

Leadership vs. Management

Concluding the EMBA Journey

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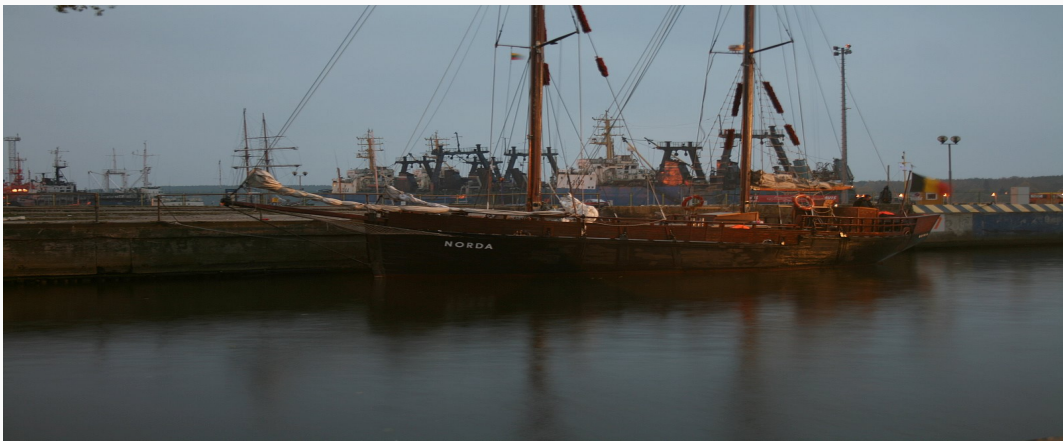


Krakow School of Business

















The difference

Leg 1	Leg 2
7 Bft	10–11Bft
uncomfortable	dangerous
sailors afraid	sailors afraid
people ran off	people still sail

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Leg 1	Leg 2
7 Bft	10–11Bft
uncomfortable	dangerous
sailors afraid	sailors afraid
people ran off	people still sail
captain sick and in bunk	captain supporting and comforting everyone



A good leader

Keeps the tribe safe

“Does the right thing”

Keeps the tribe safe

“Does the right thing”

Therefore a good leader puts others above himself and naturally

1. doesn't have to work long hours
2. is proud when staff knows more (and admits he doesn't)
3. is proud when staff can do something more
4. cares about staff and has compassion for everyone
5. doesn't have to bark orders
6. changes course with confidence

A good manager (or “functional manager”)

“Does the things right”

A good manager (or “functional manager”)

provides 3 things:

1. clarity,

“Does the things right”

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“Does the things right”

A good manager provides clarity on

1. company values
2. what needs to be done
3. how things need to be done
4. what good looks like

Differences between Leader and Manager

Manager

tells you how to do things

responsible for KPIs with the team

shares in praise

might be in trouble when things go awry

Leader

does the right thing

responsible for people making the KPIs

gives praise when success

takes the blame when things go wrong

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



Figure 1: The five functions of a team

The secret to success? – start with manager

1. be a good manager
learn it — it's about you



The secret to success? – then build up to team-leader

1. be a good manager
learn it — it's about you
2. be a good team-leader
train it — you need to win others hearts



The secret to success? – ...but take your time

1. be a good manager
learn it — it's about you
2. be a good team-leader
train it — you need to win others hearts
3. be a leader
be it — it is not yours to take, it's a gift from others



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)



Figure 2: source:

<https://www.nationalgeographic.com/animals/article/>

- **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

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

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Thank you for your attention!