**The Characteristics of Leaders and Managers**

Fill in the table putting the right words in the right column

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