

QUARTERLY NEWSLETTER

July 2010



LEADERSHIP

In our January 2010 issue, we looked at a number of fundamental rules on leadership. Sometimes, these are best demonstrated when they are NOT followed.....

Problems are to the mind what exercise is to the body – they toughen and make us strong.
Norman Vincent Peale

New Leadership

Whether it is when a new business is formed or when a new CEO is appointed to run an existing business, there is usually great excitement from staff and customers about possible new directions and goals.

You know the rules - leadership and integrity are critical skills at this time.

Teamwork

The CEO has to adopt or select and appoint his management team to develop the strategies required to meet – and exceed - the expectations of the customers and stakeholders.

Input, involvement and commitment from the management team is essential as it is those managers that will be responsible for successfully rolling out and communicating the plans as they are developed.

Performance Measurement

Similarly, targets require setting and performance measurement criteria defined – not only for the tracking of the actual performance of each individual project but also of its acceptability to the target market.

Plan Revision

Where variances in performance are recorded or customer dissatisfaction noted, the responsible manager should work with his team and offer some modifications that would return the project to the plan.

Accountability

If things go wrong, the CEO should support his manager and work closely with him – and the team members – to find a solution.

They have joint accountability.

Leadership and team work go together.

When Leadership Rules are Ignored

Unfortunately there are times when the new CEO does NOT follow the rules and feels he may be bigger and better.

Sometimes the CEO dictates - rather than supports - the development of the strategies for the business. In these instances, management commitment can quickly be diluted.

If the CEO does not implement strategy performance measures or ignores the feedback, errors will remain unchecked and begin to accelerate out of control.

If an operational manager feels his departments performance is off track and his requests for support from the CEO are ignored - his loyalty and commitment soon diminish.

Where complaints from customers and stakeholders directed at the company are continually ignored by the CEO, it becomes clear that those that initially welcomed his arrival with excitement and joy feel let down and cheated – their faith misplaced.

What have we Learned

As we said at the start – you know the tried and tested rules of leadership.

We have all seen examples of exceptional leadership in the past.

We have all also witnessed the worst kind of leadership and seen the devastating results.

There are no shortcuts to great leadership.

Let's just hope that Julia has learned something from Kevin!

Learn from yesterday, live for today and hope for tomorrow. The important thing is to not stop questioning.

Albert Einstein

To discuss any issues relating to your business – call Gordon Cadzow at due North