



## Characteristics of Leader and Manager\*

	LEADER	MANAGER
Essence	Change	Stability
Focus	Leading People	Managing Work
Relationships	Followers	Subordinates
Goals	Long-term	Short-term
Works to Achieve	Vision	Objectives
Approach	Sets direction	Plans Details
Decision Making	Facilitates	Makes Decisions
Power	Influence	Formal Authority
Appeal to	Heart	Head
Energy	Passion	Control
Culture	Shapes	Enacts
Dynamic	Proactive	Reactive
Persuasion	Sells	Tells
Style	Transformational	Transactional
Wants	Achievement	Results
Risk	Takes	Minimizes
Conflict	Uses	Avoids
Direction	New Roads	Existing Roads
Concern	What Is Right	Being Right
Values	People	Systems
Credit	Gives	Takes
* Adjusted from <a href="http://ChangingMinds.org">ChangingMinds.org</a>		