

PLS 500 Managing Public and Nonprofit Organizations Leadership vs. Management Exercise

Purpose:

- To help you reflect seriously on the motivational and leadership attributes of a manager who is a good leader
- Allow you to share your views on leadership theory and practice with others and compare their thoughts with yours
- Provide an opportunity for you to get to know other participants views of leadership and learn about their work experiences

Individual Analysis: Working by yourself, complete the following two tasks:

1. Think back over various bosses you have worked with and identify the *best boss* you have ever worked for (you can keep the name secret if you wish) and make a list of the behavioral attributes, characteristics, and traits that describe that person. If you are having trouble, think of the worst boss you have had and identify the negative behavioral attributes, characteristics, and traits.
2. Think back to leaders who you have known or watched closely enough to observe their behavior. Identify a leader that you have most admired. Two factors should be used to identify this individual: (1) you personally admire the individual; and, (2) you know this individual or have watched them closely enough to observe them truly exercise “leadership” behaviors (you can keep the name secret if you wish). Make a list of the behavioral attributes, characteristics, and traits that describe that person. That is, the qualities that this person has that make you admire him/her. If you are having trouble, think of the worst leader you have ever had and identify the negative behavioral attributes, characteristics, and traits.

Group Exercise: You will be assigned to a group. As a group you should complete the following tasks and someone should be prepared to report your group’s results to the class.

- Compare your lists of the behavioral attributes, characteristics, and traits used to describe the best boss and most admired leaders.
- Have one person construct a master list for the attributes of your best boss and admired leaders and note where two or more people listed the same attributes. Which attributes were most frequently listed? Why do you think these qualities are important?
- As a group, try to reach agreement on what the difference between management and leadership is. Go through your master lists for both the best boss and admired leaders and note which characteristics are managerial characteristics and which ones are leadership qualities (put an M or L next to each to help you keep track)
- How many managerial characteristics appear on each list? How many leadership characteristics appear on each list?
- As a group, identify the five most important attributes of the best boss and most admired leader and whether each is a managerial characteristic or leadership quality and be prepared to report it out or write it on the board.