

# Right Leadership

The story is as old as time. A successful leader; a senior executive at a successful company, is lured away to solve the pain at another organization. All too often the success experienced previously is not repeated. Why is that? I suggest it is because he/she failed to consider whether their leadership style was right for the time at the new organization.

Dr. Roger K. Allen, Ph.D. of The Centre for Organizational Design advocates there are five basic roles of a leader:

**Technician:** A person with a high degree of technical proficiency in the business of the organization. Able to make decisions quickly and is good at troubleshooting and solving problems. This person may tend to focus on the task at the expense of people.

**Manager:** A person who is able to maintain discipline and order and plans and schedules work, setting daily goals and priorities. Very good at completing reports and getting the paper work done efficiently, effectively and on time. This individual tries to blend concern with people with leadership by the book.

**Architect:** This person is more a builder of systems, both social and technical. She/he is able to align systems to the strategy and vision of an organization. This person is great at analyzing and improving work methods to improve productivity and the organization's bottom line.

**Trailblazer:** In this person you find a true visionary. Here is someone who can articulate a vision of the future and translate that vision into objectives. This leader will encourage outside the box thinking and readily encourages risk-taking and innovative ideas.

**Coach:** As the title would imply, this person works well with people and is able to motivate and inspire. This individual has good or excellent communication skills in the true sense of the work communication. Employees under this individual are providing training and every opportunity to improve.

As is evident; the reason for the pain in an organization needs to be clearly identified before a new leader is selected. Unless this is done, the new leader may have excellent skills and capabilities but those skills may be in the wrong area. Rather than remove it, the new leader may only increase the pain.

True every leader needs to exhibit each of these tendencies from time to time. However, every leader has a predominant style. The trick is to get the right leader with the right predominant style in at the right time.

How do you know what the pain is? Well first, you need to answer a few basic questions.

- What exactly is happening that should not be happening?
- What exactly is not happening that should be happening?
- Has the desired result or behaviour ever been exhibited in the past? If so, under what circumstances?
- How will you know for sure that the change you are looking for has been effected?
- Is there a formal training & development program in place for the people required to make the change in behaviour or performance?

The answer to these questions may not give you the exact solution required to remove the pain. There is no “silver bullet”. However, armed with this information you are much better positioned to either modify the behaviours of the leader you have or secure a new leader who will be able to make the changes required.

The five questions posed above are just as useful to an organization that is not looking to make a leadership change but wants to improve. The organization that does not continuously improve will sooner or later find itself behind in their respective industry.

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