Manage people or lead them?

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The article attempts to summarize the views on management and leadership, to analyze the substantial differences between them, their proper use in working groups and in practice, the importance of communication and motivation in management and leadership.

Key words: management; leadership; motivation; communication; working group.

Introduction

Investigating the difference between management and leadership. Analysis of recent research based on the experience of managers in the construction industry.

Among the scientists who significantly contributed to the development of management and leadership of M.Armstrong, T. Stephens, M. Hájek, J. Plamínek.

Goal

Point out the differences between management and leadership.

The statement of basic materials

The development of the theoretical justification of management and leadership is associated with names like M.Armstrong, T. Stephens, J. Urban, L. Vávrová, M. Hájek, W.Weihrich.

MANAGEMENT

"Leadership is a process, or art, to influence people so they would willingly and enthusiastically strive to achieve group goals." CITATION WEI96\1 10511

Being a good manager means being a leader for your subordinates, you need to define the basic roles that the essence of leadership requires. M.

We know three basic roles that leaders:

1. Define tasks - Make sure that the whole group understands what is expected of its members.

2. To fulfill tasks - to fulfill the nature of the existence of the group. Leaders ensure the Group's objective is met. If these goals are not fulfilled, there is frustration, disharmony, criticism and, in the worst case, the breakdown of the whole group.

3. Maintain effective relationships - between leader and group members and between members. Relationships in a group can be considered effective if the nature of the formation of the group, i.e. its objectives, is fulfilled. Relationships can then be broken down into:

a. group-related relationships, ethics and consciousness;

b. relationships concerning the individuals and their motivation to perform tasks. [1. CITATION WEI96\1 1051]

Leadership styles

People have different views on how to lead their subordinates or their groups. While the choice of leadership style is based on the character of the leader, the management style is greatly influenced by the culture of the

organization and its structure. And as managers and leaders are just people, they have a choice of how they will lead their subordinates and manage them to achieve the goals they achieve most effectively. We know the four basic styles of leadership and, of course, their opposites, from which leaders and managers can choose.

Specifically, these are:

- charismatic / non-charismatic - charismatic leaders rely mainly on their personality, inspirational qualities and their aura. These are idealistic leaders who focus on success, take a sophisticated risk, and are mostly good at communication skills. The opposite is non-charismatic leaders who rely predominantly on their own experience, their know-how. Also, these leaders prefer quiet and inconspicuous control and a rational, analytical approach to solving problems,

- autocratic / democratic - apt to autocratic leaders is that they impose their own decisions on their subordinates and abuse their position to force workers to perform the tasks they assign them. On the contrary, it is for democratic leaders who prefer encouraging their subordinates to work while incorporating them into the decision-making process and engaging them in all work.

- Enabler / Controller - Leaders who are "enablers" are trying to support people with their vision of the future and also support them in developing group goals. Leader - The Controller tries to process and manipulate his subordinates so that, in the end, people are willing to do what is required of them,

- Transaction / Transformation - The behaviour and leadership of transactional leaders are characterized by the fact that they offer money, work and security for their willingness to do the job. Transformation leaders are rather motivated by subordinates to achieve the most challenging goals.

Leadership is the basic of managerial activities, the essence of the management function is the ability or art to persuade, guide and stimulate subordinates to quality work, to achieve the company's goals.

The managerial behaviour of the manager, and hence the way of management, depends on three influences:

- Manager's internal strength,
- Subordinate attitudes,
- the impact of the situation.

Leadership is a complex matter and it concerns value orientation, it refers to the characteristics and characteristics of the executive. Therefore, we define leadership in three ways:

- the type of person = through the characteristics of the leader, his / her personal quality, the personality of the leader. For example, XY is a good manager because he has a sense of humour, is principled, good ...

- leadership style = through the way the manager uses his influence, his power (he can consult his subordinates or not... for example XY is a good manager because he always hears the opinions of his subordinates, then he decides. XY is such a leader a worker who never breaks in is not interested in knowing the views of others.

- management functions = through the way he / she performs managerial functions (a good manager can organize work, can coordinate all tasks, etc.: XY is a good manager because he / she has good organizational skills.

All these 3 ways are equally important and we cannot break them apart. We know 2 classic styles of leadership. The difference is in communication, one cannot say that one is bad:

1. Authoritative: prefers direct management methods such as command and control. Contacts between manager and subordinate are small. There are contradictions between the interests and the views of the leader and the subordinate. The subordinate looks at the intentions of his leader with mistrust. Communication between them is minimal and the subordinate has a lack of information, allowing the manager to consolidate power over the subordinate. The subordinate is hampered by the initiative, has no interest, is passive and non-initiative.

2. Democratic: uses indirect, "soft" management methods, such as motivation, joint decision-making, mutual cooperation. Communication is more extensive than authoritative and more reciprocal. The manager has enough information about the opinions of the qualities, abilities of his subordinates, he can influence and motivate them better. It allows good contacts between leaders and subordinates. The subordinate has more information, he can perform his tasks better. [2. CITATION WEI96 l 1051]

MANAGEMENT

Management is one of the main activities that every manager must perform. In order to understand what leaders, need to do in terms of managing and leading their subordinates, we need to define what these terms mean. And what is the difference between these words. We know from experience that the majority of people who have not dealt with human resources issues and their management, or leadership, will present the same activity under management and leadership. However, this is not exact and there is a difference between management and leadership.

Management means ensuring the activities to be done by people, in order to do something. However, this definition could be extended by the fact that management focuses primarily on achieving the objectives set by all organizations. We could adjust the previous definition to: management means deciding what to do and only then ensuring that the role is done through human resources.

Process and management styles

As all the activities that are being carried out, human resource management in companies and organizations has its own process. The process of management and people are a complex process that every company should focus on if it wants its activity will be effective. It consists of several smaller processes. These procedures have been designed just to help managers to achieve their goals.

The aim of human resource management processes is to bring to the management tasks such a amount of systems, order, predictability, logic and consistency as possible as is in a systematically changing, diverse and turbulent environment in which current managers find themselves and perform their duties. The author further identified the main management processes defined by classical theorists such as Henri Fayol. [3. CITATION WEI96 l 1051]

Thus, the basic management processes include the following four functions:

1. planning - the manager decides how the goals will be achieved,
2. organizing - means selecting the most appropriate organization that is necessary to achieve the goals and also providing the amount and qualifications of people who have the supposition to complete the task;
3. Motivation - Managers lead people in such a way that they try to stimulate them as much as possible to their best performance, and also to be willing and able to work to solve their tasks without any problems,
4. Control - Managers compare the work done with the set goals, assess whether they meet the predetermined goals in what amount. If necessary, they are able to take corrective action to avoid task failure. [4. CITATION WEI96 I 1051]

DIFFERENCE BETWEEN MANAGING AND LEADING

Leadership and management are not synonymous. Leadership (leadership ability) is the most important management feature and leadership style leadership determines how effective management is. The success or failure of a manager depends primarily on his work with people. People Management There are 3 general goals to achieve maximum productivity:

1. Improve the work of subordinates in terms of achievements,
2. Prepare subordinates to accept increased responsibility for current work,

Management includes:

- Rationality and control,
- Objective attitudes to intentions, tendency to respond to events, stimuli and thoughts,
- Acting in an environment of limited choice and power to compromise between different values,
- Submission to precisely defined objectives,
- Leaning forward with a proven and tested way of doing things to reduce risk,
- Tolerability of ground and routine work.

*Figure Differences between management and leadership according to Logistics
Source: [5. CITATION WEI96 1051]*

Management includes:

- targeting barriers through planning and distributing financial resources, with the aim of achieving results and not just changes,
- adjusting disposition to meet plans by creating organizational structure and securing it by employees securing pillage plans through supervision and resolution.

*Figure Differences between control and management by Kotter
Source: [6. CITATION WEI96 1051]*

3. To help subordinates achieve higher qualifications.

Managing and leading human resources is not the same. A good manager should control the exact differences between these two concepts. Human resources management focuses mainly on achieving the goals set by effectively acquiring, disassembling, using and controlling all the necessary resources the organization uses. These resources include, in addition to people, cash capital, equipment and machinery, building and equipment, information and knowledge.

Unlike management, human resources management is focused on the most important resource that every organization has, on people. It is a process in which the vision of the future of society is created and shared. People's leadership is also concerned with motivating and ensuring the loyalty and activity of employees and subordinates.

It follows from this that management is dealt with by managers who are leadership in their functions and their respect is based on their position. While leadership is more prominent for leaders or leaders who respect and respect other members of the group they deserve their personality and represent a natural authority in organizations. According to Bennis and Nanus, while the manager is doing things right, the leader is trying to do the right things. The differences between leadership and management of human resources can be seen in the following tables 1 and 2, compiled by Zaleznik and Kotte.

Leadership includes:

- Admissibility for new ideas and options,
- Applying personal and powerful approaches to goals,
- Acting on thinking and doing others,
- Showing and showing plans and modeling values at work,
- Applying new perspectives to long-term problems, a work that has the character of high-risk approaches,
- Intolerance to ground and routine work (such work is considered to be suffering).

Leadership includes:

- focusing on making changes by building a vision for the future and developing strategies that are not necessary to achieve the changes needed to meet the set vision,
- connecting people by talking about new directions and building coalitions that understand and are able to make a vision.

ESSENTIAL ASPECTS OF MANAGEMENT AND MANAGEMENT

Communication

Communication is much more than words. Words in their specificity, directness are the support of confrontation.

With the tone of voice we can express support, but also completely change the meaning of words.

Open questions are all beginning with a question of confusion that ... why ... who ... when ... where ... they enrich conversation, allow reflection, personal opinion of the interviewee.

Closed questions are all we can answer with one word, usually begin with the verb you wanted, do you think ... - impoverish conversation.

Avoid duplicate questions - "Who is the best and when should we start?" Do not use the guiding questions that contain the answer - "Do you think it is good?"

Basic principles of communication

- Active listening - it is listening with interest.
- Verifying the hearing - using open questions.
- Observation - is needed to "read body language", but also to cover wider contexts.
- Informing - communication is definitely about sharing information. [7. CITATION WEI96 l 1051]

Motivation

In the previous text we dealt with human resources and their management and leadership. However, the most important thing in leading people is to motivate them to perform the assigned tasks and thus become the effective source of each organization.

The motivation should be based on the inner satisfaction of the subordinates. Therefore, in order for an organization to be successful in its operations, managers must decide how to motivate people to stimulate them to the best. [8. CITATION WEI96 l 1051]

Motivation-related tasks are filled with people from motivators based on external impulses or from internal impulses, while both motives can work together. People's motivation means moving people in the direction in which we want them to go in order to achieve a result. [9. CITATION WEI96 l 1051]

Four motivation rules

To be effective, the company needs to be able to motivate its employees properly. As mentioned earlier, the motivation is to satisfy internal needs. Managers should adhere to four basic motivation rules:

1. It is not entirely true that the motivation of the subordinates is only on their personal approaches that we cannot change. Research suggests that most of their subordinates and employees are influenced by their superiors, the most important is the ability to devote sufficient time and attention to their subordinates. Also, it is very important to motivate people to fairly reward them, to show sufficient recognition for well done work and to create a working environment that does not prevent the subordinates but helps them to accomplish their tasks and achieve their goals.

2. Employee efficiency will increase in the long run if we prefer positive motivational methods to negative ones. Because negative motivation (punishment) is mainly used if we want to prevent behavior. Conversely, if we want our employees to work more efficiently and use their full

potential to work, it is better to use positive motivation (rewards, recognition, praise, ...)

3. Employees tend to behave according to the behavior of their superiors. While the term reward does not only mean financial rewards but also various types of recognitions and praises. Therefore, the most common reasons why employees do not behave as their superiors imagine are not that they are poorly or badly motivated, but because the motivation of the superiors is misused. If we do not reward an employee who has completed his task in a timely and error-free manner, we should not accept the work of the employee who fails to perform the task within the specified deadline and with errors and punish such an employee. For a better understanding, we can show a model situation. The superior enters approximately the same role for the employee, who achieves above-average results and a worker who, on the contrary, achieves below average results. The above-average employee has completed his task and delivered it flawlessly without expiry of the deadline, so the supervisor assigns him a new role. A below average employee fails to meet the deadline and will pass on his / her role to the supervisor because he / she is a manager in time constraints, accepts the job and repairs it himself. So here's the question, was the motivation weak? No, it wasn't just the employee who deserved it, but the under-average employee who would not be based on meeting deadlines and error rates.

4. It is very important that managers realize that each person is different and what motivates one does not have to motivate another subordinate. In order for a manager to properly motivate his subordinates, he needs to follow his subordinates to find out which motivation factor makes them the most. [10. CITATION WEI96]

In addition to the basic five levels of human needs, we know one more human need and that is zero need - pleasant feelings. He included this author among the basic needs, because every person experiences some feelings by which he then adjusts his actions and decisions.

The basis of human nature is to promote pleasant feelings and, on the contrary, to suppress unpleasant ones. And even from this assumption of avoiding unpleasant feelings, raise the needs of the people that it is necessary to satisfy. Indeed, if there were no unpleasant feeling of thirst or hunger, there would be no pleasant feeling of satiety or thirst. Also, according to pleasant or unpleasant feelings, we learn to recognize things, situations and responses to these situations. Therefore, the author assumes that the need for a pleasant feeling is the main factor in creating all the needs.

Basic Levels of Human Needs

Self-realization
The need for recognition
The need for friendship and love
The need for safety
Physiological needs
Pleasant feelings

Source: [11. CITATION WEI96 1051]

THEORY of X, Y, Z

Among the different management and leadership styles, managers or leaders can choose one that suits them best. Three basic theories of managing people based on these styles have been created. These theories are known under the names X, Y and Z, which are based on assumptions as subordinate workers approach the execution of the assigned works. There are two main theories, the theory of X and the theory of Y. The X theory focuses on central management of people, which is linked to fixed instructions, regulations, and control of subordinate staff. It is therefore a form of authoritative leadership.

Conversely, the Y theory manifests itself in the fact that management engages its subordinates in its decision-making process, thereby promoting the integration of the interests of the members of society. In this way, subordinates focus their efforts by their own activities and by selecting funds within specified conditions to achieve the objectives of the organization.

We also know the Z theory that William Ouchi compiled in the eighties of the last century, which was quite difficult for America in terms of economics. On the contrary, Japan has been doing very well in these years, and therefore the Z theory is based on the choice of the best, which includes Japanese and American views on management and employee behaviour.

Workers Views by X Theory:

- People are lazy,
- Workers do not like to work,
- Preferred instructions. [12. CITATION WEI961051]

Y Viewer Insights:

- Work is a natural part of the human person,
- People are happy to take responsibility,
- Employees like to apply their best disposition in their work. [13. CITATION WEI96 1051]

Views on Workers by Z:

- Employees are highly identified with the company,
- Workers want the organization to prosper,
- Wish to be employed in a such company where leadership is treated as people and not just as a workforce,
- Employees wish to work in a society where family, culture, traditions and the social environment are words that are really meaningful,
- People adore work in teams. [14. CITATION WEI96 1051]

CREATING A WORKGROUP

Individuals have many needs, most of which are satisfied with other individuals - groups are created to meet these needs.

These are the reasons:

- Related to physical proximity,
- Economic reasons,
- Sociopsychological - meeting needs such as: security and safety, need for recognition and self-fulfillment, need to associate.

WORKING GROUP DEVELOPMENT

The group is mainly developing in 2 areas:

- in the area of relation to group members,
- in the area of activities to accomplish tasks and solve problems.

Working group development is clearly linked to learning - people in the group learn to work together, accept and rely on each other - these stages are referred to as group maturation.

GROUP CHARACTERISTICS

The characteristics of the group belong among the criteria that affect its functioning. These are:

- Role - behaviour that a person expresses in a social context,
- Group Goals - Groups generally have 2 types of goals told by managers and group goals,
- Leadership - In informal groups, leaders spontaneously emerge from the group. In formally organized groups, the leader is appointed.
- Standards - Working groups use standards to influence the form of the group, the language used and work performance,
- Cohesion - High group cohesion along with large goals usually means high group performance,
- Intra-group conflict - there is a disagreement among members on plans, programs and labour standards.
- between group conflict - the reasons for this are limited resources, diversity of views and interests, insufficient or insufficiently clear communication. [15. CITATION L 1051]

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