

ALLY FOR THE UNSTOPPABLE  
ALLY FOR BUSINESS  
***ALLY FOR LIFE***



# *Management vs Leadership: What is the difference?*



SMU | COX

# In This Session

## Overview of SMU Cox & Executive Education

- Management vs Leadership
- Fundamentals of Management
- Transformational Leadership

## Registration Process

## Key Contacts

## Q&A



# The SMU Cox Advantage



- Celebrating 100 years of business education
- Integral part of the business community
- Proven instructors
- True & tested content
- Commitment to leadership development & performance
- Collaborative working method with companies & individuals to assure success
- High value investment in leadership development



SMU | COX

EXECUTIVE EDUCATION



# The SMU Cox Difference: Our Approach

- Training business leaders
- Incorporating principles & techniques of adult learning including:
  - ✓ Reflection
  - ✓ Active participation
  - ✓ Sharing experiences
  - ✓ Variety of learning methods
  - ✓ Instructor credibility, humility, & respect



SMU | COX

EXECUTIVE EDUCATION

# Why SMU Cox Executive Education?

- Expert, engaging faculty who are leaders in their fields
- Relevant content based on the latest research
- Innovative tools you can put to work today
- Collaboration & networking with diverse colleagues
- Safe & challenging learning environment to think & test new ideas



SMU | COX

EXECUTIVE EDUCATION

# Management vs Leadership:

## What is the difference?

Q

What is the difference between Management and Leadership?

**Management** consists of controlling a group or a set of entities to accomplish a goal. **Leadership** refers to an individual's ability to influence, motivate, and enable others to contribute toward organizational success

A

Three Differences Between Managers and Leaders [Vineet Nayar](#) HBR August 02, 2013

# Management vs Leadership:

## What is the difference?

**Management** is more about maintaining the status quo, keeping order and control. It's about getting things done.

**Leadership** is more about inspiring and influencing others to embrace change and improvement. It's about creating an environment where others succeed.

# Management vs Leadership:

## What is the difference?

“I think of management as working with other people to make sure the goals an organization has articulated are executed,” says HBS Dean Nitin Nohria.

“It’s the process of working with others to ensure the effective execution of a chosen set of goals.

Leadership is about developing what the goals should be. It’s more about driving change.”



# Management vs Leadership:

## What is the difference?

In the book, [On Becoming a Leader](#), scholar Warren Bennis presents a [list of key differences between managers and leaders](#), including:

- The manager administers; the leader
- The manager maintains; the leader develops
- The manager focuses on systems and structure; the leader focuses on people



# Management vs Leadership:

## What is the difference?

Furthermore Bennis adds,

Managers pursue goals through coordinated actions and tactical processes, or tasks and activities that unfold over stages to reach a certain outcome.

Leaders, on the other hand, are less focused on how to organize people to get work done and more on finding ways to align and influence them.



# *Leading vs Managing*

The title “manager” often denotes a specific role within an organization’s hierarchy, while referring to someone as a “leader” has a more fluid meaning.

“Manager is a title. It’s a role and set of responsibilities,” says leadership coach Doc Norton. “Having the position of manager does not make you a leader.

The best managers are leaders, but the two are not synonymous. Leadership is the result of action.

If you act in a way that inspires, encourages, or engages others, you are a leader. It doesn't matter your title or position.”



# *Leading vs Managing*

Management (structure)		Leadership (flexibility)
A function	↔	A relationship
Planning	↔	Selecting talent
Budgeting	↔	Motivating
Evaluating	↔	Coaching
Facilitating	↔	Building trust

# *Leading vs Managing*

- Managers need fundamental people and task skills as well as a handy tool-kit to do thing right (hands-on implementation)
- Leaders need to discern the right things to do and inspire others toward the vision they cast (hands-off guidance)



# *Leading vs Managing*



# *Leading vs Managing*

The key differences between leaders and managers are as follows:

- Leadership is mission-driven while management is task-driven.
- Leaders coach, while managers direct.
- While a leader keeps a team focused on the overall purpose of their work, a manager keeps a team focused on completing tasks.
- Leaders can be [transformational](#) and inspire people to achieve high-quality work, while managers control people and their work.
- Leaders are innovative while managers follow the books.
- Leaders take risks, while managers control risk.

# *Leading vs Managing*

## **Leaders**

- Set the direction of the organization
- Inspire and motivate people in the organization to achieve their vision
- Align the inputs and efforts of organizational stakeholders (team board members, employees, clients, collaborators, partners, stockholders, etc.) to keep the vision alive
- Create a culture that will help bring the vision to life

## **Managers**

- Execute the leader's vision within the budget and allocated resources
- Manage the teams that will execute the vision
- Solve operational problems as they pop up



# *Leading vs Managing*

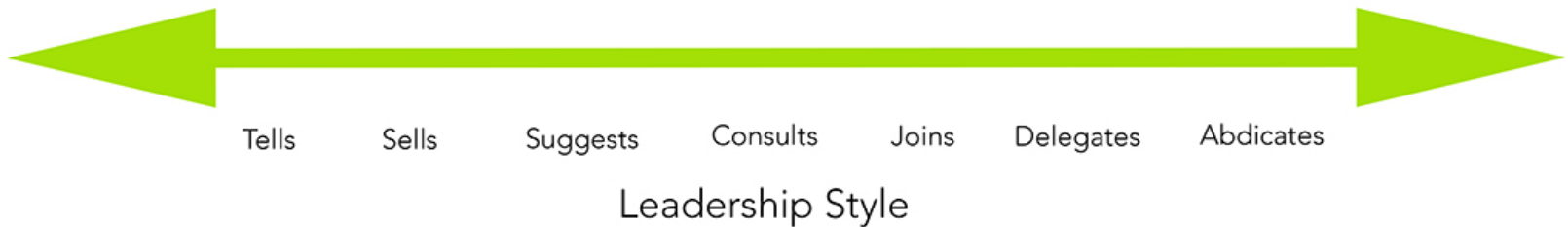


# *Leading vs Managing A Continuum*

ACCIPIO

Manager-Oriented  
Leadership (High Use of  
Authority by Manager)

Team-Oriented  
Leadership (High  
Freedom for Team)





# *Leading vs Managing*

- So it's true that:
- Managers can and need to lead but don't always do so
- Leaders can and do manage but don't have to manage all the time.

# Leading and Managing

**A MANGER AND A LEADER WORKS  
TOGETHER...**

**The Manager...**

**The Leader...**



PLANS &  
BUDGETS



ORGANIZES &  
STAFFS



CONTROLS &  
PROBLEM  
SOLVES



SETS A  
DIRECTION



ALIGNS  
PEOPLE



MOTIVATES &  
INSPIRES

# *Leading vs Managing*

- Steve Jobs – Apple
- Alan Mullaly – Ford
- Howard Schultz - Starbucks
- Richard Branson - Virgin
- Meg Whitman – E-Bay , now Quibi
- Mary Barra - GE
- Jeff Bezos - Amazon
- Ursula Burn – Xerox
- Satya Nadella - Microsoft

# *Program Overview & Background of Transformational Leadership and Fundamentals of Management*



**Why did you develop these two courses?  
What makes them unique?**

# *Leading vs Managing*

## Transformational Leadership

Five Practices

Emotional Intelligence

Authentic Influence

Trust and Accountability

Leader as Coach

Creating High Performance Teams

Leading Organizational Change

Human Centered Design for Innovation

Strategic Thinking

Leadership in a VUCA world

## Fundamentals of Management

Challenges and Changes

Leveraging Managerial Influence

Hiring, Engaging, Retaining the Best

Building Capability Through Coaching

From Conflict to Collaboration

Fundamentals of Teamwork

Leading Change that Works

Negotiation Strategies

Decision-Making Biases and Traps

The Exceptional Manager



# *Program Overview & Background*



**Who teaches in the program?  
What methods of teaching do they use?**

# *Faculty*

- Full-time and Part-time SMU Cox Faculty
- Affiliate Facilitators

All are experts in the particular topic they are teaching.

# *Multi-Modality Learning*

- Pre-Reading
- Cases and Stories
- Application Exercises
- Group Work
- Simulation
- Demonstration
- One to One Interaction
- Individual Reflection
- Video components

# *Program Overview & Background*



What can I expect to learn from the program?  
What will I be able to apply right away?

# *Fundamentals of Management*

1. Improve your overall management skills and establish an approach that works for you
2. Enhance your capacity to grow as a manager and to develop others
3. Gain a positive approach to people and problem solving
4. Learn to implement strategies from evidence-based research on today's most valued management topics
5. Create and execute an actionable development plan that helps you grow



# *Transformational Leadership*

1. Improve your leadership skills, establishing a style that works for you
2. Enhance capacity to understand and implement change
3. Gain a positive approach to leading people and enhance your value to the organization
4. Learn to implement strategies from evidence-based research on today's most valued leadership topics
5. Create and execute an actionable development plan that addresses your unique needs

# Who Should Apply?



## Fundamentals of Management

- Managers
- Engineering and IT managers
- Individuals targeted for promotion

## Transformational Leadership

- Director Level and Above
- Succession Candidates
- Want to take their Leadership to the next level



# Management & Leadership

## Fundamentals of Management

- These 10 sessions will equip you with the right mindset and skillset to be an exceptional manager.
- Key Dates: September 15 – November 17

## Transformational Leadership:

- In 10 sessions, this dynamic leadership development course will transform your leadership vision and approach from the inside out.
- Key Dates: September 8– November 10

## Cox Leadership Academy

- The Cox Leadership Academy is a 6-month program that provides learning experiences and support (through executive and peer coaching) to grow the skills and business acumen needed to successfully fulfill the role of a senior leadership team member or enterprise level leader
- Key Dates: Sept 15-17, Nov 10-12, Feb 2-4, & March 20 – April 1, 2021



# Fall 2020 Program Calendar

<b>September</b>	9/8: Transformational Leadership 9/14: Rising Latino Leaders 9/15: Fundamentals of Management 9/15: Cox Leadership Academy (Sept 15-17, Nov 10-12, Feb 2-4, March 30 -April 1)
<b>October</b>	10/1: Leading Organization Change: A Simulation 10/5: Women in Leadership Program 10/6: Master Negotiation
<b>November</b>	11/2 Mergers & Acquisitions 11/10: Building the Intelligent Enterprise
<b>Year-Round</b>	Custom Programs designed in collaboration with companies specifically to meet the needs of their business objectives.

# Additional Questions? Connect with Us.

## *Open Forum Q&A*



**Dr. Luigi Pecoraro**  
*Managing Director*

[lpecoraro@smu.edu](mailto:lpecoraro@smu.edu)  
214.768.3549



**Sheri Moore**  
*Director*

[shmoore@smu.edu](mailto:shmoore@smu.edu)  
214.768.9113

**SMU Cox**  
**Ally for Business**  
*Ally for Life*



**SMU | COX**

EXECUTIVE EDUCATION