

The Strategic Advantage of the Refund Policy

A refund policy is usually treated as a customer service detail. Many founders see it as a defensive promise: something written in fine print to reduce buyer anxiety or handle complaints. But when designed correctly, a refund policy can become a strategic sales advantage. It can increase trust, speed up decisions, improve qualification, and even protect the company from bad-fit customers.

Limesh Parekh's view on refunds is simple and powerful: if the product does not work for the customer, the customer's money should not work for the company. That philosophy is not just generosity. It is a business discipline. It forces the company to sell honestly, onboard seriously, and focus on long-term customer success rather than short-term revenue.

For SaaS and service businesses, this mindset can change the way sales teams think about closing deals.

Why Refund Policies Build Trust Faster

Every customer carries risk when buying a product, especially in B2B. They wonder whether the software will work, whether their team will use it, whether support will be available, and whether the vendor will disappear after payment. This fear slows down decisions.

A clear refund policy reduces that fear. It tells the buyer that the company is confident enough to share the risk. Instead of saying, "Trust us because we are selling this," the company says, "Trust us because we are willing to stand behind the outcome."

That matters in SMB markets where relationships, reputation, and practical results often matter more than brand glamour. A refund promise can help a smaller company compete against larger names because it makes the buying decision feel safer.

Refunds Force Better Sales Qualification

The most underrated benefit of a refund policy is internal discipline. When the company knows it may have to return money if the product does not work, the sales team becomes more careful about whom it sells to.

This is exactly why the policy is strategic. It discourages forced selling. It pushes the team to ask better qualification questions:

Does the customer have a real problem?

Is the product a genuine fit?

Will the customer invest time in onboarding?

Does the customer's team have the discipline to use the solution?

Are expectations realistic?

Is the buyer committed or only looking for the cheapest option?

A weak-fit customer may bring revenue today but create support pressure, poor adoption, complaints, and churn tomorrow. A refund policy makes that risk visible before closure.

Why Bad-Fit Customers Increase CAC

Customer acquisition cost is not only the money spent to acquire a customer. It also includes the sales time, demos, follow-ups, onboarding effort, and support attention required to make that customer successful. If a bad-fit customer churns

quickly, all of that effort is wasted.

Worse, unhappy customers can damage referrals and team morale. Sales may celebrate the closure, but implementation and support teams inherit the friction. The company pays the hidden cost of a poor sale.

A refund policy can reduce this damage by changing the sales team's incentives. If a customer is likely to fail, the best decision may be not to close the deal. That may feel painful in the short term, but it protects retention, reputation, and service quality.

The Refund Policy as a Sales Filter

A good refund policy acts like a filter. Serious customers appreciate the assurance but still focus on value, implementation, and outcomes. Weak-fit customers may reveal themselves through their questions and behavior.

For example, if a prospect negotiates aggressively on price but shows little interest in training, adoption, features, or process change, that is a warning sign. They may be buying the idea of transformation without committing to the work required. In SaaS, that often leads to churn.

The refund policy gives the sales team permission to step back and ask: Are we confident this customer will succeed? If the answer is no, the deal is not as attractive as it looks.

Confidence Is Stronger Than Pressure

Traditional sales pressure tries to push the customer into buying quickly. A refund-backed sales approach does the opposite. It removes fear and creates confidence.

This is important because customers can sense desperation.

When a salesperson forces urgency, overpromises, or avoids discussing fit, buyers become defensive. When a company confidently says that it only wants money if the product works, the conversation becomes more honest.

That honesty can shorten the sales cycle. Customers do not need to spend as much energy protecting themselves from the vendor. They can focus on whether the solution is right.

Refunds Can Create Referrals

One of the strongest examples from Limesh's experience is refunding a large fee when a customer's team was not using the CRM properly. Instead of damaging the relationship, the refund created trust and led to multiple referrals.

This lesson is important. A refund does not always mean failure. Sometimes it proves integrity. A customer who receives fair treatment may not be the right user today, but they can still become an advocate. They may remember that the company acted responsibly when it had the chance to keep the money.

In relationship-driven markets, that reputation has long-term value.

How to Design a Strategic Refund Policy

A strong refund policy should be clear, fair, and connected to implementation responsibilities. It should not become an invitation for casual misuse, but it should genuinely protect customers.

Founders should define:

What outcomes or usage conditions are covered?

What onboarding steps must the customer complete?

What time window applies?

What documentation or review process is required?

Who approves refunds?

How will feedback from refunds improve sales qualification?

The policy should also be explained during sales, not hidden after purchase. If the refund promise is part of the trust-building process, customers should understand it before they buy.

What Refund Policies Teach the Company

Every refund is data. It can reveal poor qualification, unclear expectations, weak onboarding, missing features, or customer segments that are not a good fit. Instead of treating refunds only as losses, founders should review them as learning opportunities.

Ask:

Why did the customer fail?

Could we have identified the risk earlier?

Did sales overpromise?

Did onboarding underdeliver?

Was the customer uncommitted?

Should we change our ICP or qualification criteria?

This converts refund pain into strategic improvement.

The Bottom Line

A refund policy is not just a customer-friendly promise. It is a sales strategy, qualification tool, and trust-building mechanism. It reduces buyer fear, forces honest selling, protects retention, and helps the company learn which customers it should serve.

The strongest companies do not chase every rupee. They choose customers they can genuinely help. A well-designed refund policy keeps the business aligned with that principle.

FAQs

Does a refund policy increase risk for the company?

It can, but it also reduces the risk of bad-fit sales by forcing better qualification and honest expectations.

How does a refund policy help sales?

It reduces buyer fear, builds trust, and shows confidence in the product or service outcome.

Should every SaaS company offer refunds?

Not necessarily in the same way. But every SaaS company should have a clear policy for handling poor fit, failed adoption, and customer dissatisfaction.

Source Note: Based on The Thrive podcast episode featuring Limesh Parekh of Enjoy IT Solutions: <https://www.thethrive.in/podcasts/from-inr-2-crore-loss-to-crm-success-limesh-parekhs-bootstrapped-journey-from-bhilad/>

Company Culture: Why the Army Rule Works (Wrong Decision vs. No Decision)

Most companies say they want employees to take ownership. But when an employee makes a mistake, many organizations punish the person so strongly that everyone else learns the opposite lesson: stay quiet, wait for instructions, and avoid responsibility. Over time, the company becomes slow, fearful, and founder-dependent.

Limesh Parekh's culture principle offers a better way to think about this: a wrong decision is less dangerous than no decision. In his words, people are not punished for taking wrong decisions; they may be punished for not taking decisions. He calls this the Army rule, and it is one of the strongest ideas from his podcast conversation.

For founders, this principle is not about encouraging carelessness. It is about building a culture where action, judgement, and learning are valued more than silence and fear.

Why No Decision Is So Expensive

In a growing company, inaction often looks harmless. Nobody made a visible mistake. Nobody took a risk. Nobody caused a direct loss. But no decision can quietly cost more than a wrong decision.

A customer complaint that is not escalated becomes a

relationship problem. A lead that is not followed up becomes lost revenue. A team conflict that is ignored becomes attrition. A process gap that nobody reports becomes repeated failure. A small service issue that employees hide becomes a founder-level crisis later.

The problem with no decision is that it delays reality. The business keeps moving, but without clarity. By the time the founder discovers what happened, the cost has multiplied.

A wrong decision, on the other hand, creates data. The company can see what happened, understand why, correct the process, and train people better. If the culture is healthy, a mistake becomes feedback.

Fear Creates Passive Employees

Employees do not become passive because they lack intelligence. Often, they become passive because the company teaches them that initiative is risky.

If every mistake leads to blame, salary deductions, humiliation, or angry reviews, people protect themselves. They ask for approval on everything. They avoid customer conversations that could go badly. They stop reporting issues quickly. They choose safety over ownership.

This creates a hidden burden for founders and managers. The more employees avoid decisions, the more decisions return to the top. The company may have many employees, but the founder still becomes the bottleneck.

A culture that tolerates honest mistakes reduces this dependency. It tells employees: use judgement, act in the company's interest, communicate quickly, and learn from the result.

The Army Rule Is About Accountability, Not Blind Risk

The phrase “wrong decision vs. no decision” can be misunderstood. It does not mean employees should act recklessly. It means the company should value timely, good-faith decision-making and transparent reporting.

A strong version of this rule has three conditions:

First, the employee must act with honest intent. A mistake made while trying to serve a customer or solve a problem is different from negligence or dishonesty.

Second, the employee must communicate quickly. If a decision goes wrong, the team should know early enough to fix it.

Third, the organization must learn. A mistake should lead to better process, clearer training, or improved judgement.

This is accountability. The company does not ignore errors. It studies them without destroying initiative.

Why This Culture Helps SMBs Scale

SMBs often start with the founder making most decisions. That is natural in the early stage because the founder understands the customer, product, finances, and risk deeply. But if the company grows and decision-making does not spread, growth becomes painful.

Every customer issue, hiring question, discount request, service exception, and operational problem reaches the founder. The founder becomes tired. Employees become dependent. Customers wait longer. Opportunities slow down.

The Army rule helps distribute judgement. It gives employees permission to act within principles. Over time, the company

becomes faster because people do not wait for perfect approval before solving ordinary problems.

This is especially important in sales and service. Customers value speed and ownership. A team member who can make a reasonable decision quickly often protects trust better than a team member who waits too long for permission.

How Founders Can Build This Culture

Culture is not built by a slogan on a wall. It is built by what leaders reward and punish.

If a founder says “take decisions” but reacts angrily to every mistake, employees will believe the reaction, not the slogan. To build this culture, founders must respond to mistakes in a disciplined way.

When something goes wrong, ask:

What decision was made?

What information was available at the time?

Was the intent honest?

Was the issue communicated quickly?

What process gap allowed this mistake?

What should we change so the next decision is better?

These questions move the discussion from blame to learning.

Managers should also define decision boundaries. Employees need to know which decisions they can take independently, which require consultation, and which must be escalated. Freedom works best when expectations are clear.

Do Not Deduct Learning From Salaries

One powerful part of Limesh's approach is that when employees make honest mistakes, the company does not deduct losses from their salary. This matters because salary deductions can destroy trust. They teach people that risk belongs to the employee, while upside belongs to the company.

If an employee acts in good faith within their role and the result goes wrong, the business should treat it as a cost of learning and process improvement. That does not mean repeated carelessness should be ignored. It means honest initiative should be protected.

A company that wants ownership must also absorb the reasonable cost of ownership.

The Role of Values

The Army rule works only when supported by values. Employees must care about truth, customer respect, team safety, and timely reporting. Otherwise, decision freedom can become chaos.

That is why founders should combine empowerment with non-negotiables. For example: report issues immediately, never hide facts, respect colleagues, protect customer trust, and do not misuse authority. Within those boundaries, employees can act with confidence.

The Bottom Line

The Army rule works because it attacks one of the biggest enemies of growth: fear-based inaction. A wrong decision made honestly can be corrected. No decision allows problems to grow in silence.

For founders, the lesson is clear. If you want a proactive team, do not punish people for every imperfect decision. Build a culture where employees act, report, learn, and improve. That is how ownership becomes real.

FAQs

Does this rule encourage careless decisions?

No. It encourages timely, good-faith decisions with transparent communication and learning.

Why is no decision worse than a wrong decision?

No decision delays action and often allows small problems to become larger, harder-to-fix issues.

How can founders apply this rule safely?

Define decision boundaries, protect honest mistakes, require quick reporting, and turn errors into process improvements.

Source Note: Based on The Thrive podcast episode featuring Limesh Parekh of Enjay IT Solutions:
<https://www.thethrive.in/podcasts/from-inr-2-crore-loss-to-crm-success-limesh-parekhs-bootstrapped-journey-from-bhilad/>

How to Build a World-Class Team from a Tier-3 City: The 1.5 Model

Building a world-class team from a Tier-3 city sounds difficult because most founders assume talent lives in big cities. They believe serious product companies need offices in Mumbai, Bengaluru, Pune, Delhi, or Hyderabad to attract capable people. But [Limesh Parekh's journey with Enjay IT Solutions](#) challenges that assumption. His approach shows that location is not the real limitation. The real limitation is whether the company has a system to identify, train, grow, and retain people.

The “1.5 model” is a practical example of that system. Instead of waiting for experienced talent to arrive, Enjay designed a fresher-friendly culture where people could be trained over 18 months, grow quickly, and build a long-term career from a smaller town. This is not just an HR tactic. It is a strategic operating model for founders who cannot win by competing only on brand name or city advantage.

Why Tier-3 Hiring Needs a Different Playbook

A founder in a smaller town cannot copy the hiring playbook of a metro startup. In a large city, companies may rely on experienced candidates moving between similar firms. In a smaller market, that experienced talent pool may be thin. If the company insists on hiring only ready-made professionals, growth slows down.

The better strategy is to build talent rather than wait for it.

That requires patience, structure, and clarity. Freshers do not become productive by accident. They need training, expectations, feedback, values, and visible career progression. If a company hires freshers casually and then complains they are not ready, the failure belongs to the system, not only the employee.

Limesh's model starts with accepting the local reality: experienced talent may be scarce, but freshers with commitment and learning ability are available. The company then designs itself to make those freshers successful.

What the 1.5 Model Means

The 1.5 model is built around an 18-month growth journey. Freshers start with a defined salary, spend the early period in training, and are shown a clear path to significant salary growth if they become genuinely productive. The model is powerful because it connects learning, income, culture, and accountability.

The first three months focus heavily on training. This matters because many companies expect people to perform before they have been properly prepared. Enjoy's approach treats training as an investment, not a formality. New hires learn work etiquette, company values, customer expectations, process discipline, and the career roadmap ahead.

The 18-month promise creates ambition. It tells young employees that they do not need to leave the town or jump companies immediately to grow. If they build skill and contribute, the company has already designed a path for them.

Pay Above the Local Market, Then

Demand Productivity

One of the bold parts of the model is paying freshers better than typical local market rates. At first, this may look expensive. But for a company trying to build a stable team, underpaying can be more expensive. Low salaries increase attrition, reduce pride, and make employees treat the job as a temporary compromise.

Paying well sends a signal: the company takes people seriously.

But the model is not charity. Limesh's philosophy is clear that people must become productive. Salary growth is connected to capability and contribution. This is important because generous pay without performance discipline creates entitlement. Performance discipline without fair pay creates resentment. The 1.5 model tries to balance both.

The company reviews progress frequently and gives increments based on real productivity. This helps deserving employees grow faster while keeping the organization commercially responsible.

Training Values Before Skills

A world-class team is not built only through technical training. Values matter just as much, especially in a smaller company where culture spreads quickly.

Freshers need to learn how the company thinks about customers, mistakes, teamwork, reporting problems, and decision-making. They need to know what behavior is encouraged and what behavior is unacceptable. If values are vague, employees learn culture through gossip, inconsistency, or fear.

The 1.5 model appears to put values at the beginning of the employee journey. That is smart. Skills can be upgraded over

time, but if people learn the wrong work habits early, correcting them becomes harder later.

Why Small Towns Can Be an Advantage

Tier-3 cities are often discussed only as constraints. But they also offer advantages. Real estate can be cheaper. People may seek long-term stability. Community ties can support retention. Employees may value a company that gives them serious growth without forcing relocation.

Limesh also points out that in bigger cities, employees can become more opportunistic because alternatives are everywhere. That does not mean metro talent is bad. It simply means the retention equation is different. In a smaller town, a company that offers respect, learning, good pay, and growth can become a powerful career destination.

The key is not to lower ambition because the city is smaller. The key is to design a system that makes ambition possible there.

Career Roadmaps Reduce Anxiety

Young employees often leave companies because they cannot see the future. They may not know what skills to build, what salary growth is possible, or how their role can expand. A clear roadmap reduces that uncertainty.

The 1.5 model gives employees a visible path: train, contribute, improve, review, grow. This creates motivation because progress is not mysterious. It also creates trust because the company has made its expectations explicit.

For founders, this is a lesson worth copying. Do not only hire people and assign tasks. Show them what becoming better looks like inside your company.

How Founders Can Adapt the Model

A founder does not need to copy the exact salary or timeline. The deeper principle is to create a structured talent development engine.

Start by defining the first 90 days. What should a new hire learn? Which values matter? Which tools should they use? What does good communication look like? What small tasks can they master first?

Next, define the 6-month and 18-month milestones. Which skills should improve? Which responsibilities can expand? What salary or role growth is possible? How will productivity be measured?

Finally, create a feedback rhythm. Do not wait a year to tell people where they stand. Frequent reviews help employees correct early and grow faster.

The Bottom Line

A world-class team can be built from a Tier-3 city if the company stops searching only for ready-made talent and starts building a serious development system. The 1.5 model works because it combines training, values, above-market pay, productivity expectations, and a visible career path.

For founders outside major startup hubs, this is an encouraging lesson. You do not need to move to a metro to build excellence. You need a system that helps committed people become excellent where they are.

FAQs

Can a Tier-3 city company attract strong

talent?

Yes, if it offers serious training, fair pay, stability, growth, and a clear career roadmap.

Why hire freshers instead of experienced people?

In smaller towns, experienced talent may be limited. Training freshers creates a loyal, culture-aligned talent pipeline.

What is the biggest risk in fresher hiring?

Hiring without structured training. Freshers need onboarding, values, role clarity, and feedback to become productive.

Source Note: Based on The Thrive podcast episode featuring Limesh Parekh of Enjoy IT Solutions: <https://www.thethrive.in/podcasts/from-inr-2-crore-loss-to-crm-success-limesh-parekhs-bootstrapped-journey-from-bhilad/>

Leadership And Management – Relationship & Differences

Leadership and management are intertwined concepts, both requiring skills to effectively guide and manage a team. However, their differences can be stark.

Some individuals in the company might have both management and leadership responsibilities. While there are critical

relationships between leaders and managers, the differences are even more important to understand.

Leaders set visions and inspire with their own passion, while managers plan strategies to help those visions come true. Leaders drive progress through empowerment and engaging employees in the process, while managers maintain order and uphold stability through maintaining structure.

Leaders take risks which may not pay off in the short run, but have long term gain potential due to creativity; whereas managers proceed with caution or solidify existing processes by building on known foundations.

Management is much more focused on ensuring that a company's day-to-day business gets done. However, leaders use their imagination and vision to seek rewards and opportunities and boost their team's creative process.

Management's goals arise out of necessity, while the goals of leadership result from an active and personal attitude of growth. Companies need managers and leaders to survive, boost and thrive in the market.

The first step to ensuring that your business has highly skilled individuals in leadership and management positions is understanding the relationship and differences between these essential roles.

The path for success all begins with communication. Leaders must learn how to communicate clear directions and motivate others working towards it; managers must emphasize positive feedback and accountability for tasks performed.

Ultimately, successful leaders lead from within supported by a strong management system – only then will teams reach heights never imagined before.

Definition of Leadership

The skill of leading a certain group of people and inspiring them towards giving them direction is known as Leadership. It is an interpersonal process which involves influencing a person or a group of people in the organisation, to ensure the achievement of objectives, willingly and enthusiastically.

A leader is someone who has many people following him, as their inspiration and gets motivated by it. Leadership requires a good vision of thinking out of the box.

In an organization, you can see a variety of leaders who are responsible for the work of their team members. For the achievement of a single objective, the employees of the organisation are divided into teams and each team is assigned a task and a leader is appointed to look after that task

Five essential traits of a leader:

1) Vision

A leader knows where they stand in the organisation, and where they want to go and tend to involve the team member in charting a future path and direction.

2) Honesty and Integrity

Leaders have people who believe and get motivated and walk by their side down the path the leader sets.

3) Inspiration

Leaders are usually inspirational—and help their team members to understand their own roles in an organisation.

4) Communication Skills

Leaders always keep their team informed about what's happening in the organisation, both present and the future—along with any obstacles that stand in their way.

5) Ability to Challenge

Leaders have their own style of doing things and problem-solving and usually think outside the box.

Six ways to improve your leadership skills

1. Identify your strengths and weaknesses

People usually don't know their own strengths and weaknesses. It's worth understanding these so you can grow leadership skills in you. For this make a list of both your strengths and your weaknesses and to be true and as specific as possible don't worry if your list is long or short.

When evaluating your strengths and weaknesses, it might be a good idea to ask for feedback from others which will help you to develop a better understanding of yourself and learn how to make the most of your talents.

2. Take leadership courses

One of the best ways to improve your leadership skills is to take online courses that provide you with the knowledge and skills needed to be an effective leader.

3. Grow your hard skills

Technical skills are becoming increasingly important nowadays. It's essential, therefore, for leaders to have a strong grasp

and growth of the skills relevant to their industry.

4. Determine your goals

As a leader, it's important to have a clear vision for your team members. Without this, it can be difficult to make decisions and provide direction to others. To become a good leader, determine your goals, and start by thinking about what you want to achieve in the short term and long term.

6. Admit your failure and move on

Everyone makes mistakes in life. As a leader, it's important to admit when you've failed and learn from that mistake. This shows your team members that you're human and willing to learn from your mistakes.

Top 5 leadership books

1. Leaders Eat Last by Simon Sinek

Like many great leadership books, Leaders Eat Last by Simon Sinek gives inspiration from military principles.

Simon makes the case that people-first leadership makes crews feel supported and respected by the team. These feelings in turn compel team members to exhibit loyalty towards the organization and exceed expectations.

Sinek states that trust and psychological safety are the main to excellence, illustrating this argument with multiple examples from different types of organizations and leaders around the world.

2. Lean In Women, Work, and the Will to

Lead by Sheryl Sanderson

is One of the most popular leadership books for women leaders. Inspired by personal experience and a TED Talk Sanderson gave back in 2010, In this book, there are ways women hold back and miss career opportunities by being passive and polite.

Which encourages women to seek strong mentors, advocate for themselves, and assert their place in the business world.

3. The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You by John C. Maxwell

Has guidelines for leaders to follow to maximize influence and ensure that team members achieve a common vision.

The book shares wisdom such as “leadership develops daily, not in a day,” and “leaders get to understand that activity is not necessarily accomplishment.”

4. Dare to Lead: Brave Work. Tough Conversations. Whole Hearts by Brené Brown

Dare to Lead shares lessons on the power of vulnerability and empathy in leadership which a person should know. Renowned “courage and shame” researcher Brené Brown makes the case that leadership is not about status or managing, but rather recognizing the potential in individuals and ideas. Dare to Lead showcase a guide to becoming a courageous and confident leader.

5. The Mentor Leader: Secrets to Building People and Teams That Win Consistently by

Tony Dungy

In this book, the Mentor Leader explains how to elevate those around you towards success by just following one simple principle: “your only job is to help your players be better.” By outlining the critical elements of mentor leadership, including introspection, an altruistic mindset, and modelling values.

Definition of Management

Management can be defined as a process of getting the work or the task done needed for achieving an organisation’s goals in an efficient and effective manner. Process implies the functions of the management in the organisation. Planning, organising, staffing, and controlling.

A manager is a professional who takes a leadership role in an organisation and manages a team of employees and staff. Managers are responsible for managing a specific department in their organisation. There are different types of managers, but they usually have duties like conducting performance reviews and making decisions.

Four essential traits of a manager:

1) The ability to create a Vision

Managers build a strategic vision and create a roadmap for their team to follow.

2) The ability to direct

Managers are responsible for daily efforts while reviewing necessary resources, and anticipating a need to make changes along the process.

3) Process Management

Managers have the authority to establish new work rules, processes, new standards, and operating procedures.

4) Problem-solver

Managers are known to look after the needs of the employees such as listening to them, involving them in certain key decisions, and accommodating reasonable requests for change to contribute to increased productivity.

Four ways to improve your management skills

1. Clear, direct communication

The most important skill you need to become a manager is clear communication.

2. Active listening

While it's true being a good listener is also a big part of being a strong communicator, the act of listening is in itself an art that all managers strive to do on a regular basis.

3. Delegation

The ability to delegate effectively is an important asset for any successful manager and one that often takes a bit of time to master.

4. Knowing how to praise effectively

Saying thank you, complimenting a job well done and taking a moment to share your employees' successes with others are just a few ways of being a good manager.

Challenges in management

1) Communicating effectively

Since there's often a divide between manager and employee tasks, there may seem to be a line dividing managers from their employees regarding the existing power to complete tasks. This can lead to team members feeling uncomfortable when presenting issues to managers.

2) Motivating your team

It's a challenge for both you and your employees, tasks can become uninteresting, and meetings can seem redundant if not done right. The result is that team members might question the need for specific processes.

3) Fostering teamwork

Many, if not most, tasks or projects require productive collaboration among employees. However, team members' work styles may vary according to the environment.

Even if these styles differ according to employees, managers like yourself remain responsible for creating work environments that merge these approaches and help members adapt to complete their projects.

4) Handling conflicts among team members

Just as disagreements may arise between friends or couples, work relationships can have their own bouts of tension. If left to rot, these disagreements can destroy cohesion within teams and interfere with the organisation's work environment.

Top 5 management books

1) How To Win Friends and Influence People by Dale Carnegie

The book talks about the importance of soft skills in managerial as well as personal lives. This classic shares some timeless advice such as the importance of a smile, the need to avoid complaining from others and making people feel important.

2) The 21 Irrefutable Laws of Leadership by John C. Maxwell

This book entails the different traits and leadership techniques in a way that is simple to read, comprehend and easy to apply. It gives you real-life stories hidden with leadership advice and exercises to improve your leadership style.

3) Good to Great by Jim Collins

is a management book that describes the transition from being a good to a great manager journey and how most companies fail to make the transition through a series of case studies.

4) The One Minute Manager by Kenneth Blanchard and Spencer Johnson

The book is a concise, easily-read story that reveals three very practical secrets: Minutes Goals, One Minute Praisings, and One Minute Reprimands of managers. This is why the book has continued to appear on business bestseller lists for more than two decades and has managed to become a global sensation as well.

5) The Making Of A Manager by Julie Zhuo

The book teaches you how to build trust within a team, what to focus on in the first few months, how to get better results from the team member, how to cope with increased responsibility and many other essential management topics.

Relationships between both leaders and managers, including

- Both work to unlock the complete potential of their teams and employees.
- They focus primarily on improving the company.
- Both communicate policies and changes in the firm.
- They both get involved in an organization's daily activities.
- They need the same level of education and skills.
- They both act as role models in different capacities.
- They both work to set the strategies and future needs of the organisation.

Header	Leadership	Management
Personality Styles	Leaders are also often seen as loners and private people. They are comfortable taking risks, sometimes seemingly wild and crazy risks. Almost all leaders have high imagination.	Tend to be rational, under-control problem solvers. They often focus on goals, structures, personnel, and availability of resources. Managers' personalities lean toward persistence, strong will, analysis, and intelligence.
Orientation	People Orientation	Task Orientation

Header	Leadership	Management
Focus	Leading people	Managing
Outcomes	Achievements	Results in
Approach to tasks	Simply look at problems and devise new, creative solutions. Using their charisma and commitment, they excite, motivate, and focus others to solve problems and excel.	Create strategies, policies, and methods to create teams and ideas that combine to operate smoothly. They empower people by soliciting their views, values, and principles. They believe that this combination reduces inherent risk and generates success
Role in decision-making	Facilitative	Involved
Styles	Transformational, Consultative & Participative	Dictatorial, Authoritative, Transactional, Autocratic, Consultative and Democratic
Power through	Influence	Formal authority & Position

Summary

In an organisation, you can see both management and leadership. There is a manager in a department and a number of leaders who work with their teams in assisting the company in the accomplishment of goals.

Many times managers play the role of a leader as well, at the demand of the company. So they both go side by side as a complement to each other. An organisation needs both a manager and a leader for its growth and survival.

FAQ'S:

Must read articles:

- [How Business Can Be Powerful With Data In 2023](#)
- [The Importance Of Time Management: 7 Tips For Boosting Your Productivity](#)
- [What Is Performance Marketing: How It Works, Channels, And Benefits](#)