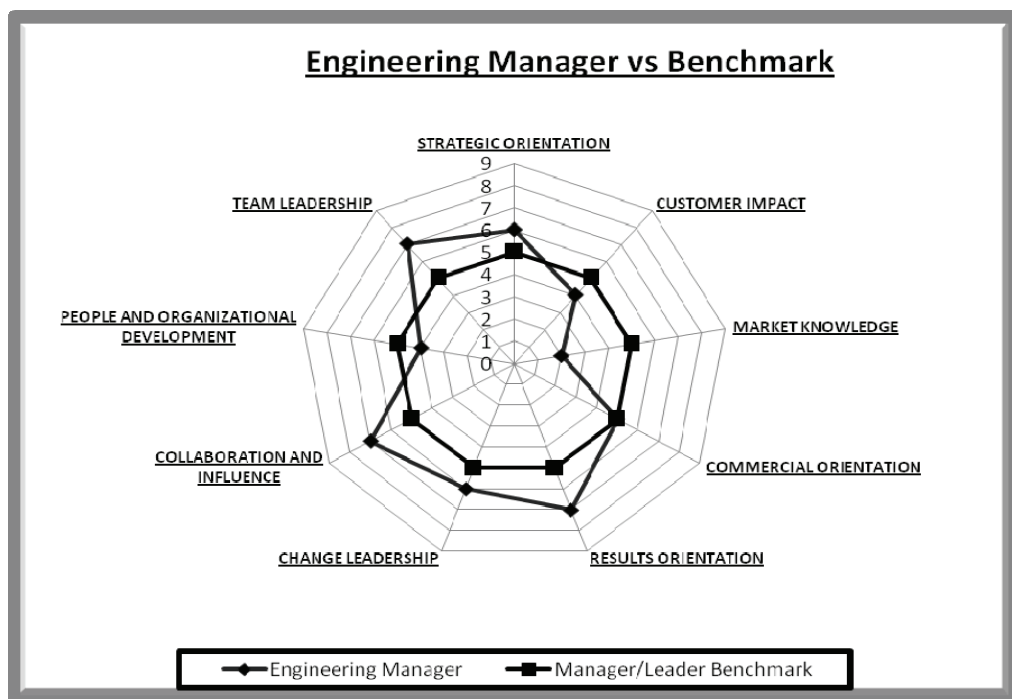

Figure 4.15: Engineering Manager Profile vs Benchmark

94

4.5.14 Audit Services Manager Profile vs Benchmark

Figure 4.16 shows the Audit Services Manager's leadership profile relative to the benchmark. It is noteworthy that the Audit Services Manager exhibits leadership competencies in the dimensions of *results orientation, people and organizational development and commercial orientation.* In the other competencies of *strategic orientation, market knowledge, change leadership, team leadership, customer impact, and collaboration and influence,* the Audit Services Manager falls below or on the manager/leader benchmark. It is noteworthy that the Audit Services Manager is well developed in the competency of *results orientatio, as well people and organizational development.* Overall, the Audit Services Manager has a balanced set of leadership and managerial competencies although the overall classification is that of a manager. The incumnbent in this role is an experienced professional who has been in industry for more than 15 years in the audit services and is passionate about controls and corporate goverance. This is the role that is accountable for the corporate governace control environment and enforces policies and procedures, a role that is significantly managerial.
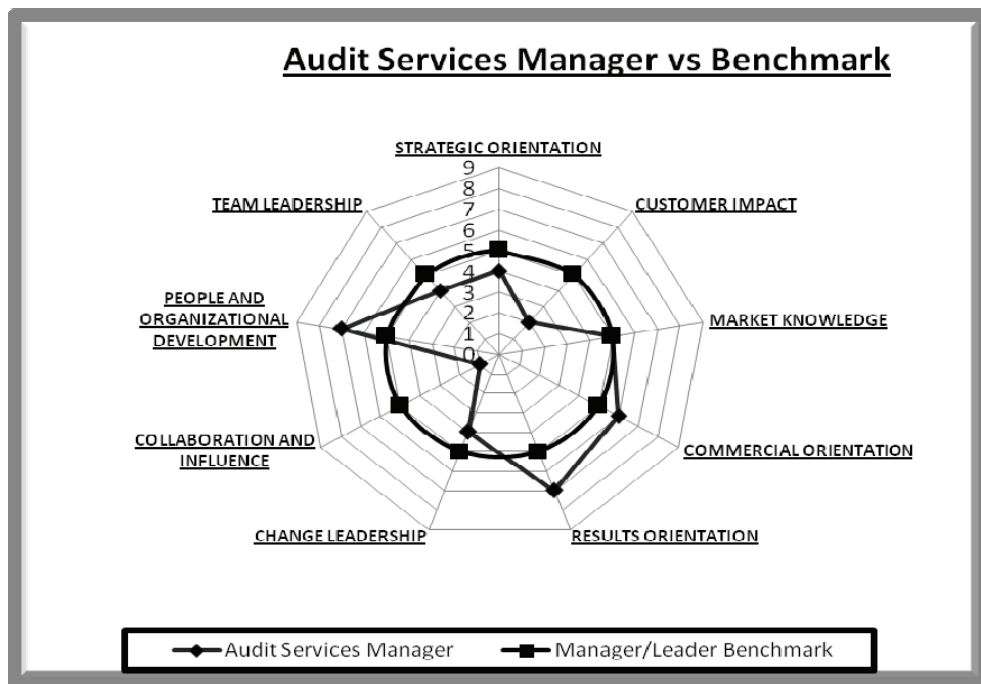

Figure 4.16: Audit Services Manager Profile vs Benchmark

4.5.15 Safety & Health Manager vs Benchmark

Figure 4.17 shows the Safety & Health Manager's leadership profile relative to the benchmark. It is noteworthy that the Safety & Health Manager exhibits leadership competencies in the dimensions of, *customer impact, team leadership, results orientation, people and organizational development and commercial orientation.*   In the other competencies of *market knowledge, change leadership, strategic orientation, and collaboration and influence* the Safety & Health Manager falls below or on the manager/leader benchmark. It is noteworthy that the Safety & Health Manager is well developed in the competency of *results orientation, customer impact as well people and organizational development.* Overall, the Safety & Health Manager has a balanced set of leadership and managerial competencies although the overall classification is that of a manager. The incumnbent in this role is an experienced professional who has been in industry for more than 30 years in the Safety & Health services and is passionate about people and their safety in the work environment. This is the role that is accountable for the overall safety performance throughout the operation.
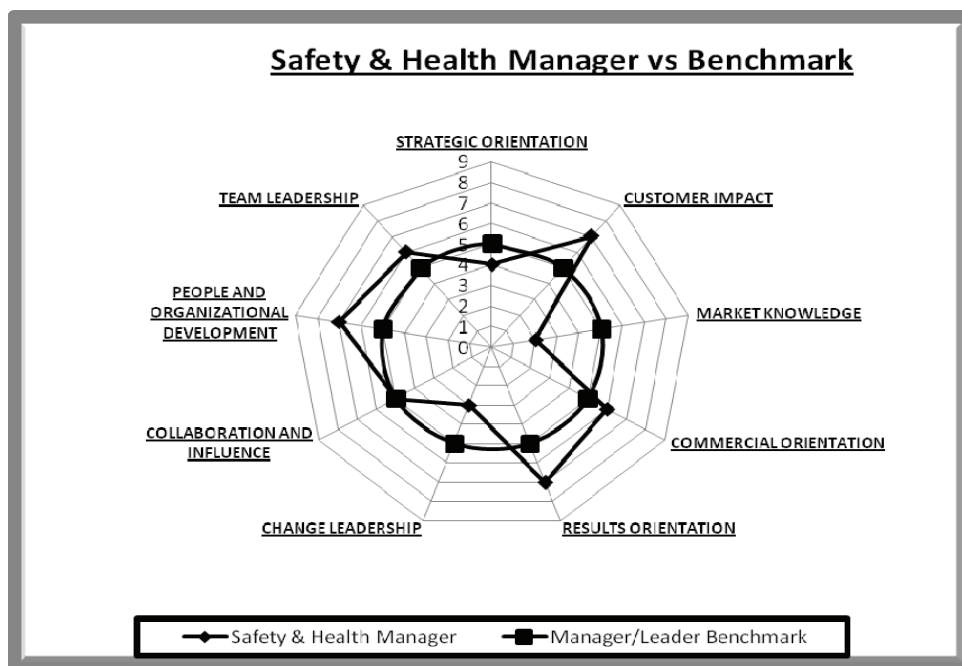

Figure 4.17: Safety & Health Manager vs Benchmark

4.5.16 Executive Team Members Plotted Against Strategic Orientation

- Figure 4.18 illustrates the executive team's profile against the strategic orientation competence. This alludes the ability to think long- term and beyond one's own area. It involves three key dimensions of business awareness, critical analysis and integration of information, and the ability to develop an action- oriented plan. This competence is acquired over years of experience and practice and is vital for success at the executive level. It is noteworthy that when compared to the benchmark, only five members meet or exceed the benchmark level of *score 5*.

- The team members with this competency at leadership level are the Engineering Manager, Chief Medical Officer, Finance Manager, General Manager and Business Process Manager. Whilst their experience base varies from as low as four years (Chief Medical Officer) to over twenty five years (Engineering Manager), these team members have shown and demonstrated their ability to deal in strategic issues of the business. The rest of the team members fall below the benchmark score with the least competencies levels being scored by the Mineral Resources and Treatment Managers. These managers were appointed in the past two years after having had long stints in their technical domains.
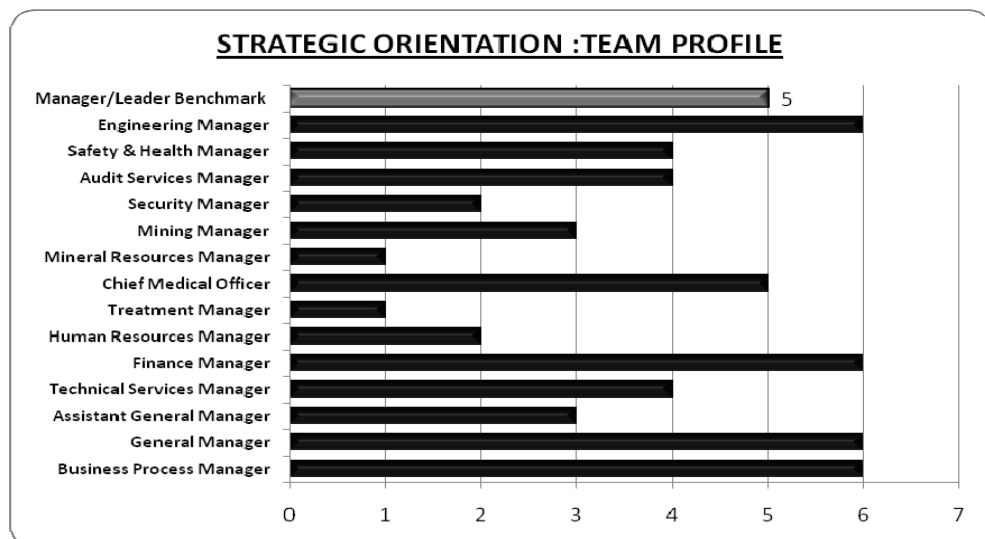

Figure 4.18: Strategic Orientation Team Profile

97

4.5.17 Executive Team Members Plotted Against Customer Impact

- Figure 4.19 illustrates the executive team's profile against the customer impact competence. This is about serving and building value-added relationships with customers or clients, be they internal or external. This competence is acquired over years of experience and practice and is vital for success at the executive level. It is noteworthy that when compared to the benchmark, only three members meet or exceed the benchmark level of *score 5*.

- The team members with this competency at leadership level are the Safety and Health Manager, Assistant General Manager and General Manager. The experience base for these managers varies from as low as fifteen years (General Manager) to over thirty years (Safety and Health Manager). The rest of the team members fall below the benchmark score with the least competencies levels being scored by the Mineral Resources, Mining Manager, Audit Services Manager and Technical Services Manager. This is despite the fact that these are all experienced individuals with over fifteen years in the mining industry.
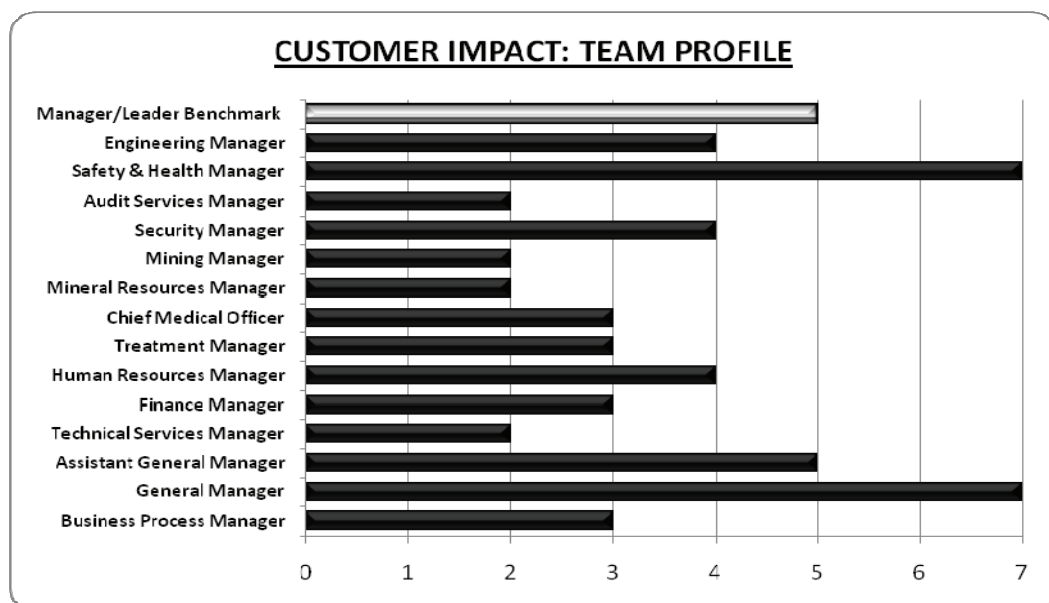

Figure 4.19: Customer Impact Team Profile

4.5.18 Executive Team Members Plotted Against Market Knowledge

- Figure 4.20 illustrates the executive team's profile against the market knowledge competence. This is about understanding the market in which a business operates. This business context can include the competition, the suppliers, the customer base and the regulatory environment. According to Egon Zehnder International, this competence is acquired over years of experience and practice and is vital for success at the executive level. It is noteworthy that when compared to the benchmark, nine members meet or exceed the benchmark level of *score 5*.

- The team members with this competency at leadership level are the Audit Services Manager, Security Manager, Chief Medical Officer, Treatment Manager, Human Resources Manager, Finance Manager, Business Process Manager, Assistant General Manager and General Manager. The experience base for these managers varies from as low as two years (Treatment Manager) to over twenty five years (Assistant General Manager). The rest of the team members fall below the benchmark score with the least competence level scores by the Mining Manager and Technical Services Manager. This is despite the fact that these are the Technical Services Manager has more than twenty five years experience in the mining industry and the Mining Manager has 15 years.

Figure 4.20: Market Knowledge Team Profile

99

4.5.19 Executive Team Members Plotted Against Commercial Orientation

- Figure 4.21 illustrates the executive team's profile against the commercial orientation competence. This is about identifying and moving towards business opportunities, seizing chances to increase profit and revenue. According to Egon Zehnder International, this competence is acquired over years of experience and practice and is vital for success at the executive level. It is noteworthy that when compared to the benchmark, nine members meet or exceed the benchmark level of *score 5*.

- The team members with this competency at leadership level are the Audit Services Manager, Security Manager, Chief Medical Officer, Treatment Manager, Human Resources Manager, Finance Manager, Business Process Manager, Assistant General Manager and General Manager. The experience base for these managers varies from as low as two years (Treatment Manager) to over twenty five years (Assistant General Manager). The rest of the team members fall below the benchmark score with the least competence level scores by the Mining Manager and Technical Services Manager. This is despite the fact that the Technical Services Manager has more than twenty five years experience in the mining industry and the Mining Manager has 15 years.
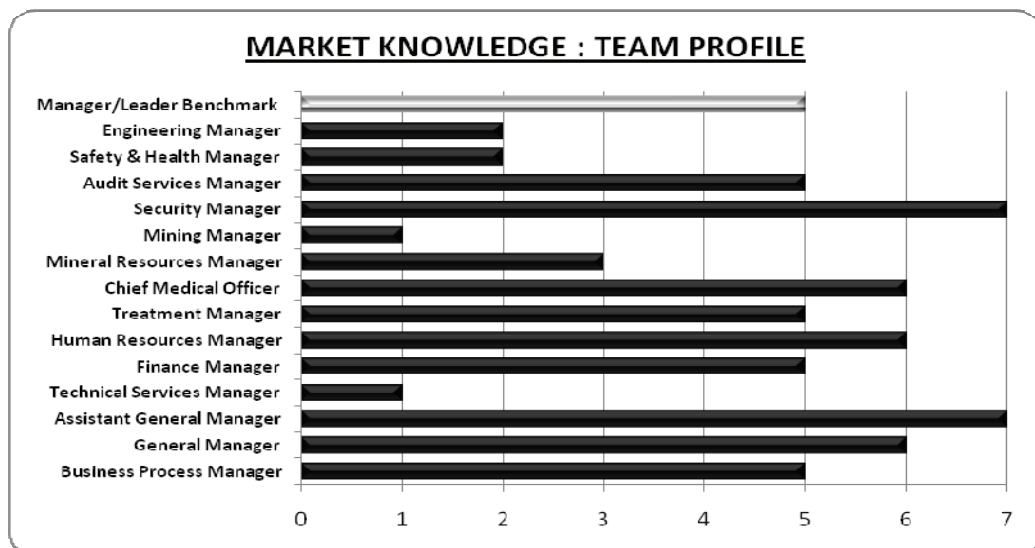

Figure 4.21: Commercial Orientation Team Profile

4.5.20 Executive Team Members Plotted Against Results Orientation

- Figure 4.22 illustrates the executive team's profile against the results orientation competence. This is about being focused on improvement of business results. According to Egon Zehnder International, this competence is acquired over years of experience and practice and is vital for success at the executive level. It is noteworthy that when compared to the benchmark, eight members meet or exceed the benchmark level of *score 5*.

- The team members with this competency at leadership level are the Engineering Manager, Safety and Health Manager, Audit Services Manager, Security Manager, Mining Manager, Technical Services Manager, Business Process Manager and General Manager. The experience base for these managers varies from as low as fifteen years (Mining Manager) to over twenty five years (Technical Services Manager). The rest of the team members fall below the benchmark score with the least competence level scores by the Chief Medical Officer and Treatment Manager. This is despite the fact that the Treatment Manager's role is to manage production always.
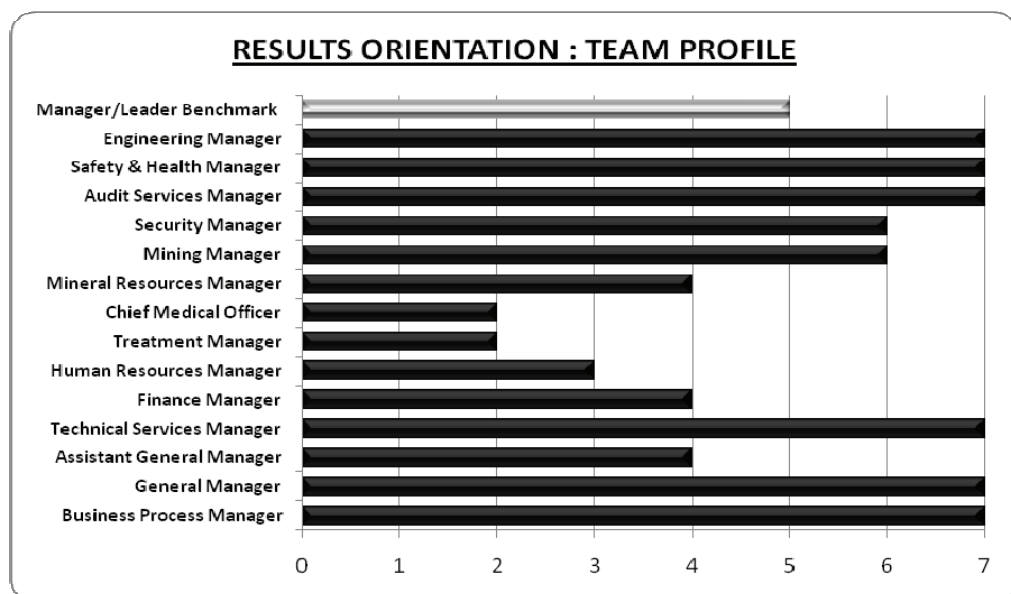
Figure 4.22: Results Orientation Team Profile

4.5.21 Executive Team Members Plotted Against Change Leadership

- Figure 4.23 illustrates the executive team's profile against the change leadership competence. This is about transforming and aligning an organization through its people to drive for improvement in new and challenging directions. It is energizing a whole organization to want to change in the same direction. According to Egon Zehnder International, this competence is acquired over years of experience and practice and is vital for success at the executive level. It is noteworthy that when compared to the benchmark, ten members meet or exceed the benchmark level of *score 5*.

- The team members with this competency at leadership level are the Engineering Manager, Security Manager, Mining Manager, Mineral Resources Manager, Human Resources Manager, Finance Manager, Technical Services Manager, Assistant General Manager, Business Process Manager and General Manager. The experience base for these managers varies from as low as fifteen years (Mining Manager) to over twenty five years (Technical Services Manager and Engineering Manager). The rest of the team members fall below the benchmark score with the least competence level scores by the Safety and Health Manager. This is despite the fact that the Safety and Health Manager's role is to lead change efforts in the domain of employee safety.
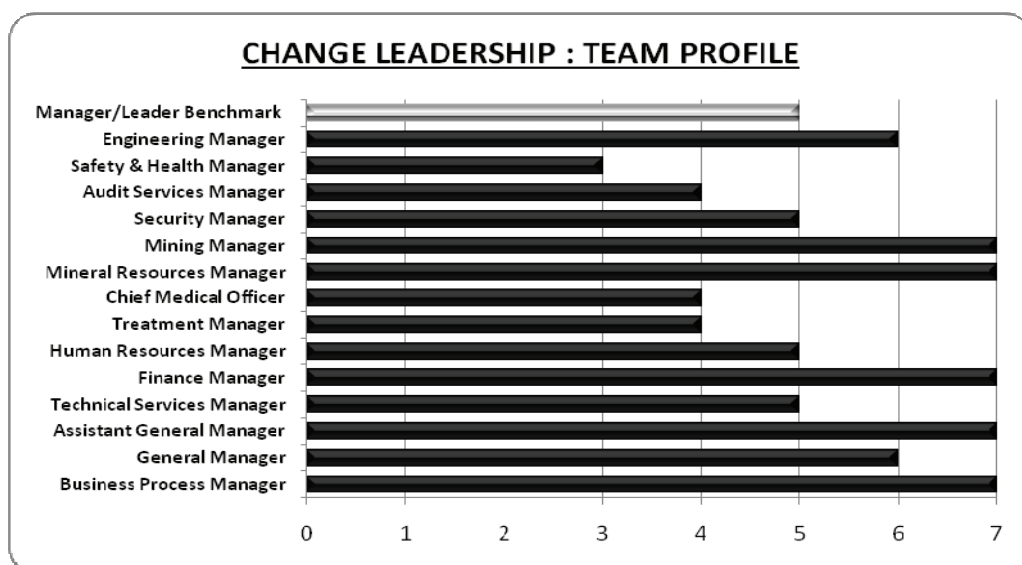
Figure 4.23: Change Leadership Team Profile

4.5.22 Executive Team Members Plotted Against Collaboration and Influence

- Figure 4.24 illustrates the executive team's profile against the collaboration and influence competence. This is about working effectively with, and influencing those outside of one's functional area for positive impact on business performance. According to Egon Zehnder International, this competence is acquired over years of experience and practice and is vital for success at the executive level. It is noteworthy that when compared to the benchmark, ten members meet or exceed the benchmark level of *score 5*.

- The team members with this competency at leadership level are the Engineering Manager, Safety and Health Manager, Mining Manager, Mineral Resources Manager, Human Resources Manager, Finance Manager, Business Process Manager and General Manager. The experience base for these managers varies from as low as four years (Chief Medical Officer) to over twenty five years (Safety and Health Manager and Engineering Manager). The rest of the team members fall below the benchmark score with the least competence level scores by the Audit Services Manager. This is despite the fact that the Audit Services Manager's role is to collaborate and influence the entire business around good governance and controls.
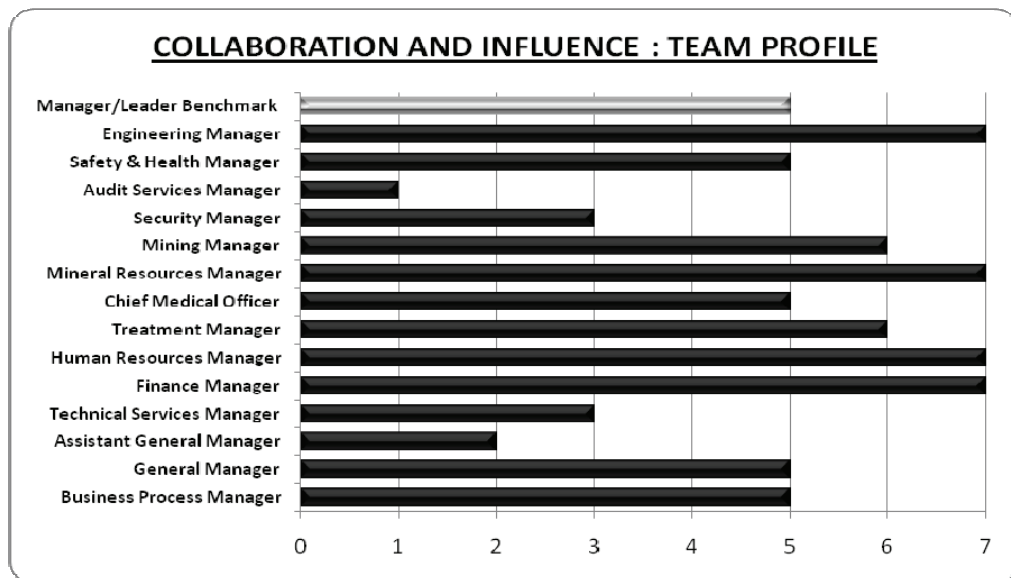
Figure 4.24: Collaboration and Influence Team Profile

103

4.5.23 Executive Team Members Plotted Against People and Organizational Develeopment

- Figure 4.25 illustrates the executive team's profile against the people and organizational development competence. This is about developing the long-term capabilities of others and the organization as a whole, and finding satisfaction in influencing or even transforming someone's life or career. According to Egon Zehnder International, this competence is acquired over years of experience and practice and is vital for success at the executive level. It is noteworthy that when compared to the benchmark, eight members meet or exceed the benchmark level of *score 5*.

- The team members with this competency at leadership level are the Safety and Health Manager, Audit Services Manager, Chief Medical Officer, Treatment Manager, Human Resources Manager, Business Process Manager, Assistant General Manager and General Manager. The experience base for these managers varies from as low as four years (Chief Medical Officer) to over twenty five years (Safety and Health Manager and Assistant General Manager). The rest of the team members fall below the benchmark score with the least competence level scores by the Security Manager and Technical Services Manager. This is despite the fact that the Technical Services Manager has been in the business of mining for over twenty five years.
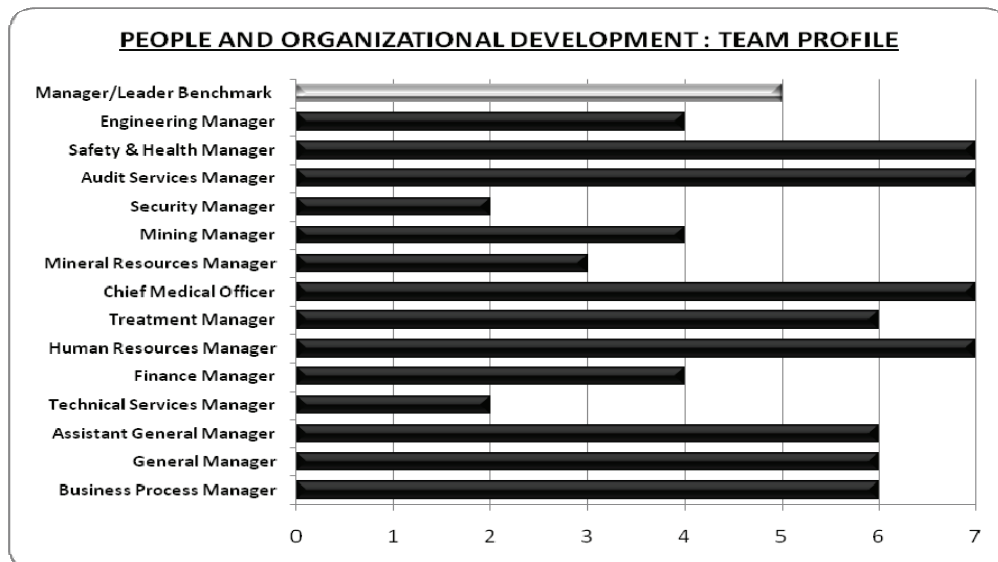
Figure 4.25: People and Organizational Development Team Profile

104

4.5.24 Executive Team Members Plotted Against Team Leadership

- Figure 4.26 illustrates the executive team's profile against the team leadership competence. This is about focusing, aligning and building effective groups both within one's immediate organization and across functions. According to Egon Zehnder International, this competence is acquired over years of experience and practice and is vital for success at the executive level. It is noteworthy that when compared to the benchmark, ten members meet or exceed the benchmark level of *score 5*.

- The team members with this competency at leadership level are the Engineering Manager, Safety and Health Manager, Security Manager, Mining Manager, Mineral Resources Manager, Chief Medical Officer, Treatment Manager, Human Resources Manager, Technical Services Manager, Business Process Manager, and General Manager. The experience base for these managers varies from as low as two years (Treatment Manager) to over twenty five years (Safety and Health Manager, Engineering Manager and Technical Services Manager). The rest of the team members fall below the benchmark score with the least competence level scores by the Finance Manager. This is despite the fact that the Finance Manager has over fifteen years of experience with various industries.
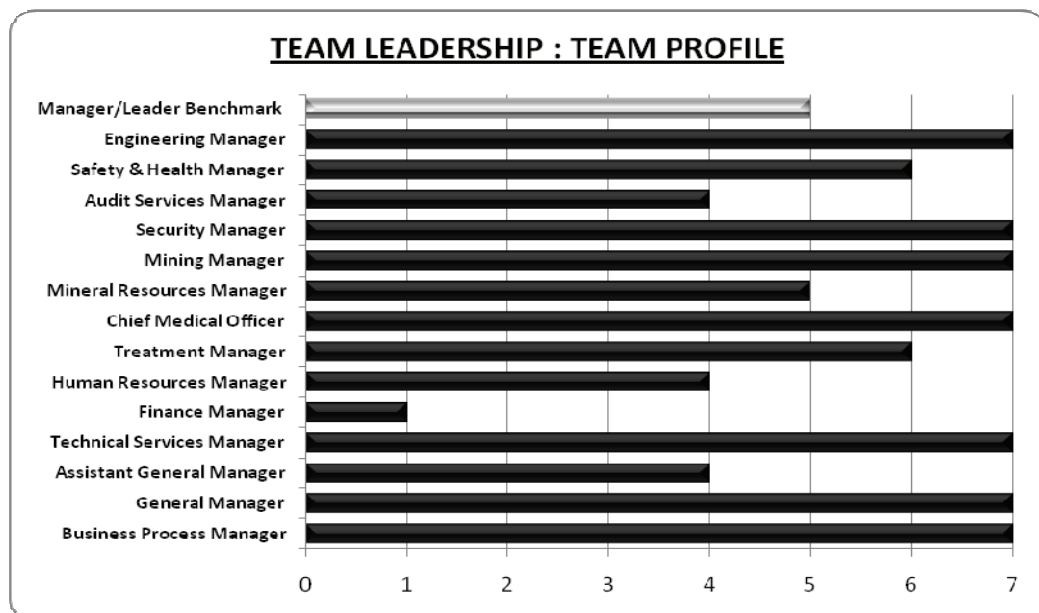
Figure 4.26: Team Leadership Team Profile

105

4.6   Conclusion

The results based on the responses of Jwaneng Mine Executive team members's perceptions of each other's competence levels based on the adopted Egon Zehnder International Model were analysed and interpreted. The proportion of managers to leaders in the team was also shown based on the perceptions of the level of comptenecies exhuded by the individual team members. The team members' competencies were discussed and analysed in line with delineated Egon Zehnder International Model as supported through the literature. The indications from this case study suggest that Jwaneng Mine has a team of managers and leaders and has the potential to continue as a stable organization going into the future. It is also notewrothy from the analysis that whilst experience can influence whether one becomes a leader or a manager, the amount of time one spends in a role does not seem to explain such kind of relationship.

The next chapter provides conclusions and recommendations that could be useful to business organizations including Jwaneng Mine so that they can build their successes around quality management and leadership.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter concludes the debate about whether management and leadership are different by positing that these functions are synergistic and symbiotic in nature. Neither management nor leadership alone as a separate function will yield long-lasting and strong performing organizations. It is the symbiotic relationship between these two functions that produces significant results for organizations. Too little or too much of either is toxic to the organization. The correct balance of managers who practice management and leaders who practice leadership in organizations has got to be struck for the success and longevity of the organization going into the future. This should therefore be used to drive the requisite training programmes and the identification of talent for the different roles. It is not a case of *one size fits all* when it comes to management and leadership development for organizations. Therefore the future success of organizations depends to a greater extent on whether the roles of management and leadership are understood to be either different or similar in as far as each creates value for the business.

5.2 Revisiting the Objectives of the Study

This study sought to carry out a comparative analysis of leadership and management through establishing whether there are any differences and/or similarities in these functions that have a bearing on how organizations derive value from the way they are set up. This study also sought to establish whether the sustainability of organizations and their profitability is a consequence of the quality of these functions of leadership and management.

Further, enhanced understanding and appreciation of both the differences and similarities has a huge implication on the process of managing talent including the positioning and placement of people in organizations. This is a critical process as value is either created or destroyed through the people processes of training and development, placement and deployment as well as general motivation, inspiration and guidance that come from leadership in organizations.

5.3 Conclusion

As a consequence of this study, the following conclusions can be drawn for business organizations.

- The functions of management and leadership are at the core of how organizations create value for their stakeholders. These are the functions that also determine the extent to which an organization can survive into the future as the business environment continues to change and shape the markets in which business is done.

- Whilst leadership and management are closely intertwined, it is evident that there are some significant differences between these two functions, and these differences have huge implications on how the businesses succeed or fail going into the future. The fundamental differences are particularly espoused in the people who are the custodians of both these functions.

- The symbiotic relationship between these functions makes them inseparable which means that they are always required in some proportion in all instances where either leadership or management is required. This proposition is in line with Kotter's model in which successful leadership is where it is abundant to the extent of 75% and management to the extent of 25%. Depending on the circumstances, these proportions can be discharged in the reverse order.

- It is also noteworthy that most business value is created for the organization when an appropriate balance of both leadership and management is present as the business rides over changing circumstances. There is not a prescriptive way of how leadership or management roles should be apportioned in any situation. It is incumbent upon those involved to deal with the situations as they deem appropriate. However, the real challenge is for the leaders and/or managers to be able to interpret the situation and apply the requisite form of either leadership or management.

- It is also noteworthy that in most instances, when new businesses are required to be commenced, the most required role is that of leadership. This is useful in the manner that it will be able to inspire those involved and create the purpose and vision that is clear yet captivating for moving on. Once the business is established, the management functions are then required to keep the business processes intact, effective and efficient. This is about controls, policies and procedures.

- There are specific attributes that make leaders more successful than managers given the same business environment. It is therefore important to appreciate that some of the attributes can be learnt whilst others are personal traits that are a result of how one is naturally. However, all the leadership traits can be learnt and can be improved upon for as long as there is an insatiable desire to improve one's leadership capability.

- When developing people for specific functions or roles within organizations, it is vital that the people who are targeted for the development be thoroughly scrutinized in order to ensure proper matching and alignment of capabilities for either the leadership or management roles. It has also been acknowledged that one can be trained to achieve both management and leadership competencies although in most cases it is the management competencies that are required to be grown and developed ahead of the leadership competencies. Being able to discharge both management and leadership competencies is however the most desired scenario.

- It is also evident that effective and successful leaders create compelling visions of the future, model the desired behavior and inspire the workforce through articulate communication skills and these leaders are most needed when significant change in the organization is taking place. On the other hand, the managers are those that do the nuts and bolts of organizing and supervising the work. They structure the jobs and set goals and objectives, appraise performance and support the development of their subordinates. They also make tough decisions about rewards and they pass business information downward and gather information which they communicate upward.

- As demonstrated through the Jwaneng mine case study, it is noteworthy that leadership and management can coexist within individuals as well as within a team. The extent to which both management and leadership competencies exist in the team members determines the success of the business. These competencies are largely influenced by the nature of the job that one does within the organization. Technically focused jobs tend to create management oriented individuals, whilst the non-technical functions yield more significant leadership competencies. Both the leadership and management competencies exist within the Jwaneng Senior Leadership Team.

- In the Jwaneng Mine case study, there is no relationship between being male or female in terms of having either management or leadership attributes. Both male and female members of the team have the same capability to develop the competencies along the lines of either management or leadership. Of the fourteen members examined in this case study; two are females, i.e. Senior Human Resources Manager and Finance Manager. Both these team members have shown more management attributes when compared to the leadership attributes.

- There is also no follow-on relationship between developing management or leadership attributes with the number of years one has as an experience base. Team members with

110

up to 30 years in the industry still show more of the management attributes than others with far less years in industry. This shows that the development of both management and leadership attributes can be commenced at any point in one's career and will continue to develop over time for as long as one has the desire and aspiration to become a successful leader.

- The nine core competencies that were used to assess the leadership and managerial tendencies for Jwaneng Senior Leadership team are coherent and are supported throughout literature and therefore can be adopted as a useful frame of comparative analysis for the management versus leadership debate. It can also be argued that great leaders are almost always good at the competencies of change leadership, strategic orientation, people and organizational development as well as the ability to collaborate and influence. However, these competencies are almost always augmented by the competencies of results orientation, market knowledge, team leadership, commercial orientation and customer impact. This aspect was demonstrated through the Jwaneng mine case study in which the General Manager, Assistant General Manager and the Business Process Manager, who constitute the business strategy team showed high competencies in these dimensions.

- It is therefore noteworthy that whilst leadership and management may be viewed as either different or similar, the fundamental issue is that, they are necessary in individuals who run businesses of both today and the future. If good managers become good leaders, then organizations will prosper better when compared to having either leadership or management separately. The real value of this argument is not in the differences or similarities, but rather in the manner in which both management and leadership competencies are harnessed to create value for the organization for now and into the future.

- It is evident from this study that successful organizations going into the future will be those that take great pride in developing their people, not for management or leadership competencies separately, but together in order to ensure that both are catered for in a vastly changing business environment. Both management and leadership coexist and have a symbiotic relationship in the successful running of any business. Too much of either has toxic effects to the same extent as too little of either. The challenge is to strike the correct balance of both competencies for a successful and prosperous business.

5.4 Recommendations for Business Organizations

- This study has recommends that business organizations take note of the differences between the functions of leadership and management as they have significant implications for organizational success. Precisely, leadership is about the future, whilst management is about the present. It is therefore recommended that, for organizations to tap into the potential of their people resources they should ensure that their people's attributes in terms of whether they are managers or leaders be understood and be taken into account when assigning them to their roles.

- Whilst managers contribute to today's bottom-line requirements, leaders should contribute to the long-term development of people and organizations so that they can adapt, change, prosper and grow sustainably. Leadership enables organizations to revitalize themselves, enables the creation of new enterprises and builds economies that sustain countries. On the other hand, it is the management role that keeps all the pieces together on a day by day basis. Therefore the development of people should be undertaken in line with the aspirations of the organization in as far as it intends to build a sustainable business going forward.

- For continued success and profitability of business operations, organizations should identify leaders who will be required to continuously and consistently reinvent the

organization. This will not happen due to the leader's influence alone; rather it will be largely driven by the manner in which the leader deploys the creativity of the workforce to recreate the organization. This will be enabled through the leader providing direction and encouragement to the workforce so that they can start to see new possibilities, create new inventions of their own core competencies and invent new jobs that will increase productivity and profitability. Further, such a leader as opposed to a manager will be challenged to learn how to create an environment that holistically embraces change, not as a threat but as an opportunity. Without this kind of futuristic leader will be to jeopardize the continued success and survivability of the organization.

- It is also recommended that leaders of the future be trained to develop diagnostic abilities to understand what new competencies are required and what competencies to be unlearned including the behavioral flexibility to be able to change without being threatened by the change. This attribute will enable the leader to create an organization that is environmentally aware, porous and permeable enough to spot the changes ahead of competition. Further, whilst the leader of the future will be focusing on such aspirations, it will be the mandate of management to ensure that the organizational processes are kept intact, simple, fast, effective and efficient.

- It is also recommended that business organizations start to undertake such evaluations of their current and future management and leadership requirements in line with the business environment that is prevailing. It is important to acknowledge however that there is a symbiotic relationship between the two functions of management and leadership that creates the long-lasting value. The absence of these functions in the correct proportions is what results in failed organizations. Too much or too little of either is toxic to organizations.

5.5   Conclusion

- This study has shown that whilst true leaders inspire success, both leadership and management are essential to any organization's success.

- Whilst these two functions are not necessarily interchangeable, they are two distinctive and complementary roles of action necessary for success in an increasingly complex and volatile business environment.

- It has been argued that average people well-led will succeed, while good people poorly led will fail. Further, whilst organizations strive to develop their ability to improve leadership, they should note that strong leadership with weak management is inadequate. It is believed to be a worse off condition than weak leadership and strong management.

- For phenomenal success, the real challenge is to combine both strong leadership and strong management and use each to balance. It is acknowledged that not everyone can be good at both leading and managing but is not unlikely to find those that are capable of both.

- Successful organizations are those that value both kinds of people and make them a part of the team within the same environment. An appreciation of this argument assists in preparing people for the right roles and accelerates the organizational success requirement.

References

ADAIR J. (2002) *Effective Strategic Leadership*. Pan Mcmillan

BABBIE E & MOUTON J (2007). *The Practice of Social Research*, South African Edition: Oxford University Press: ISBN 0 19 571854 2

BENNIS, W. G. (1994). *On becoming a leader*. Reading, Mass., Perseus Books.

BENNIS, W. G. (2000). *Managing the dream: reflections on leadership and change*. Cambridge, Mass, Perseus Pub.

BENTON D.A (2003), *Executive Charisma – Six Steps To Mastering The Art Of Leadership*, McGraw Hill ISBN 007-146213-9

BLACKLOCK J & JACKS E (2007) *Get Your People To Work Like They Mean It! Manage, Motivate, and get Results from every employee.* McGraw Hill ISBN N-0-07-147053-0

BLANCHARD K. (2007) *Leading at a Higher Level*, Blanchard on How to be a high performing leader. FT Prentice Hall, Financial Times, ISBN 0-273-71042-7

BOLT F J., DULWORTH M & MCGRATH M (2005), *Strategic Executive Development-The 5 Essential Investments*, Pfeiffer ISBN 0-78797463-3

BOSSIDY L. & CHARAN R. (2002), *Execution – The Discipline of Getting Things Done,* Random House ISBN 0-7126-2598-4

BOYATZIS R & MCKEE A. (2005), *Resonant Leadership*, Harvard Business School Press, ISBN 1-59139-563-1

CAMERON E. & GREEN M. (2004), *Making Sense of Change Management- A Complete Guide to the Models, Tools & Techniques of Organizational Change,* Kogan Page ISBN 10-0-7494-4087-2

COLLINS C.J. & PORRAS I. J., (2000), *Built To Last- Successful Habits of Visionary Companies*, 3rd Edition, Random House, ISBN 0-7126-6968-X

COLLINS J. (2001), *Good To Great- Why Some Companies make The Leap and Others Don't*, Happer Business, ISBN 0-06-662099-6

COVEY S.M.R with REBECCA R M. (2006), *The Speed of Trust, The One Thing That Changes Everything*, Simon & Schuster UK Business ISBN 10: 0-7432-9560-9

EGON ZEHNDER INTERNATIONAL WEBSITE (2008): www.egonzehnder.com/global

GLASIER E.J. (2005): *The DNA of Leadership – Leverage Your Instincts to Communicate, Differentiate, Innovate*. ISBN: 1-59337-518-2: Platinum Press

GOLEMAN, D, (1996), *Emotional Intelligence*, Bloomsbury Publishing

HAMEL, G. (2007), *The Future of Management*. ISBN: 978-1-4221-0250-3:   Harvard Business School Press, Boston, Massachusetts

HAMEL, G. (2000) *Leading the Revolution*, Cambridge MA, Harvard Business School Press

HARARI O. (2002), *The Leadership Secrets of Colin Powell*, McGraw Hill, ISBN 0-07-141861-X

HTTP://WWW.FOXLAWSON.COM/JOB_EVALUATIONS

HUSSEY J and HUSSEY R. (1997), *Business Research: A Practical Guide for undergraduate and postgraduate students, MACMILLAN BUSINESS,* ISBN 0-333-607058

INSIGHTS DISCOVERY GROUP WEBSITE (2008): www.insights.com

KOTTER, J. P. (1996). *Leading change*. Boston, Mass., Harvard Business School Press.

KOTTER, J.P (1990) *A Force For Change: How Leadership Differs From Management*, The Free Press

KOUZES, J. M. and B. Z. POSNER (1995). *The Leadership Challenge: How to keep getting extraordinary things done in organizations*. San Francisco, Jossey-Bass.

KOUZES, J. and POSNER, B. (2002) *The Leadership Challenge*, Third Edition Jossey Bass ISBN 0-7879-6833-1

KOUZES, J. M. & POSNER, B Z. (2007) *Credibility - How Leaders Gain and Lose it, Why People Demand it*, ISBN: 0787964646
Publisher: Jossey-Bass Inc

MARCHAND A. D, KETTINGER J.W & ROLLINS D.J (2001) *Information Orientation – The Link to Business Performance,* Oxford University Press, ISBN 0-19-924067-1

MARTIN C. (2005), *Tough Management- The Seven Ways To Make Tough Decisions Easier, Deliver The Numbers, and Grow Business in Good Times and Bad*, McGraw Hill, ISBN 0-07145234-6

MAXWELL J.C (1998) *The 21 Irrefutable Laws of leadership, Follow Them and People Will Follow You*, Thomas Nelson Publishers, ISBN 0-78527034-5

MAXWELL J.C (2005) *The 360º Leader, Developing Your Influence From Anywhere in The Organization*, Nelson Business ISBN 0-7852-8811-2

MAXWELL J.C (2006) *The 4 Pillars of Leadership*, Struik Christian Books, ISBN 1-86823-792-3

MAXWELL J.C (2006) *The Difference Maker, Making Your Attitude Your Greatest Asset*, Nelson Business, ISBN 0-7852-8869-4

MINTZBERG, H. (1990). *The Manager's Job: Folklore and Fac*t. Harvard Business Review. 68: 163-177.

MOURKOGIANNIS N (2006), *PURPOSE – The Starting Point Of Great Companies*, Palgrave McMillan, ISBN 10:1-4039-7581-7

RIGSBY A.J & GRECO G (2003), *Mastering Strategy- Insights from The World's Greatest Leaders and Thinkers*, McGraw Hill, ISBN 0-07-140286-1

SANBORN M (2006), *You Don't Need A Title To Be A Leader – How Anyone, Anywhere Can Make A Positive Difference*, Currency Double Day ISBN 0-385-51747-5

SAUNDERS M, LEWIS P AND THORNHILL P (1997): *Research Methods for Business Students*, Pitman Publication, ISBN 0-273-62017-7

SHAW P (2006) *The 4 Vs of Leadership, Vision, Values, Value Added, Vitality*, Capstone Publishing Ltd ISBN 1-84112698-5

SLATER R (2004), *Jack Welch on Leadership*, McGraw Hill, ISBN 0-07143527-1

SLOAN K with POLLAK L. (2006), *Smarter, Faster, Better – Strategies for Effective, Enduring and Fulfilled Leadership*, Wiley ISBN 0-7879-8268-7

ULRICH D and SMALLWOOD N. (2007), *Leadership Brand, Developing Customer Focused Leaders to Drive Performance and Build Lasting Value,* Harvard Business School Press, ISBN 978-1-4221-1030-0

WEBSTER (1995) *Random House Webster's College Dictionary*, Random House New York, 1995 Edition.

WELCH J. with WELCH S (2005), *Winning*, HarperCollins Publishers ISBN 0-00-719769-1

BOOTH W.C, COLOMB G.G & WILLIAMS M. J (2003): *The Craft of Research*: Second Edition: University of Chicago Publishing: ISBN 0-226-06568-5

ZALEZNIK A (1989), *The Managerial Mystique – Restoring Leadership in Business*, Harper & Row Publishers ISBN 0-06-091708-3

APPENDIX I

Data Collection Instrument

- **Developing the assessment criteria for management and leadership competencies for Jwaneng Mine Executives:**

<u>Letter of Notification to Partake in the Assessment to the Executive Managers at Jwaneng Mine</u>

<div align="right">

Jwaneng Mine

P Bag 02

Jwaneng

</div>

Dear Sir/Madam

<u>Re: Request To Partake in the Management/Leadership Competencies Assessment Using The Nine Core Competencies as the Guiding Framework:</u>

It is with great pleasure to invite you as one of the Executive Managers to partake in this very important assessment that is required towards the MPhil (Information and Knowledge Management) Research for Mark Mabhudhu. This research seeks to carry out a comparative study of management versus leadership, whether these two functions are different and if they are, whether there are implications in understanding them better towards the success of the organization. Understanding the differences between management and leadership are deemed to have a huge impact on the placement of people in areas and positions that go with their competence levels, especially at executive management level and beyond.

As discussed during the launch of this assessment initiative, you are hereby required to answer all the following questions in the best possible manner that relates to the way your team members work/operate all the time. Note also that this is based on your personal opinion and perception of how you deal with each other on an on-going basis. As you will find out, each attribute has got seven statements that describe the extent to which your colleague(s) deal with the situation in question. You are required to tick only one of the seven options that are presented per attribute. Your answers will be collated and presented in a graphical format that has got other benchmark information as evaluated over the years through the selected Model variables. In this assessment, there is no right or wrong answer as all statements point to the way one manages or leads their teams.

Your honest responses will assist the organization appreciate both the management and leadership competencies that the senior executive team has. This will help in many ways for the organization including the understanding of the training requirements as well as the appropriate placement of senior executives commensurate with their managerial or leadership competencies.

The answer sheet has been automated for your ease of use. It is envisaged that this assessment will only last you a period of not more than ten minutes.
I look forward to your responses.

Yours Faithfully,

Mark Mabhudhu

- **The Managerial and Leadership Competencies – The Questionnaire & Instructions to Executives**

In 30 years of assessing executive talent, recruitment firm Egon Zehnder International determined that these competencies are core to leaders and managers alike. The rating starts from 1 to 7, with 7 being highest performance. A high competency rating in a dimension shows a high leadership capability, which means the person concerned surpasses management capability requirements. The corresponding numerical score are then plotted on the Strategic Leadership Competencies Radar Graph for comparison to the standard accumulated data.

- **The Managerial and Leadership Competencies – The Questionnaire & Instructions to Executives**

For each competency, read the statements and choose one that best represents the performance of the person being assessed. Then choose a level number that best corresponds with his/her actual performance within the range of statements. The corresponding numerical score will be plotted on the Strategic Leadership Competencies Radar Graph for comparison to the standard accumulated data.

<u>**Section 1:**</u>   <u>**Personal Details**</u>

Name of respondent:……………………**Executive Being Assessed**:………………..
Current Position:…………………………………..: **Department**:……………….
Number of Years in this job:………………………: **Male/Female**………………
Number of People in Business Unit:…………………………………………………

Section 2   Managerial/Leadership Competencies

- **Results Orientation**

Results Orientation is about being focused on improvement of business results.

Level	Indicators
☐ 1	Fulfills assigned tasks and wants to do good work
☐ 2	
☐ 3	
☐ 4	Delivers beyond expectations, relishes challenges, sets new goals for self and team
☐ 5	
☐ 6	
☐ 7	Transforms processes & creates new business models in search of results

- **People & Organizational Development**

People & Organizational Development is about developing the long-term capabilities of others and the organization as a whole, and finding satisfaction in influencing or even transforming someone's life or career.

Level	Indicators
☐ 1	Problem focused, occasional feedback, standard development opportunities to team
☐ 2	
☐ 3	

122

	Provides structured, individualized development support. Systematic feedback positive & negative
☐ 4	Provides structured, individualized development support. Systematic feedback positive & negative
☐ 5	
☐ 6	
☐ 7	Builds & sustains a talent management culture in the organization as a whole

- **Team Leadership**

Team Leadership is about focusing, aligning, and building effective groups in one's immediate organization. It is not limited to formal management roles, however, and could apply to a virtual project team or a cross-functional team, whether there is a formal leader or not.

Level	Indicators
☐ 1	Directive approach, command and control
☐ 2	
☐ 3	
☐ 4	Collaborative style, engaging team members in making plans, persuading, and rewarding individuals and team
☐ 5	
☐ 6	
☐ 7	Building high-performance, high morale, self-managing teams that function well in complex situations

123

- **Collaboration and Influence**

Collaboration and Influence are about working effectively with and influencing those outside of your functional area for positive impact on business performance.

Level	Indicators
◯ 1	Will respond if asked, but doesn't initiate collaboration
◯ 2	
◯ 3	
◯ 4	Motivates others to work with self, uses informal structures, contributes to broader organization, builds relationships
◯ 5	
◯ 6	
◯ 7	Forges transformational partnerships

- **Change Leadership**

Change Leadership is about transforming and aligning an organization through its people to drive for improvement in a new and challenging direction. It is about energizing a whole organization to want to change in the same direction.

Level	Indicators
◯ 1	Neutral to change, will respond as necessary

Level	Indicators
☐ 2	
☐ 3	
☐ 4	Advocate for change, communicates and persuades others, plans for successful change
☐ 5	
☐ 6	
☐ 7	Embeds a culture of change and drives coordinated change through complex organizations

- **Strategic Orientation**

Strategic Orientation is about the ability to think long-term, integratively, and beyond one's own area. It involves three key dimensions: business awareness, critical analysis and integration of information, and the ability to develop an action-oriented plan.

Level	Indicators
☐ 1	Focus on immediate issues and context. Adapts to strategy
☐ 2	
☐ 3	
☐ 4	Defines strategy for own area and contributes to broader strategy discussions
☐ 5	
☐ 6	

Level	Indicators
7	Develops multi-business corporate or breakthrough strategy in complex environment

- **Commercial Orientation**

Commercial Orientation is about identifying and moving towards business opportunities, seizing chances to increase profit and revenue.

Level	Indicators
1	Aware of and supports the need for the organization to make money
2	
3	
4	Makes the most of opportunities to improve revenue & profit in own area
5	
6	
7	Changes the rules of the game, creates sustainable competitive advantage

- **External Customer Focus**

External Customer Focus is about serving and building value-added relationships with customers or clients.

Level	Indicators
1	Reactive, responds to customer requests

Level	Indicators
2	
3	
4	Knows the customer perspective and starts to anticipate evolving customer requirement
5	
6	
7	Deep external customer relationships, dedicated to creating enduring mutual benefit

- **Market Knowledge**

Market Knowledge is about understanding the market in which a business operates. This business context can include the competition, the suppliers, the customer base and the regulatory environment.

Level	Indicators
1	Knows market and operating conditions for own area
2	
3	
4	Identifies and understands, market at a nuanced, customer segment level
5	
6	
7	Deep market knowledge to see how to transform the industry landscape

127

Section 3:

i) Please add any issue of significance as it relates to your understanding of the differences or similarities between management and leadership responsibilities.

ii) Do you think your team mates are discharging leadership or management roles in their current jobs? Please explain.

Thank You.

Definitions of Leadership

- **Leadership definitions**

➤ Leadership is the process of *influencing* others *to understand* and *agree* about what needs to be done and how it can be done effectively, and the process of *facilitating* individual and collective effort to accomplish the *shared objectives*

➤ Leadership is the behavior of an individual *directing* the activities of a group towards a *shared goal*

➤ Leadership is the *influential increment* over and above mechanical compliance with the routine directives of the organization

➤ Leadership is exercised when persons *mobilize* institutional, political, psychological, and other resources so as to arouse, engage, and satisfy *the motives* of followers

➤ Leadership is a process of *giving purpose* – meaningful direction – to collective effort, and causing willing effort to be expended *to achieve purpose*

➤ Leadership is the process of *influencing* the activities

➤ Leadership is the ability to step outside the culture, to *start evolutionary change* processes that are more adaptive

➤ Leadership is the process of *making sense* of what people are doing together so that people will understand and *be committed*

➤ Leadership is about articulating *visions*, embodying values, and creating the environment within which *things can be accomplished*

➤ Leadership is an attempt to use influence *to motivate* individuals to *accomplish some goals*

➤ Leadership is the ability of an individual *to influence*, *motivate*, and enable others to contribute towards the *effectiveness* and *success* of the organization

APPENDIX III

Manager vs. Leader: Key Attributes

- **Summary of Comparisons: Managers and Leaders[80]**

The table below provides a succinct summary of the key differentiators of managers from leaders. Whilst these differences are recognized, smart organizations value both since there is great synergy between *leadership* and *management* roles. Together, the functions of management and leadership result in good governance.

Managers: ***Management (maintenance)*** makes things happen and keep work on track; to supervise endless details and engage in complex interactions that are routinely part of any organization	**Leaders :** ***Leadership (transformation***) provides inspiration, creates opportunities, energizes people, and makes key choices
Focus on practical	Focus on possible
Coaches/directs	Inspires
Doing the job right	Doing the right job
Harnesses/directs energy	Creates energy
Turns ideas into reality	Has vision/ideas
Performance	Potential
Pragmatism	Inspiration
Sets objectives	Questions assumptions

---

[80] http://www.1000ventures.com/business_guide/crosscuttings/change_organizational_transformation.html

Fixes problems	Creates problems
	- Create focus - Communicate compellingly - Establish trust - Have interpersonal skills - Focus on success - Develop positive self-regard - Accept people as they are - Treat those close to them as courteously as they treat casual acquaintances - Trust others even if the risk seems high
Order and consistency	Coping with change
Manage complexity by planning and budgeting, allocating resources	Set a direction - Challenging
Organization and staffing	Aligning people Communicating with lots of people Checking for understanding Looking for motivational issues Looking to satisfy basic human needs Empowering
Controlling and problem solving, monitoring results vs. plan	Motivating and inspiring Networking
Personal qualities - persistence - analytical - tolerance	**Personal qualities** - shapers, proactive not reactive - seeks risks - leaders tend to evoke strong feelings in

- impersonal attitude to goals - view work as an enabling process - work with people, avoid solitary activity - self-worth enhanced by perpetuating / strengthening	- people - feelings occur separately from environment - can confront and tolerate aggressive interchange
Works in the system	Works on the system
React	Create opportunities
Control risks	Seek opportunities
Enforce organizational rules	Change organizational rules
Seek and then follow direction	Provide a vision to believe in and strategic alignment
Control people by pushing them in the right direction	Motivate people by satisfying basic human needs
Coordinate effort	Inspire achievement and energize people
Provide instructions	Coach followers, create self-leaders, and empower them
Restricting	Enabling
Controlling	Freeing
Molding	Releasing
Regimenting	Challenging
Stifling	Participating
Rigid	Flexible
Autocratic	Democratic

Doing things right	Doing right things
Works to make the vision a reality within the direction and goals set	Create an inspiring vision, give direction and set stretch goals...
Planning	Creating vision and empowering
Organizing the hierarchy	Aligning the web of relations
Measuring and Controlling	Inspiring and coaching
Organize	Studies causes to problems and acts
Control	Individuals are not judged on results
Direct	Mobilize
Oversee	Prevent problems and improve processes
Problem Solve	Continually working to develop better methods for doing the job
Ranks the performance of individuals	Understands that results are the combined effects of individual and system interactions
Ignores training.	Maintains primary responsibility for training and ensures consistency of purpose
Passive Support	Active Support which strengthens integrity and worker
Individuals are held accountable for final results. Often these individuals are not provided with methods for improvement	
Optimizing Assets Task Oriented Deliberateness	Optimizing Relationships People Oriented, Social responsibility, Influence & Care Emergentness

Coping with complexity	Coping with change
Efficiency & Information dependent	Effectiveness & Knowledge dependent
Planning, Organizing & Controlling	Direction, Motivation & Alignment
	Professional & Ethical conduct
Things	People
Structure	Spontaneity, serendipity
Control	Release, empowerment
Efficiency (information related)	Effectiveness (knowledge related)
Expense	Investment
Techniques	Principles
Transaction	Transformation
Utility	Principle centered power
Doing things right	Doing the right things
Speed	Direction (Velocity)
Bottom line	Top line
Practices	Principles
In the systems	On the systems

Management vs. Leadership: John Kotter's View

EXHIBIT 3
Management versus Leadership

MANAGEMENT	LEADERSHIP
➤ *Planning and budgeting:* establishing detailed steps and timetables for achieving needed results, then allocating the resources necessary to make it happen	➤ *Establishing direction:* developing a vision of the future—often the distant future—and strategies for producing the changes needed to achieve that vision
➤ *Organizing and staffing:* establishing some structure for accomplishing plan requirements, staffing that structure with individuals, delegating responsibility and authority for carrying out the plan, providing policies and procedures to help guide people, and creating methods or systems to monitor implementation	➤ *Aligning people:* communicating direction in words and deeds to all those whose cooperation may be needed so as to influence the creation of teams and coalitions that understand the vision and strategies and that accept their validity
➤ *Controlling and problem solving:* monitoring results, identifying deviations from plan, then planning and organizing to solve these problems	➤ *Motivating and inspiring:* energizing people to overcome major political, bureaucratic, and resource barriers to change by satisfying basic, but often unfulfilled, human needs
➤ Produces a degree of predictability and order and has the potential to consistently produce the short-term results expected by various stakeholders (e.g., for customers, always being on time; for stockholders, being on budget)	➤ Produces change, often to a dramatic degree, and has the potential to produce extremely useful change (e.g., new products that customers want, new approaches to labor relations that help make a firm more competitive)

Source: From *A Force for Change: How Leadership Differs from Management* by John P. Kotter. Copyright © 1990 by John P. Kotter. Adapted with permission of The Free Press, a Division of Simon & Schuster.

EXHIBIT 4

The Creation of an Overmanaged, Underled Corporate Culture

Some combination of visionary entrepreneurship and/or luck creates and implements a successful business strategy.

↓

A fairly dominant position (and thus lack of strong competition) is established in some market or markets—usually a product or service market, perhaps also financial, labor, or supply markets.

↓

The firm experiences much success in terms of growth and profits.

| The firm needs, hires, and promotes managers, not leaders, to cope with the growing bureaucracy. Top managers allow these people, not leaders, to become executives. Sometimes top management actively prevents leaders from becoming senior executives. | The pressures on managers come mostly from inside the firm. Building and staffing a bureaucracy that can cope with growth is the biggest challenge. External constituencies are neglected. | Managers begin to believe that they are the best and that their idiosyncratic traditions are superior. They become more and more arrogant. Top management does nothing to stop this trend and often exacerbates it. |

A strong and arrogant culture develops.

Managers fail to acknowledge the value of customers and stockholders. They behave in an insular, sometimes political fashion.

Managers fail to acknowledge the value of leadership and the employees at all levels who can provide it. They tend to stifle initiative and innovation. They behave in centralized/bureaucratic ways.

136

Annotated Table of Management versus Leadership by Author

- **Management versus Leadership by Author**[81]

Below is an annotated table with key views from various authors on what they consider to be the major factors that differentiate management from leadership.

No.	Authors & References	Management vs. Leadership Statements
1	**Warren Bennis** Bennis W.G (1994). *"Leading Change: The Leader as the Chief Transformation Officer". In J.Renesch (Ed), Leadership in a new Era: Visionary Approaches to the Biggest Crisis of Our Time* (pp. 102-110). San Francisco: New Leaders Press.	"Management is getting people to do what needs to be done. Leadership is getting people to want to do what needs to be done. Managers push. Managers command. Leaders communicate"
2	**Bennis W. G. (1993).** *An Inverted Life: Reflections on Leadership and Change.* Reading, MA: Addison Wesley	"Leaders are people who do the right things, managers are people who the things right"
3	**In Carter-Scott, C (1994).**	"Leaders conquer the context- the volatile, turbulent,

---

[81] Covey Stephen (2006) :360

	"The Differences between Management & Leadership". Manage, 10+	ambiguous surroundings that sometimes seem to conspire against us and will surely suffocate us if we let them-while managers surrender to it. The manager administers, the leader innovates. The manager is a copy, the leader is the original. The manager maintains, the leader develops. The manager focuses on systems and structure, the leader focuses on people. The manager relies on control, the leader inspires trust. The manager has a short term view; the leader has a long range perspective. The manager asks how and when, the leader asks what and why. The manager has his eye on the bottom line; the leader has his eye on the horizon. The manager imitates, the leader originates. The manager accepts the status quo, the leader challenges it. The manager is the classic good soldier; the leader is his own person. Managers do things right, leaders do the right things".
<u>**4**</u>	<u>**John W. Gardner**</u> Gardner J W (1990). *On Leadership.* New York: Collier Macmillan	"Leaders and Leader/Managers distinguish themselves from the general run of managers in at least six respects: 1. They think longer term… 2. In thinking about the unit they are leading, they grasp its relationships to larger realities. 3. They reach and influence constituents beyond their jurisdictions, beyond boundaries. 4. They put heavy emphasis on the intangibles of vision, values, and motivation and understand intuitively the non-rational and unconscious

		elements in leader-constituent interaction.
6		5. They have the political skill to cope with the conflicting requirements of multiple constituencies… 6. They think in terms of renewal. "The manager is tightly linked to an organization than is the leader. In deed the leader may have no organization at all."
5	**James Kouzes and Barry Posner** Kouzes J.M & Posner B.Z (1995) *The Leadership Challenge: How To Keep Getting Extraordinary Things Done in Organizations*. San Francisco: Jossey Bass	"..The word *Lead,* at its root, means 'go, travel, guide'. Leadership has about it a kinesthetic feel, a sense of movement….[Leaders begin in the quest for a new order. They venture into unexplored territory and guide us to new and unfamiliar destinations. In contrast, the root origin of manage is a word meaning 'hand'. 'At its core, managing is about 'handling' things, about maintaining order, about organization and control. The critical difference between management and leadership is reflected in the root meanings of the two words – the difference between what it means to handle things and what it means to go places"
6	**In Carter-Scott, C (1994).** *"The Differences between Management & Leadership".* *Manage, 10+*	Kouzes: "A major difference between management and leadership is reflected in the root meanings of the two words – the difference between what it means to handle things and what it means to go places"
7	**Abraham Zaleznik** Zaleznik, A (1977). *Managers and Leaders: Are They*	Managers are concerned about how things get done, and leaders are concerned about what things mean to people.

	Different?" Harvard Business Review, 55(5), 67-78	"Leaders and managers differ in their conceptions. Managers tend to view work as an enabling process involving some combination of people and ideas interacting to establish strategy and make decisions". "…Where managers act to limit choices, leaders work in the opposite direction, to develop fresh approaches to long standing problems and to open issues for new options…leaders create excitement in work."
8	**John Kotter:** Kotter, J (1990). *"What Leaders Really Do."* Harvard Business Review, 68, 103+	"*Management* is about coping with complexity. Its practices and procedures are largely a response to one of the most significant developments of the twentieth century: the emergence of large organizations. Without good management, complex enterprises tend to become chaotic in ways that threaten their very existence. Good *Management* brings a degree of order and consistency to key dimensions like the quality and profitability of products." "*Leadership*, by contrast is about coping with change. Part of the reason it has become so important in recent years is that the business world has become so competitive and more volatile. Faster technological change, greater international competition, the deregulation of markets, overcapacity in capital intensive industries, an unstable oil cartel, raiders with junk bonds, and the changing demographics of the work force are among the many factors that have contributed to this shift. The net result is that doing what was done yesterday or doing it 5% better is no longer a formula for success. Major changes are more

		and more necessary to survive and compete effectively in this new environment. More change always demands more *leadership*."
9	**James M Burns:** Burns, J. M (1978). *Leadership.* New York: Harper & Row.	Transactional (*management)* vs. Transformational *(leadership)* *Transactional Leadership*: Such leadership occurs when one person takes the initiative in making contact with others for the purpose of an exchange of valued things. *Transformational leadership*: Such leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. Their purpose, which might have started out as separate but related, as in transactional leadership, become fused.
10	**Peter Drucker:** In Galagan, P.A (1998): Peter Drucker: *Training & Development,* 52, 22-27	"The test of any leader is not what he or she accomplishes. It is what happens when they leave the scene. It is the succession that is the test. If the enterprise collapses the moment these wonderful, charismatic leaders leave, that is not leadership. That is very bluntly – deception. "….I have always stressed that leadership is responsibility. Leadership is accountability. Leadership is doing….. "…As for separating management from leadership, that is nonsense, as much nonsense as separating management from entrepreneurship. Those are part and parcel of the same job. They are different to be

		sure but only as different as the right hand from the left or the nose from the mouth. They belong to the same body.
<u>**11**</u>	<u>**Richard Pascale:**</u> In Johnson, M (1996). *Taking the Lid off Leadership."* Management Review, 59-61.	" *Management* is the exercise of authority and influence to achieve levels of performance consistent with previously demonstrated levels…..*leadership* is making happen what wouldn't happen anyway….[and will] always entail working at the edge of what is acceptable.
<u>**12**</u>	<u>**George Weathersby**</u> Weathersby, G.B (1999). *"Leadership vs. Management."* Management Review, 88, 5+	*"Management* is the allocation of scarce resources against an organization's objectives, the setting of priorities, design of work and the achievement of results. Most important, it's about controlling. *Leadership* on the other hand focuses on the creation of a common vision. It means motivating people to contribute to the vision and encouraging them to align their self interest with that of the organization. It means persuading, not commanding.
<u>**13**</u>	**John Mariotti:** Mariotti, J (1998). *"Leadership Matters".* Indsutry Week, 247, 70+	"People who are *'managed'* well may lack the inclination to put forth the kind of effort for success – unless they have good *leaders*. *Great leaders* get extraordinary results from ordinary people. *Great managers* simply get well-planned and sometimes well-executed outcomes, but seldom the huge successes that arise from the passion and enthusiastic commitment inspired by true leadership. *Leaders* are the architects. *Managers* are the builders. Both are necessary, but without the architect, there is nothing special to build."

142

14	**Rosabeth Moss Kanter:** Kanter, R M. (1989). *"The New Managerial Work"* Harvard Business Review, 85+	"The old bases of managerial authority are eroding, and new tools of *leadership* are taking place. Managers whose power derived from hierarchy and who were accustomed to a limited area of personal control are learning to shift their perspectives and widen their horizons. The new managerial work consists of looking outside a defined area of responsibility to sense opportunities and of forming project teams drawn from any relevant sphere to address them. It involves communication and collaboration across functions, across divisions, and across companies whose activities and resources overlap. Thus rank, title or official charter will be less important factors in success at the new managerial work than having the knowledge, skills, and sensitivity to mobilize people and motivate them to do their best."
15	**Tom Peters:** Peters, T (1994). *Thriving on Chaos.* New York: Alfred A. Knopf.	Peters draws from Bennin's and Kouzes and Posner's conceptions of leadership and management outlined above. Peters believes that "Developing a vision and more importantly living it vigorously are essential elements of leadership…..Vision occupies an equally important place of honor in the supervisor's or middle managers' world".