

Comparison of Manager & Leader Competencies.

A MANAGER

Has a short-range perspective.

Plans how and when.

Eyes the bottom line.

Imitate others.

Accepts the status quo.

Does things correctly.

Seeks continuity.

Focuses on goals for improvement.

Power is based on position or authority

Demonstrates skills in technical competence

Demonstrates skill in administration

Demonstrates skill in supervision

Walks toward employee compliance

Plan tactics

Sets Standard operating procedures

A LEADER

Has a long-range perspective.

Asks what and why.

Eyes the horizon

Originates

Challenges the status quo

Does the correct thing

Seeks change

Focuses on goals and innovation

Power is based on personal influence

Demonstrates skill in selling the vision

Demonstrates skill in dealing with ambiguity

Demonstrates skill in persuasion

Works toward employee commitment

Plans Strategy

Sets policy

Comparison of Manager & Leader Competencies Cont

Relies on analytical decision-making style

Relies on intuitive decision-making style.

Is risk cautious.

Takes the necessary risks.

Uses a "transactional" communication style

Uses a "transformational" communicational style

Mostly uses an informational base of data and facts

Uses an informational base, including "gut" feeling

Builds success through maintenance of quality

Builds success through employee commitment

Does not want to experience anarchy.

Does not want to experience inertia.

Plans, budgets, and designs detail steps.

Develops the vision and the strategies to achieve it.

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Sets standards of performance.

Sets standards of excellence.

Develops the detailed plan to achieve results

Develops the future direction by gathering future trends