

MFB report

Issue 17 – Spring 2013

The MFB customer magazine – www.mfbresultants.com

MFB

Manage Future Business

It is the Captain's Job to Have a Successful Team:
**Leadership as Critical
Success Factor**



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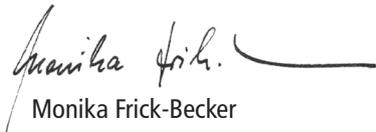
Welcome and Guten Tag,

Like good management, good leadership is an important success factor. Leadership is about your skills to mobilize people and your capacity to engage them and sustain momentum.

To do so, managers must be empathetic communicators who display a great level of authenticity and transparency.

Leadership styles should be adapted to the particular demands of the situation, the particular requirements of the people involved and the particular challenges facing the organization. The effects of good leadership skills are an efficient organizational structure, satisfied employees and good external relationships.

Yours



Monika Frick-Becker

It is the Captain’s Job to Have a Successful Team: Leadership as Critical Success Factor

Often, managers forget that in order to be an effective manager, they have to be good leaders. One symptom is that the management is too keen on the structures, processes, and rules so they most likely tend to neglect the most important resource of all, the people.

Especially in difficult times, people look for charismatic leaders who communicate vision and align people’s energy with that vision. Good leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals.

Bad leadership, on the other hand, is a strong signal to internal stakeholder and customers that an organization is struggling with serious problems.

Cooperation instead of confrontation: Leadership and management must go hand in hand

Leadership and management are not necessarily the same thing. The manager’s job is to plan, organize and coordinate. The leader’s job is to inspire and motivate. Yet, in any successful organization, strategic management and great leadership are necessarily linked and complimentary.

Any effort to separate the two is likely to cause more problems than it solves.

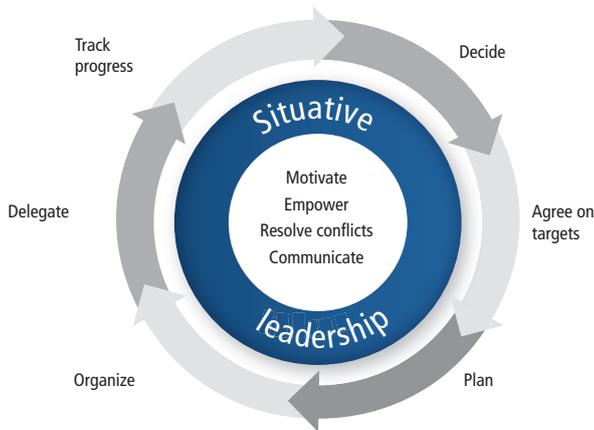
Management and Leadership Must Go Hand in Hand



In our highly competitive and globalized economy, where innovation and value come increasingly from the knowledge of people, management and leadership are not easily separated. People look to their managers, not only to assign them a task, but also to define a purpose. In addition, managers must organize workers, not just to maximize efficiency, but to nurture skills, develop talent and inspire results. The task is to lead

people. The goal is to make productive the specific strengths and knowledge of every employee to ensure customers are served in the best way possible.

Principles of Successful Leadership



The principles of successful leadership: The need for an efficient organization design

Leadership cannot be taken for granted. Leadership is hard work. Working hard is crucial, especially in an increasingly competitive business environment. Just as products require change and innovation, leadership needs the same to avoid the risk of being marginalized. To be successful as a leader, a manager needs a combination of two ingredients: character and competence. He or she needs to be a person of integrity. Someone people trust and are willing to follow – not because they are told to. Leadership is less about management needs and more about the needs of the people and the organization the management is leading. Successful managers like to work with people. They support and encourage talent and foster a culture of innovation and creativity.

What Makes a Good Leader

- Self-critical
- Self-confident
- Flexible leadership style
- Role model
- Delegates tasks and responsibilities
- Gathers all relevant information
- Capacity to listen
- Open-minded
- Values further training and development
- Authentic

There is no secret recipe or magical formula to become an effective leader overnight. With this in mind, a good leader certainly needs strong 'people skills' since a leader needs to

be able to communicate the vision and motivate the team to follow. To be trusted in business, you must be trustworthy.

It is simply impossible to become a great leader without being a great communicator. Effective communication is an essential component of business success. The best communicators are great listeners and astute in their observations. They successfully meet the needs and the expectations of those they're communicating with. Finally, leaders may be clear about their direction, but may still be hindered by an organizational design that is not geared for the future. For example, the job design for key roles might be wrong. Roles may not be clearly defined leading to a mismatch between performance and expectations. The choice of organizational form may be erroneous. Accountability may be diffused across roles and levels. Above all, the original design of the organization may need to be recast given the growth and complexity. A strong organizational structure allows for quickly adapting to new situations while simultaneously balancing opportunity and risk.

You are the Boss – But how good are your communication skills?

Can leadership be learned? The answer is simple. Yes, leadership, like most skills, can be taught and learned. It is a process of trial and error, successes and failures. Leadership training programs can provide managers with the skills necessary to think strategically and learn the fundamental qualities to be an effective leader. Fundamentals of good leadership include being results orientated, focusing on customer needs, and fostering moral, trust and talent of subordinates. Important tools are meetings, teamwork, budgeting, setting milestones and regular employee surveys. Leadership is only effective when employees receive proper orientation.

Personnel development tools, such as staff appraisals and agreements on targets or tools for developing management responsibility are deemed particularly suitable. Well-designed and well-executed performance appraisals have a strong motivational impact because they provide a number of interconnected benefits: They build a sense of personal value and appreciation and can provide underperforming employees the wakeup call that they need to refocus and reenergize. By listening to team members, a leader can often learn about the barriers preventing a goal from being achieved and through facilitation find a way to an appropriate solution. Regardless if you want to sharpen your own leadership skills or those of your management, implementing a leadership training program will ensure that your company will have the necessary tools to model leadership and to build teamwork and unity throughout the organization. For best results, training should be conducted in-house and specifically tailored to a company's culture and specific requirements. After the program is determined, it should include action steps and set timetables for implementing changes. Most importantly, it must include a follow-up course

of action. The ongoing monitoring and support is crucial in tracking the long-term effectiveness of the leadership training.

The Benefits of Leadership Training

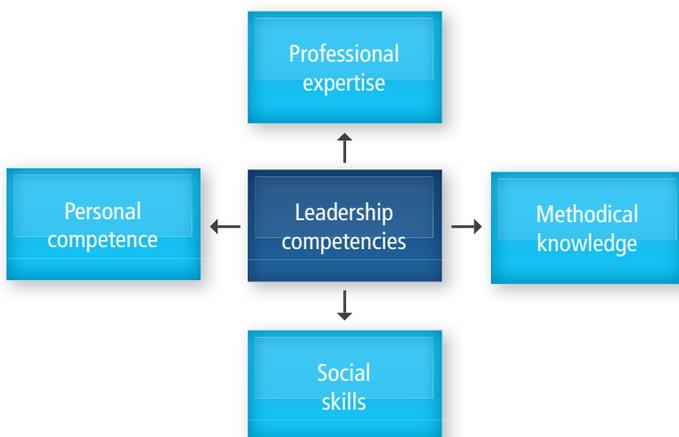
- ✓ The participants are confronted with their personal leadership structures
- ✓ You become aware of how your actions impact others
- ✓ You feel more at ease and confident in your leadership
- ✓ You become proficient in leadership tools
- ✓ You share experiences
- ✓ You build your professional network

No time for leadership? Leadership challenges for small and medium-size businesses

Leadership is particularly crucial for SMEs because they are characterized by unity of ownership, management, liability and risk. Often, the company is owned and managed by the same person or group of people. The owner is responsible for and involved in all decisions related to corporate policy. It is this combination of ownership and management resting with the same person or group that places a premium on the quality of leadership in SMEs compared to larger organizations where leadership is a lot more shared, dispersed and institutionalized.

For smaller companies in particular, generating new ideas and innovations is critical to their business success. This requires a commitment from leaders to foster a culture of innovation, dialog, and creativity. If people do not feel free to express their ideas or are afraid of criticism, creativity will quickly be stifled and often staff or stakeholder engagement in the process will deteriorate rapidly. A good leader, therefore, will delegate responsibility. While there is an agreed upon goal, delegation also allows the leader to learn more about the strengths and weaknesses of the team members.

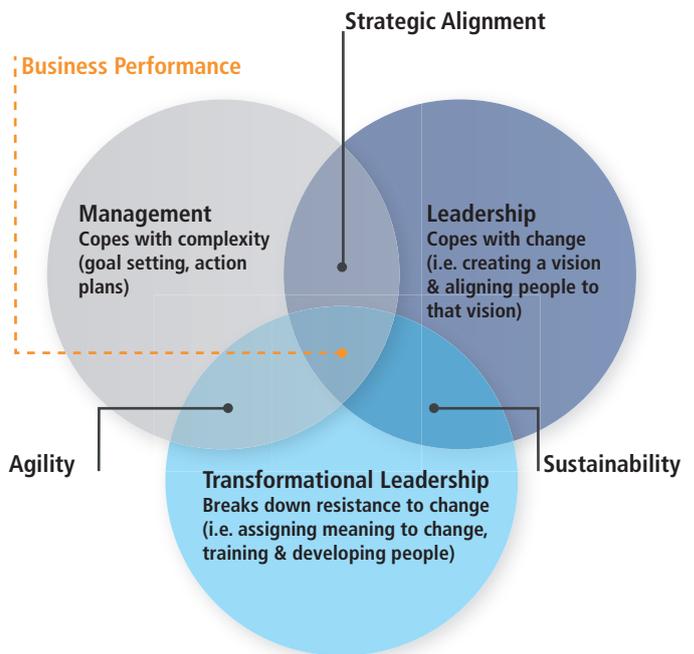
Key Skills Related To Effective Leadership



Bosses that give important responsibilities to their employees, along with the freedom to complete the task their way, enhance their employees' innovation potential, morale, and satisfaction.

Studies (Forsa) show that in many smaller companies leadership functions and skills are often underdeveloped or even neglected. SMEs prefer to invest more in the functional expertise of their management and staff than training important people skills. However, the ability to lead effectively is based on a number of key skills. Leaders need a broad scope and vision to sustain the future of an organization.

Leadership in Change Processes



Managers and supervisors are the role models for any organization. In today's turbulent times, leaders are often faced with complex decisions and will need to possess a combination of strengths. Smaller companies must ensure they will have the necessary tools to model leadership and to build teamwork and unity throughout the organization. The ability to relate and respect others and to foster a culture of openness, dialog, responsibility and respect are key leadership competencies. When managers meet their employees' needs through gaining trust and recognition, sensing achievement and competence, experiencing growth and meeting objectives, they're also contributing to the employees' job satisfaction. When employees are satisfied some of the most visible indicators are reduced turnover, absenteeism, and tardiness. Hence, excellent leadership skills play a great role in building good working relationships between the management and the staff.

Leadership is an important function of management helping to maximize efficiency and to achieve organizational goals.