

"Leadership, he wrote, is the creation of positive, non-incremental change, including the creation of a vision to guide that change--a strategy--the empowerment of people to make the vision happen despite obstacles, and the creation of a coalition of energy and momentum that can move that change forward," Koehn said. "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."

Organizing vs. Aligning 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 innovates
- The manager maintains; the leader develops
- The manager focuses on systems and structure; the leader focuses on people

Managers pursue goals through coordinated actions and tactical processes, or tasks and activities that unfold over stages to reach a certain outcome. "Your central function in a position of leadership is to mobilize others so they can execute a set of individual and collective tasks," says HBS Professor Anthony Mayo in the online course *Leadership Principles*. By developing a personal leadership style through self-reflection and honest feedback, leaders can learn how to empower their employees and inspire them to both believe in and pursue important organizational initiatives. "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 in an interview for the online course *Management Essentials*. For seasoned and aspiring managers alike, possessing strong leadership skills can not only lead to better job performance, but an improved knowledge of how to influence the context and environment in which decisions get made. Leadership is a quality that needs to be shaped.

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