

Management Style

In the *Encyclopedia of Quality Terms and Concepts*, Cortada and Woods make an important distinction between leaders and bosses. "Leaders, as opposed to bosses, create an environment that brings out the best in employees. Leaders shape and influence organizational values and principles. Through leadership, they are able to tap into the intrinsic motivation of people and help them align their welfare with that of the organization."

I have found the following guidelines from Paul Wieand to be very helpful to myself in guiding my daily actions and critiquing my performance.

- **Leaders are both confident and modest.**
It's not about making yourself more powerful, but making the people around you more powerful. It is a tight line for a leader to walk. GH Hardy comments: Good work is not done by humble men. A man who is always asking 'Is what I am doing worthwhile and am I the right person to do it?' will always be ineffective himself and a discouragement to others.
- **Leaders are authentic.**
Who believes in leaders who do not believe in themselves? If your self worth is high, your net worth will be high. You earn the respect and trust of others when you know who you are and when you walk the talk. You lead by example.
- **Leaders are listeners and communicators.**
Great listeners are fueled by curiosity. Grandiosity, the belief you know all the answers, is the enemy of curiosity. Communication is in the mind of the recipient. You are just making noise if the other person does not hear you.
- **Leaders are good at giving encouragement and they are never satisfied.**
Leaders always raise the stakes of the game for themselves and their people.
- **Leaders make unexpected connections.**
They organize and lead conversations among people who don't normally interact and see the kind of patterns that allow for small innovations and breakthrough ideas.
- **Leaders provide direction.**
Smart leaders know how to pose revealing questions. No single leader is smart enough to know everything. If you have one good idea, people will lend you twenty. Leaders do not blame - they learn. Try, fail, learns and tries again. An essential aspect of creativity is not being afraid to fail. We must remember that losers visualize the penalties of failure while winners visualize the rewards of success.
- **Leaders protect their people from danger and expose them to reality.**
Most people want leaders to insulate them from change, rather than mobilize them to face it.
- **Leaders make change and stand for values that do not change.**
- **The job of a leader - make more leaders.**
Success has nothing to do with what you gain in life or accomplish for yourself. Success is what you do for others.

Employee Needs

- ▶ Stick up for us
- ▶ Champion my ideas
- ▶ Appreciate my efforts
- ▶ Tell me how I am doing
- ▶ Help me grow

**Attitude
Action
Accountability & Trust**

Personal Knowledge Development Tabs

- ▶ Personal Productivity
- ▶ Vision
- ▶ Leadership
- ▶ Creativity
- ▶ Team
- ▶ Customer
- ▶ Project Management
- ▶ Problem Solving
- ▶ Quality
- ▶ Book of Quotes