



Lecture #1

“Managers versus Leaders”

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Course Material & Assessment

Course Material:

- **General:** in KEATS under “General Study Resources”
- **Lecture slides:** in KEATS, after the lecture
- **Anything else:** read, read, read

Course Assessment:

- **Details are given on KEATS**
- **Any questions, ask me!**

Not all readers
are leaders,
but all leaders
are readers.

HARRY S. TRUMAN

Course Overview

- 1. Managers vs Leaders**
- 2. Leading People**
- 3. Managing Projects**
- 4. Strategic Decision Making I**
- 5. Strategic Decision Making II**
- 6. Corporate Growth Cycles I**
- 7. Corporate Growth Cycles II**
- 8. Marketing and Branding**
- 9. Presentation Skills**
- 10. Design and Creative Skills**
- 11. Summary and Revision**

Let's Get Started

Discuss in pairs what are the topics you would like to learn in this lecture. Write them down and pick the top item; and ... let's discuss!

Class's Typical Response



Today's Learning Outcomes

- 1. Managers – Role & Characteristics**
- 2. Leaders – Role & Characteristics**
- 3. Manager vs Leader – 21st Century View**
- 4. Lecture's Main Take-Aways**

Humorous Video



“IT CROWD MANAGERS”, www.youtube.com/watch?v=BRqARWKuBtM

Part 1

Managers – Role & Characteristics

a. Introductory Theory

As per the Business Dictionary, the definition of a Manager:

“An individual who is in charge of a certain group of tasks, or a certain subset of a company. A manager often has a staff of people who report to him or her.”

a. Introductory Theory

Example in the context of a manager:

As an example, a restaurant will often have a front-of-house manager who helps the patrons, and supervises the hosts; or a specific project can have a manager, known simply as the Project Manager.

b. What Can Be Managed

Class's typical examples of what can be managed and manager roles:

- People
- Money / Resources
- Time
- Yourself
- Product Manager
- Financial Manager
- Development Manager
- Managing Director
- Resource Manager
- Marketing Manager

c. Characteristics of Managers

Class's typical response on what characteristics managers need to have:

- Ability to work under pressure
- Bring people together, and have them work together
- Be diplomatic
- Take responsibilities
- Positive attitude
- Respect and be honest
- Be organized
- Be able to solve conflicts
- *Be knowledgeable*
- Be able to balance resources
- Good time concept
- Good PPT skills
- Be social
- Good at scheduling
- Be humble and polite
- Good risk manager
- Hands-on attitude
- Good at communications

c. Characteristics of Managers

Harvard Business Review (HBR):

- Experience
- Communication
- Knowledge
- Organization
- Time Management
- Reliability
- Delegation
- Confidence
- Respect for Employees
- Leadership

d. The Unseen Managers



“Crazy Job Interview for Unrealistic Job!!!”, www.youtube.com/watch?v=kZbC4deFtoo

d. The Unseen Managers

**Did the video make you think? Maybe realize something?
So, what's the one take-away message from this video?**

- managers are often taken for granted; they do an amazing job of keeping the fabric of society going but get little appreciation
- titles don't matter so much; it is really what you are doing what matters

Part 2

Leaders – Role & Characteristics

a. Introductory Theory

As per the [Business Dictionary](#), the definition of a Leader:

“A person or thing that holds a dominant or superior position within its field, and is able to exercise a high degree of control or influence over others.”

a. Introductory Theory

Example in the context of a Leader:

As an example, Apple is a company which was headed by a leader, Steve Jobs, who took a lot of direct or indirect control over the course of the company.

a. Introductory Theory



“Ten Leadership Theories in Five Minutes”, www.youtube.com/watch?v=XKUPDUDOBVo

b. Example Of Leaders

Class's typical example of known leaders:

- Presidents (except the one who cannot be named)
- Dr David Ferrucci (IBM Watson inventor)
- Any pioneer who changed the world (eg Luther King, Musk)
- Parents / friend (with specific characteristics)

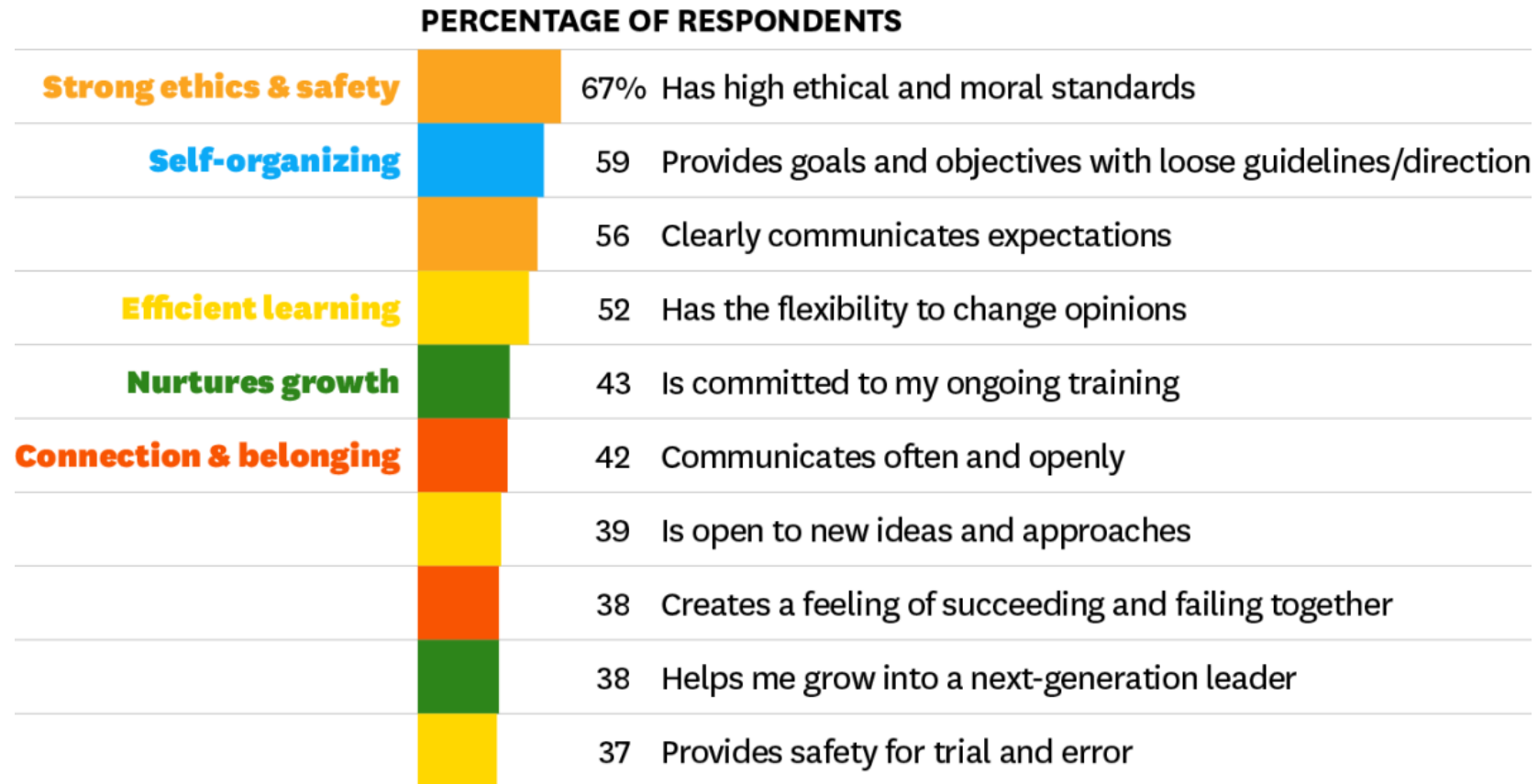
c. Characteristics of Leaders

Class's typical response on what characteristics leaders have:

- Inspiring
- Motivating
- Charismatic
- Trustworthy
- Visible
- Bold / fearless
- Passionate
- Confident
- Good listener
- Authoritative
- Influential
- Visionary

c. Characteristics of Leaders

Harvard Business Review, asking 195 global leaders:



c. Characteristics of Leaders

My favourite is from this [LifeHack Blog](#):

1. Stay **Positive**, Even in the Worst Situations
2. Exhibit **Confidence** Everywhere
3. Have a Sense of **Humor**
4. Embrace **Failures** and Manage Set Backs
5. **Listen**, and Give Feedback
6. **Inspire** and Grow People Around
7. Take Responsibility and **Never Blame** Others
8. Make Decisions Based on **Lessons Learned** in the Past
9. **Lead by Example** and Commit to Do the Best
10. Practice Consistently - **Anyone Can Be a Great Leader**

d. What Leaders Do



FILMISNOW FIRST LOOK

“Al Pacino's Inspirational Speech”, www.youtube.com/watch?v=Azugjl0G2vM

d. What Leaders Do

**Did the video make you think? Maybe realize something?
So, what's the one take-away message from this video?**

- Not a single time, did he tell them how exactly to do things; rather he inspired their minds.
- He said “I cannot do this for you, you have to do this for yourself”.
- He started slowly with the mood, and built up strongly over just a couple of minutes.

Part 3

Manager vs Leader – 21st Century View

a. Introductory Theory

As per the Harvard Business Review:

“[...] The distinction blurs significantly when we look at the daily activities of these people in charge. The majority of the activities described were very similar, or even identical — delegating, learning, motivating, and so on.

The crucial difference — maybe the only difference — is the focus of the person carrying them out. Focus more on people and you'll demonstrate leadership; focus more on results and you'll perform management. But what you're actually doing may not be that different.”

a. Introductory Theory

Example in the context of a manager vs leader:

Steve Jobs was clearly a leader who opened up new technological horizons; under his leadership, Apple rose to the most valuable company on the planet.

Tim Cook is clearly a manager who refined operations and execution of the company; under his management, Apple's shares rose to unprecedented heights.

b. Find The Contrasts

In pairs of two, come up with contrasting examples between managers and leaders. An example is shown below. Please, chose your most favourite at the end, and be ready to put it online.

- *Example:* “The manager is a copy. The Leader is an original”
- ...

b. Class's Typical Response

“o Manager is focusing on the result while the leader is focusing more on the people; o Manager prefer to quantify the result, while the prefer leader quantify it. Manager is problem solver while the leader focus more on execution.”

4 days ago

“Formal. Informal/formal”

4 days ago

“Manager light a fire under people, leader light a fire in people”

4 days ago

“Responsibility /soul”

4 days ago

“Manager delegates leader is the executor”

4 days ago

“manager tells, leader sells”

4 days ago

“Manager cure problem leader prevents it”

4 days ago

“Manager is the map, leader is the compass”

4 days ago

“Managers are assigned, Leaders are chosen”

4 days ago

“Behind the stage. On the stage”

4 days ago

“Managers have people who work for them and leaders have people who follow them”

4 days ago

“Manager is brain, leader is the heart”

4 days ago

“Leaders check themselves, managers wrecks themselves”

4 days ago

“the manager is the brain, the leader is the soul”

4 days ago

“God and Jesus”

4 days ago

b. Find The Contrasts

As per the Wall Street Journal:

- The manager administers; the leader innovates.
- The manager is a copy; the leader is an original.
- The manager maintains; the leader develops.
- The manager focuses on structure; the leader focuses on people.
- The manager relies on control; the leader inspires trust.
- The manager asks how and when; the leader asks what and why.
- The manager imitates; the leader originates.
- The manager accepts the status quo; the leader challenges it.

Part 4

Lecture's Main Take-Aways

1. Manager

Manager ... is Process-Driven

[important & often not visible – think of “mom”]

2. Leader

Leader ... is Vision-Driven

[visible & inspiring – think of “Al Paccino”]

3. Managers vs Leaders



**Management is doing
things right; leadership
is doing the right things.**