Management and Leadership are not Equivalent
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Rost (1991) noted that people, including scholars, use the terms leadership and management as synonymous. However, he argued that leadership is the use of influence and management is the use of authority. The former is the voluntary acceptance of another's influence, and the latter is coercive compliance, which generally stems from fear of punishment and the promises of rewards. He also stated that managerial authority limited employees' range of free choice to their subordinate role.

Leadership, however, is not an easy subject to explain (DePree, 1987). DePree argued that it is the followers who validate outstanding leadership by achieving outstanding results. Moreover, he noted that leaders do not inflict pain; they bear it. Here we can use the example of Christ who bore the sins of mankind (1 Peter 2:24).

Leadership, therefore, is an influence relationship between leaders and followers to achieve real changes that reflect their mutual purpose; and management is an authority relationship between managers and subordinates who coordinate their subordinates' activities to achieve goals (Rust, 1991). Rust noted that the managerial relationship is unidirectional and top-down.

Often when the unidirectional and top-down relationship fails to achieve the organizational goals, managers blame the employees. Leaders, however, shield the employees from blame.

According to Burns (1978), leadership is inseparable from followers' needs and goals. Managers, however, tend to separate themselves from the needs and goals of their subordinates and some even treat them with disdain. Burns believed that there are two types of leadership: transactional and transformative. He noted that the former is an exchange of valuables, and the latter is when the leaders and followers raise one another to higher levels of motivation and morality. However, transactional leadership is a misnomer, because it is not leadership but management.

Greenleaf (1977) introduced to learners the concept of Servant Leadership. He claimed that the servant-leader is a servant first, a leader who wants to serve her constituents/employees, which is sharply different from one who is a manager first and views constituents as servants.

In Matthew 20: 25-28, we read:

> "25 But Jesus called them (the disciples) aside and said, "You know that the rulers of the Gentiles lord it over them, and their superiors exercise authority over them. 26 It shall not be this way among you. Instead, whoever wants to become great among you must be your servant, 27 and whoever wants to be first among you must be your slave— 28 **just as the Son of Man did not come to be served, but to serve, and to give His life as a ransom for many."**

So, Jesus is the embodiment of servant leadership, He leads by serving. Unfortunately, managers often are not servant leaders and seldom understand how to communicate and empathize with employees; rather, they are authoritarian and hierarchical. Such behavior tends to inhibit two-way communication.

According to Goldhaber (1993), organizational communication is "the lifeblood of the organization," "the glue that binds the organization," "the oil that smooths the organization's functions," and so on. He noted that research findings documented a correlation between an effective communication system and high organizational performance.

Unfortunately, many managers do not understand the communication process; they perceive it as unidirectional and even manipulative.

However, communication is a dual process between the sender and the receiver of the message, as depicted in Figure 1 below. Nonetheless, many managers see communication as a one-way process, a command given without any need for employee feedback.
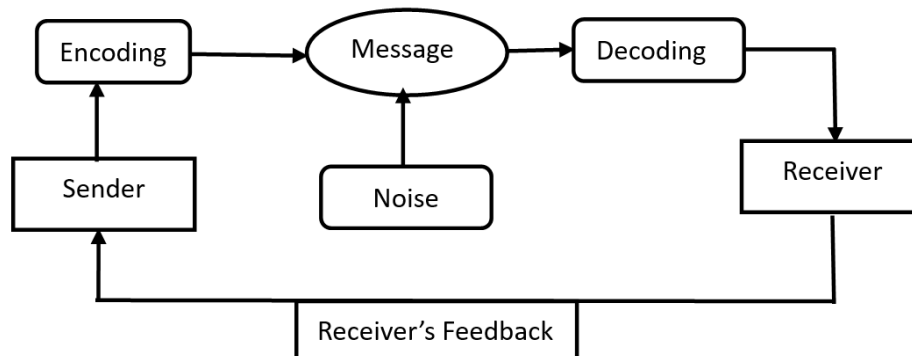

Figure 1 – Two-Way Communication Diagram

Feedback is paramount in the communication process. It is the receiver's response to the understanding of the sender's message. Thus, the sender must wait for the receiver's response to validate the accuracy of the receiver's understanding of the message before responding.

However, some message senders do not wait for any response and others just continue to ramble on without receiving the receiver's response. Nevertheless, feedback is the medium that validates the message, it is the determinant of the successful conveyance of the message. Without verbal feedback, the sender will not know if the receiver understood the message or the attitude of the receiver.

Ironically, though, the receivers of managerial messages often provide nonverbal feedback that can only be observed through face-to-face communication. Verbal communication is anything that uses written or spoken words and nonverbal communication is unspoken messages (Goldhaber, 1993).

Thus, some have argued that a large percentage of communication is nonverbal, between 80 and 90 percent based on two research studies by Mehrabian and Wiener, 1967 and Mehrabian and Ferris, 1967 (Thompson, 2011). Other researchers argued that the 80 to 90 percent is a myth (Novak, 2020).

Pandey (2022) argued that "Effective leadership is measured by the time a team takes to complete a task without any friction, and good communication skills play an important role in that." He also noted that a leader must be an active listener to become an effective communicator and must know when to stop talking and listen to the team members. Moreover, he noted that empathy is a top leadership skill to successfully execute several business functions.

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