



## Stanford eCorner

### The Difference Between Management and Leadership

Carly Fiorina, *Former CEO, HP*

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Video URL: <http://ecorner.stanford.edu/videos/1718/The-Difference-Between-Management-and-Leadership>

Fiorina provides an insightful distinction between leadership and management. She describes leadership as changing the order of things and management as the production of acceptable results within known constraints and conditions.



#### Transcript

And there is a difference between management and leadership. Management is the production of acceptable results within known constraints and conditions; very important. But management is not leadership. Leadership is all about changing the order of things.... But Machiavelli said something very interesting about change. Machiavelli said, "There is nothing so difficult or so dangerous as to undertake to change the order of things." And that is true. It is difficult, and it is sometimes dangerous, because people resist and people are afraid. And that is why only leaders can drive change.