

CAN I LEAD OTHERS TO SUCCESS?

Isn't it amazing how people respond differently to the same situation - especially when it comes to leading people? I witnessed it again this week-end when facilitating a teambuilding intervention with one of our clients. The outcome was so good I thought of sharing it with you through this editorial.

The key to success in any endeavour is the ability to lead others successfully.

It is people who give the contemporary organisation its edge. The challenge for managers today is not technology or managing capital – it is managing people!

Whenever an organisation finds itself in trouble – it can always be traced back to the leadership, or lack thereof! **A team is only good as its leader.** Part of the management function is to activate people to do things willingly. This means that the leader must know how to motivate, make decisions, communicate effectively and build and create a trustworthy environment in which all can flourish.

Without leadership and effective management, organisations stagnate (and then they die!!) lose their way and eventually become irrelevant and close down.

Having said all of this, it is also comforting to know that all the skills necessary to lead a team of dedicated individuals to great heights, can be learned which makes the following tale a memorable one:

“Leonard Ravenhill in ‘The Last Days Newsletter,’ tells about a group of tourists who were visiting a picturesque village. As they walked by an old man sitting beside a fence, one tourist asked in a patronising way: “Were any great men born in this village?” The old man thought about the question for a while and then replied: Nope, only babies.”

In order to lead a team effectively, certain tasks must be fulfilled. I have listed a few of the most important focus areas for you with specific areas of focus under each heading. Maybe you can, whilst reading, tick the ones you have or don't have. It should give you a very good indication of where you should focus:

Decision-making:

- + Strategic
- + Operational
- + Functional

Communication:

- + Feedback on performance
- + Briefing and de-briefings
- + Stakeholders
- + Media
- + Diversity

Trust:

- + Vision
- + Mission
- + Values
- + Code of conduct
- + Policies & Procedures
- + Corporate governance

Coordinating:

- + Work flow
- + Best practices
- + Communication channels
- + Team output
- + Performance output

Motivating:

- + Motivational Theories
- + Meeting and exceeding required performance
- + Recognition

Delegating:

- + Effective output
- + Staff development
- + Job enlargement
- + Succession Planning

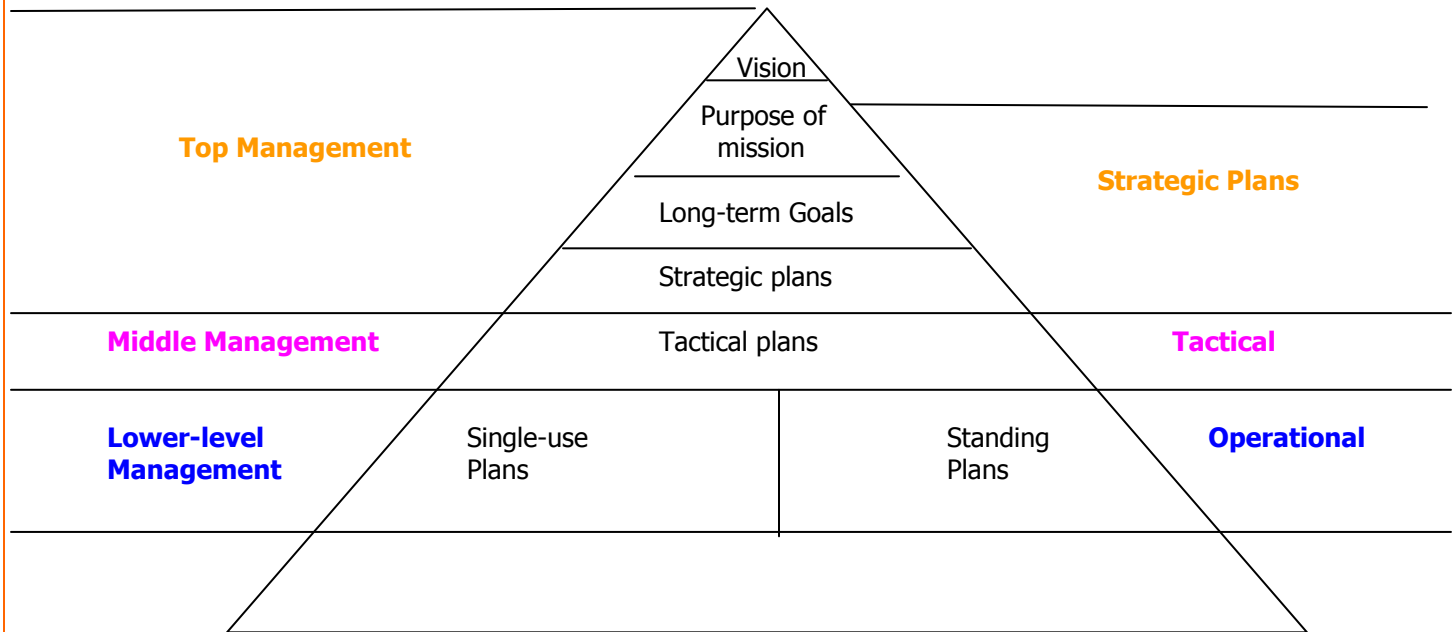
Disciplinary:

- + Code of conduct
- + Acceptable behaviour & work output
- + Processes

Evaluation:

- + Performance Management
- + Coaching
- + Counselling
- + Training

Kinds of organizational plans



Strategic plans

- ✚ Designed to ensure that organization is aligned with changing external environment.
- ✚ Focuses on entire organization.
 - **Planning at this level includes:**
 - Creating a vision of the future for entire organization.
 - Translating the vision into a realistic mission statement.
 - Translating the mission statement into measurable long-term goals.
 - Choosing a strategy/ strategies to attain the following.

Tactical plans

- ✚ Deals primarily with people and action to implement the strategic plans.
- ✚ Focuses on functional areas such as marketing, finance, human resources etc.

Operational plans

- ✚ Developed by middle-level and lower-level management.
- ✚ Focuses on carrying out tactical plans.
- ✚ Have relatively short time horizons (monthly, weekly and day-to-day).

Leading people is challenging – no doubt! However, if you do it right, it is extremely rewarding! Start by giving them something to strive for, (A Vision) then motivate them to achieve that something (the Mission statement) and guide them with strong values and regular feedback on performance output.

It is the responsibility of each of us to reflect on how we are within ourselves and how we relate to others. We need to reflect daily since the influence leaders have and use, especially power or authority, can have lasting effects on the well-being and potential of others.

The Chinese philosopher Lao Tzu said that ‘to know others is learned, to know self, is wise.’ As for adults, the process of knowing self is not easy and accordingly, it tends to be the road less traveled.