

Leadership and management practice: The more things change the more they stay the same.

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One of the key issues in business literature over the years has been the debate as to whether leadership and management are different constructs and practices or are relatively the same. Many key researchers and writers specialising in the study and development of theory and practice have argued the case for difference (Zelevnik, 1977; Bennis & Nanus, 1985; Kotter, 1990; Hickman; Rost, 1991) whilst others have argued that the two are fundamentally the same (Drucker, 1988; Gardner, 1990). For yet for more recent writers and researchers, the issue is not so much black or white but more grey, the grey of complementarity or symbiosis (Yukl, 1989; Yukl & Lepsinger, 2005;)

This paper seeks to review salient past literature on the themes of leadership and management considering difference and similarity of the concepts. It also considers more recent takes on the concepts and practice of leadership and management in the 21st century business context. To aid this analysis the authors have looked at primary research on leadership and management practice undertaken by in depth interviews with 20 mid level Australian managers. The paper will present insights from this research to compare with both historic and contemporary views of leadership and management constructs

Field of Research: Leadership, Management, Organization Behaviour, Executive Education, Learning.

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