

# NEWSLETTER

Issue #2.5 • February 2006

PMB 197 San Justo Street 202A , San Juan, PR 00901 • Tel. 773-330-2064  
email [grush@mgrconsulting.org](mailto:grush@mgrconsulting.org) • Web Site: <http://www.mgrconsulting.org>

*“Silence is the virtue of fools.”*

Sir Francis Bacon

## Why We Need Leaders

Businesses, governments, communities, and organizations in general need leaders. I have been consulting to businesses for the past 20 years and the most common problem has been the lack of effective leadership. I once facilitated a series of employee satisfaction workshops for the IT department of a major corporation. I anticipated that salaries or workload would be the major complaint. When the workshops were done, the top two complaints were leadership failures:

- “We don’t know the company vision.”
- “Senior Management doesn’t communicate with us.”

Issues that can be easily corrected still persist in many organizations. Organizations seem to think that if someone is “in charge”, as in management, they have a leader. That isn’t true. In developing a strategic plan for a major government agency who had recently changed from having a career senior executive to a politically appointed senior executive, changing every 4 years, I asked the executives to develop a vision – where they would be in

20 years. Their response was, “On the beach in Florida.” We laughed and I rephrased, “Where will your agency be in 20 years?” Their response was, “We don’t care, because we’ll be on the beach in Florida.” They knew that their senior executive would change every 4 years so, why bother setting a 20-

*Continued on page 2*

### NEWSLETTER No. 2.5

This is an interim newsletter for email recipients only. It is devoted entirely to Leadership. Enjoy.

- “Why we need leaders” – Pages 1 – 3
- Our classes – Page 4.

Visit our web site  
<http://www.mgrconsulting.org>

Contact Gary at:  
[grush@mgrconsulting.org](mailto:grush@mgrconsulting.org)  
773-330-2064

## Why We Need Leaders, Continued

year vision. The problem was that senior management had never expressed a vision for the agency – they had a manager; what they needed was a leader. How effective is the agency when their management is only thinking about being on a beach in Florida?

Trust in our “leaders” has waned in recent years due to the number of senior executives indicted for fraud, the number of senior executives in jail, the number of political leaders caught lying, and even respected news anchors reporting half truths or outright lies. Where have our leaders gone? Our society is craving real leaders – those we trust and want to follow. Unfortunately, most organizations invest in management training but not so much in leadership training.

Leadership is critical to business and to life. There has been a lot of work done and books written about leadership, yet it is still very undervalued. Most companies spend more time and money training management than they do training leadership. The most successful organizations – whether they are a business, government, community or military – are successful because of great leaders. Of all the skills needed in groups, leadership is the most important.

### What is a Leader?

First of all, let me define some terms.

“**Leader**” – One who guides or inspires others in action or opinion; one who takes the lead in any enterprise or movement; one who is “followed”.  
Leader is a role.

“**Leadership**” – The lifting of people’s vision to a higher sight, the raising of

their performance to a higher standard, the building of their personality beyond its normal limitations (Drucker, 1985).  
Leadership is an event.

“**Manager**” – One who supervises or directs others in an enterprise. Everyone from supervisor through president is a “manager.”  
Manager is a job.

“**Management**” – The organizational process that includes strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve objectives, and measuring results. Management is the effective utilization and coordination of resources to achieve defined objectives with maximum efficiency.  
Management is a process.

I underlined key words in each definition. Leaders guide and inspire. Managers support the process. Both are important. *“Inventories can be managed, but people must be led.” H. Ross Perot.* Management training is important but it isn’t Leadership training.

### What Makes a Leader?

Leaders may be born, created, or rise to the occasion but all possess similar characteristics. These are a combination of their personality, their beliefs, and their capabilities – what you are, know, and do. Together, they create a leader. Effective leaders inspire trust and confidence in their followers. Effective leaders communicate clearly and honestly to their followers. The leader inspires and leads through strategic thinking, building trust, supporting and empowering their followers, setting the example, valuing their beliefs and ethics, using their knowledge of the job, building teams, and

*Continued on page 3*

## Why We Need Leaders, Continued

effective decision making. They pull it together by listening, envisioning, and communicating bolstered by their personality and confidence.

### Needed Skills

What skills does a leader need?

Effective leaders need skills for:

- Active listening
- Managing Conflict
- Decision Making
- Strategic Thinking
- Empowering their followers
- Building teams

These skills help the leader achieve their mission in life. That mission is to:

- Define a Vision

Then:

- enable
- make possible
- make it easier for the group to:
  - communicate effectively
  - feel part of the whole
  - successfully achieve the vision

### Primary Role

The leader's primary role is to envision an outcome then enable and empower his or her team to achieve that vision. Strategic thinking enables the leader to articulate the vision. Team building, managing conflict, and decision making enable the team – they help the team do their job. Listening and empowering help the team feel part of and buy into the vision.

### Developing Leaders

Whether you believe that leaders are born, created, or rise to the occasion, capabilities can be trained. Just as we can train managers to follow human resource procedures, we can train leaders to listen to their people, to build successful teams, and to establish and communicate visions. The military has been doing this for years. It is equally important for businesses and other organizations. Once trained, budding leaders need to be nurtured. They need good examples to follow. They need to be allowed to lead – and fail. Many businesses are risk-averse. They punish failures and that not only stifles innovation, it stifles leadership. Executives become “safe” and stop leading resorting to managing only. Organizations get their leaders by training potential future leaders, nurturing them, and allowing them to lead.

Every organization needs to establish a concerted leadership development program. This is very important. Begin by identifying potential leaders in the organization. Start with those who express interest – that shows a desire. Watch to see who in the organization naturally leads – they exist. When you identify them, encourage them, determine their training needs, and get them trained. Training is the least expensive way to improve any organization. Once they have training, let them lead. Assign mentors so they can grow into their role and the organization can risk failure without it becoming disastrous. As Ralph Nader said, *“The function of leadership is to produce more leaders, not more followers.”* In the highly competitive and highly volatile world we live in, those with great leaders will do great things. Those with ineffective leaders will flounder. Great leaders have created every great society. 🙏

## PRODUCTS and SERVICES



### Classes

**Business Partner Requirements** – a 2-day class explaining the development process from strategic planning through implementation. This is geared towards the business partner. Fee is \$725 per student. This class confers 12 PDU's.

**Business Presentation Skills** – a 3-day class teaching students how to present effectively. The audience is anyone who wants to improve their presentation skills. Fee is \$1100 per student. This class confers 18 PDU's.

**Data Modeling Made Easy** – a 2-day class that teaches how and why to build a data model. The audience is business partners and analysts. Fee is \$725 per student. This class confers 12 PDU's.

**Diversity** – our newest class is a 2-day class that covers diversity – what is it, why is it important, what is “inclusivity”, and how to implement a diversity program in your workplace. The audience is anyone in the company. The fee is \$6000 per class with up to 20 students. This class confers 12 PDU's.

**The FAST Facilitator Workshop** – our 5-day class that provides the finest and most comprehensive facilitation training available. The audience is candidate facilitators. Fee is \$2500 per student. This class confers 32 PDU's.

**Leadership Skills** – a 3-day class providing leadership skills and tools for the budding leader. This audience is anyone looking to become a leader. Fee is \$1800 per student. This class confers 18 PDU's.

**Productive Meetings** – a 2-day class that teaches how to run productive and effective meetings every time. The audience is anyone who wants to improve the quality of their meetings and, at the same time, improve their career. Fee is \$725 per student. This class confers 12 PDU's.

**Strategic Planning & Organizational Design** – a 2-day class that steps through how to develop a strategic plan and how to develop an effective organization. The audience is anyone who needs to develop a strategic plan or reorganize a department or company. Fee is \$725 per student. This class confers 12 PDU's.

**All class fees include instruction and student materials. Client pays instructor's airfare.**

---

### Facilitation & Consulting Fee

Our facilitation and consulting fee is:

- \$2500 per day plus travel expenses.
  - We provide fixed fee work if the project warrants – call for a proposal.
- 

**Call to discuss or schedule a class.**

**Call Gary at (773) 330-2064 or email at [grush@mgrconsulting.org](mailto:grush@mgrconsulting.org)**