



SUCCINCT CLARIFICATION OF AMBIGUITY ON THE MAIN LINK AND DIFFERENCES BETWEEN LEADERSHIP AND MANAGEMENT – FOCUS ON MCDONALD’S FAST FOOD

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Abstract

This paper clarifies ambiguity surrounding the keyrelationship and disparities between leadership and management and explores excerpts from McDonald’s Fast Food industry leadership and management applications. Desk research approach made up of journals, online publications and articles by McDonald’s Fast Food were used. We argue that the relationship between leadership and management is tin. Findings show that there is relationship between leadership and management. Findings also show the disparities between leadership and management an Fast Food that the disparities are evident in their approach to achieving the goals of the organization. It concludes that since leadership and management are conceived as Siamese twins - efforts should be intensified to coordinate both for successful achievement of the organizational goals.

Keywords: Leadership, Management, McDonald’s Fast Food

1. Introduction

In the past, and till today, a lot were discussed and amplified about leadership and management (Kotterman, 2006; Northhouse, 2007), in particular, their link and differences. The debate on the subject matter, however, led to attempts by people from different quarters to sort out the areas of their relationship and disparities which still seems very confusing and incomprehensible. Though, the key points of the arguments stem from the fact that some individuals see leadership and management as the same. For some people – they are synonymous, while some perceives them as out rightly not the same at all. Others view them as separate and inseparable that both depend on each other for achievement of organizational goals. Most analyses on leadership and management pay less attention to properly clarify the ambiguity on their relationship and disparities.

Against these backdrops, the objectives of this paperisto clarify the ambiguity surrounding the keyrelationship and disparities between leadership and management and to draw a point of reference from McDonald fast food industry’s leadership and management applications.The questions addressed in this paper are: what are the keyrelationship and disparities between leadership and management? The first aspect of the paper discusses the keyrelationship between



leadership and management. Then, followed by the disparities between leadership and management, we proceed to enumerate individual qualities required for the position of leadership and management, practical demonstration of leadership and management disparities in McDonald's fast food, and the doctrines of leadership that enhances values in McDonald's fast food.

2. Literature Review

Meaning of Leadership and Management

Bohori and Vorria (2008) highlighted that leadership is everything someone is doing in order to lead effectively. This was however, validated by Kotter (2001) posit that leaders lay direction, bring people together, encourage and inspire people. For Drucker– leader is someone who has followers.

Management on the other hand consist of series of action explored to accomplish organizational goals, a step that is utilised to achieve the objectives of the organization (Bohoris and Vorria, 2008). Managers therefore, are those given the management functions to perform, and it is generally believed that the set goals are achieved through the key functions of planning and budgeting, organizing and staffing, problem solving and controlling (Kotter, 2001).

Key relationship between Leadership and Management

Individuals, academicians and stakeholder have expressed numerous views on leadership and management. For example, Kotterman (2006) laments that in any working place or organization, the need for effective leadership and management is paramount for successful operations. He also averred that there should be a balance in the composition of organisation's leadership and management with focus on excellent managers and just few competent leaders. The ideas were also underpinned by Algahtani (2014) that leaders and managers are required together because they influence each other by exploring specific powers to achieve some set goals.

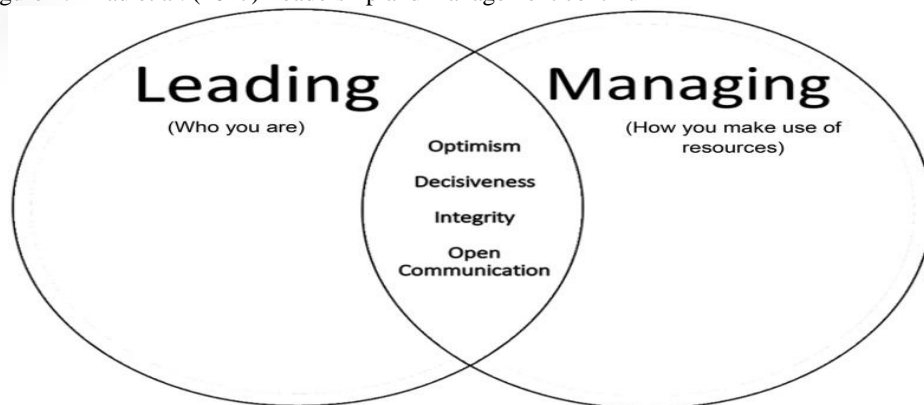
However, scholars such as Azad *et al.* (2017) provide some reasons that could make it very ridiculous for leadership and management to be separated in an organization. According to them, they share some qualities in common. They say "*the two processes are not effective without supporting each other*" (Azad *et al.*, 2017).

Further substantiation of the key relationship between leadership and management show they are:

First, seen as the same continuum of a single construct "*where the circle of leading is the reflection of who are you, and the circle of managing is how an individual explore the resources at his disposal*" showing an overlap in many key areas. They cited some instances of optimism, decisiveness, integrity, and open communication (Azad *et al.*, 2017). To them, it is time to neglect the initiative that leading and managing are apart and that this notion could encourage the development of individual alteration of reality and irresponsibility in those who view themselves as leaders, and it can even results to inaction and unhealthy forms of dependency in people who do not view themselves as leaders, but ordinary managers (Azad *et al.* 2017). The leadership and management continuum are reflected below:



Figure 1: Azad et al. (2017) Leadership and management continuum



Second- Azad *et al.* (2017) strongly support that leading and managing are identical and the same and that growing the skills of a leader and a manager are virtually the same way of growing people who can adapt to change and become a source of strategic advantage.

The Disparities between Leadership and Management

The disparities between leadership and management have brought about numerous views from various quarters. These are evident from the fact that leadership and management are perceived differently by different people which results to controversies. For example, some scholars enumerated that the disparities between leadership and management are strongly reflected (Northouse, 2007). Some view leadership and management as never synonymous (Bass, 2010) and with a point of disagreement (Yuki, 1989). While some people see them as opposite (Ricketts, 2009), and that it is callous to find a good leader as a good manager (Algahtani, 2014). Algahtani (2014) also stated that the key disparity between leadership and management is in the approach explored to achieve the goals of the organization. Just like managers exercise their control via formal power, leaders utilise their vision, and by inspiration, encouragement to bring people together as their followers (The Guardian, 2013).

Other critical literature on the disparities between leadership and management reveals that leadership and management are unidentical and overlap (Kotterman, 2006). He further amplifies that leadership and management profession are extremely not the same (Kotterman, 2006). This was underpinned by Zalesnik (1977) who argues that leadership and management play different roles in an organization. Also – Kartz (1955) in his view says leadership possessed ample ways of influencing relationship in an organisation, whereas, the authority relationship of management focused on just one direction. For Kotter (1987), leadership is more than the performance of day to day functions that helps to sustain change, while management is concerned with frequent performance of responsibility to cope with routine challenges. Kotter (1990) further provided the flavors as the disparities between leadership and management:

“Leadership differs from management not because people think. Leadership is not mystical and mysterious. Leadership doesn’t require special charisma or personality trait and is not



greater than management or can be substituted for management but rather, leadership and management are two distinctive and complimentary activities. They are significant for success in an increasingly complex and volatile business environment”.

Leader	Manager
Soul	Mind
Visionary	Rational
Passionate	Consultative
Creative	Persistent
Flexible	Problem-solving
Inspirational	Tough-minded
Innovative	Analytical
Courageous	Structured
Imaginative	Deliberate
Experimental	Authoritative
Independent	Stabilising

Process	Leadership	Management
Vision Establishment	<ul style="list-style-type: none"> • Sets direction and develop the vision • Develops strategic plans and achieve the vision • Displays very passionate attitude about the vision and goals 	<ul style="list-style-type: none"> • Plans and budgets • Develops process steps and sets timelines • Displays impersonal attitude about the vision and goals
Human Development and Networking	<ul style="list-style-type: none"> • Align organization • Communicate the vision, mission and direction • Influences creation of coalitions, teams and partnerships that understand and accept the vision • Displays driven, high emotion • Increases choices 	<ul style="list-style-type: none"> • Organizes and staffs • Maintains structure • Delegate responsibility • Delegates authority • Implements the vision • Establishes policy and procedures to implement vision • Displays low emotion • Limits employee choices
Vision Execution	<ul style="list-style-type: none"> • Motivates and inspires • Energizes employees to overcome barriers to hanger • Satisfies basic human needs • Takes high risk approach to problem solving 	<ul style="list-style-type: none"> • Controls processes • Identifies problems • Solves problems

Individual Qualities Required for the Positions of Leadership and management



Certo and Certo (2006) encapsulated the roles and functions of leaders and managers (qualities) as key disparities between leadership and management. The disparities were proved through demonstration of suggestions such as: first, *leadership is centred on people* and *management is centred more on tasks*. Second, *soul was explored for leaders* and *mind for managers* shown Figure 1; Certo and Certo (2006) characteristics of the emerging leader versus characteristics of the manager.

Practical demonstration of leadership and management disparities in McDonald's Fast Food Industry

Easterbrook utilized various approaches to achieve the goals of McDonald's (Algahtani, 2014). These were exhibited for example, where he used effective leadership style for leadership and smart management style (Doran, 1981) for management. For effective leadership style – Easterbrook influence and motivate McDonald's employees exploring McDonald's culture of generosity, and benefits of health care incentives, leave benefits, compensation of employees and some other associated benefits.

Doctrines of Leadership that Enhances values in McDonald's Fast Food

McDonald's five doctrines were the bases of its value and leadership behaviors commitments. The doctrines consist of: responsible leadership, inclusiveness, progressiveness and local integration (McDonald's/people, 2018). These doctrines, however, reflect its culture and describe the culture it embraced.

McDonald's Five People Doctrines

It is believed of McDonald's that their promise with stakeholders is greater than just some few words. Its employees are integral part of its stakeholders which they are committed to. However, it is pertinent to note that McDonald's doctrines indicate its values and describes the culture it imbibes (McDonald's, 2018).

Respect and Recognition

Employees of McDonald's were accorded due respect, valued and were fundamentally identified for hard work and perfect performance. McDonald's encourages fair playing ground in terms of customer's service; additional efforts put in by employees and also reward them abundantly.

Values and Leadership Behaviours

All actions by the McDonald's are targeted towards achieving the objectives of the organization. McDonald's explore open communication system, adopt the attitude of listening to comprehend the numerous opinions of stakeholders, coach them as well as tap from their experiences.

Bumper Remuneration and Peculiarities

The remuneration of McDonald's employees is at par with some reputable organisations or even higher. The remuneration not only patterns their basic pay but their entire emoluments such as benefits which are paid on recognition of hard work performance, extra efforts, service to customers and ability to work as a team.



Tapping Experiences, Development and Individual Elevation

Training, acquisition of new skills and improving on existing skills are fundamental paradigm in McDonald's. Employees in McDonald's receive work experience that teaches skills and values that last for lifetime.

Resources to Get the Job Done

The resources required to get the job done in any organization does not exclude McDonald's fast food. These are made up of money, men (human), and material resources. These resources are made available by McDonald's in all her restaurants which enhances its efficiency and effectiveness of her staff.

3. Methodology

We explored desk research approach for this paper. This simply means that the data for this research were gathered from the internet and available print or publications such as journals, magazines and online articles by McDonald's fast food. We explore document contents analysis to clarify ambiguity on relationship and disparities between leadership and management and also on application of leadership and management doctrines in McDonald's fast food.

4. Result

To clarify the ambiguity, we extrapolated our views and the views of some popular leadership and management scientists from the critical literature on the key arguments of the subject matter via the relationship between leadership and management, the disparities between leadership and management, and demonstration of leadership and management doctrines in McDonald's fast food.

First – the key relationship between leadership and management

Findings from the study debunked the argument that there is no relationship between leadership and management. Our findings show that relationship exist between leadership and management. Our relationship is perceived from the angle that a successful manager can easily become a leader by virtue of the requisite knowledge and experiences already acquired. This was clarified by Kotterman (2006) and Algahtani(2014) that relationship exist between leadership and management and they are required together for successful attainment of the organizational goals. This was also in line with the views by Azad *et al.* (2017) that leadership and management are the same, and therefore, identical and no attempt should be made to divide them as they both depends on each other.

Second –the disparities between leadership and management

Findings show mixed views in three perspectives. Northouse (2007), Yuki (1989), Ricketts (2009), Kotterman (2006), Zalesnik (1977), Kartz (1955) and Kotter (1987) debunked the assertion that leadership and management are identical and performs exactly the same roles and functions in an organization.

Similar views in support of the above are views by Certo and Certo (2006) that:

“the disparities between leadership and management are in their functions/roles where leadership is attuned to be characteristically people-centred/soul and management task-centred/mind”



For Kotter (1990) and Algahtani (2014): ‘‘the disparities between leadership and management are evident in the approaches explored to achieve organizational objectives and the complimentary roles they play to each other’’

Third –Demonstration of leadership and management doctrines in McDonald’s fast food

Findings show that McDonalds’Easterbrook explored effective leadership style. This means that Easterbrook had a vision for McDonald’s, gives clear direction to employees, encourages employees to do their jobs effectively, enhance team work, and he was able to effect serious changes after been able to identified and comprehend some obstacles and challenges facing McDonald’s.

For management – McDonald’s Easterbrook used smart management propounded by Doran (1981) to spot a specific area for improvement; quantify, or even suggest, an indicator of progress; reveals who will carry out the work, mention the expected feedback given available resources and precisely mention the time the feedback could be achieved.

5. Conclusion and Recommendation

This paper clarifies the controversies surrounding the relationship between leadership and management and in particular - excerpts from McDonald’s fast food industry. It is also pertinent to state that this paper contributes to clear the dust and air on long standing arguments pertaining the disparities between leadership and management. There were categorically reflected to be hidden in their approaches to achieving the goals of the organisation. McDonald’s Easterbrook’s demonstration of leadership and management capabilities and styles were extensively articulated in the paper.

However - evidences were also alluded that attaining success in an organization could be somewhat very ridiculous without fundamental relationship between leadership and management. Furthermore - Leaders and managers needs to work *paripassu* in order to meet the target of the organization. This assumption, however, in part, supported inseparability of leadership and management and therefore effective coordination of roles and functions are required from both if an organization must survive.

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