

# Leadership - A Journey from a 'Manager' to a 'SuperManager'

Abhaya Ranjan Srivastava \*, Ankit Kishore Prasad \*\*, Niraj Mishra\*\*\*

## Abstract

According to John Maxwell - "A Leader is one who: KNOWS the way, Goes the way, & Shows the way". We often hear that there is a serious lack of Good Managers in the corporate world. We can say that a manager equipped with the adaptive capabilities in the changing environment is a Good Manager or a Super Manager.

Manager is the position given to an individual whereas Super Manager is the way or style to be the best man to lead a bunch of people for the betterment of not only the organization but also the people as individuals by bringing unity into the achievements of organizations with the individual goals. He is also a true figure of confidence and trust for his team and knows how to adapt to the changing environment. The distance between manager and a super manager is not the matter of Altitude; it's a matter of Attitude and Leadership.

A super manager is not a leader who just leads the team but also creates leaders out of the team no matter of what background, task and non - task objectives, skills and abilities may the members have. And a Super manager is the one who knows how he can utilize his manpower effectively and can motivate every member to give his best and work towards achieving common organizational objectives in a particular frame of time. The magic behind every successful firm is none other than leadership in its managers or let's say super managers. This study is an attempt to bring out the characteristics and leadership qualities of a super manager which would bring success for the organization.

**Keyword:** Leader, Manager, Super Manager

## Introduction

### Leadership

Alexander the great once said 'I am not afraid of an army of lions lead by a sheep; I am afraid of an army of sheep lead by a lion.' According to John Quincy Adams "If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

Going by the book 'Essentials of Management' Ninth edition 'Leadership is an art or process of influencing people in such a way that they willingly and enthusiastically strive toward the achievement of group goals.'

There is no one definition that includes each and every aspect of leadership. Leadership can be described as 'a process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common task For example, some understand a leader simply as somebody whom people follow, or as somebody who guides or directs others' while others define leadership as 'motivating and organizing a group of people to achieve a common goal'.

For this particular research we must not forget to include the different theories and styles of leadership so that we can compare these with our findings later.

### Leadership Theories

Great Man Theory (1840s)	It assumes that the traits of leadership are very much intrinsic, which simply means that great leaders are born...they are not made.
--------------------------	---

\* Assistant Professor, Department of Management, Birla Institute of Technology, Ranchi, Jharkhand, India. Email: abhayaranjan@gmail.com

\*\* Student, BIT Mesra, Lalpur Campus, Ranchi, Jharkhand, India. Email: ankit.prasad.4838@gmail.com

\*\*\* Assistant Professor, WCAS Muscat, Oman. Email:nirajmba@gmail.com

Trait Theory (1930's - 1940's)	This assumes people are either born or are made with certain characteristics which help them achieve excellence in their leadership roles.
Behavioural Theories (1940's - 1950's)	It brought a new aspect of leadership into picture where emphasis was more on behaviour of an individual that makes him a leader and not on his social, mental, or physical abilities.
Contingency Theories (1960's)	The Contingency Leadership theory came up with an argument that there is no particular way of leading and that every leadership style should be based on situations being encountered
Transactional leadership Theories (1970's)	It focuses on the exchange or the mutually beneficial relationship between the leader and his followers.
Transformational Leadership Theories (1970s)	This theory brings into picture the aspect where a leader interacts with other team members and positively transforms them by building mutual trust, confidence and motivation among members.

Source:(www.leadership-central.com)

## Leadership Styles

LEADERSHIP STYLES	DESCRIPTION
Laissez-Faire	Here a leader does not have a direct supervision on members and thus cannot give regular feedbacks to them. It is possible where the members are highly capable and aware of their duties and need very little supervision.
Autocratic	An autocratic leader takes decisions without any interference of others and does not need any suggestions until he asks for it.
Participative	A participative leader is more a believer in democratic work environment where there is always room for suggestions and innovative ideas in order to continuously evolve and improve operations and activities which in turn boosts individual's performance and motivation.
Transactional	Leaders using this style believe in rewarding or punishing the members with respect to their performances in fulfilling a predetermined goal.

Transformational	Here the leaders persistently focus on communicating with the members in order to motivate them to increase their efficiency and productivity.
------------------	--

Source:(Chron.com)

## Management

According to Harold Koontz; 'Management is the art of getting things done through and with people in formally organised groups.' He gave this definition in his book 'The management theory jungle.' According to Henry Fayol; 'To manage is to forecast and to plan, to organise, to command, to coordinate and to control.'

*A manager is an individual who is in-charge of a specific group of tasks, or a certain department of a company/organisation. A manager often has subordinates i.e. a team who report to him or her. He or She is someone who designs and maintains an environment in which individuals, working together in groups, accomplish the selected or decided goals effectively.*

Management involves deciding goals, objectives, rules, processes and manpower utilization to accomplish organizational goals more efficiently. This implies effective flow of information through the levels and individuals, providing workforce with suitable working atmosphere, and motivation of the workforce for better results and moreover continuous improvement. Management is not a mechanism or a software application nor the herding of animals; rather it can be used in any type of organization or environment; be it legal or an illegal one. It's not mandatory to see management from an organization perspective alone, it could be used in an individual's life to maintain relationships and enhance the quality of life. Management is therefore everywhere and has a wider range of application. Planning, measuring, controlling, etc. are not considered important components of management in all situations. It is also applicable without planning in certain situations.

### MANAGEMENT FUNCTIONS

Source:(legacy analytics.net)

There are five basic functions of management. They are;

1. Planning – Deciding what is needed to make it happen in the future and generating plans for action (deciding in advance). Planning involves the de-

velopment of vision, mission, objectives, goals and strategic planning.

2. Organising – Making sure the human and nonhuman resources are put into place.

The components of organizing are organizational structure, division of labor, delegation of authority, departmentalization, informal structure (close circle of communication that can signal important moral issues).

3. Staffing – Filling and keeping filled every required position in the company. The components of staffing are; recruiting, screening, hiring, training, and maintaining.
4. Directing – It is concerned with knowing the way and showing the way to achieve organisational goal. The components of direction are; decision making and problem solving, leadership, communication, motivation, and discipline.
5. Control – It deals with keeping actions aligned with the strategic plans. The components of control function are; establish standards, measurement, comparison, action and recycle.

## Objectives of the Study

1. To understand what qualities differentiate a leader from a manager?
2. Determine the characteristics of a Super manager.
3. To come out with major reasons to be super manager rather than just a manager.

## Research Methodology

*In order to carry out this research secondary data was deduced from various sources. Books, journal articles, newspapers and internet were referred.*

## Literature Review

(Kotter, A force of change : How Leadership differs from Management, 1990) being a very prominent and popular researcher of leadership and management recommended that every manager should know how to lead as well as manage the people, activities and things in an organization. The organizations which are not led well as well as managed well can soon end up disappearing

from the market. Some well-known perceptions which differentiate the leadership and management are as follows:

1. Management comprises of the well-defined and well-designed functions and activities. Being an old conception, it is more formalized and scientific. Being more flexible, it is applicable in almost all the situations.
2. Leadership stresses on 'vision' which shows where an organization desires to reach in future.
3. Leadership tries to continuously improve and maintain the atmosphere of coordination, cooperation, motivation and team spirit in the organization.
4. Leadership brings a positive dramatic change by launching some newer product or exploring new demand in the market for the existing product through efficient environmental scanning and gap analysis. Management may develop a greater level of predictability.
5. Managers maintain the organizations, whereas leaders can help the organization to evolve through different situations by transforming the entire organization.
6. Leader directs the organizational functions and actions through his long term strategic vision and formulates the achievable goal whereas manager selects the way out or means to accomplish the goal.

According to John Kotter (Kotter, What leaders really do, 1990) of Harvard Business School leadership and management are two different, yet complementary systems of action in organizations. He states in particular that, leadership is about dealing efficiently with changing situations in the macro and micro environment, while management is about dealing with complexity in the organization. According to (Kotter, the leadership factor, 1987), the leadership functions involve

- (a) Vision and mission of the organization;
- (b) Organizing and assigning human resource with that vision through effective communication; and
- (c) Motivating workforce to perform through linking their individual interests with organizational interest.

The leadership process develops uncertainty and brings transformation in the organization.

However, the management functions focuses on-

- (a) Planning and budgeting,
- (b) Organizing and staffing, and
- (c) Controlling and problem solving.

The management functions reduce uncertainty and stabilize the organization. Robert House (1997) (Lunenburg, 2011) states the same when he says that management process consists of implementing the vision and direction provided by the leaders, coordinating and staffing, and handling day-to-day problems in the organization.

According to Hughes, Ginnett, Curphy (Ali, 2013) the main differences between leader and manager can be depicted by the table given below:

**Leader vs Manager**

<i>Leader</i>	<i>Manager</i>
<i>Leader, innovates</i>	<i>Manager, Administers</i>
<i>Leader, develops</i>	<i>Manager, maintains</i>
<i>Leader, inspires</i>	<i>Manager, controls</i>
<i>Leader, has a long term view</i>	<i>Manager, has a short-term view</i>
<i>Leader, asks what and why</i>	<i>Manager, asks how and when</i>
<i>Leader, originates</i>	<i>Manager, initiates</i>
<i>Leader, challenges it</i>	<i>Manager, accepts the status quo</i>
<i>Leaders, are thought to do the right thing</i>	<i>Managers, are thought to do things right</i>
<i>Leader, influences people</i>	<i>Manager, manages people</i>
<i>Leader takes decision</i>	<i>Manager, makes decision</i>
<i>Leader, leads by knowledge power &amp; example</i>	<i>Manager, manages by defined rules of business</i>
<i>Leader, leads through motivation, coaching, counselling, empowerment</i>	<i>Manager, Works with a mechanistic approaches</i>
<i>Leadership is essential</i>	<i>Management is necessary</i>
<i>Leader, relates to Spirit</i>	<i>Manager, relates to mind</i>

According to Certo (Certo, 1997) leader and manager can be differentiated in the following ways.

<i>Leader</i>	<i>Manager</i>
<i>Soul</i>	<i>Mind</i>
<i>Visionary</i>	<i>Rational</i>
<i>Passionate</i>	<i>Consulting</i>
<i>Creative</i>	<i>Persistent</i>

<i>Leader</i>	<i>Manager</i>
<i>Flexible</i>	<i>Problem-solving</i>
<i>Inspiring</i>	<i>Tough-minded</i>
<i>Courageous</i>	<i>Structured</i>
<i>Imaginative</i>	<i>Deliberate</i>
<i>Experimental</i>	<i>Authoritative</i>
<i>Independent</i>	<i>Stabilizing</i>
<i>Innovative</i>	<i>Analytical</i>

According to Warren Bennis (Bennis) in the twenty first century, leaders are the need of the hour and not the managers. He further distinguishes leaders from managers by saying that the leaders are the only individuals who can win over the difficult, turbulent and uncertain situations which can be dangerous for the organizations’ survival if we do not overcome them, while the managers may just surrender to such situations.

Fairholm (Fairholm, 2004) has given a clear idea which very effectively established a relationship between strategic planning in an organization and leadership.

A simple way to look at leadership is to closely observe Fairholm’s (2004) four V’s conception. The four Vs explain the following-

- Values trigger the behaviour and symbolize meaning, purpose, and commitment of both the leader and the led.
- Visions operationalize the values set; that makes sense for others what the values really mean or what can be done presently for us by them as well as in the future.
- Vectors bring into operation the magnitude and direction of vision-driven action and are similar to the idea of group missions.
- Voice is the symbol which makes the leadership relationship work – the nature of communication (or lack thereof) between the leader and the led – and emphasizes the idea of leadership relationship as essentially voluntary, based on the level of alignment with the values, vision, and vector at play.

According to (Zaleznik, 1977) leaders are the artists, who take the organization through both easy and extremely difficult conditions with the help of their leadership qualities while the Managers are generally the solver of problems of the organization. According to Bennis and Nanus (Bennis & Nanus, 1985) managers are the people

who 'do things right' whereas leaders are persons who 'do the right things'. Bryman (Bryman, 1986) stated that leadership while being 'catalyst addresses the aspects about strategy'.

According to the article(Teresa & Mukti, 2008) written by Teresa Amabile ( Edsel Bryant Ford Professor of Business Administration at Harvard Business School) and Mukti Khaire (assistant professor at Harvard Business School) in 2008 on 'creativity and the role of leaders' ; 'one doesn't manage creativity. One manages for creativity.' This article mainly focuses on role of leadership in creativity. It recommends that leaders are the people who induce creativity by drawing on right minds, tap ideas from all ranks, encourage and enable cooperation, open the organization for wide prospective, standardization and continuous improvement, map phases of creative work, provide paths through bureaucracy, create a filtering mechanism, motivating people to perform at their peak, providing intellectual challenges, allow people to pursue their passions, be an appreciative audience, embrace the certainty of failure, provide the setting for good work, pulling it together, and ultimately marrying research to practice. Creativity has been the need of the present scenario and it will always be needed in the future. And creativity can be attained by an organization only when it has leaders or say super managers.

Kotter and his contemporaries have distinguished leadership and managerial functions as per table below (Buchanan and Huczynski, 2004; based on Kotter (Kotter, A Force of change: How leadership differs from management, 1990)

	<i>Leadership Functions</i>	<i>Management Functions</i>
<i>Creating an agenda</i>	<i>Establishing direction: Vision of the future, developing strategies for change to achieve goals.</i>	<i>Plans and budgets: Decide action plans, timetables and allocate resources.</i>
<i>Developing people</i>	<i>Aligning people: Communicate vision and strategy, influence formation of teams which accept validity of goals.</i>	<i>Organizing and staffing: Decide structure and allocate staff, develop policies, procedures and monitoring.</i>

<i>Execution</i>	<i>Motivating and inspiring: Energize every individual to overcome hurdles, satisfy human need.</i>	<i>Controlling, problem solving: Monitor results on regular intervals against plan and take corrective actions.</i>
<i>Outcomes</i>	<i>Produces positive and at times dramatic change.</i>	<i>Produces sequence, consistency and predictability.</i>

However the authors have advocated that organization's focus should be continuously on developing more efficient as well as flexible leadership system as:

'Leadership is different from management but not for the reason most people think. Leadership isn't mystical and mysterious. It has nothing to do with having charisma or other exotic personality traits. It's not the province of a chosen few. Leadership is necessarily neither better than management nor a replacement for it: rather, leadership and management are two different and complementary activities. Both are necessary for success in an increasingly complex and volatile business environment(Kotter, A force of change : how leadership differs from management, 1990).'

## Discussions

By looking at the above differences between a leader and a manager we can infer that a manager should be a good leader too. A super manager is someone who is both a manager as well as a great leader. There is a very famous saying in armed forces 'you can lead your men to death but you cannot manage them to do so.' Thus a super manager is someone who not only administers and controls his or her followers and their functions; but also inspires and motivates them to perform to the best of their abilities and ultimately achieves the organizational goal effectively and efficiently.

Strategic thinkers majorly focus on Fairholm's Four Vs of Leadership because these notions help us to have a clear picture of the Whys and Whats of organizational life. Leadership is the kick-off to strategic planning which finally leads to specific managerial actions. In the nutshell, the dependence on and prioritization of values, purpose, and identity are the things that create a drive for strategic thinking, while the accomplishments of goals and the control of actionable events backs strategic planning.

Fairholm mentions that values, vision, and mission of an organization lies purely in the leadership domain and factors like strategic goals, objectives, projects, tasks and budget lies in the management domain. Thus Fairholm relates management and leadership and it can be inferred that leadership plus management is the key to best strategic planning which ultimately results to success of an organization.

The authors like John Kotter, Zaleznik, Bennis, Nanus and Bryman have clearly differentiated between a leader and a manager and also brought the need of such personnel in the organization who can not only manage well but can also lead well.

One of the most important factors that influences an organization is changing Micro & Macro environment. *It's not the progress I mind, it's the change I don't like. -Mark Twain.*

There has been a rapid change in the business world and the changes will be more rapid and dynamic with the changing macro environmental factors like demographic, social, economic, technological, political and legal environment. Every organization seeks to survive in every environment. The organizations which are not able to cope with the changing environment lose their market position and come on the verge of getting extinct. Here comes the role of super managers who not only lead their followers to effectively cope with the changes but also guide the organization efficiently towards getting successful in achieving their objectives by gap analysis and effective strategic planning. For an organization to reach its desired position from its mean position; managing change plays a vital role. The major areas of change in an organization are mission & strategy, organizational structure (objectives, roles and responsibilities of departments, teams and individuals.), people (Hiring, turnover, roles & responsibilities, training and other individual changes), culture (Changes to the principles, expectations, norms, working habits and symbols of an organization), knowledge (Changes to the knowledge assets of an organization), policies & legal agreements (New rules or changes to legal agreements) aren't always popular with employees and customers - implementation and acceptance can be a change management challenge.), processes, technology (Changes to technology infrastructure, systems, automations and tools), product, marketing & customer relationship.(ref :

management.simplicable.com). Thus a management has to be open for every change so that it can, not only survive in the dynamically changing environment but also make its organization a leading organization be it any situation. Thus the concept of leadership is not stagnant but evolves tremendously with changing conditions and challenges over time. And there are no better individuals than Super managers who can find ways to not only survive but also turn visions into reality no matter what the situations are.

## Characteristics of a Super Manager

1. A Killer Instinct – A super manager must have a killer instinct. They should always look for opportunities that can lead to the success of the organisation. In a 100 meters race there is just a difference of 1/100<sup>th</sup> part of a second between the first and second position. That's the killer instinct needed in a super manager who shall have his eyes right at the goal and he shall know the way to achieve it.
2. A Figure of Trust and Confidence - A super manager must be an Idol/figure for his team or followers; who can be trusted and shall leave no doubts in the minds of team members about the aims and objectives to be achieved. The Super manager must be the voice of team i.e. - a true representative.
3. One who Knows to Utilise his Manpower – He knows exactly about the strengths of his team members and knows how to use their strengths for the benefit of the whole team as well as achieving the desired goal.
4. Firm as Well as Flexible – A super manager is firm as far as the goal is concerned. He and his team are very much focussed and clear about the goal to be achieved. He is also required to be flexible according to the changing situations which prevent him from being the prisoner of the conditions. He must be focussed but still be flexible. The paths may change but the destination never changes and it needs to be achieved.
5. Authoritative as Well as Participative – A super manager must be authoritative when he has the power to reward his men as well as be strict if situation demands. Besides being authoritative he shall also be participative that is he shall be a team player where he works alongside his team members.
6. Father of the team – A super manager must keep in mind the human factors of his team members. He

must act as the father of the individuals in his team. He must look after their welfare and also shall ensure that the individuals are always motivated and happy to be the part of the team. Every member must feel that he is a valuable part of his team as well as the organisation. The super manager must be aware of the personal conditions of each individual of the team. A super manager, like a father, must understand what his team members are going through, and how to keep them enthusiastic and self-motivated towards the work.

7. Inspiration for the Team – A super manager should be an example of excellence for his team. He should be someone who is an inspiration for his team. Everybody should feel that if they work hard they can be someone like him.
8. Creates Leaders out of Individuals – A super manager is not just the one who leads but also the one who creates leaders out of his people. A leader does not lead by a title; he leads by his strengths. The super manager develops expertise and leadership qualities of specific areas in his team members which in turn increases the effectiveness and efficiency of his team.



**Fig. 1:** Characteristics of a Super Manager

## Reasons to be a Super Manager

1. Globalisation – The world has become a global village. There are no boundaries for an organisation in the present era. In such a situation the organisations need super managers who can not only plan the way to lead the market but also manage the resources (time, money, people, materials, etc.) in such a way that the organisation can accomplish its goals by efficiently facing factors like competition with rival firms, competition with the leaders of market, changing economic environment, availability of resources like raw materials, power, fuel, etc.
2. Dynamically Changing Environment – Organisations have to face the dynamic changes in the Micro as well as Macro environmental factors. These changes may be certain and many a time uncertain. The super managers play a vital role in such situations where they can think out of box and lead the organisation to the desired position.
3. Competition – A firm has to face a cut throat competition with other firms in the market. Every organisation tries to be at the top position. In such a case an organisation needs super managers who know the way and show the way towards success.
4. Dynamic Customer Demands – The customer demands and expectations change frequently from one product and service to another very rapidly. The primary aim of a firm is to be customer oriented and they should try their best to retain their customers for a longer period of time. In such a case organisations need super managers who can positively analyse gaps and critically analyse the consumer behaviours and thus can take constructive and innovative steps to deal with the situation.
5. More Supply of Managers – There are large number of sources producing managers like colleges, employment exchanges, managers switching from one company to another etc. The supply of managers is enormous. But still every organization desires to have someone who is not only an expert in the field or who can hold a managerial position but also has the ability to lead a group of people by bringing them into the same page.



**Fig. 2:** Why is a Super Manager Needed?

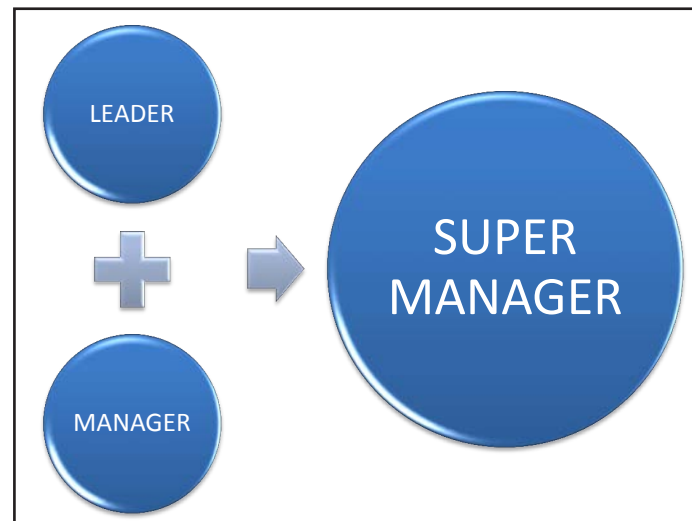
## Conclusion

The term leadership has been very difficult for people and researchers to define as its meaning and definition changes overtime. Manager may just maintain the organization by planning, organizing, staffing, direction, and controlling but a leader has the ability to transform the organization by values, and visions. A leader does not need a position to lead; he leads by his strength and imagine what wonders can a leader achieve if given a position. And this is why Super managers are needed in organizations.

There is a rapid increase in the demand of super managers who can not only manage well but can also lead well in organizations. A Manager and a Leader have distinct characteristics and by an organization's point of view; besides being distinct from each other they are complementary and inseparable. The environment around the organizations never remains the same. The organizations have to deal with the factors not only to survive but also to be at the top of market's consideration set. And to attain its objectives organization needs super managers who can efficiently lead people towards the goal by keeping in mind that the ways may change but the goal must be achieved. The organizations with efficient managers but inefficient leaders or other way round, cannot survive in the market. Management as well as Leadership must go hand in hand. Thus there is a need of individuals who are not only efficient managers but also great leaders and such individuals are none other than

'SUPER MANAGERS'. It would not be exaggerated if we say that any organizations' walking or running on the road to success can go leapfrogging if they have super managers on their side. In the nutshell, being a Super manager is a journey that goes through the path of leadership that does not have a destination but evolves at every next step.

## A Proposed Theoretical Framework to Show What a Supermanger Is?



**Fig 3:** Proposed Theoretical Framework of a Super Manager

## References

- Ali, A. (2013). How to differentiate leadership and management function in organisation: A review of Scholarly Thought. *International Journal of Economics Business and Management Studies*, 2(1), 38-44.
- Bennis. (n.d.). Managing the dream: Leadership in 21st century. In G. Meenakshi, *Principles of management* (p. 206).
- Bennis, W., & Nanus, B. (1985). *Leaders: The strategies for taking charge*. Inc. 10 East 53rd Street, New York,
- Bryman, A. (1986). *Leadership and Organisations*. London: Routledge & Kegan Paul.
- Certo, S. (1997). *Mordern Management* (7<sup>th</sup> ed.). New Jersey: Prentice Hall.
- Chron.com. (n.d.). Defining Leadership . In H. Koontz, & H. weirich, *Essentials of Management - An*

- International and Leadership Perspective*. Mc Graw Hill.
- Fairholm. (2004). *Values, vision, vector, and voice: Distinguishing authentic leadership perspectives*, 1-20.
- Kotter, J. (1987). *The leadership factor*. Free Press.
- Kotter, J. (1990). *A force of change: How leadership differs from management*. Free Press.
- Kotter, J. P. (1990a). What leaders really do. *Harvard Business Review*, 68, 103–111
- Kotter, J. P. (1990b). *A force for change: How leadership differs from management*. New York, NY: Free Press.
- legacy analytics.net. (n.d.).
- Lunenburg. (2011). Leadership versus Management: A key distinction- At least in theory. *International Journal of Management, Business, and Administration*.
- Teresa, A., & Mukti, K. (2008). *Creativity and roles of leaders*. Harvard Business School .
- www.leadership-central.com. (n.d.).
- Zaleznik, A. (1977). Manager and leader: Are they different? *Clinical Leadership & Management Review*, 18(3), 171-177.