



Taking Care of the Basics®

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"--blessed is he who trusts in the Lord." Proverbs 16:20

5 Fundamental Leadership Questions

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"Leadership is the art of getting someone else to do something you want done because he wants to do it."

Dwight Eisenhower

"Most of what we call management consists of making it difficult for people to get their jobs done" - Peter Drucker

Leadership is about people while management is about tasks, products and processes. Credible and Effective Leadership is the #1 Essential (of the 10 Essentials) for successful businesses and organizations of all kinds. To help you assess your organization consider the following five questions:

- 1. Are leaders at all levels in our organization credible and competent?** The most solid foundations in an organization are built on the trust of the people in their leaders. Leaders must make every decision in the light of maintaining their credibility. Competence of leaders can be an issue if "the good ole' boy" system is used to move people into a leadership position as opposed to having effective selection criteria.
- 2. Do our leaders lead with integrity?** Integrity is how we do things no matter who is watching or not watching. Integrity involves the basic character traits that demonstrate our honesty and commitment in all areas of life. It is a function of "who we are," and is the demonstrated character we show others. Effective leaders guard their integrity—it's easy to lose and impossible to recover.
- 3. Do leaders at all levels demonstrate concern for the people they lead?** People know very quickly if their leaders are not sincere or are being manipulative and you can be assured poor performance will follow.
- 4. Have leaders defined and communicated the basic work expectations for everyone who reports to them?** This is the most fundamental of all leadership tasks. People have a right to know what is expected of them.
- 5. Do our leaders set the proper example for our people?** Leaders must set the example in work behaviors, work ethic, ethics, integrity and yes, even in how we dress for work.

You may say this is too basic. Well, for those of you who remember it, the Green Bay Power Sweep was simple but when run to perfection it worked every time! *Leadership is about the fundamentals not about the latest and greatest fad in the workplace.* Fads come and go, but credible and effective leadership is built on a solid foundation of values and principles.

Effective leaders will define and clearly articulate the vision and values of the organization. Results will follow!

9 Timeless Leadership Principles

“A leader’s one unalterable rule: assess the circumstances and make the best of them.”

Gen. R. E. Lee

“Submit your sentiments with diffidence. A dictatorial style, though it may carry conviction, is always accompanied with disgust.”

George Washington

“A leader is a dealer in hope.”

Napoleon Bonaparte

“The manager asks how and when; the leader asks what and why.”

Warren Bennis

“People cannot be managed, inventories can be managed; but people must be led.”

H. Ross Perot

1. Honesty/Integrity
2. Trust
3. Sincerity
4. Fairness
5. Attention to Detail
6. Expectations Defined and Communicated
7. Competence
8. Keep Commitments
9. Follow-up

2 Secrets of Effective Leaders

1. Be sure people know what is expected
2. Follow-up to let people know you care

6 Basic Leadership “Rules”

(Using Peter Drucker’s book *Managing in a Time of Change*, chapter 5 as a guide, I’ve derived the following rules for leaders)

1. Identify and document the Work to Be Done (WTBD)
2. Don’t bet on a sure thing, there is no such thing, plan for contingencies and the unexpected
3. Concentrate, don’t splinter; focus on what you do best
4. Don’t micromanage, let competent folks do their jobs
5. Realize you really may not have friends in the organization, but many folks will want you to think they are your friend
6. Stop campaigning and lead; or when in a leadership position then lead, be willing to make the tough decisions and accept the consequences.

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LEADERSHIP

Success Factor 45

(Excerpted from Davis' book ***Taking Care of the Basics: 101 Success Factors for Managers***, page 45, order it from amazon.com; authorhouse.com; bamm.com and others)

Working Definition: Providing a work environment that gets people to do what needs to be done because they want to do it.

Success Factor: While there are different styles of leadership, all leaders are responsible for getting results through the efforts of other people. Effective managers realize you lead people, but manage processes and things.

Application: Leadership is driven by example. Good performance in employees is a function of what they see in their leader. You are in a leadership position if you are a manager or supervisor; the issue is what kind of leader are you?

Verses to Consider: Genesis 33:13-16; Exodus 15:13; Nehemiah 2:17-18; Philippians 2:13-14

Being More Successful: Have you been aware of those leadership behaviors that may negatively affect the people who report to you?

To Do: What changes should you make in your leadership behaviors that will have a positive impact in your workplace?

Email Tip: Use color codes to highlight specific people from whom you normally receive email. This makes it easier to prioritize your emails in a full inbox.

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