

Session 3-1

Leadership vs. Management

- Are they different?

Leadership vs. Management

• Type of Role

✓ Administration

- Vision : Set a Goal

✓ Management

- Plan : Achieve the Goal

✓ Organization

- Device : Develop the system



Leadership vs. Management

- **Are they different?**

- **Management**

- **Planning and budgeting**
 - Step, timetables, resource
- **Organizing and Staffing**
- **Controlling and problem solving**
- **Produce a degree of predictability**

- **Leadership**

- **Establishing direction**
 - Developing a vision
- **Aligning people**
- **Motivating and inspiring**
- **Produce change**

Leadership vs. Management

- **Aptitude and Role**

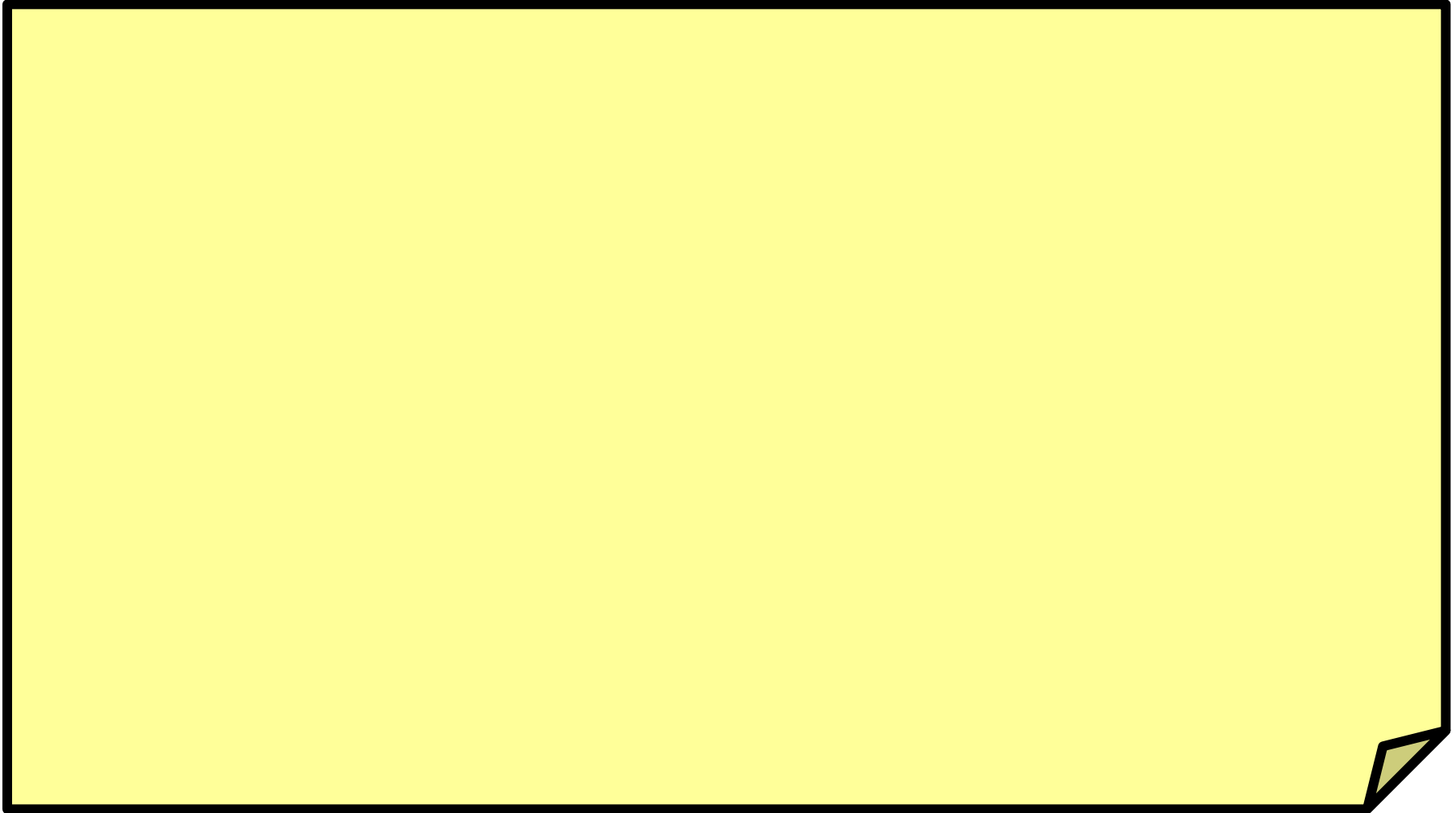
Aptitude Role	Leader	Manager	Engineer
Administration			
Management			
Organization			

Leadership vs. Management

- **What would one think of him/her?**

	Engineer	Manager	Leader
Engineer			
Manager			
Leader			

Session 3-1 Summary



Session 3-2

Manager vs. Engineer

Manager vs. Engineer

- Manager vs. Engineer – Attitude(1)

	The engineer seen by manager	The manager seen by engineer
Attitude	1. Only interested in new knowledge	1. Only interested in results
	2. Tends to extend the objective	2. Emphasizes the conditions only
	3. Specialist, like lawyers and doctors	3. Engineer is just another type of occupation

Manager vs. Engineer

- Manager vs. Engineer – Attitude(2)

	The engineer seen by manager	The manager seen by engineer
Attitude	4. Cannot achieve performance without rules or outside pressure	4. Creates rules and pressure
	5. Complains that the pay is small compared to work	5. Links every profit and achievement with the company

Manager vs. Engineer

- Manager vs. Engineer – Environment

	The engineer seen by manager	The manager seen by engineer
Environ- ment	1. Wants to do uncertain things because of personal/academic interests	1. Says performance needs environmental support, but in reality, they provide nothing
	2. Thinks things over and over	2. Requests immediate decision/action
	3. Takes pride in their knowledge and special skills	3. Takes pride not in themselves, but in the company's potential

Manager vs. Engineer

- Manager vs. Engineer – Environment

	The engineer seen by manager	The manager seen by engineer
Creativity	1. Thinks he is the professional in suggesting creative ideas	1. Wants creative answers to ALL problems within the company
	2. Ignores short-term factors, <i>always</i> bases decisions on solid grounds	2. Converts managerial skills, methods and objectives into money, does everything short-sightedly

Manager vs. Engineer

- Manager vs. Engineer – Environment

	The engineer seen by manager	The manager seen by engineer
Problem -Solving Abilities	1. Want to solve problems soundly, regardless of circumstances	1. Want things done NOW.
	2. Needs perfection	2. Needs profit
Decision Making	1. Decides not on the macro-level, but on technical stuff	1. Decides only on 5Ws and 1H

Manager vs. Engineer

- Manager vs. Engineer – Environment

	The engineer seen by manager	The manager seen by engineer
Objectives	1. Hinders the company's profit for the sake of personal and academic glory	1. Puts the company's objective in front, not considering individual purposes
	2. Is only satisfied after learning new technology and/or knowledge	2. Is only satisfied after productivity and/or profitability is improved

Manager vs. Engineer

- Manager vs. Engineer – Environment

	The engineer seen by manager	The manager seen by engineer
Obj.	3. Tends to avoid administrative roles and responsibilities	3. Regards administration as a means to personal achievement
	4. Always requests more supports to the MGT	4. Thinks differently about the meaning of <i>contribution</i>
	5. Thinks social contribution should also be recognized	5. Thinks that corporate activities eventually contribute to society
	6. Wants to be friends/co-workers with the MGT	6. Thinks they should convince the engineers

Session 3-2 Summary

