

“Managers and Leaders: Are They Different?”*

Managers

Low Risk
Rational
Evolutionary
Objective
Trained
Systematic
Patient
Incremental
Critical
Detached
Reactive
Understanding
Foster Bureaucracy
Tactical
Seek Advancement
Group-Reliant
Require Structure
Learn from Peers
Use Signals
Style-Oriented
Compromising
Motivated by Necessity
"Once-Born" (Affiliated)
Have Stable Relationships
Feel Included in the Group
Develop by Socialization
Intolerant of Emotion
Group-Absorbed
Uncomfortable with Chaos
Reconcile Differences

Leaders

High Risk
Emotional
Revolutionary
Subjective
Self-taught
Intuitive
Anxious
Visionary
Creative
Involved
Active
Empathetic
Confront Bureaucracy
Strategic
Seek Change
Self-Reliant
Require Mentors
Learn from Role Models
Use Messages
Event-Oriented
Uncompromising
Motivated by Desires
"Twice-Born" (Unaffiliated)
Have Unstable Relationships
Feel Separate from the Group
Develop by Personal Mastery
Tolerant of Emotion
Self-Absorbed
Comfortable with Chaos
Highlight Differences