A Boss, a Manager and a Leader

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***Abstract*: Within the realm of business, the designations of a boss, a manager, and a leader are sometimes employed interchangeably, however each possess unique attributes and obligations. A boss is an individual who occupies a position of power and is largely dedicated to issuing directives and guaranteeing the completion of tasks. Conversely, a manager has the duty of supervising a team or department, organizing resources, and attaining organizational objectives. Nevertheless, a leader surpasses these responsibilities by instilling inspiration and motivation in others to achieve their furthest capabilities, nurturing creativity, and directing the team towards triumph. Although all three positions are important in an organization's structure, it is the leader who has the power to initiate change and establish a favourable work atmosphere.**

***Keywords*: Boss, Manager, Leader.**

1. Introduction

Mere possession of a position of authority does not guarantee proficiency in one's work.

In order to effectively elevate the performance of your subordinates, it is imperative that you embody the qualities of a dedicated leader who motivates and encourages each individual to strive for excellence. Mere supervision as a boss or manager will not successfully accomplish the task.

Considering this, let us examine the distinctions among several types of authority figures—the boss, the manager, and the leader—as we assess them in terms of their relative quality, from least favourable to most favourable.

Among the three individuals, the boss is the most probable instigator of a detrimental work atmosphere. This category is specifically designated for individuals who exhibit narcissistic tendencies and engage in bullying behaviour.

A. The Boss

Bosses are highly intelligent individuals who have demonstrated exceptional abilities, which is why they were appointed to their positions initially. They either reject the opportunity to acquire or have not received instruction in the fundamental abilities required to exhibit Tactical Empathy™, which entails consciously displaying comprehension of their colleagues' viewpoint.

They function in this manner due to the excessive pride generated by their egos. Bosses hold the belief that they are, or should be, incapable of making mistakes. These individuals are the ones who consider authority and power to be equivalent. They engage in various activities not out of obligation, but only

due to their ability to do so. These individuals are characterized by their inflexible and uncompromising attitudes.

Frequently, they display a lack of sensitivity towards the influence their words and actions have on those they are responsible for. Keep in mind: Individuals do not depart from their organizations due to their strong dislike for their occupations. They go due of their dissatisfaction with their superiors.

The advantage of having this type of leader is that they possess a greater proficiency in assertive and straightforward communication, which is a valuable talent in certain situations. During a situation where the adversary has breached the perimeter and is distributing the remaining ammo, it is necessary to engage in concise and straightforward communication. The issue lies in the bosses' lack of knowledge regarding how to deactivate it.

B. The Manager

This particular type of authority figure is mostly focused on managing tasks. Their primary focus is on environmental management, with less concern or utility in fostering connections with their constituents. Regrettably, the absence of a willingness to establish connections poses a difficulty for their teams.

Managers prioritize the mission to such an extent that anything that disrupts the status quo is seen as a nuisance. The need to address the unstable situation on the boat is an additional distraction that diverts their focus from advancing the organization. Managers make a deliberate effort to avoid engaging in challenging discussions. Additionally, they exert considerable effort to evade decision-making, as they are apprehensive about being viewed as making erroneous choices.

The manager is conflicted between their self-identity and the way they are regarded by others. They are engaged in a perpetual internal struggle to validate their worth, sometimes resulting in an authoritarian approach to management. Managers do not engage in such behaviour with ill intent. They prioritize their public perception and take all necessary measures to safeguard it.

Managers often prefer to perform tasks personally rather than delegate them because they believe they possess superior knowledge and skills, ensuring that the tasks will be executed correctly. In essence, numerous managers exhibit micromanagement tendencies. Instead of overseeing the management of the muck, they actively engage in the labour,

disregarding their role as supervisors. Regrettably, the act of micromanagement undermines employee autonomy, leading individuals to develop resentment towards their bosses.

Managers possess a real desire to be well-liked, and this is evident in the manner in which they convey their messages. Ultimately, self-image is the crux of the matter. Avoidance of challenging discussions and seldom emergence of novel concepts are common.

C. The Leader

Every individual in a position of power should endeavour to embody the qualities of a leader. This is the one who effectively manages the organization's requirements while also considering the individual employee's demands. Leaders acknowledge that their role extends beyond themselves, and they employ Tactical Empathy to establish a profound connection with their team. Indeed, the most successful organizations are led by extraordinary individuals that employ Tactical Empathy on a daily basis to optimize the performance of their workforce.

Leaders possess the ability to effectively manage and control their ego and authority. They are aware of the significance of doing so. Unchecked ego and authority can have a negative impact on their decision-making, behaviour, and the people they lead. Leaders have a higher level of proactivity, strategic thinking, and intuition. Additionally, due to their adoption of a carer attitude and the cultivation of an inclusive and enjoyable team atmosphere, they find it significantly easier to manage challenging talks.

Acknowledge that your words and actions have an impact on individuals in your vicinity. By recognizing that every word and action have significance for the recipient, one can enhance morale, facilitate employee engagement, and foster better collaboration.

Leaders possess the understanding that they have a subordinate position. Their priority lies with their people, placing the organization in a secondary position. It revolves about prioritizing your personnel. When your employees perceive that you comprehend their conditions and empathise with their experiences, they will consistently support and defend you. It is truly that straightforward.

To become a leader, one must continuously pursue information. According to Harry Truman, leaders possess the habit of reading. A leader who ceases to acquire new knowledge is destined to experience failure. (Gaunt, 2020)

D. Importance of Effective Leadership

Exhibiting effective leadership skills is not a universal ability. It is challenging. Every proficient leader must possess and strive towards their objectives and vision. Effective leaders have a crucial role in enhancing production and boosting morale within an organization. What are the key attributes of an effective leader? Several attributes and attitudes are commonly shared among many effective leaders. Here are a few examples.

Effective leadership entails avoiding the reckless use of time. This incorporates the duration required for decision-making. Frequently, a significant amount of time is spent during the decision-making process, resulting in the loss of several chances. Production occasionally ceases completely. Effective leaders prioritize making well-informed decisions while remaining conscious of the time constraints. Once a choice is reached, they demonstrate unwavering commitment and follow through to completion. They acknowledge that procrastinating crucial decisions can have substantial implications for an organization's productivity and growth.

Essentially, effective leadership also entails setting a good example. It is difficult to hold someone in high regard when they request punctuality from others or strive for a specific objective, then fail to demonstrate punctuality or provide their fair amount of effort. Frequently, effective leaders establish high standards and successfully achieve them, rather than merely condescending to others. A leader who actively engages in hands-on work on occasion will cultivate a sense of loyalty among their subordinates, leading to the accomplishment of goals that above typical expectations.

Competent leaders have the ability to effectively resolve problems. Alternatively, they refrain from fixating on issues and instead prioritize efforts towards finding a resolution. While they may not possess the answers at all times, they are consistently committed to seeking and obtaining answers. They exhibit resilience by refraining from complaining and instead maintain a forward-thinking mindset, consistently prioritizing the goals they established initially and maintaining a broad perspective. With this objective in mind, they give priority and establish the tasks that require immediate attention.

Effective leadership demands having a strong conviction in one's actions and beliefs. Effective leaders never utter phrases such as "it's merely a job" or "I simply work here." They possess a genuine concern for their work, the organization, and the individuals they lead and collaborate with.

Humility is the quality that enables exceptional leaders to possess an open-minded attitude and a willingness to attentively listen to others, even accepting constructive criticism. They prioritize their goals and execute their business vision without allowing pride to hinder their progress. Furthermore, they demonstrate a willingness to assume accountability for their actions and refrain from attributing blame to their colleagues when circumstances become unfavourable. Effective leaders demonstrate humility by acknowledging and attributing the success of a good idea to a team member or colleague. They acknowledge that success is achieved via collaborative efforts and hold high regard for the contributions and efforts of others.

Exceptional leaders facilitate the personal and professional development of individuals. They readily disseminate their knowledge and actively seek out learning opportunities for their colleagues or subordinates. They establish and cultivate the team, promoting robust ties, rapport, and cooperation among its members. They possess knowledge of the most vulnerable aspect and strive to enhance that particular vulnerability.

Strong communication is a crucial component of effective leadership. Effective communication involves more than simply expressing desires or intentions. The key lies in actively listening and genuinely evaluating the input provided by other team members. Effective communication facilitates efficient information sharing and enhances collaborative skills when

necessary.

Unique leaders are genuine visionaries, unafraid to venture beyond their familiar territories. They exhibit a willingness to undertake risks and experiment with novel endeavours. Their primary focus is on ensuring the ongoing expansion and advancement of the organization, rather than simply being content and stagnant in a comfortable and unchallenging routine. They demonstrate a willingness to confront obstacles as they arise in order to achieve their objectives and fulfil their vision. A competent leader is someone who can demonstrate their abilities and skills in order to effectively lead a team towards a shared objective.

Ultimately, effective leaders consistently uphold the trust bestowed upon them, whether it is from superiors in the hierarchy or from colleagues and subordinates. Their trustworthiness enhances their approachability, fostering an environment where people feel at ease to share honest thoughts and suggestions, eventually contributing to the organization's progress. It is vital for any organization to strive to facilitate efficient leadership. Organizations should possess a willingness to embrace alternative approaches and remain aware of the dynamic nature of the market and the shifting preferences of customers. Effective leaders require a strong support network to operate proficiently and optimize their capabilities. (Daniele Charão, 2022)

2. Characteristics of a Boss

The following are the distinct elements that identify a boss:
- A boss will impart knowledge and guidance on the tasks to be performed.
- A boss is a somebody who possesses a high level of expertise in a specific subject area.
- Bosses rely on your high performance for their success.
- They prioritize the exercise of power and dominance.
- They have a narrow emphasis on staff development and engagement.
- A boss is responsible for holding you accountable.
- Bosses gauge their success based on their rank or position within the business's hierarchical structure.
- A boss relies on their positional strength to exert influence.
- A boss prioritizes immediate tasks and resolves urgent issues on a daily basis.
- A boss ranks decision-making based on the competition.
- Bosses are stirred by fear and respond to situations.
- A boss always desires to maintain their position of authority over you.
- A boss derives satisfaction from receiving recognition for their exceptional performance.
- Bosses strategically cultivate a sense of uncertainty or apprehension in order to elicit compliance and obtain desired information. At a minimum, they train you to refrain from expressing ideas or opinions that they do not wish to hear. Bosses often forgo the necessity for

a conflict management approach, assuming that their subordinates will simply conform to their own viewpoints. (Fannin, 2016)

3. Characteristics of a Manager

The following traits define a manger:
- Their primary concentration lies in strategizing, arranging, and synchronizing tasks.
- Their emphasis on staff development and engagement is moderate.
- Managers frequently experience frustration when faced with questions because their instinct is to prioritize quick task completion rather than considering the broader aspects of the project.
- Managers have the ability to perceive a piece of data in its raw form, without requiring further context to construct a comprehensive understanding of it.
- They are more concerned with how much and how quickly they can accomplish things given the resources.
- Managers possess a vast array of books, tools, and abilities that they depend on to navigate life and make significant decisions.
- Managers are fully committed to the efficient completion of tasks.
- Managers prioritize the production output, its quantity, and frequency.
- Managers tend to perceive people as a tool or a mechanism to achieve efficient progress towards current objectives, which can ultimately contribute to larger goals.
- Managers perceive their environment through the lens of tangible actions that yield precise outcomes.
- Managers prioritize tasks over the individuals carrying them out, as their main focus is on maximizing efficiency.
- A manager's vision typically exhibits a more limited and focused scope, as opposed to being vast and extensive. (Naik, 2019)

4. Characteristics of a Leader

The following points distinguishes who a leader is:
- A leader possesses strong social skills, is approachable, and can establish a sense of connection with others.
- A leader is trustworthy.
- A leader demonstrates empathy and have the ability to commiserate with the others under their guidance.
- A leader possesses emotional resilience.
- Leaders possess the ability to consider other viewpoints, engage in systems thinking, engage in profound thinking, and are filled with imagination and a willingness to explore new possibilities.
- A leader has the ability to articulate their objectives in a manner that is comprehensible to others.

- A leader demonstrates unwavering honesty in all their interactions with their subordinates, fostering a sense of trust within the teams they oversee.
- A leader possesses self-awareness and utilizes it to effectively influence those around them.
- A leader is a proactive and involved contributor in the ongoing tasks, and this leader is unafraid to immerse themselves in the day-to-day operations.
- Leaders understand and embrace the power of laughter through appropriate and timely humor, which can help lessen stress and improve overall morale.
- Leaders possess a profound passion for their work, which they are skilled at transmitting to their followers.
- Leaders lead a dignified life in all their actions and responses.
- Leaders know the significance of accountability and they take responsibility for their own achievements, not only those of their teams.
- Leaders possess robust ethical principles and employ them as a guiding force in their own decision-making process. (Nathanson, 2021)

5. The Impact on the Work Place

It would be interesting to know the impact of the boss, the manager and the leader on the workplace. Emphasis will be placed on employee morale, productivity, team cohesion, efficiency and innovation.

A. Effects of a Boss on Employee Morale and Productivity

The behaviour and leadership style of bosses have a substantial influence on employee happiness, since they can either cultivate a favourable work atmosphere or impede employee pleasure. Establishing trust is the fundamental basis for fostering strong connections between employers and employees. Establishing trust between employers and employees fosters a feeling of security and transparency, facilitating efficient communication and collaboration. Trust fosters a sense of support and appreciation among employees, resulting in heightened job satisfaction. Promoting self-governance is another crucial element in cultivating employee satisfaction. By fostering a sense of responsibility and empowering employees with enough skills and resources, employers can augment sentiments of self-efficacy and job contentment. Granting employees autonomy and enabling them to actively contribute to the organization enhances their morale and overall job satisfaction. (Emily, 2023)

B. Effects of a Manager on Team Cohesion and Efficiency

Effective managers adapt their management style and strategy to optimize team performance based on the specific circumstances they encounter. Incompetent managers sometimes prioritize their personal preferences and interests over the well-being of the team or the demands of the scenario.

A managerial strategy characterized by control and direction involves instructing personnel on their assigned tasks through the provision of comprehensive plans and explanations. The personnel are not required to engage in critical thinking or provide input; they are simply expected to follow instructions. This approach may be particularly effective during times of emergency or when dealing with inexperienced personnel who are performing jobs for the first time.

Managers often employ micromanagement or directive tactics for many reasons, such as insecurity, lack of confidence, limited alternatives, or insufficient training. Instructing the manager on various management styles and their appropriate applications enables the manager to make informed decisions, resulting in significant cost savings and the prevention of missed opportunities for the organization.

To effectively oversee employees who are eager to apply their abilities, engage in critical thinking, make meaningful contributions, and expand their knowledge, prioritize establishing explicit guidance and fostering an appropriate setting conducive to accomplishing these objectives. Offer extensive assistance, constructive criticism, and guidance. Encourage team members to engage in problem-solving rather than simply completing tasks. Strive to establish transparent communication, practicality, and collaboration. (Coles, 2022)

C. Effects of a Leader on Employee Satisfaction and Innovation

The leadership styles have a substantial impact on an employee's everyday happiness with their work in an organization. The manner in which leaders engage, provide information, and reach conclusions can either cultivate a favourable and efficient work milieu or generate a detrimental ambiance that obstructs professional advancement and achievement. (Saied, 2023)

The conventional leadership style has undergone transformation over time. Transformational leadership is an innovative approach aimed at enhancing creativity and inspiring followers to attain objectives. Transformational leadership has the ability to enhance follower performance and job satisfaction by promoting innovative behaviour, which in turn leads to increased productivity. Moreover, the competence of employees can significantly enhance production when they actively cooperate with the organization to execute a comprehensive strategy. In order to achieve organizational success, employees typically rely on their leaders. Therefore, leaders must utilize a strategic plan to effectively influence employee behaviour.

In 1978, Burns introduced the transformational leadership theory as an optimal approach for enhancing leaders' skills and generating innovative ideas to effectively compete with rivals. Leaders must strategically devise plans to inspire and incentivize staff, since they consistently seek guidance from effective leadership in order to generate innovative ideas. This results in employee happiness and favourable outcomes for organizations, regardless of their performance level. The behaviour of employees can be influenced by their level of pleasure within the organization. Therefore, a competent leader can assist their followers in enhancing their performance by providing encouragement and support.

Leaders must assist their followers in lowering their stress

levels while also fulfilling their obligations. Transformational leadership is an innovative approach that assists conventional leaders in enhancing their abilities and effectively overseeing their subordinates. Moreover, it is imperative for leaders to actively collaborate with employees in order to foster the creation of novel ideas, thus enhancing the advantages for the organisation. In order to enhance the performance of employees, leaders must devise a strategic plan. Given the circumstances, astute leaders will choose for a transformational leadership style. (Nguon, 2022)

6. Developing Leadership Skills

Proficiency in leadership is essential for any thriving organization. The leader's proper attitude generates the necessary energy to propel the business towards its aims and objectives. The opposite holds true for leaders who fail to display the requisite level of vitality in the workplace.

A. The Importance of Self-Awareness and Emotional Intelligence

Emotional intelligence continues to be a crucial factor in the growth of business executives. Emotional self-awareness refers to the capacity to comprehend one's own emotions and their impact on one's performance. You possess a clear understanding of your emotions and their underlying causes, as well as their impact on your actions and goals. You perceive the perception of others towards you and consequently adjust your self-perception to correspond with a broader objective reality. Your ability to accurately assess your talents and limitations allows you to possess a genuine feeling of self-confidence. Additionally, it provides you with a clear understanding of your beliefs and a strong sense of purpose, enabling you to make more resolute decisions when determining a course of action. As a leader, you have the ability to be forthright and genuine, expressing your vision with confidence.

Emotional Self-Awareness is not a one-time achievement, but rather an ongoing process. Indeed, each moment is a chance to either possess self-awareness or lack it. Being self-aware requires ongoing effort and a deliberate decision. The positive aspect is that with increased practice, the task gets less challenging. (Goleman, 2021)

B. Strategies for Improving Communication and Relationship Building

A communication model typically comprises of a sender, a receiver, and a message (either verbal or nonverbal) that is encoded by the sender and decoded by the recipient. Additionally, it encompasses feedback, which refers to the recipient's reaction to the message, and noise, which encompasses any factor that can interfere with the communication process.

Encoding involves the process by which the sender converts their thoughts into messages that may be effectively communicated. The recipient comprehends and assigns meaning to the information they receive, encompassing both the spoken and unspoken components of the communication. While the concept may appear uncomplicated, it is important to acknowledge that a multitude of events occur during the process, and no message is deciphered without any influence or prejudice. The process of deciphering a message is always subjective and does not necessarily reflect the objective reality. Each individual possesses unique filters and explanatory methods that shape their perception of the universe. The process of communication is further complicated by the fact that the sender's message rarely consists just of factual information.

Friedemann Schulz von Thun (1981) introduces the Four-Sides model of communication, which highlights that each message comprises four distinct aspects:

Fact: The information I provide consists of data, facts, and statements.

Self-disclosure: The information that the sender reveals about themselves.

Analysis: My perception of our relationship and how we interact with one other.

Appeal: My intention is to persuade you to do a specific action (an effort to influence the recipient).

The four facets are never given equal prominence, and the focus might be interpreted and understood in several ways. To effectively engage in healthy communication, it is crucial to have awareness of the four facets. Therefore, when you encounter doubt, refer back to the initial statement and contemplate the four aspects. What other possible interpretations may you have derived from the message? Direct your attention to the concrete details presented in the message and employ inquiries to ascertain your comprehension of the intended communication from the other individual. (Ohlin, 2019)

C. Continuous Learning and Growth as a Leader

Leadership is a fluid and developing process that flourishes via ongoing education. In today's rapidly evolving world, leaders who dedicate themselves to continuous learning are more adept at leading with effectiveness, motivating their colleagues, and achieving organizational triumph. Continuous learning is not merely an option, but a need for leaders who aspire to create a long-lasting influence in their organizations and communities.

Leadership entails the delicate equilibrium between upholding tradition and fostering innovation. Continuous learning enables leaders to uphold fundamental beliefs and principles while embracing novel concepts and technologies. The maintenance of this delicate equilibrium is essential for the long-term viability and expansion.

Strategies for Adopting Ongoing Learning as a Leader:

1. Establish Personal Learning Objectives: Clearly articulate the knowledge and accomplishments you aim to acquire throughout your leadership endeavour. These objectives will direct your ongoing endeavours to acquire knowledge.
2. Broaden Your Sources: Engage with a diverse range of educational resources, such as literature, audio broadcasts, internet-based classes, interactive sessions, and guidance initiatives.
3. Establish a structured regimen for learning: Allocate a

specific amount of time on a daily or weekly basis for the purpose of acquiring knowledge. Consistency is crucial for obtaining the advantages of ongoing education.

4. Solicit input: Foster an environment that promotes candid input from colleagues, mentors, and team members. Constructive criticism is an invaluable means of acquiring knowledge.

5. Establish connections and cooperate: Interact with colleagues and authorities in your area of expertise. Engaging in networking can provide you with opportunities to encounter novel concepts and diverse viewpoints.

6. Record and document your learning progress by maintaining a journal or digital log. Utilizing this tool enables you to monitor your advancement and contemplate upon your development.

7. Act as a mentor: By imparting your expertise and experience to others, you not only assist others but also strengthen your own learning. (Continuous Learning: The Lifelong Journey of Leadership Skills, 2023)

7. Conclusion

A boss's main role is to provide guidance and exercise authority over employees, while a manager assumes the job of arranging and harmonizing tasks within a team. However, a leader surpasses these responsibilities by encouraging and motivating individuals to reach their maximum capabilities. The influence of each role on a team's performance and overall success is substantial. An employer has the ability to instill fear or enforce conformity among their staff, resulting in restricted levels of innovation and production. On the other hand, a manager who efficiently assigns duties and offers assistance can improve collaboration and productivity. Nevertheless, it is the existence of an authentic leader that genuinely revolutionizes a team, as they enable individuals, promote creativity, and nurture a favourable work environment that eventually propels outstanding performance and total achievement.

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