
EFFECTIVE LEADERSHIP MANAGEMENT

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Warren Bennis made the statement: “Managers are people who do things right and leaders are people who do the right thing.” This quote is profound and much inspiration and insight can be gleaned from it. However, the two distinctions are not mutually exclusive. The notion that leadership is just an overarching concept without any format is false and potentially problematic. Furthermore, just as false is the notion that management is exclusively task-based; void of any *big picture* element. I propose the philosophy that to be successful, one must *manage leadership effectively*. This balanced approach simply means that leadership and management complement each other and must be executed concurrently in order for a manager to be effective.

Consider the following three actions to refrain from being a *big picture* only manager.

- Establish a personal mission statement and a set of decision-making criteria
- Understand the value of process
- Delegate wisely

Mission Statements

An organization develops a mission statement to use as a tool to communicate and emphasize its identity, direction, and core values. Mission statements can be powerful when skillfully crafted with salience and abided by as truth. Develop a personal mission statement that best describes your intent to both lead and manage; and your dedication to the generation of ingenious solutions, as well as the fruition of those solutions. Refer back to your personal mission statement frequently to ensure that your actions fully embody these objectives. Regularly reference your organizational mission statement to ensure that your actions continue to align with your organization’s vision. Furthermore, produce a set of criteria to vet your critical decisions against. Doing so will ensure consistency of character across your entire portfolio of work.

Processes

In business there are many commonly accepted processes such as the software development life cycle. Step-by-step procedures like SDLC have gained widespread acceptance because they incorporate fundamental steps that when followed lead to greater probabilities of successful outcomes. Simply put, they work. Understanding the value of adhering to structured approaches will allow you to appreciate process

engagement which results in the establishment and continuance of pathways whereby your ideas can move from conceptions to realities.

Delegation

There is a *presidential paradox* in America, where leaders are attributed all of the acclaim for successes and all of the culpability for failures; irrespective of the actual distribution of work performed by the leaders and their supporting staffs. Keeping this in mind, one must understand how important it is to thoughtfully evaluate which projects to delegate to others, and which to keep a closer involvement in. It is not enough to brainstorm a great idea and then just leave it up to everyone else to make it happen. An effective manager will invest effort into achieving the outcomes that he or she desires. An effective manager will remain available to steer his or her projects to make certain that the projects stay on their courses. An effective manager will remain knowledgeable about the progress of his or her projects to provide responsive redirection if the projects start to veer off of their courses.

An effective manager will do these things because the manager knows that if his or her staff misses the mark, it is he or she that will have to deal with the backlash. When things go poorly the leader is the one who is at risk for having his or her legacy tarnished and being forcefully ousted. The leader is who will be required to spearhead damage control in an attempt to mitigate significant losses of capital, market share, and brand equity. It just makes sense to put the work in on the composed side of a project versus the crisis side. The composed side is where a manager can positively shape a project with creative input. The crisis side is where a manager has to react to volatility under duress. It is advantageous to recognize that the risk-reward benefit of staying actively involved in the details of a plan is considerably more desirable than the risk-loss threat of being a hands-off, big picture only manager. This in no way indicates that a manager has to micro-manage, just delegate wisely.

To be a successful manager consider adopting a holistic approach and recognize that the details do make a difference. Operate with the understanding that properly managing a project in its entirety will lead to high-caliber results and the achievement of excellence.