

Management Versus Leadership

Instructions

When doing the reading for this class, there are the two basic kinds of information you need to understand:

1. What are the main points or conclusions that an author accepts with respect to a particular issue?
2. What are the reasons, important considerations, and evidence that lead the author to accept that conclusion?

For our purposes, it is *information of the second sort that will be our primary concern* since our most basic task is to *evaluate the reasons and evidence* that are offered to support accepting one possible position on an issue, rather than another.

Reading

Zaleznik, A. (2004, January). Managers and leaders: Are they different? *Harvard Business Review*, 82(1), 74-81. (Original work from 1977)

Questions

As you read, keep these questions in mind:

1. In your own words, what is the central claim (or main thesis) of Abraham Zaleznik's article? That is, can you put into one sentence the claim that this paper was written to defend?
(Answering the remaining questions should help you better understand Zaleznik's argument for that central claim.)
2. Why does Zaleznik believe that managers and leaders have radically opposed personalities? Why does this seem to suggest to Zaleznik that it is impossible to have a single person act as both?
3. In the sections on "Attitudes Towards Goals" and "Senses of Self", Zaleznik focuses a lot on the differences between how managers and leaders approach *change*.
What are these differences?
4. In the sections on "Conceptions of Work" and "Relations With Others", Zaleznik focuses a lot on the differences between how managers and leaders respond to and deal with *conflict*.
What are these differences?

To answer these questions you will have to reflect critically on what you have read and possibly re-read important passages.

Although I strongly suggest that you write out brief answers to these questions, you do not have to turn in written responses. You do, however, need to be prepared to speak intelligently about these issues at our next class meeting.