

# The difference between a manager and a leader

Boss of the Year winner an example of the agility businesses need

LIZA VAN WYK

STANDARD Bank's Chris Mukoki has been crowned the 2011 Boss of the Year.

Is he a leader or a manager? In his acceptance speech, Mukoki indicated he was a leader.

He gave an example of the head: the eyes to see, ears to listen, mouth to speak and brain to think about business imperatives.

Mukoki is correct. In today's marketplace, buffeted by economic uncertainty, lack of consumer confidence, weakened demand and workforce anxiety, effective leadership is more critical than ever.

Recent research has shown that, in these turbulent times, what makes the difference is the agility of a company's leaders – at all levels of the organisation.

There are those who say a manager focusing primarily on the enterprise's revenues tends to be a



**BOSS OF THE YEAR:** Chris Mukoki is an example of good leadership, not just effective management. Handing him the award is Eulice Maluleke, chief executive of the MTN SA Foundation.

master at organising a workforce in meeting or exceeding annual profit projections.

Typically, great managers have staked their reputations, if not their careers, on maintaining bottom-line results. Others say good leaders sacrifice micromanagement of the bottom line in favour of a macroscopic understanding of the enterprise and its strategic direction.

Distinguishing between leadership and management has always

been difficult. Although the skills required overlap to some extent, there are also distinctions. There are fundamental differences in their philosophical approaches.

Top American management guru Robert B Kowalski provides the following differences between leadership and management: leaders motivate, create enthusiasm, inspire loyalty, inspire productivity, set a course, initiate change and build consensus. Managers organ-

ise, delegate, implement, interview and supervise.

Therefore leadership development is not just about developing leaders – it is about creating a culture of performance.

Great leaders attract, hire and inspire great people. A mediocre manager will never attract or retain high-performing employees.

Leadership development creates a magnet for high performers and fosters a high-performance organisation. This is why the organisations that are built to last have strong histories of leadership development.

Research shows that organisations that invest in human capital development (including leadership development) see a significant return in the form of stock prices.

To effectively manage and lead in times of crisis and complexity, company leaders need multiple types of development, including financial management, strategy, communication and leadership development.

A true leader is always learning and developing skills. He seeks out new information through formal and informal settings. He does not

discourage constructive feedback and disagreement.

Therefore, adapting your leadership style and changing it to face organisational challenges is part of being a successful leader.

Management and leadership both share the common element of attaining goals.

If the goal becomes the team's destination, then the method – management versus leadership – is the journey, and there are many roads available to the successful professional.

The strategies and practices that ensure success are limitless as workplace technology continues to evolve faster than at any other time in our history.

Congratulations to Standard Bank for grooming leaders such as Mukoki. What sets one manager apart from another is whether he or she chooses to lead, manage or combine the best elements of both disciplines most needed for optimum results.

● Liza van Wyk is chief executive of skills and development companies AstroTech and BizTech. [www.astrotech.co.za/](http://www.astrotech.co.za/) [www.biztech.co.za](http://www.biztech.co.za)

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The NCPC-SA's Sustainable Intrapreneurship Programme offers postgraduate students in the fields of clothing, textiles, environmental science and engineering the opportunity to become part of this initiative and programme and gain valuable in-plant experience by assisting companies in addressing competitive challenges, production weaknesses and skills gaps.

### Requirements

Candidates with a postgraduate qualification are invited to submit applications for the Sustainable Intrapreneurship Programme. The minimum requirement is a Bachelor's degree or equivalent qualification in Clothing and Textiles or Environmental Science or Engineering (Chemistry, Chemical, Industrial or related fields). The Programme will commence by mid-November 2011, and successful candidates will be contracted for a 3-month period in Gauteng, KwaZulu-Natal or Western Cape. The Sustainable Intrapreneurship Programme could lead to potential employment opportunities.

**Only applications with full particulars on the following (included in your CV) will be considered:** • Qualifications • Skills and competencies • Knowledge and experience • Additional courses and training completed.

Please note that feedback will only be given to short-listed candidates. The NCPC-SA reserves the right not to appoint if suitable candidates are not identified.

**All submissions must be submitted by 4 November 2011 by 12:00.** Applications received after the closing date will not be considered.

Interested candidates can send an application via e-mail to: [PThusi@csir.co.za](mailto:PThusi@csir.co.za)

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Tel: (013)741 1041

Fax: (013)741 1537

E-Mail: [admin@lowveldhigh.org.za](mailto:admin@lowveldhigh.org.za)

Closing date for applications:  
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Please note that if you have not heard from a representative of Lowveld High School by end December 2011 your application can be deemed to be unsuccessful.

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