

The Success Framework

Understanding how to lead and manage people requires the use of a framework. A framework is like a map, which tells you how well you are doing in relation to your destination. The map helps you pick the right route to take. It helps you avoid getting lost.

In this case, we are speaking of a Success Framework for leaders and managers. We occasionally refer to the Success Framework when we evaluate our performance and when we want to improve ourselves.

Basically, the success of any leader and manager depends upon three things: (a) The situation, (b) the workers, (c) and the leader and manager's skills and characteristics.

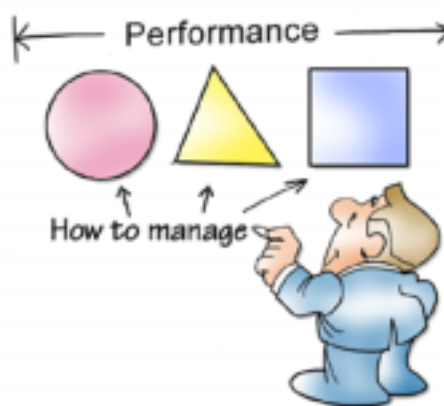
The Situation

First, success depends upon the situation - the circumstances that require managing. Different situations require different kinds of managing.

For example, managing a complex construction project, with construction crews and a great deal of interdependence between suppliers, workers and planners may require quite a different kind of managing, than managing a department of office workers, or groups of scientists or computer engineers, all working independently of each other.

Your approach would also be different if you are leading, managing or supervising people in distributed and

mobile work where workers work from home or on the road and who are dependent on remote messaging or online collaboration tools to coordinate and communicate activities.



Situation also includes how you manage or implement systems, procedures and methods. Systems like personnel policies, planning and budgeting influence situations that you are managing.

The Workers

Secondly, success as a manager depends upon the people actually doing the work - the "workers" with all their characteristics and expectations.

People under managers have different needs than the manager. And sometimes their goals (and motivations to get to their goals) are different.

Further, their view of the situation will be different from the manager, and they may have different priorities and ideas of how and when the work should be done.

We may also add here group attitude. This is often referred to, in organizations, as the culture or norms. Culture and norms are reflections of how groups of workers think and behave.

The Manager

Thirdly, managerial success depends upon the characteristics and skills of the manager, and how these interact with the workers and the situation. We keep calling them both characteristics and skills, because it's sometimes difficult to tell whether a thing is one or the other.

For example, things like energy, forcefulness, resistance to stress, flexibility, moral or ethical concepts and attitudes towards peers, the workers and top management are not really skills, although they manifest themselves in specific ways.

On the other hand, things like planning, organizing, directing performance, communicating, decision-making, even leadership and coaching, are skills that can be learned.

Ask yourself these questions:

How different is your team, your group or the nature of your work compared to others? How should it be managed differently from others?

Am I aware of my people's goals, interests and aspirations? How can I integrate them with my own and that of the company's?