

Managing Leader

"I'm convinced certain leaders possess the unique ability to establish mile markers on the road to the destination; then organise and monitor people, process systems and resources for mission achievement." Bill Hybels

Nehemiah on hearing about the state of the wall in Jerusalem reflected over the matter sought a clear vision of God's purpose and plan. The vision now turned into a mission, he shared, organised, and delegated specific responsibilities while empowering them to undertake the construction of the wall. Through motivation and perseverance in a Godly manner, and not allowing to be distracted from the primary mission, he resolved conflicts from within and from without, until the wall was completed in record time. Nehemiah was testimony that leaders who have God-given conviction and commitment will lead and manage with integrity and triumph. Succeed in their mission.

It is said of the management guru Peter Drucker that he sees three chief roles for a CEO: a "thought man," a "man of action," and a "front man."

To produce orderly change requires management in conjunction with leadership, and that leadership in conjunction with management can keep the organisation properly aligned with its environment. The leaders who combine management and leadership skills reflect a critical but rare combination that leads to organisational success.

You do not manage the leadership style but a leadership style that uses management to move an organisation to great heights.

Robert Bacal in an article "Front And Center - Leadership Critical To Managing Change" says that "Getting through the swamp", requires the ability of the leader to lead and to manage change.

He introduces three distinct aspects: Preparing For the Journey, Slogging Through The Swamp, and After Arrival.

Preparing for the Journey: Leading in a way that lays the foundation or groundwork for changes that may occur in the future. This is where the leader shares the vision and does all that is necessary for the team to be ready for the journey.

Slogging Through The Swamp: As Moses with the Israelites crossing Red Sea facing the challenges in the desert; so this middle period the organisation potentially may experience the most unstable, characterised by confusion, fear, loss of direction, reduced productivity, and lack of clarity about direction and mandate. It demands not only strong focused leadership but effective management for team to focus on the future.

After Arrival: As the people celebration the arrival, the leader focuses on completing and founding the process of change. Make the team buy into the realities of the new found land while being made to understand their roles in maintaining the celebration. Staying the cause avoiding the "settling down" temptations that creep in "When you have eaten and are satisfied."

The comfort of arrival can induce complacency and potential stagnation. Otherwise, when you eat and are satisfied ... you build fine houses and settle down ... your silver and gold increase and ... is multiplied ... then your heart will become proud and ... forget ... who brought you out of Egypt ... out of the land of slavery.

This is manifested when personal systems, whether they be paper or e-based, are working fine. It's an indication that the learning curve is flattening out: without challenges the organisation and the team go to sleep.

In managing leadership style the leader now offers hope for the organisation working towards excel-

lence, by solving problems and improving sustainable quality.

Managing leadership borrows heavily from transactional leadership where the management team: Sets the goals; Monitors performance; Provides feedback; and Develops careers.

Sets Goals - creates specific, measurable, achievable targets in line with the organisation vision and mission.

Monitors Performance - makes sure goals are achieved by providing regular performance reviews, either in a structured or fluid fashion.

Provides Feedback - let the team and staff know how they are doing relevant to the target/benchmark. Good feedback must be understood, believed and accepted.

Develops Careers - demonstrates genuine interest in the team and subordinates' welfare needs. Balance the check-book of individual aspirations and expectation of the organisation.

Whether change is imposed from outside as a result of circumstances, or is planned and designed from the inside, leadership is the critical factor that will determine whether the results expected from the change will occur and be sustained.

Leaders are to view the work as nurturing seedlings, providing water, soil, and fertiliser to allow the team and organisations to grow. Sustainable growth survives when the roots, with a steady supply, are deep.

Context for the managing leadership style should always give consideration that the leader has been asked to do a certain work for a **higher purpose**, than simply doing to get self-satisfaction. It goes beyond self, with a major focus on the success of the organisation, and overcoming the challenges that may stand in the way.

What is important is that leader exhibit positive characteristics that make him/her an effective manager at any level in an organisation.