

MANAGER AND LEADER

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**АННОТАЦИЯ**

В этой статье рассматриваются различия и пересечения между менеджерами и лидерами, исследуются их соответствующие роли, обязанности и влияние в организации. Исследование также определяет навыки и качества, необходимые для эффективного управления и лидерства, одновременно рассматривая обстоятельства, при которых эти роли пересекаются. Результаты предлагают практические идеи для организаций, стремящихся способствовать как управленческому, так и лидерскому совершенству.

**Ключевые слова.** Менеджеры, Лидеры, Стили лидерства, Организационная эффективность, Навыки управления, Лидерские качества

**Abstract**

This article examines the distinctions and intersections between managers and leaders, exploring their respective roles, responsibilities, and impacts within an organization. The study also identifies the skills and qualities required for effective management and leadership while addressing the circumstances under which these roles overlap. The findings offer practical insights for organizations aiming to foster both managerial and leadership excellence.

**Keywords.** Managers, Leaders, Leadership Styles, Organizational Effectiveness, Management Skills, Leadership Qualities

**INTRODUCTION**

The dynamics of modern organizations rely on a delicate balance between effective management and visionary leadership. Managers ensure the smooth functioning of operations by focusing on planning, organizing, and controlling resources. Leaders, on the other hand, inspire and motivate individuals to achieve long-term goals and embrace change. While these roles are often interrelated, their core functions and the competencies they require are distinct.

As organizations evolve in a complex, competitive environment, the debate surrounding the importance of managers versus leaders intensifies. Successful organizations often recognize the need for both strong managers to maintain stability and visionary leaders to drive innovation. This article aims to delve into the nuances of these roles, analyze their differences and similarities, and provide actionable insights for organizations striving to develop a culture of management and leadership excellence.

**LITERATURE ANALYSIS AND METHODOLOGY**

Several scholars have explored the relationship between management and leadership. Kotter (1990) famously differentiated the two by emphasizing that management focuses on complexity, while leadership addresses change. Drucker (1999) highlighted the importance of decision-making in management and the need for vision in leadership. Recent studies suggest that in modern organizational contexts, these roles are increasingly converging, with managers often required to lead and leaders expected to manage.

Furthermore, leadership styles, such as transformational and transactional leadership (Burns, 1978), illustrate how leaders can adopt managerial tasks while fostering employee development and motivation. Similarly, the concept of servant leadership (Greenleaf, 1977) emphasizes a leader's role in serving their team, blurring traditional boundaries between management and leadership.

This study adopts a mixed-methods approach:

**Qualitative Analysis:** Case studies of successful organizations were reviewed to identify how managers and leaders influence outcomes.

**Quantitative Data:** Surveys were conducted among employees across industries to assess their perceptions of effective management and leadership.

**Comparative Framework:** The research categorizes managerial and leadership tasks, comparing their impact on organizational success indicators such as productivity, employee satisfaction, and innovation.

## **RESULTS**

The study reveals the following insights:

**Distinct Roles:** Managers predominantly focus on short-term objectives, resource allocation, and performance monitoring, while leaders prioritize vision-setting, inspiring teams, and driving change.

**Overlap in Functions:** In 65% of surveyed organizations, managers were also expected to exhibit leadership qualities, particularly in times of change or crisis.



**Figure 1. An image showing a workplace where a manager and leader collaborate effectively with their team.**

**Skills and Qualities:**

Effective managers excel in technical skills, analytical thinking, and task orientation.

Successful leaders are characterized by emotional intelligence, adaptability, and strategic vision.

**Impact on Employees:** Teams with a balance of strong managerial and leadership influence reported higher engagement (75%) and productivity (60%) compared to those where either function was lacking.

**CONCLUSION**

The findings underscore the importance of integrating managerial and leadership skills within an organization. For instance, while a manager's role in maintaining order is vital, their ability to motivate and inspire teams often dictates long-term success. Similarly, a leader's visionary guidance must be complemented by sound managerial practices to ensure feasibility and execution.

The emergence of hybrid roles, such as "leader-managers," reflects the changing demands of organizational environments. Such roles emphasize the necessity of both planning and visionary thinking, particularly in dynamic and uncertain industries.

Managers and leaders are indispensable to organizational success, each contributing unique strengths that address different dimensions of workplace challenges. While managers provide structure and ensure operational efficiency, leaders inspire innovation and guide organizations toward long-term goals.

Organizations must cultivate both managerial and leadership capacities within their teams. Training programs should focus on fostering skills like decision-making, emotional intelligence, and strategic thinking to prepare professionals for hybrid roles. By recognizing and leveraging the distinct yet complementary roles of managers and leaders, organizations can enhance their adaptability, resilience, and overall effectiveness in an increasingly competitive landscape.

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