

David McGuire: Okay, so to look at the differences between leaders and managers we first have to look at the origins of these concepts. This concept of management originates in the industrial revolution where factories became so big that leaders couldn't control and direct the workforce all by themselves, so they needed somebody to stand between the leaders and the workers, and that person, or persons, became known as managers.

So managers have this role where they sit quasi in the middle between employees and the owners or the leaders in an organisation. And as such they really have a role of implementation of strategy and implementation of division and mission for the organisation.

I think a key difference between leaders and managers is around first born and second born personality types. Managers have a first born personality type, in other words, what we mean by that is that managers sit within an organisation, are comfortable within the organisation, and their job is really to work with what they are given, to work with the structures and strategy of the organisation. Leaders have one foot inside but also one foot outside the organisation, so the role of leaders is to match the organisation to the external environment, to set the vision and the strategy for the organisation, and it's the managers that implement that vision and strategy.

So, really, leaders have to be part of the organisation to understand the organisation, understand how the organisation works, but also be removed from the organisation so they can see how the organisation fits with the external environment.