

FOUR TIPS AND HINTS ON LEADERSHIP FOR ALL

(Taken from Fr. E.H. McGrath, s.j “Basic Managerial Skill for All”)

FIRST TIP: Dos and don'ts

Don't do it yourself.

- If your job is to organize, leave specific work to others.
- Your task is not to do the work but to **organize it**. Organization is your vital contribution.

Do Go “from the people to the people”

- Listen first. To what are the people say. What do they want, feel, hope and fear.
- Catch the expressions they use to express their feelings. Make note of them.
- Feeding back to the membership their hopes and fears, work out **with them** alternative courses of action.
- Have them decide which action plan they wish to pursue.

Do Keep Always In Mind Immediate and Visible Goals

- People work hard for immediate, visible goals.
- Break up long-range goals into steps.
- Success feeds on success.

Do communicate constantly.

- Changes start in the mind. No movement is strong until the mind is won
- Keep everyone informed of developments.

Do Keep close to the ordinary membership, the rank and file

- Your vitality and that of your organization is fed by the hopes and difficulties of the rank and file.
- Leaders also are led.

Do things with the membership, not merely for them.

- Always doing things **for** people, keeps those people small, make them recipients rather than **agents** of their own change.
- A plan that does not respect the collective decision of those responsible for action is not the product of a real planning process.
- People must become the **subjects**, not just the objects of development effort.

SECOND TIP : How to create conflict and frustrate your men

For effective leadership good intentions are not enough.

- Effective leadership or management is a question of practices.
- It's your practices, not intentions, that are seen and that matter.
- Effective leaders are those who have effective practices.
- Ineffective leaders are those who have ineffective practices.

Here are some ineffective practices that, whatever your intention, are likely to create conflict and frustrate your men:

1. Neglect to practice what you tell them to practice.
2. Take credit for their work and fail to give them recognition.
3. Take positions and make judgments after having heard only one side of the story.
4. Send written messages when you can as easily talk directly or phone.
5. Short circuit regular channels of communication and delegation.

6. Insist that subordinates come to see you rather than going out to meet them.
7. Make yourself inaccessible to your men.
8. Supervise one-on-one even though the whole team as a group is affected.
9. Keep your subordinates confused as whether you are telling them, consulting them, or deciding with them.
10. Run away from, suppress or smooth over problems.
11. Rely on your positional authority more than on authority of competence, personality, or character.
12. Introduce change without consultation or discussion.

THIRD TIP : Two Questions Every Superior and Subordinate Should Ask Each Other

1. **First question; What do you expect of me?** Research has shown:
 1. How greatly expectations influence our behaviour. Expectations tend to create people in their image, i.e., tend to fulfil themselves. Take the case of a class of students and two teachers. The first teacher considers the students dull and irresponsible; the second views them as capable and mature. The performance of the students under the second teacher will be far more impressive, for she has great expectation.
 2. How widely most employees and their bosses differ on expectations regarding their respective jobs. This bedevils their efforts to communicate and work effectively together.
2. **Second question : “What do I do which hinders the effectiveness of your work?”**
 By asking this question, which, admittedly, requires low defensiveness, a boss generates greater understanding and, also, receives insights he might never otherwise gain. When, in turn, the subordinate asks this question of his boss, he is perhaps more apt to listen and is drawn to greater understanding of the key results expected of their unit.
Developing a team that runs on its own motivation and control, removing obstacles to greater effectiveness is a boss' responsibility

FOURTH TIP : What the Experts Have to Say :

More talks, books and articles appear on leadership than practically on any other issue. Here are some points frequently made:

1. **Think in terms of results, not in terms of activities.**
2. **People have a need to be involved in some important issue and work.**
An effective leader recognizes this need and cultivates it.
3. **Influence upon any decision should move to where the competence lies.** This means different people assuming leadership roles in different situations.
4. **Cultivate a climate around you, where people feel free to express disagreement.**
See a value in disagreement, and work against the creation of a “dadaji” atmosphere.
5. **Your group is only as good as the people in it.** Select the most capable and then tend to their needs.
6. **Don't see your job as mere problem solving.** More time should be spent on exploiting opportunities than in merely solving problems.
7. **Spend time with the younger people in your group.** They may need support and are often the source of new and creative suggestions.
8. As far as possible, **go only to those meetings in which you can contribute.**
9. **Don't supervise 'one on one'** when teamwork by the whole group is involved.
10. **Be accessible to those who are working with you.** Level with them on difficulties and problems, and develop an atmosphere of trust

