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| **Subject** | **Leader** | **Manager** |
| Essence | Change | Stability |
| Focus | Leading people | Managing work |
| Have | Followers | Subordinates |
| Horizon | Long-term | Short-term |
| Seeks | Vision | Objectives |
| Approach | Sets direction | Plans detail |
| Decision | Facilitates | Makes |
| Power | Personal charisma | Formal authority |
| Appeal to | Heart | Head |
| Energy | Passion | Control |
| Culture | Shapes | Enacts |
| Dynamic | Proactive | Reactive |
| Persuasion | Sell | Tell |
| Style | [Transformational](http://changingminds.org/disciplines/leadership/styles/transformational_leadership.htm) | [Transactional](http://changingminds.org/disciplines/leadership/styles/transactional_leadership.htm) |
| Exchange | Excitement for work | Money for work |
| Likes | Striving | Action |
| Wants | Achievement | Results |
| Risk | Takes | Minimizes |
| Rules | Breaks | Makes |
| Conflict | Uses | Avoids |
| Direction | New roads | Existing roads |
| Truth | Seeks | Establishes |
| Concern | What is right | Being right |
| Credit | Gives | Takes |
| Blame | Takes | Blames |