



# Leadership Paradigms – 1a: Command Leadership and Management

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# Session Aim and Scope

- Aim: Recognise the difference between Command, Leadership and Management and differentiate between the behaviours required of each.
- Scope:
  - Command
  - Leadership
  - Management
  - The Relationship between Command, Leadership and Management
  - Questions and Discussions

# Leader or Manager?

- Football...
- Business ....
- World...
- Bank...
- Military...
- Change...



# A Common Understanding of Terms

- Command
  - Leadership
  - Management
- 
- In pairs, discuss how you would define each term in a few words?

## Some Simple Definitions

Three simple working definitions:

- **Command** – the whole complex business and a position enshrined in law
- **Leadership** – people and turbulence
- **Management** – stuff (process) and numbers

# Etymology

## Leadership

- (German) Leiten/Faren/Vüeren/- **to go with** one.
- (Anglo-Saxon) Ledian/Lædan - **path, journey**.
- Leader+Ship. Suffix-The state or condition of being, position/status/ skill or ability as someone.

## Management

- (Latin) Manus – **Hand/ Handling** - to handle / manage a ship –
- (Italian) Maneggiare – to train, especially horses.

## Command

- (French) verb c.1300, from Old French comander "**to order**, enjoin, entrust" c. 1200 from Latin commendare
- Command+ing. command (noun) c.1400, "**order, command**," from Old French comand, meaning "**control, authority**"

# Command

## Command Definition (MOD, 2021)

Command is **the authority** vested in an individual for the direction, coordination and control of military forces. It has a **legal and constitutional status**, codified for the Army in the Queen's Regulations. It is delegated to a commander by a higher authority that gives direction and assigns forces to accomplish a mission.

The exercise of command is the process by which a commander makes decisions, impresses their will on, and transmits intentions to subordinates. **It entails authority, responsibility, and accountability.**

Command is the military authority and responsibility of an officer to issue orders to subordinates, pertaining to the command vested in them, covering every aspect of military operations and administration.

Defence Forces, 2023



# US Military Commands





# Leadership



# Some Leadership Definitions

Leadership is the **influential** increment **over and above** mechanical compliance with the routine directives of the organization. (Katz & Kahn, 2015)

**Leadership is art** of achieving more than the science of management says is possible. (Colin Powell – ex US Defence Secretary)

Leadership is a process whereby an **individual influences a group of individuals to achieve a common goal**. (Northouse, 2021)

Leadership may be considered as the **process of influencing the activities** of an organized group in its efforts toward goal setting and goal achievement. (Stogdill, 1974)

“The only definition of a leader is **someone who has followers**.”  
(Drucker, 1996)

Leadership is the process of **influencing the activities of an individual or a group** in efforts toward goal achievement in a given situation. (Hersey & Blanchard, 1969)

## Leadership Definition (MOD, 2021)

Leadership is a human endeavour. It is '**persuasion, compulsion and example**' that inspire others into action.

Given that leadership does not require designated authority, **anyone can lead**. All commanders, those granted with authority, however, are expected to lead.

Leadership is influencing people by providing purpose, direction and motivation; developing and evaluating the individual, unit and organisation; while achieving the mission.

Defence Forces, 2023

# Defining Leadership?

*“There are almost as many different definitions of leadership as there are persons who have attempted to define the concept.”*

Ralph Stogdill, 1974

Google: Jan 2024 – Leadership - 5,100,000,000

Amazon Books: Over 100,000

# Management

# Some Management Definitions

A job which takes care of **planning, organizing, budgeting, coordinating** and monitoring activities for group or organization (Kotter, 2001)

A process by which definite set objectives are achieved through the **efficient use of resources** (Northouse, 2021)



## Management Definition (MOD, 2021)

Management relates to the systems, **processes and mechanisms for the control and allocation of resources** (staff, equipment, financial resources, etc). It uses organisational systems and processes to minimise risk and to achieve results in the most efficient manner possible.

In essence, sound management contributes to the building of trust and loyalty that facilitates effective leadership. **Management is therefore vital to the maintenance of the Army's fighting power.**

Management is the allocation and control of resources, human, material and financial, to achieve objectives, often within time.

Defence Forces, 2023

# Management Case Study - Google

- Co-founders Larry Page, president of Products, and Sergey Brin, president of Technology, brought Google to life in September 1998
- In 2001 Google were broke and about to be taken over by Yahoo
- Dr Eric Schmidt joined Google as chairman and chief executive officer in 2001
- Since then, the company has grown to more than 180,000 employees worldwide. It is worth \$1.829 Trillion, the world's 5th most valuable company



# **Relationship Between Command Leadership and Management**

## What is the Relationship?

In pairs, discuss what is the relationship between Command, Leadership and Management?

# Difference between Leadership and Command



*“the difference between the two is that  
the leader says **come on**,  
whilst the commander says **go on**”*

General Rupert Smith, 2012

# Leadership verses Management (Kotter, 1990)

## **Leadership:**

### **‘Produces Change and Movement’**

#### **Establishing Direction**

- Create a vision
- Clarify big picture
- Set strategies

#### **Aligning People**

- Communicate goals
- Seek commitment
- Build teams and coalitions

#### **Motivating and Inspiring**

- Inspire and energise
- Empower subordinates
- Satisfy unmet needs

## **Management:**

### **‘Produces Order and Consistency’**

#### **Planning and Budgeting**

- Establish agenda
- Set timetables
- Allocate resources

#### **Organising and Staffing**

- Provide structure
- Make job placements
- Establish rules and procedures

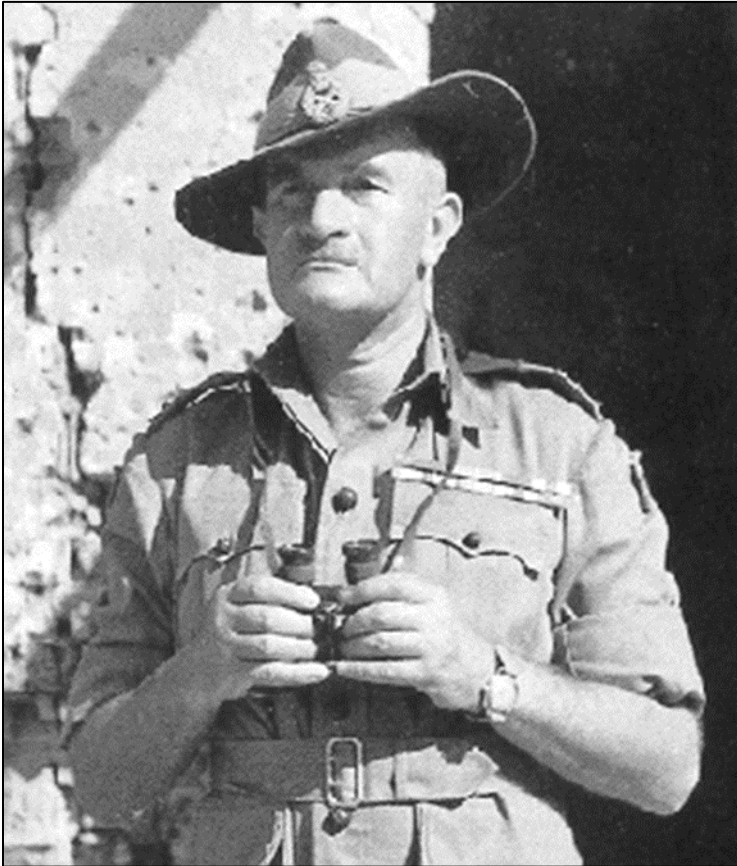
#### **Controlling and Problem Solving**

- Develop incentives
- Generate creative solutions
- Take corrective action

## Leadership verses Management (Bennis, 1994)

- Leaders **conquer** the context; managers **surrender** to it.
- The manager **administrates**; the leader **innovates**.
- The manager focuses on **systems** and structures; the leader focuses on **people**.
- The manager relies on **control**; the leader inspires **trust**.
- The manager has a **short-range view**; the leader has a **long-range perspective**.
- Managers **do things right**; leaders **do the right things**.

# Difference between Leadership and Management



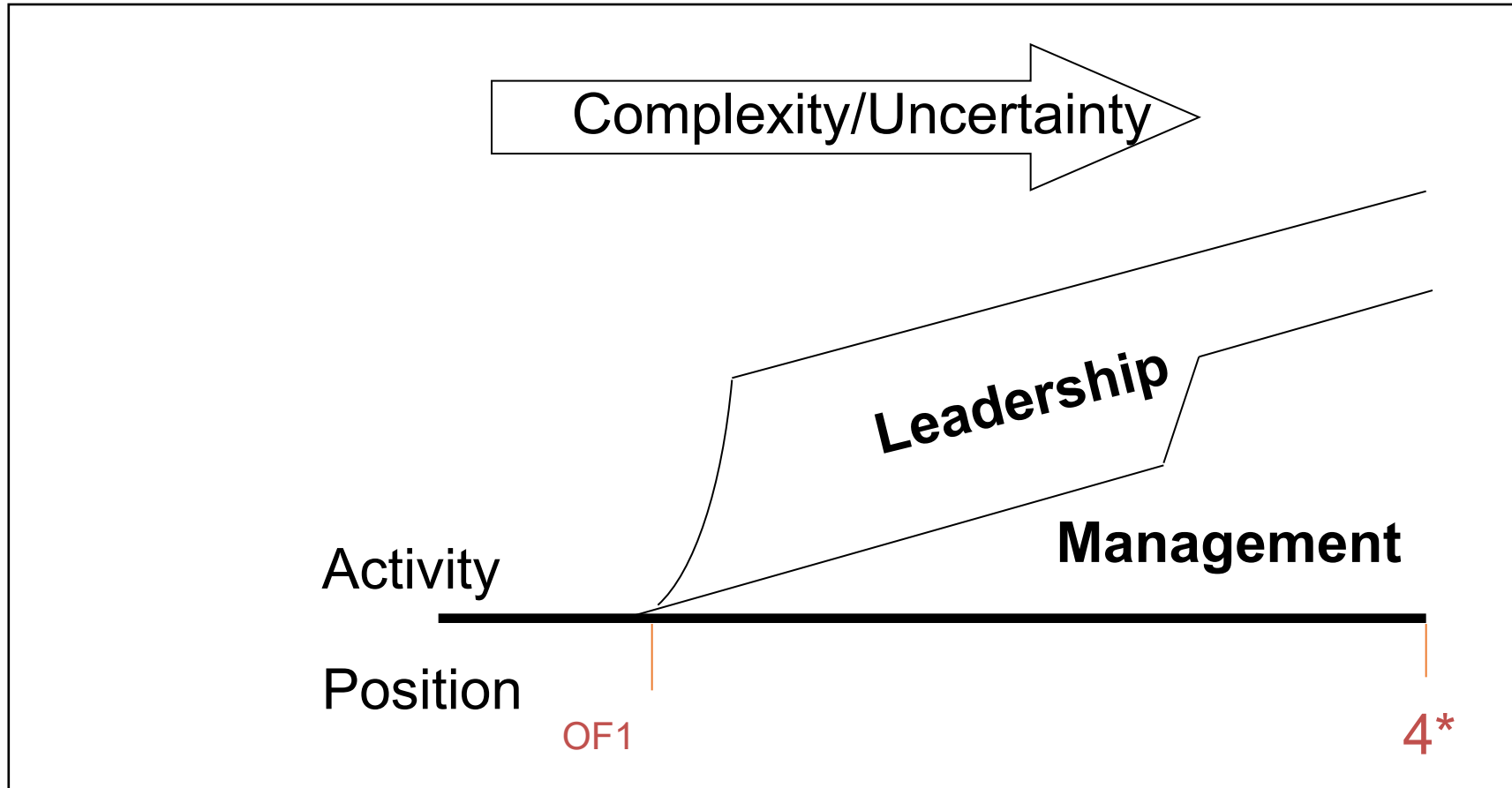
***“Leadership is of the Spirit, compounded of personality and vision, its practice is **an art.**”***

***Management is of the mind, more a matter of accurate calculation, of statistics, of methods, timetables, and routine; its practice is **a science.**”***

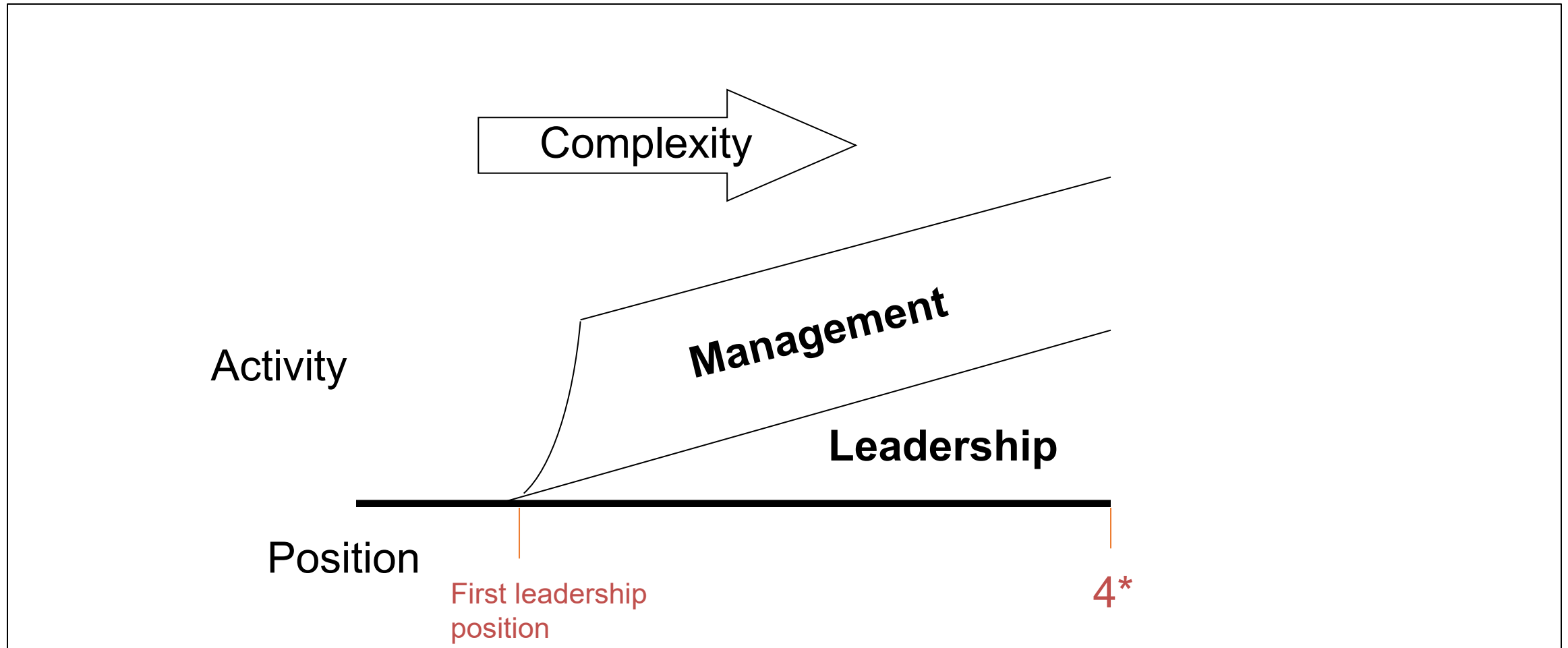
Field Marshall Viscount Slim, 1957



# Relationship between Command, Leadership and Management in the Military (MOD, 2004)



# Relationship between Command, Leadership and Management in the Civil Service (MOD, 2004)



# Authority – Bases of Power (Raven, 1993, & Hersey and Goldsmith, 1980)

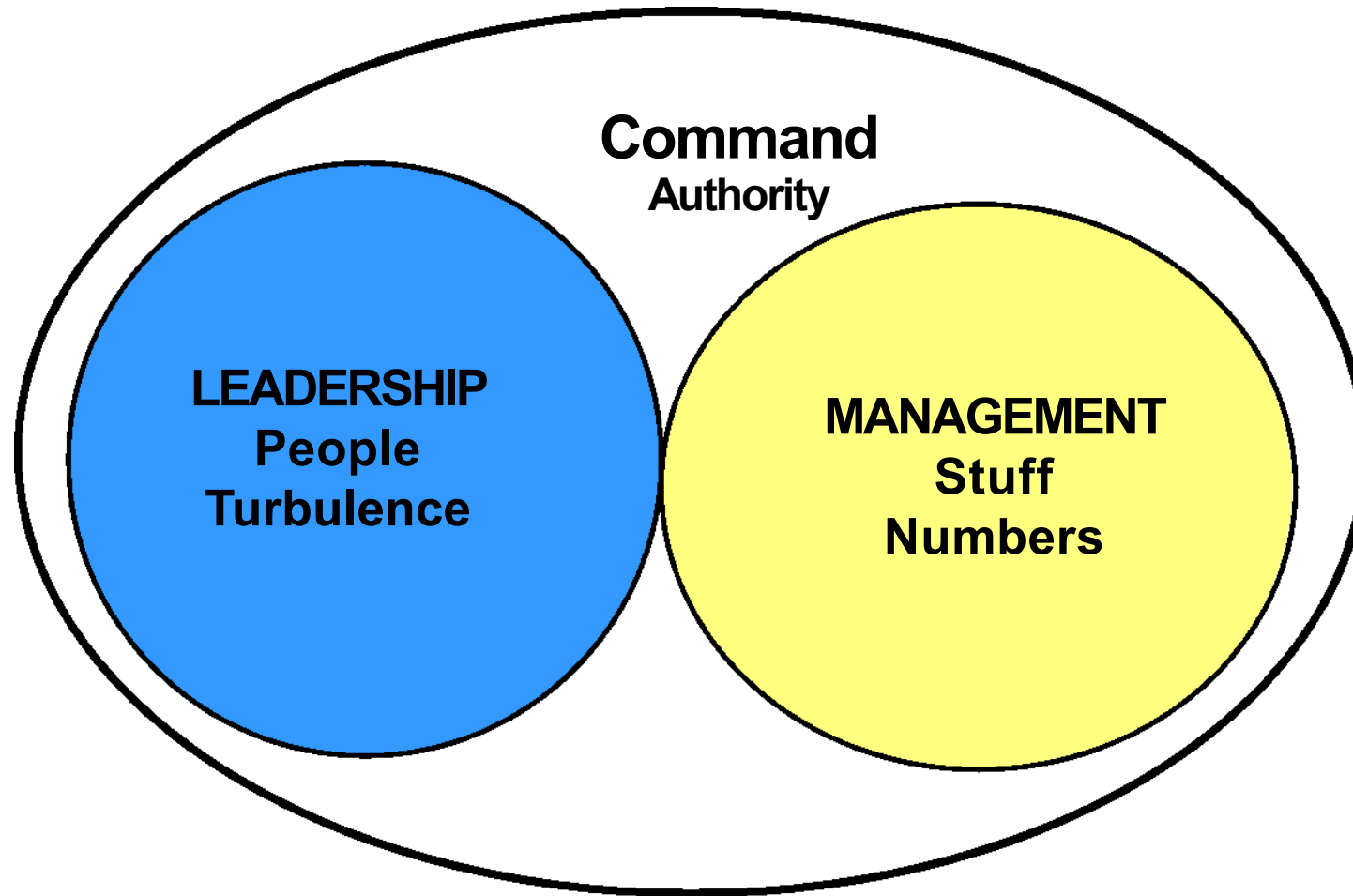
## Positional Power

- **Coercive:** cause pain, hardship or **punish others** for noncompliance.
- **Reward:** conveyed through **rewards** for compliance.
- **Legitimate:** derived from authority or being person of **authority** in a team. Command in the military context is a form of legitimate power.
- **Informational:** possessing **information** others need. Provides no credibility, but temporary influence.

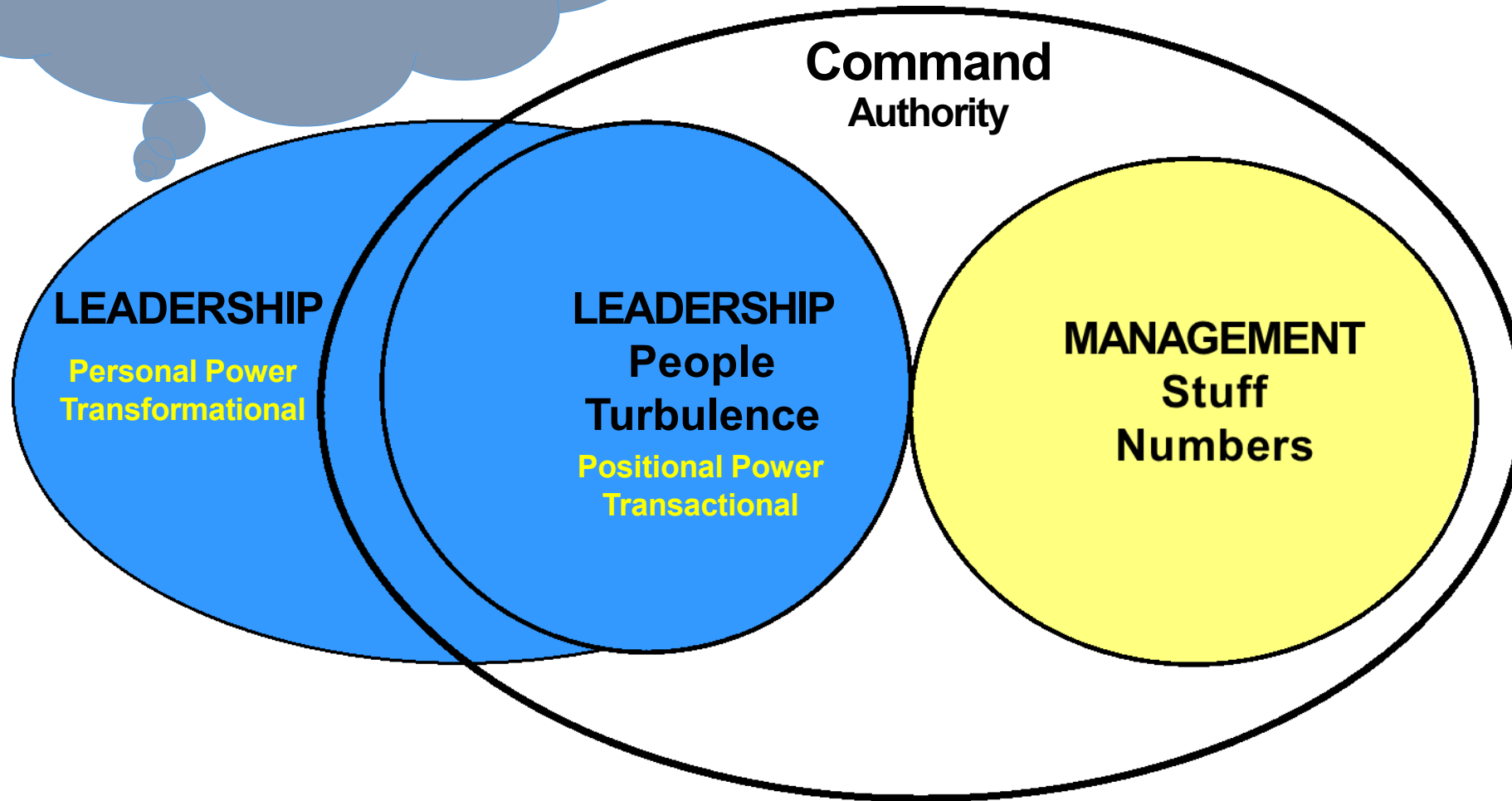
## Personal Power

- **Expert:** experiences, skills and/or **superior knowledge**. Individuals gather expert power and use it to get others to help meet their goals.
- **Referent:** being trusted and **respected**.
- **Network:** derived from having the right **connections** – with powerful persons.

# Power (MOD, 2004)



Transforming Subordinates into  
Followers, Collaborators & Leaders



# Relationship between Command, Leadership and Management

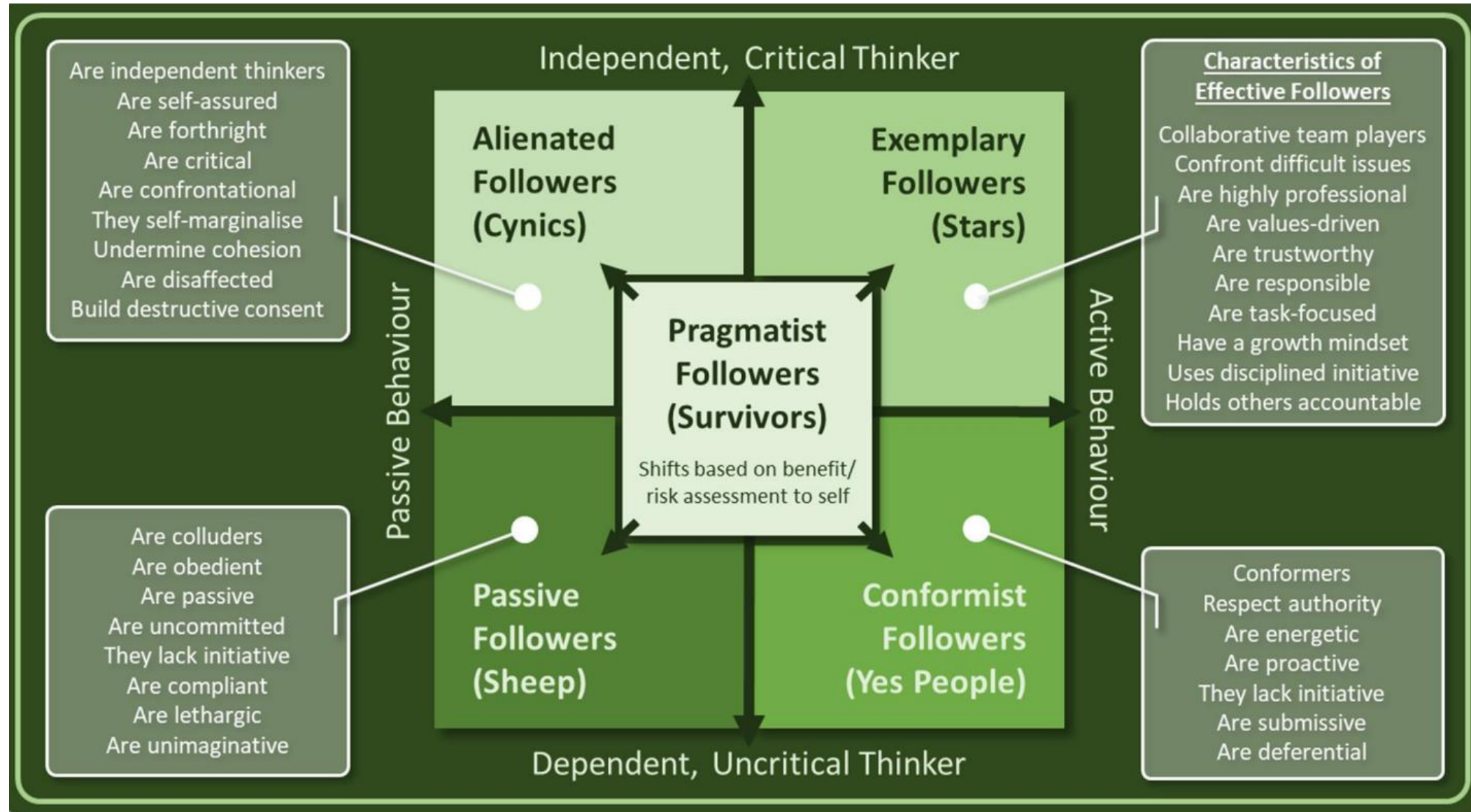
## (Defence Forces, 2023)

Command (The Authority)	Leadership (The Art)	Management (The Science)
Positional Power Underpinned by legal instrument Legal authority to impose discipline	'Doing the right thing' Inspiring & motivating Providing purpose Setting the direction Setting the example	'Doing things right' Planning Organising Coordinating

## Followership (MOD, 2023)

- Are you a follower?
- Definition: “*Followership is the act of an individual or individuals willingly accepting the influence of others to achieve a shared outcome.*”
- Followership Behavioural Styles:
  - Exemplary Followers (Stars)
  - Alienated Followers (Cynics)
  - Passive Follower (Sheep)
  - Conformist Followers (‘Yes’ People)
  - Pragmatist Followers (Survivors)

# Followership Behaviours (MOD, 2023)





## Final Thought ...

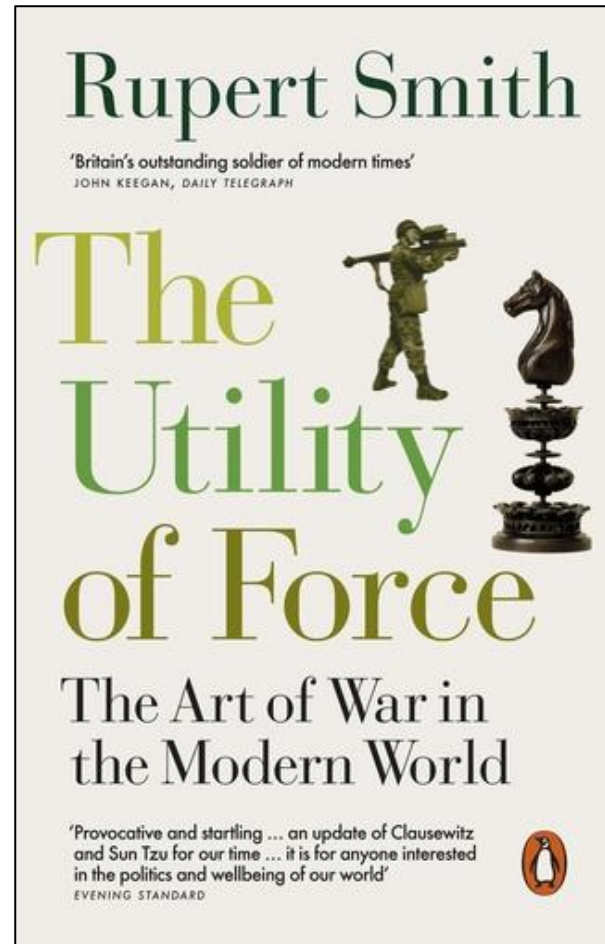
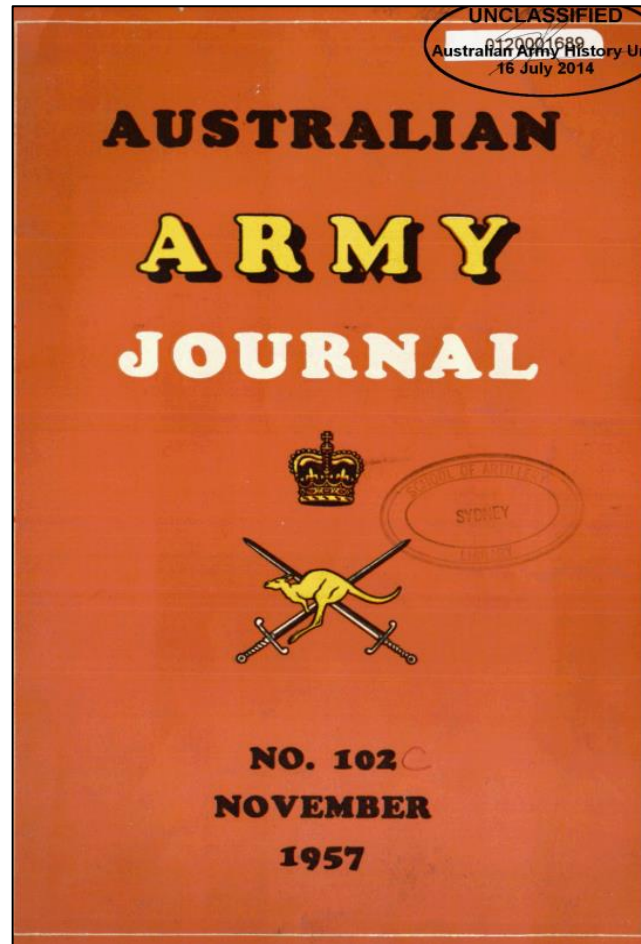
Leadership and  
learning are  
indispensable to  
each other.

— ” —

**JOHN FITZGERALD KENNEDY**



## Further Reading



**Thank You**  
**Any Questions?**

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# Exercise: Leader or Manager?

- Scheduling work
- Sharing a vision
- Plan and prioritise steps to task achievement
- Use analytical data to support recommendations
- Explain goals, plan and roles
- Provide feedback on performance
- Motivating staff
- Provide focus
- Create a 'culture'
- Inspiring people
- Delegating tasks
- Ensuring predictability
- Co-ordinate effort
- Co-ordinate resources
- Give orders and instructions
- Act as interface between team and outside
- Take risks
- Guide progress
- Evaluate progress
- Check task completion
- Create a positive team feeling
- Monitor feelings and morale
- Look 'over the horizon'
- Appeal to peoples' emotions
- Follow systems and procedures
- Provide development opportunities
- Ensure effective induction
- Monitor budgets, tasks etc
- Use analytical data to forecast trends
- Monitoring progress
- Unleashing potential
- Be a good role model
- Appeal to rational thinking
- Build teams

# Possible Answers

Manager	Leader
<ul style="list-style-type: none"><li>• Scheduling work</li><li>• Delegating tasks</li><li>• Use analytical data to support recommendations</li><li>• Ensuring predictability</li><li>• Co-ordinate effort</li><li>• Co-ordinate resources</li><li>• Give orders and instructions</li><li>• Guide progress</li><li>• Evaluate progress</li><li>• Check task completion</li><li>• Follow systems and procedures</li><li>• Monitor budgets, tasks etc</li><li>• Use analytical data to forecast trends</li><li>• Monitoring progress</li><li>• Appeal to rational thinking</li><li>• Plan and prioritise steps to task achievement</li></ul>	<ul style="list-style-type: none"><li>• Build teams</li><li>• Provide feedback on performance</li><li>• Motivating staff</li><li>• Act as interface between team and outside</li><li>• Explain goals, plan and roles</li><li>• Inspiring people</li><li>• Appeal to peoples' emotions</li><li>• Sharing a vision</li><li>• Provide focus</li><li>• Monitor feelings and morale</li><li>• Create a 'culture'</li><li>• Create a positive team feeling</li><li>• Ensure effective induction</li><li>• Provide development opportunities</li><li>• Unleashing potential</li><li>• Look 'over the horizon'</li><li>• Take risks</li><li>• Be a good role model</li></ul>