

MANAGEMENT CONSULTING SERVICES

22 Paintedcup Court The Woodlands, TX 77380-1414

The following subject has been written about a great deal and much of the content will not be necessarily new or unfamiliar to many of you. I have, however added thoughts of my own where appropriate based on my experience and what I have learned about these subjects throughout my professional career.

LEADERSHIP & MANAGEMENT

Some believe these terms are interchangeable. For me they are certainly interrelated but never interchangeable. Webster's Collegiate Dictionary offers the following definitions:

LEADER: "One who leads; as a guide, a conductor, a chief, a commander."

MANAGER: "One who manages; a person who conducts a business or household affairs with economy."

LEADERSHIP: "The ability to influence others to willingly follow."

MANAGEMENT: "The judicious use of means to accomplish an end; skillful treatment; executive skill."

The late President Harry S. Truman said " . . . a leader is someone who can get people to do things they don't want to do and enjoy doing it."

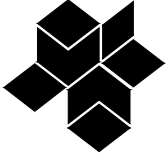
I believe leadership is a quality that does not necessarily involve doing something, whereas management is a process that involves an activity.

Qualities of an Effective Leader:

- o Sets a proper example and high standards for others to follow.
 - Is willing to do whatever he/she asks of others.
- o Is receptive and interested in learning new ways to improve upon what he/she presently does.
 - Regardless of how much experience we have, there is always something new to be learned. Leaders welcome this opportunity.
- o Acknowledges the efforts of those who deserve recognition.
 - Acknowledgment of others only strengthens the leader's image.
 - People are more easily led when they are treated with courtesy and respect.
- o Has well developed communications skills.
 - This includes the ability to effectively write, speak and listen.
 - Good communication is a two-way process, in which listening is almost always more important than talking.
 - It is better to be interested than interesting. This simply means asking questions about the other person instead of talking about yourself.
- o Works effectively with others.
 - Has learned to be a good follower too. He/She accepts advice and support from peers and subordinates, without being defensive or threatened.
 - He/She is also are willing to serve those they lead.
- o Plans and prepares.
 - Planning requires setting specific goals and periodically evaluating and up-grading them.
 - Planning leads to the development of systematic programs for the achievement of our goals.
- o Teaches and develops others.
 - Inspires others to do their best, and achieve their full potential.
 - Develops and trains persons to replace him/her so they themselves can advance.
- o Delegates effectively.
 - Effective delegation results neither in loss of authority nor the primary responsibility for getting the job done correctly.
 - Responsibility cannot be delegated.

These last four qualities are, in my opinion, the most important:

- o Is honest.
- o Has integrity.
- o Is concerned about the dignity of others.
- o Is always enthusiastic and maintains a consistently positive attitude in the presence of others.



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Qualities of an Effective Manager:

- o Technical competence.
 - Possesses the depth of experience to recognize emerging problems early and convert them into opportunities.
- o Organized
 - Is systematic and understands the importance of order.
- o People-oriented.
 - Good communication skills, social sensitivity.
 - Possesses the ability to recruit, train and develop others.
- o Strategic thinker.
 - Approaches task with an attitude of "Are we doing the right things?", rather than "Are we doing things right?"
- o Intuitive sense.
 - Uses right-brain approach to accomplishing tasks.
 - Thinks beyond the boundaries which confine left-brain thinkers.
- o Emotionally mature.
 - Works well under pressure.
 - Handles conflict resolution with perceptive objectivity.
- o Adaptive/flexible.
 - A right-brain quality, involving the ability to access multiple solutions in solving problems or just getting the job done.
- o Results oriented.
 - Focuses on effective achievement of established goals.
- o Team player.
 - Understands and practices the dynamics of synergism and collaborative planning.

The success of integrating new technology within a defined practice requires the appropriate management of the process. Firms that commit themselves to developing the quality of their leadership and management skills will gain a competitive edge on others, which only concern themselves with technical competence.

In summary, as Leaders and Managers we have the responsibility to:

- o Create an atmosphere of honesty, integrity, trust, concern for others, as well as a commitment to serve our clients and fellow workers.
- o Set an example for others by developing and constantly working on the improvement of our leadership qualities and management skills.
- o Teach, prepare and assist those with whom we work so that they may also successfully fulfill their job responsibilities.

Whether you are a manager, serve in a leadership position, or do both you, bear the responsibility to learn how to effectively, openly and honestly communicate with your fellow colleagues to ensure a 'win-win' environment, which will prove mutually beneficial to your firm and your clients.