



Management and Performance Associates – Newsletter – September 2007

Leadership Guidelines

“The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it.”
Theodore Roosevelt (1858 – 1919)

A century ago the great American president was laying out the cards for what good leadership is supposed to be. We believe that “good men” needs a better definition, not to mention, of course, that the best executives are not limited to men.

Perhaps Mr. Roosevelt, if living nowadays, would say that effective leaders are responsible for identifying, developing and retaining talent (See our April 2007 newsletter on the topic).

This is only part of our definition of what a “good man” should be. In addition to that we believe that effective leaders should also have a very high level of awareness of who they are (their personality, motivators and leadership style) as well as clarity of their task (the role of the leader, strategic planning and change management). Sounds like a lot? It’s not easy being a leader, but the good news is that we are talking about competencies that can be acquired, practiced, and then incorporated in our day to day behaviors.

Here are some guidelines on the topic:

- 1) Balance management and leadership. Don’t be confused by the *leadership at the top*. Leadership, as well as management, should be present at all levels of the organization. These are two different dimensions that each effective leader needs to develop, not different people. Recent corporate history is full of sad stories where only a few at the top exhibited leadership.
- 2) *“Emotional Intelligence: Why It Can Matter More Than IQ.”* The title of the best seller published in the mid-nineties by Daniel Goleman says it all. Mr. Goleman’s model includes four competencies:
 - a) Self awareness – the ability to read one’s emotions and recognize the impact while using gut feelings to guide decisions
 - b) Self management – involves controlling one’s emotions and impulses and adapting to changing circumstances
 - c) Social Awareness – the ability to sense, understand and react to others’ emotions
 - d) Relationship management – the ability to inspire, influence and develop others
- 3) Every leader needs a strategic mindset. Surprisingly, in this day and age, some people still believe that someone at the head office is planning the strategy. A strategic approach is not to be relegated to a specific department or person. It is an approach to guide our actions. Something as “simple” as focusing on the outcomes, instead of the tasks that will take us there.
- 4) *“I am not crazy, I am just not you”* is another book title that says it all (by Roger Pearman, exploring the 16 personality types). Effective leaders understand that different people, with different personalities and motivational profiles add to the diversity of the team, bringing different perspectives, innovation and creativity.
- 5) Still looking for “the” leadership style? The most effective leaders act according to one or more of six approaches to leadership and skillfully switch between the various styles depending on the situation.



MAPA Consulting can help you develop these skills. We've developed a new 3 day workshop focusing exactly on these topics. Continuing with our tradition of naming a new class with the 3 letter code of an airport we have developed LGW – Leadership Guidelines Workshop. Before attending this new and exciting workshop participants are asked to nominate their direct reports who should fill out an online assessment of their manager's behaviors.

By the way, if you are curious, LGW stands for London Gatwick. LHR (London Heathrow) is another MAPA destination: Leveraging Human Relationships.

See you next month. Suggestions are welcome.

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