



Are You a LEADER or a MANAGER?

- ◇ **The manager administers; the leader innovates.**
- ◇ **The manager is a copy; the leader is an original.**
- ◇ **The manager maintains; the leader develops.**
- ◇ **The manager focuses on systems and structure; the leader focuses on people.**
- ◇ **The manager relies on control; the leader inspires trust.**
- ◇ **The manager has a short-range view; the leader has a long-range perspective.**
- ◇ **The manager asks how and when; the leader asks what and why.**
- ◇ **The manager has his eye always on the bottom line; the leader has his eye on the horizon.**
- ◇ **The manager imitates; the leader originates.**
- ◇ **The manager accepts the status quo; the leader challenges it.**
- ◇ **The manager is the classic good soldier; the leader is his own person.**
- ◇ **The manager does things right; the leader does the right thing.**

On Becoming a Leader, Warren Bennis, Inc.