

THE MANAGER	THE LEADER
Administers.	Innovates.
Is a copy.	Is an original.
Maintains.	Develops.
Focuses on systems and structure.	Focuses on people.
Relies on control.	Inspires trust.
Has a short-range view.	Has a long-range perspective.
Asks how and when.	Asks what and why.
Has his or her eye always on the bottom line.	Has his or her eye on the horizon.
Imitates.	Originates.
Accepts the status quo.	Challenges the status quo.
Is the classic good soldier.	Is his or her own person.
Does things right.	Does the right thing.

FIGURE 6.2  
The difference between a manager and a leader.