

Who are Leaders and Managers

For years people have written and talked about successful managers. They have tried to find out what makes a good leader or manager and what the poor leader or manager doesn't do.

We all know that the success of any organization depends on its leaders and managers and how good a job they do in running the organization.

If we can find out exactly who leaders and managers are, and what they do, then we should be able to improve the efficiency of our organization through development of our managers. Or, to put it another way, we need to know what is expected of leaders and managers, or what should we expect of the managers working with or for us.

Leaders and managers facilitate and transform

"Who are leaders and managers?" They are the people who **facilitate** and **transform** the activities of others to achieve peak performance.

To facilitate is to improve the performance of the current

way things are done. The results are usually incremental. To transform is to produce breakthrough results by innovating or introducing new

What are the clues to becoming successful leaders and managers?



methods. Breakthroughs usually produce substantial results.

Improvement vs. Innovation

Let's say that one of your goals is to create savings in inventory. You may increase savings by reorganizing your warehouse, but you would get substantial savings if you introduce a just-in-time inventory system where your inventory is significantly lower. The leader and manager facilitates when he or she makes improvements, while he or she transforms by introducing innovation.

Traditionally, we think of leaders and managers as bosses and who rule over subordinates. Many times this is adversarial. Today, however, we see more leaders and managers who act as coaches and as partners with the people who work for them.

They are called project lead, team lead, department lead or division lead.

Working through others to get results

A general definition of a leader and manager, then, is - "a person who gets things done through other people by assisting them to achieve their goals and acquire the tools, ideas and skills needed to perform".

The leader and manager is primarily concerned with people, as opposed to the worker or specialist who is concerned primarily with things.

However, there is a trend for workers and specialists to do more work with people in teams or in lead role capacities.

The success of workers and specialists also depends on how well they get things done through people - although they interact with fewer

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people compared to department managers or supervisors. We can say then that everyone, including specialists, do lead and manage people.

The first line managerial level of an organization is usually the foreman, supervisor or the team leader who is directly responsible for the workers.

The top managerial level in an organization is the president or chairman of the board. Here, rests the responsibility for all the people in the organization. Between the foreman and the president there may be only a few or there may be many other managers depending on the size of the organization and what its overall function is.

There are people in organizations that are often referred to as managers but they do the work of technical experts. Some examples might be scientists, computer systems architects and attorneys.

Incremental results vs. breakthrough results



These people get their jobs done by using the education,

knowledge and expertise they have, as well as managing and leading people. As organizations demand more flexibility and quick actions from everyone, technical people are also learning leadership and management skills.

What do you think of this statement?

Many supervisors and managers are technical people who got promoted without proper management training.

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