

Dear Richard

Often the terms manager and leader are used interchangeably, when in practice this is not the reality. Whereas leadership is one of the qualities managers must have, many managers do not possess the skills and qualities of a leader.

The differences in the traits of leaders and managers include:

Managers	Leaders
Order and predictability are the name of the game.	Tolerate disorder. Perceive relative order comes once you have emerged from the change process.
See their business world as relatively static.	See the business world as a state of continuous change. New technologies, opportunities, competitors, etc
View their role as providing enabling processes involving skills, people, timing and processes.	Develop fresh approaches to old problems, and find new options for old issues.
Imagination and creativity are not sought out in others.	Use personal power to influence the thoughts and actions of others.
Have a rational analysis of problems.	Tend to be more intuitive of what should be done.
Direct energy to the production of goods and services.	Direct others to use their creativity in finding solutions.
Tinker with current processes.	Use flashes of inspiration.
Are not necessarily emotionally attached to their work.	Have passion.
Focus on <i>how</i> to do tasks.	Focus on <i>what</i> needs to be done and leave decisions on the <i>how</i> to those involved.
See themselves as an integral part of the structure of their organisation.	Have a low need of affiliation with the organisation.
Find satisfaction in achieving the production goals of the company.	Gain self-esteem through self-reliance and their personal expression through leadership.
	Tolerate aggressive interchanges and

May feel threatened if challenged.

Tolerate aggressive interchanges and encourage such emotion.

In my experience those stuck in a management role over a number of years have a tendency to micromanage, and this is the ultimate de-motivator in business. If you as a manager are known for constantly stepping in and taking charge, it leaves others puzzled and wondering if the task is still their responsibility. Even worse I have seen people just failing to act at all. *"What's the use, I know it is just going to be changed when Denis comes along."*

Micromanaging also implies a lack of trust, with people being less likely to take risks as they start second-guessing themselves as to whether they will be successful.

Remember, delegating is a learned art. What kind of person do you want to work on the task/project? What are the unique attributes each person will bring to the situation?

Once you have answered these initial questions it will be easier to later answer:

- ***How time-sensitive is the project or task?***
- ***How much direction and support will those assigned require?***
- ***Do I have a clear idea of the outcomes?***

At that point you be able to delegate the task/project and at the time of delegation be able to provide answers to:

- ***What it is you want***
- ***Do the persons have the correct skills for the tasks?***
- ***Have personnel received the correct authority to complete the work?***

By giving the authority you are not losing control, rather you are gaining it. True empowerment and delegation make the organisation stronger through effective leveraging of the time of other people.

There should be very few occasions when it becomes necessary for you to step in, but sometimes you just have no choice. The person you delegated to may simply not be up to the task, or unable to manage multiple projects, or his or her total workload.

If it becomes necessary for you to step in talk to the person involved and explain why. Try to gain their acceptance in order to have a smooth transition and wherever possible have the person work alongside you. Take advantage of the situation and turn it into a positive learning experience. If the person works alongside you as you remedy the situation you will most likely prevent the next crisis and necessity to step in again.

What happens when mistakes occur? And occur they will. They should be treated as opportunities to learn and grow. Maybe the initial instructions were unclear, perhaps not enough feedback was provided during the course of the project, or maybe the person did not have sufficient authority to get the job done.

If people you work with are afraid to come forward with mistakes then they will

simply cover them up. The problem continues to grow, and perhaps worsens the damage, or you do not have the chance to prevent the same mistake happening again at the time you delegate the next similar project.

Once the mistake surfaces then make sure your corrective action is solution-based and not problem-based. The choice is simple: either bury yourself in problems or work through effective solutions and move on.

Isn't it time to make micromanaging and a lack of delegation practices of the past and manage the bigger picture by being more effective through others? This evolution is yet another building block in your transition from manager to leader.

It is not the critic who counts, nor the man who points out where the strong man stumbled, or where a doer of deeds could have done them better.

The credit belongs to the man in the arena whose face is marred by dust and sweat and blood, who strives valiantly, who errs, and who comes up short again and again, who knows the great enthusiasms, the great devotions, and spends himself in a worthy cause.

The man who at best knows the triumph of high achievement and who at worst, if he fails, fails while daring greatly, so that his place will never be with those cold timid souls who never knew victory or defeat."

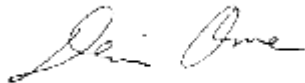
---Teddy Roosevelt-

Next month : The Leadership Quadrant.

HAVE YOU RECEIVED VALUE FROM LEADING WAYS?

If you have, I'd like to hear about it. I would be interested in any case studies you would care to share with me. Constructive criticism is welcome too! Please feel free to drop me a line when you have a minute. You may also wish to share this e-newsletter with someone else and encourage them to subscribe.

Thank you



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