



# The Effective Leader-Manager

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Corporate  
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Training that transforms

# The Effective Leader Manager

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*The future of your business is to a large degree, dependant on proper leadership and management.*

The team leaders and managers are the people who set the goals, implement the strategy, make the decisions and guide the processes in every aspect of your organisation.

So, it is the performance over the next six months that will set the terms for your progress in the future. That might mean good times for everyone, or it might spell trouble. It all depends on the quality of the performance.

It is interesting to note that leadership and management skills may be present in **any** member of the group – not only in those who hold a title. Therefore, the development of leadership and management skills is not restricted only to the management team:

Personal development is open to **all** those who wish to get the best from themselves and others. Here is the key question:

*How can you get the best from yourself and others?*

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Realise that you need to be able to get the best from **yourself first**, before you can get the best from others. I.e. It is impossible for you to inspire others if you, yourself, are depressed, beaten and confused.

So, this e-book is primarily about **your own personal development**. Only then, is it about the development of the team. We want to help anyone who wishes to develop his or her performance. Specifically, "development" means improving your ability to:

- Set your goals
- Achieve your goals.
- Communicate clearly.
- Plan ahead and prioritise.
- Resolve conflicts.
- Inspire a positive atmosphere.
- Develop more energy.

So this message is important. If you follow the ideas in this book, you will be able to make yourself and your team more effective. *Let us begin!*



*"Continuous effort – not strength or intelligence – is the key to unlocking our potential."*

**Winston Churchill**

## Leaders and Managers

### *There is a difference between a 'leader' and a 'manager' isn't there?*

We define a "leader" as: "A member of a team or organisation who is responsible for establishing and communicating clear goals, and then inspiring positive actions towards their achievement."

As opposed to a "manager" who we define as: "A member of a team or organisation who is responsible for the daily organisation of money, material resources and people, for the most efficient achievement of a goal."

Clearly, leadership and management are different concepts, yet isn't it true that **both could be present in the same person?**

We believe so. So from now on, we will use the term "leader-manager", to indicate anyone who wants to improve the performance of the team; and this means you! *You* want to improve *your* performance.

You may be a person with good technical ability; but having good technical knowledge does not necessarily mean that you are equally expert at motivating, communicating and handling difficult people.

A poor working atmosphere, ambiguous instructions and crude methods of handling conflict, limit the effectiveness of a team and therefore its productiveness.

1. There are six "fundamentals" that every leader-manager must master:
2. Effective goal setting.
3. Accuracy and clarity in communication.
4. Good planning, prioritising skills.
5. Good conflict management skills
6. The ability to inspire yourself
7. The ability to inspire others.

Let us look at each one in turn.



**"No captain can do very wrong if he places his ship alongside that of the enemy."**

**Lord Horatio Nelson**

## Clarity of Purpose

Clarity is the most important virtue of the leader-manager. The word "leader" implies that you are going to lead others somewhere. The obvious question is "where?"

Leadership requires that you have a clear sense of direction: That you are able to decide exactly what you want to achieve within the next; six months, year, two years, five years.

What would happen to the manager or leader who is not really sure what they want to achieve?

**How would you feel if, when you asked the management for their plans, the answers they gave were too vague?**

If the leadership team have only hazy or ill-defined goals, then they sound indecisive. Now, what are their chances of inspiring productive activity?

Answer: Zero chance.

Clarity is **the most** important virtue of the leader and manager. All great leaders share that one same quality: Definiteness of purpose – Goal focus.

You need a sharp image of *the purpose of the team* and be able to verbalise and define that image to everyone else who needs to know.

A purpose is the **target** that is the focus point of all team decisions and actions. Without a clear purpose, a team dissolves and fragments.

Secondly, "clarity" relates to **standards**. It means you should have a clear idea of the standards that you expect from every member of the team, including yourself.

If you are unclear about your goals, then you will not be able to make accurate decisions - you will not be able to communicate properly with other members of the team. If you focus your mind on attaining "goal focus", then it will make leading and managing others much easier for you.



**"Life without a purpose is a languid, drifting thing; every day we ought to review our purpose, saying to ourselves, 'This day let me make a sound beginning, for what we have hitherto done is naught!'"**

**Thomas Kempis**

## Clarity of Purpose – Exercise

Think of three reasons why gaining “clarity of purpose” will make leading and managing others easier for you.

If a leader has goal focus, then that makes him or her more...

1.

2.

Think of two painful consequences that would follow from a lack of clear goals.

If a leader lacks clear goal focus, then that will mean that...

1.

2.

## How to develop “Clarity of Purpose”

In order to develop more clarity of purpose – goal focus; simply answer these seven questions with as much detail as possible:

1. What **exactly** do you want to achieve, at work, within the next year?
2. Name at least two benefits you will gain if you achieve the goal stated above.
3. In order to do this one thing, within one year, what *three* related, sub-goals do you need to achieve within the next six months?
4. Name *three key people* whose co-operation you will need to engage?
5. What material resources will you need to assemble?
6. Write out your best possible plans to achieve the sub goals stated in question three.
7. Name the *first action* to take and the *exact date* you will take it.

*Print out* the answers to the above questions and read them to yourself every day. Every two weeks, *modify the answers* as your current situation develops. Have you co-workers work on a joint document and *develop a team goal*.

Remember – success if possible only to those who have:

1. Clear goals
2. Meticulously written plans of action

## Clarity in Communication

*Now you have mental clarity, the second virtue is "Clarity in Communication".*

Communication is defined as the **"transfer of information and/or emotion"**. You need to be good at both.

Each team member must be able to communicate their purpose in clear, unambiguous terms. A team with clear ideas, but without the ability to communicate would fail.

An ambiguous statement is one that can probably be interpreted in more than one way. If your messages have multiple meanings and rubber definitions, what will be the effect on the resultant actions taken by others?



### *Why would habitual ambiguity cause you to fail?*

It is your responsibility to be clear. People need to understand your message; even if they do not agree with you, they must understand you!

The transfer of information depends on the proper use of language - poorly worded, ambiguous or incomplete communication will cause errors.

This is because people may misinterpret your meaning and so the actions that follow will be equally confused and misguided. Remember this:

### *Understanding is more important than agreement.*

In other words, it would be bad to have an "Agreement based on a misunderstanding".

I want you first to *understand me*, and then *earn your agreement*.

Some people communicate on the **opposite premise**.

For example: In politics, many people intentionally blur their meaning and are purposefully vague.

What would be long-term consequences of gaining **temporary agreements** based on misunderstandings?

1.

2.

What would be long-term benefits if you made clarity a priority, even if that means risking temporary disagreements? (Ie; they **always** understand you, but they don't always agree).

1.

2.

You may be asking, "I agree that clarity in communication is important, but **how specifically** can I improve the clarity of my communication?"

Here are five points to consider.

1. Use affirmative statements and avoid negation.
2. Define your most important concepts.
3. Answer questions and don't merely respond to them.
4. Structure your message.
5. Limit your message.

Let us look at each one.



## Negation v Affirmative Statements

An affirmative statement says what it **is**; a negated statement says what it **is not**.

*Use affirmative, rather than negated statements.*

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Affirmative language is talking and thinking about what you do want, would like, and do believe in. Negated language is talking and thinking about what you do not want, would not like, and do **not** believe in.

Too many people focus their minds on their troubles and the causes - they talk for too long about what will **not** work and why. They are stuck in the mental **habit of negation**.

Continually thinking about what you do **not** want is not enough.

To help others, learn to have them focus their minds on what they **do want**.

## Negation Errors

Negation is trying to have someone understand:

What you **want**- by telling them what you **do not** want.

What you think they **should** do- by telling them what to **stop** doing.

What you think is **true**- by telling them what you think is **false**.

What you **agree** with- by telling them what you **oppose**.

Negation is inherently ambiguous if used alone (without the affirmative).

Saying "**X is wrong**" leaves completely open the question of "**What is right?**"

Too much negation will tie you up in "NOT"s - ensure that the last thing they hear from you, as they leave the room is a statement of what you **do want**.

## Be prepared to define your most important concepts

In business, there are many words and phrases that fall into the category of "**Often used, but ill defined.**"

Examples of these words and phrases are:

- Fair
- Unfair
- Top priority
- Professional
- Quality product
- Attitude problem
- Unacceptable dress

For example:

We all agree that "fairness" is a virtue; we need to treat others fairly. We must not treat others unfairly - we all agree on that.

### *So why does "fairness" cause so many problems?*

The answer is; there are **many versions** of "fairness".

To you, what does it mean, in practice, to treat others fairly?

Does "fairness" mean?

- Treating everyone **the same**?
- Treating everyone according to their individual **need**?
- Treating everyone according to their individual **merit**?
- Treating everyone according to how you **honestly feel**?
- Treating everyone according to **company policy**?
- Or some combination of the above?
- Or something else?

Fairness causes us problems because there is ambiguity of meaning. You should always be clear on what you mean when you use the word.

Imagine you were in a meeting and the boss said,

*"I want you all to do the **right thing**".*

Everyone would agree they should do the **right thing** - the boss has agreement, but not an understanding. What would happen? Everyone would implement their own notion of "the right thing", and everyone would go running off **in different directions**. That is the problem with language: It is often vague.



**"Justice and power must be brought together, so that whatever is just may be powerful, and whatever is powerful may be just."**

**Blaise Pascal (French Mathematician, Philosopher and Physicist, 1623-1662)**

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