Leadership vs. Management

The goal of this Leadership vs. Management course is to explore the relationship between leadership and management and to differentiate the two. In this course you will: discuss the differences between management and leadership, explore what it means to lead when you may not be in management, and apply these ideas to a case study. By the end, you will have a short action plan to take what you’ve learned back to your work. This is a Self-Study course, and you must answer review questions throughout the course. At the end, you must pass the end of course assessment at 75%. The discussion questions throughout the course are optional. For assistance, please email info@incpas.org.

Level Objectives:
What mistakes do people make when they talk about leadership? By the end of this section, you should:
• Be able to discuss common mistakes people make when speaking about leadership.
• Be able to identify differences between the concepts of leadership and management.

Step 1.1: Welcome to the Leadership vs. Management course

HOW TO USE THIS PLATFORM
All of the Indiana CPA Society’s CPA Center of Excellence® Online Interactive Courses are built on an online learning platform that allows for a variety of types of content for these self-study courses. To meet the self-study requirements you will also answer review questions while you go through the course. At the end, you must pass a course quiz, getting 75% of the answers correct to complete the course.

NOTE: To pass this course you must complete the review questions and end of course questions, which are located in the “End of Level Gates.” If you forget to answer review questions on previous levels, you will not be able to access the next gate or the end of course assessment.

GLOSSARY OF TERMS
Here are some key terms used in this course:
Leadership: The action of leading a group of people or an organization.
Management: The process of dealing with or controlling things or people.
Laissez-Faire: A policy or attitude of letting things take their own course, without interfering.
Step 1.2: A definition

Professor John Kotter, author of “What Leaders Really Do,” has argued that people make three fundamental mistakes when speaking about leadership:

The difference between “management” and “leadership” is an important consideration. They don’t differentiate between “management” and “leadership,” interchanging between both without consideration for what they actually mean and how they differ from each other.

Leadership is about personality or “charisma” and therefore if you don’t have charisma, or if you do not have appealing characteristics, you cannot be a leader.

Leadership happens at the top of the organization and everything that happens in the layers below is management, carried out by specialists or contributors.

Reflect on the second point for a moment, how many people in your organization have “charisma?” Does this mean that those without “charisma” cannot be leaders?

THE LEADER AND THE MANAGER

“Management is a set of processes that keep an organization functioning. They make it work today – they make it hit this quarter’s numbers. The processes are about planning, budgeting, staffing, clarifying jobs, measuring performance, and problem-solving when results did not go to plan.

Leadership...is about aligning people to the vision, that means buy-in and communication, motivation and inspiration.”


Management and Leadership activities are often described using very different adjectives.

Management: planning, budgeting, directing, staffing, organizing, controlling, coordinating, decision-making, problem-solving.

Leadership: motivating, inspiring, persuading, coaching, mentoring, visioning, anticipating.

Richard Pascale, in his book “Managing on the edge,” said that the difference between the two is that “Managers do things right, while leaders do the right thing.”

“Managers do things right, while leaders do the right thing.”

However, it is important not to lose sight of the fact that good managers also need leadership skills, consider the need to inspire people to action - the roles are not mutually exclusive.

Ultimately, the concepts of management and leadership are two ways of organizing people within an organization.

Step 1.3: The perils of confusing “management” and “leadership”

For this step, view the video featuring an interview with John Kotter called “The perils of confusing “management” and “leadership.”

Link: https://youtu.be/Dz8AiQEQomk
Level Two: Leading without management

LEVEL OBJECTIVES:
Is the key to leadership to learn how to lead before you are assigned followers? In this level you will:
• Explore the concept of leading without authority (or a management title)
• Reflect on how these concepts might carry over to a typical leadership position

Step 2.1: Eight ways to lead without authority
There will be a time in your career when you need to lead a project, situation or group without formal authority assigned to you to do so. Read this article to explore recommendations on how to lead without management.
“Eight ways to influence without authority,” by Coaching for Leaders.
Link: https://coachingforleaders.com/influence-without-authority/

Step 2.2: Values in leading without management
Now that we’ve explored leading without authority, let’s think about if you should apply those same strategies when you ARE assigned the authority to both lead and manage someone.

Think about yourself as a staff or team member and recall leaders you have liked. Would you prefer to have someone who uses some of the same tactics recommended in leading without authority all of the time? In an article by Steven DeMaio on Harvard Business Review, two of the best tips for leading without authority are “let your enthusiasm for the work be contagious,” “demonstrate excellence without being cocky or solicitous of approval.” Wouldn’t that create a good working environment in all situations, not just when you are leading without authority?

Now, let’s take a look at a video about a team focused approach from Simon Sinek, and discuss how creating an environment of safety may be important as a leader.
Link: https://www.ted.com/talks/simon_sinek_why_good_leaders_make_you_feel_safe

Level Three: A case study

LEVEL OBJECTIVES:
What is the difference between leadership and management and is it a problem? Building upon the work from section 2 and section 3, you will now have the opportunity to further cement your ideas through a case study.

Step 3.1: Leadership and Management: The Tesco case study
For this level, listen to this case study about Tesco and then answer the questions.
Level Four: CPA leadership story

LEVEL OBJECTIVES:
What does leadership look like to other CPAs? In this step you will: Have reflected upon leadership vs. management concepts in practice.

Step 4.1: CPA leadership story
Watch this video of a CPA leadership story.
Link: https://youtu.be/ot9h-V3pciI

Level Five: That’s a wrap

LEVEL OBJECTIVES
The aim of this course was: to provide an overview of what leadership is and what is not, to explore what characteristics come together to make a good leader, and to look at how the modern business environment impacts you as a leader.

Step 5.1: That’s a wrap

REVIEW OF THE LEADERSHIP VS. MANAGEMENT COURSE OBJECTIVES
The goal of this Leadership vs. Management course is explore the relationship between leadership and management and to differentiate the two. In this course you will: reflect on the differences between management and leadership and explore what it means to lead when you may not be in management.

Now that you’ve completed this course, you should be comfortable with being able to define leadership, to communicate the impact of the environment on leadership, and to create your own library of leadership characteristics.

NOW WHAT?
After you finish the course assessment and you’ve completed this course, you are awarded with a digital badge. You will be awarded this badge via Badgr, and will receive an email about it as well as an email about your CPE Certificate. What’s a digital badge?

FROM OPENBADGES.ORG:
Why Earn Open Badges?
Open Badges are for everyone to recognize skills gained through a variety of experiences, regardless of your age or background. They allow you to follow your interests and passions and unlock opportunities in life and work by standing out from the crowd.

Organizations create and issue Open Badges for you to earn, enabling you to build up your own unique collection and share them across the web. Each badge you earn contains data about your skills and the issuing organization within a portable image file. This data can be viewed when you display and share your badges.
helping people find out more about you.

You can share your badges in:
- Blogs, websites, ePortfolios, and professional networks
- Job applications
- Social media sites - Twitter, Google+, Facebook, LinkedIn
- Even in your email signature!

WHAT’S NEXT?
Now that you’ve completed a CPA Center of Excellence® Online Interactive Course, don’t stop the momentum. Take another online interactive course in Modern Communication, Leading for Action or Communication in Organizations. Ask questions and network with other CPAs at the CPA Center of Excellence® Online Community. Wherever you’re at in your career or with your firm or organization, the CPA Center of Excellence®, powered by the Indiana CPA Society, is here for you.

If you liked Leadership vs. Management try this next:
Leading for Action
Explore how leaders can better inspire action, define your leadership why, compare the views of leaders and followers, reflect on how feedback and self reflection can improve leader performance, and learn more about your own leadership qualities. Start this course today.

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The CPA Center of Excellence® is an award-winning suite of programs, services and tools from the Indiana CPA Society designed to enable CPAs and future CPAs to become more agile, adaptive and dynamic in a rapidly changing business environment.