



LEADERSHIP VS. MANAGEMENT

CONCLUDING THE EMBA JOURNEY

DR. PHILIPPE J.S. DE BROUWER

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Manager	Leader
tells you how to do things	does the right thing
responsible for KPIs with the team	responsible for people making the KPIs
shares in praise	gives praise when success
might be in trouble when things go awry	takes the blame when things go wrong

A good leader

Therefore a good leader puts others above himself and naturally

Keeps the tribe safe
“Does the right thing”

- A. doesn't have to work long hours
- B. is proud when staff knows more (and admits he doesn't)
- C. is proud when staff can do something more
- D. cares about staff and has compassion for everyone
- E. doesn't have to bark orders
- F. changes course with confidence

A good manager (or “functional manager”)

provides 3 things:

- A. clarity,
 - B. clarity, and
 - C. clarity.
- “Does the things right”

A good manager provides clarity on

- A. company values
- B. what needs to be done
- C. how things need to be done
- D. what good looks like

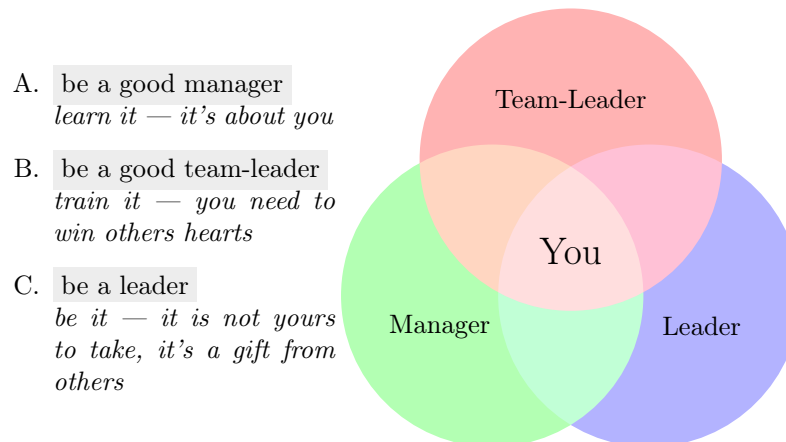
Differences between Leader and Manager

A team-leader makes a team function (aka “line manager”)

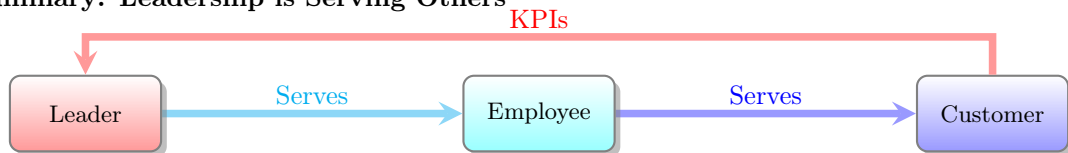
The secret to success? – start with manager then build up to team-leader... but take your time



Figure 1: The five functions of a team



Summary: Leadership is Serving Others



Note: The Cost of Leadership

- You lose the freedom to lie, cheat, be selfish, etc.
- You take the hit when something doesn't work out
- You will have to stand your ground (you will have to protect them)

Beyond People Leadership

- **Transformational Leaders** – Bill Gates, Steve Jobs, Elon Musk, Maria Theresa, Nelson Mandela, Mahatma Gandhi
- **Thought Leaders** – Confucius, Marcus Aurelius, Socrates, Friedrich Nietzsche, Dalai Lama, Malcolm X
- **Intellectual Leaders** – Albert Einstein, Marie Curie, Stephen Hawking, Noam Chomsky, Carl Sagan
- **Innovative Leaders** – Jeff Bezos, Mark Zuckerberg, Larry Page, Sergey Brin
- **Political Leaders** – Winston Churchill, Franklin D. Roosevelt, Angela Merkel, Barack Obama

Summary: The Essence of Leadership

- A. Leadership is natural, normal, and very common (everybody can be a leader, but not everybody should be one)
- B. Leadership is essentially serving and protecting others
- C. Rewards are essentially “honorary” (dopamine and oxytocin)
- D. Risks include taking the blame when things go wrong

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