TWIN INSIGHT

An equation that holds the key to success in bringing about a perfect mind change. Read on to get a bird's eye view…

'Managing' is a word that has been used more often in diverse contexts. How do you plan for your son's educational expenses? 'I will some how manage'. This is one such instance where this word is used. Management as a discipline, as a profession and as a field of academic enquiry and academic pursuit is not synonymous with 'Managing'. 'Management' is a relatively new field in the sphere of academic enquiry compared to other fields like Engineering or Sociology. It is a field in the sphere of academic enquiry compared to other fields like Engineering or Sociology. It is a field that has evolved in the last one-hundred years primarily on the interactions of multiple fields like Psychology, Sociology, Economics, Information Technology and so on. This is an ongoing evolution.

Just as 'managing' is equated with 'management,' 'leadership' is also equated with 'management' by many practitioners as well as students of management. Quite often, students of management tend to equate leadership with the sub-function of management, viz. directing or providing a direction. Management, when viewed as a process consists of a series of activities like planning, organizing, directing and controlling. Directing in the context of management as a process implies channeling the organizational efforts towards a common goal. In a sense, it is about creating an atmosphere where co-ordination becomes easy and achievable.

Leadership is not directing or providing co-ordination for a given purpose, but creating and sustaining the purpose itself. Invariably, it is not restricted to the domain of business and industry; be it social work; health-care, Government or in politics as well. Leadership usually emerges from down below where as management starts from the top and the activities are intended to percolate downwards. Hence, management requires a structure. Without a structure, the roles, responsibilities, authority, span of control, etc., gets mixed up and eventually leads to chaos. Leadership on the other hand relies on belief and trust and a structure becomes irrelevant in the context of effective leadership. With regards to management, personal relationships within the organization are tailored, tuned, mobilized and channeled to achieve the task at hand or the organizational goal. Where as, in the context of leadership, relationships are the outcome of identifying with the task at hand or goal. Control is an essential requirement for management, but control in the context of leadership is either spontaneous and voluntary or insignificant and irrelevant.

When we talk of management, motivation of the organizational members is assumed to be extrinsic like better compensation package, healthier work environment, good welfare measures and constant rewards and appreciation for better performance. For leadership, motivation is intrinsic. The follower has identified himself or herself with the purpose and only that can drive the behaviour of the follower. Any reward and punishment system can have an impact only on the periphery.

Trying to visualize leadership within the context of management is like trying to fit a forest into a tree. Leadership is much wider in scope when compared to Management.

A leadership role, either played by an institution or an individual does a great deal of benefit to the country by prescribing what is right and what is not, while instilling a sense of good versus bad. Any amount of Government effort, organizational effort or business effort cannot bring about this change in attitude in the young minds except by Leadership.