

CRESITA LLC NEWSLETTER

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This issue's topic is "Leadership"

Welcome to the third issue of the Cresita Newsletter, in this publication I will cover a variety of topics in the industries in which I consult including associations, certifying agencies, wine and food as well as for and not-for profit entities. My goal is to publish the newsletter monthly, usually around the middle of each month.

We will cover multiple topics throughout the year, but leadership was on my mind this month.

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Leadership means many different things to each person, although I will offer you some insights as to what this very powerful word means to me.

Webster defines leadership as

"The office or position, the capacity to lead, and also the act or instance of leadingⁱ"

In my mind true leadership is so much more than the office or position. In other words, just because someone is a boss does not mean they are a leader. I would say if someone is looking to lead that it comes from your actions not the title you hold within the company.

Everyone has the capacity to lead in their role within the organization or team. Throughout my career I have seen people lead even if they did not hold the title of Vice President, President or CEO.

A simple internet search will lead you to many articles and definitions on multiple leadership styles. I would say the best leaders are able to flex their leadership style. My personal preference is the servant leader style. Servant leadership was defined by Robert K. Greenleaf in the 1970s when he stated;

"The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first."ⁱⁱ

I developed my attachment to this philosophy due to the mentors I surrounded myself with. I remember one Board member I worked with who directed a large department saying to me that this individual saw their job as helping others to do their jobs. That made a real impression on me.

If you do not desire a formal leadership role that is 100% OK, but you can still lead from your current position. Here are some things to consider:

1. Don't give away your power by throwing your hands up and adopting the position that there is nothing can do because you are not in charge.
2. How do I get better at my job every day? "Bosses" love employees who show initiative. As much as it might be painful to hear, part of being good at your job involves showing respect to others even when you disagree with them.
3. When I present a "problem" to my boss, do I also present a possible solution? The "Boss" may or may not accept your solution for multiple reasons, but most will appreciate the possible solution because you are close to the problem and may be close to the solution.
4. Know what is valuable to your organization and use that as a frame of reference for your work or when you are presenting ideas. For example, if customer service is a driver, present your ideas with that in mind, how does the situation help or hurt customer service?
5. Be a good team player by doing your job to the best of your ability and realize that people all have different pressures in their lives. Don't jump to conclusions based upon what you think you know. For example. Is someone staring down a major illness or a major family problem. I am not saying that the individual going through these challenges should always get a "pass," after all they have a job to do.
6. If you can't work through any of these issues, then maybe you should consider leaving. If you decide to leave or resign do your best work until your last day, this way you leave on a high note.

If you do aspire to hold a formal leadership position, consider the above plus:

1. The title does not make you "king or queen of the world." If you think this, you are in for a rude awakening as respect is earned every day.
2. Be accessible to those who report to you, they can be your eyes and ears as to what is going on. My staff, when I was working for a company probably got sick of hearing me say that "a desk is a dangerous place to view the world." Don't be isolated!
3. Be careful what you wish for, most managers, if they are honest, will tell you that personnel issues are the thing that is the most challenging.

4. Be your authentic self and it is OK to say that you don't know everything but always strive to get the answers.
5. What business are you in? This one question, if answered honestly, cuts through everything and helps define your true North. For example, if you are in the healthcare field and your honest answer to that question is that you are in the patient-care business, a lot of "stuff" falls into place. If there is a mismatch between your answer to this question and your boss' answer you have a great starter discussion. I often advise people when interviewing for a new position to ask the hiring manager what success looks like for the open position you are applying for. The answer you receive should provide some good insights to consider.

In any event, I think it is good to gain some insights as to who you really are. There are several assessments available from DiSC, Myers-Briggs and Clifton's Strengths Finder. There are others but these are ones I have either taken or am familiar with and I have no financial stake in any of them.

This is a complex topic, but I wanted to share a few thoughts.

ⁱ <https://www.merriam-webster.com/dictionary/leadership#dictionary-entry-1> Accessed 10/03/2025

ⁱⁱ <https://greenleaf.org/what-is-servant-leadership/> Accessed 10/03/2025