

## LEADERment or MANAGERship

**Introduction:** The title words, writing neologically, were formed by Olan Hendrix who says “*Leaders must learn to manage and managers must learn to lead.*” Getting work done through others involves performance of certain tasks. Interdependence of leading and managing leads to improved results whereas their separation negates the potential for learning. Deficiencies in the management/leadership fields are caused by the managers/leaders. Is it possible to change the way of thought on the subject? If one relegates the matter to the mystical, the effort to learn will be vague. Any subject that intimidates one will not be pursued.

**Hazards of Micro Management:** Macro Managers let subordinates perform with minimal supervision. On the contrary, Micro Managers constantly look over subordinate’s shoulders and often perceived as controlling and overly critical. Micromanagement (poking nose into unwanted areas or digging fingers deep into the pie) generally has a negative connotation as micro managers **1.** Resist delegating; **2.** Immerse themselves in overseeing the projects of others; **3.** Start by correcting tiny details instead of looking at the big picture; **4.** Take back delegated work before it is finished if they find a mistake in it; and **5.** Discourage others from making decisions without consulting them. It should be well understood that it is a well established fact that the management’s perception and the way to the solution is not always most productive or even the right way of doing things. Excessive meddling will occupy the space that your people need to succeed and learn. Other dangers that lurk in the micro style of management are pride, arrogance, massive breakdown of trust, lack of patience, executive talents falling to wayside, lack of autonomy and high turnover of staff.

### **What the Experts Say**

If you’re the kind of boss who lasers in on details, prefers to be cc’ed on all emails, and is rarely satisfied with your team’s work, then—there’s no kind way to say this—you’re a micromanager. “For the sake of your team, you need to stop,” says Muriel Maignan Wilkins, coauthor of *Own the Room* and managing partner of Paravis Partners, an executive coaching and leadership development firm. “Micromanaging dents your team’s morale by establishing a tone of mistrust—and it limits your team’s capacity to grow,” she says. It also hampers your ability to focus on what’s really important, adds Karen Dillon, author of the HBR Guide to Office Politics. “If your mind is filled with the micro-level details of a number of jobs, there’s no room for big picture thoughts,” she says. As hard as it may be to change your ways, the “challenge is one that will pay off in the long run,” says Jennifer Chatman, a professor at UC Berkeley’s Haas School of Business. “There may be a few failures as your team learns to step up, but ultimately they will perform much, much better with greater accountability and less interference.” Your team members are not puppets that need constant tugging and pushing.

**How to move from Micro to Macro?** Reflect on your behavior; Get feedback; Prioritize what matters—and what doesn’t; Talk to your team; Work hard on delegation skills; Step back slowly; Build trust; Know your employees’ limitations; Pick the right people; Don’t set up for failure; Be clear on expectations; Communicate timeline; Don’t keep the control; Know your value; Provide feedback; Reflect on the improvements. Less time spent in the weeds means more time for big picture thinking, planning and interactions that are valuable for your own enjoyment of your position, team and company. Continued growth is about remembering to work smarter, not harder all the time.

**The Real Change:** Stephen Covey said in his best seller - *The Seven Habits of Highly Effective People*, “*Change--real change--comes from the inside out. It doesn’t come from hacking at the leaves of attitude and behavior with quick fix personality ethic techniques. It comes from striking at the root - the fabric of our thought, the fundamental, essential paradigms, which give definition to our character and create the lens through which we see the world.*”

If you're an emerging leader, are you looking forward to the opportunity to learn and change your attitude? If you are already there, are you fulfilled, finding joy and peace? Does your leadership inspire others? Do you love what you do or is it a drudgery? Are you where you belong? Is your heart engaged or are you just going through the motions? Better ask yourself these questions and get enlightened by knowing more. If you are passionate about leading and managing, the power so acquired will help you understand yourself, your leadership role and the meaning of inspired leadership.

**Leaders Make Mistakes?** Leadership is the hot topic in meetings, seminars and conferences but most so-called-leaders have little or no training for the role. They simply continue to make the same old mistakes awfully! Regardless of training or age, there are many common errors that sub-standard leaders are exposed to consistently. Whether one leads a company, a ministry, a girl scout troop, or a family, it is imperative to lead others effectively and to do this, *“The Top Ten Mistakes Leaders Make”*, authored by Hans Finzel (a successful author, teacher, podcaster and trusted authority in the field of leadership), is a must-read for such a leader!

**Leader’s Qualities:** Knowledge or talent are equated with leadership. Real leaders must possess exemplary characteristics that can be learned by anyone with a heart for true leadership. Hans Finzel also authored “Top Ten Ways to Be a Great Leader” with the memorable 10-point acronym on the chapters which by themselves denote the qualities a good leader should possess:-

1. **"L"** Is for Listen and Learn
2. **"E"** Is for Emotional Intelligence
3. **"A"** Is for Accessibility
4. **"D"** Is for Determination
5. **"E"** Is for Effective Communication
6. **"R"** Is for Resilience
7. **"S"** Is for Servant Attitude
8. **"H"** Is for Hands Off Delegation
9. **"I"** Is for Integrity
10. **"P"** Is for the Power of Humility

John C Maxwell has titled some chapters as – **Ch.1.** If It’s Lonely at the Top, You’re Not Doing Something Right. **Ch.6.** The Best Leaders Are Listeners **Ch.7.** Don’t Send Your Ducks to Eagle School **Ch.12.** Your Biggest Mistake Is Not Asking What Mistake You’re Making **Ch.16.** People Quit People, Not Companies **Ch.26.** People Will Summarize Your Life in One Sentence—Pick It; in his Bestseller *“Leadership Gold”* which every leader should study to fine tune the possessed qualities in order to be very effective.

**LeaderMent or ManagerShip** really doesn’t matter if we strive to build clear expectations throughout our organizations, and it must start with us, as we are the leaders. Warren Bennis remarked *“People will do a good job if they are provided with **management that leads.**”* Know thy pitfalls and master the essentials skills to a great leadership which can manage successfully!

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