
SOME KEY POINTS REGARDING LEADERSHIP.

**“Managers are people who do things right.
Leaders are people who do the right thing!”**

Reference: THE STRATEGIES FOR TAKING CHARGE.
Warren Bennis & Burt Nanus. (Harper & Rowe. N.Y.)

Bennis and Nanus (University of Southern California) interviewed 90 successful chief executive officers to ascertain the skills that enabled them to become effective leaders in their various fields (both the corporate and public sectors).

They focussed their research on the types of actions that made people leaders, and how leaders go about doing the “right thing”. Their 5 key findings were:

1. **LEADERS PERCEIVE THEMSELVES AS LEADERS, NOT MANAGERS.**
They actively take charge of situations they are placed in charge of, adopting a “transformative leadership” style.
2. **LEADERS HAVE A VISION :**
and an overriding concern with results. They create a focus and direction for colleagues and employees.
3. **LEADERS COMMUNICATE THAT VISION TO CO-WORKERS**
Vision cannot be created in an organisation by edict, but by the creation of enthusiastic commitment to a vision because it is right for the times, right for the organisation, and right for the people who are working in it. Effective leaders have the communication skills to impart that vision.
4. **LEADERS’ POSITIONS AND VALUES ARE CLEAR AND CONSISTENT.**
Trust is an essential ‘bond’ between leader and co-workers.
5. **LEADERS HAVE POSITIVE SELF IMAGES.**
Because of this they are more likely to solve than create problems! Incompetent managers (like incompetent doctors) can make people sicker and less vital!
A positive self-image helps leaders do these three things well:
 - i) Recognise their strengths and compensate for their weaknesses. They know what they are best at and use those strengths. When they need skills they don’t have they ‘develop’ them, or build a staff that complements them.
 - ii) They nurture and further skills – they don’t stagnate, but seek feedback on their performance to achieve more.
 - iii) They discern the fit between the skills they have and those they believe the job requires.

IN SUMMARY: “Many organisations tend to be overmanaged and underled. They may excel in the ability to handle the daily routine, yet never question whether the routine should be done at all!”