

Leadership is For Everyone

Man on ledge - Help!!!!
(Employee)

You should follow my orders!!!
(Boss pushing man.)

Better follow him next time.
(Other employees)

Blah, blah, blah. Yes there are many leaders and managers who think that they're all knowing and demand that workers follow as they are instructed.

However, it is becoming more and more difficult for these leaders to be effective in dealing with the pressures of competition, demand for speed, growth in information technology and new worker needs. Let's examine why.

Single Leader Structure

Many of us are familiar with pyramid like or traditional organizations. On top of this structure is a single leader who is the executive, manager or supervisor who makes all the decisions and controls all the information.

Usually the workers expect that the boss or the single

leader has expert knowledge of the work to be done. The single leader supervises, instructs, and sets the stan-

and correct decisions. He or she cannot possibly have all the information to make the right decisions.



dards for the workers' output and his or her schedule. Workers have very little say on how the work is done.

However, many experts in management agree that this is flawed. They assert that structures that are dominated by single leaders tend to be slow in making decisions and responding to rapid changes.

In Rapid Changes

In situations that rapid change is needed, the single leader may not be able to single-handedly make fast

Spreading Decision-Making

So what do leaders and managers in successful organizations do? They spread decision making to as many supervisors, team leaders and workers. They share the responsibility and authority in running the organization. This way, the right people are involved in making better decisions and faster implementation.

For instance, with the growing number of workers doing "knowledge-based" tasks involving computers, managers tend to know less of the intricacies of work. Managers must rely on their workers to make the best assessment of problems and its solutions.

Removing Road Blocks

Leaders must also remove roadblocks to quick action. In many similar cases, the worker could not quickly respond to the customer's

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problem if he or she has to wave through a maze of bosses to get the solution of the problem from the boss, then from the boss of his boss and finally the chief boss.

Before one knows it, the customer has gone to the competition. The worker should have the ability to provide the solution, as the customer needs it ... that is, if the company wants to be competitive.

workers are accepting the challenge and are successfully leading and managing themselves. The term "self-leading" was borne out of this change in roles.

through college and many more.

Unfortunately, workers lose the interest to be leaders in organizations because leaders and managers undermine their leadership capabilities. Workers don't have the opportunity to learn and exercise their skills.



Self-Leaders

Leaders and managers should encourage workers to be "self-leaders", if they want to help their organizations compete and adapt to the numerous pressures for change.

Sharing Tasks of Managers

Leaders and managers are changing the way they do things. We see more and more of the workers who are sharing the tasks that supervisors and managers do – at least those tasks that can be done best by workers. While managers and supervisors continue to do the jobs that is best done by them.

But wait a minute! Isn't the idea of "self-leading" against the common concept that workers need to be supervised, directed and controlled and that they need to be pounded to get results?

They should support workers by providing them clear responsibilities and authority to implement the jobs they can do well.

On the contrary, case after case has proven that workers can manage themselves and lead others to get things done when they have the proper training. And when they are given the responsibility and authority and resources and when they are clear on the goals.

This does not mean that leaders and managers will cease to do management work. It only means that they provide workers with more opportunities to do the jobs workers can do better and in turn become better managers themselves.

Lean Organizations

We also see less and less tiers or levels of supervisors and managers. Instead of having to go through three levels, workers can get better and faster results if they only work with one level of management. Flat and lean organizations encourage flexibility and quick action.

Why is it then so difficult to believe that workers are successfully leading and managing themselves when in fact they have proven to be leaders in their own personal lives? They lead in clubs and associations. They make decisions to take hundred thousand dollar home mortgages. They fund their kids

How do workers respond to this change? Well, many

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