

## Lead To Manage! Part Two



**Dr. Ali Qassem**

[www.aliqasseminternational.com](http://www.aliqasseminternational.com)

**Managers** in organizations are the problem solvers; at the same time, they need to execute the problem solving process. In other words, managers should be able to choose to do the right things and must have the ability to influence others to do these things right.

Many organizations are struggling to have effective efficient managers, who possess both qualities and who would take their organizations to superlative performance, sustained success and results. These people are in high demand in the marketplace. They are whom organizations look for, hire, keep, and provide with distinct treatment.

However, organizations are suffering from having managers, who are superiors of other people and still do not affect their teams to perform. These managers are not effective leaders; they are seers (observers). They only have and use their authority power, but they do not take responsibility for the direction, the methods, and the quality of the performance; they are lacking leadership skills.

Leaders differ, and there are many levels of leadership skills. Jim Collins, a business consultant, lecturer, and an author of many celebrated books, stated in Harvard Business Review 2001 what he called the Hierarchy of leadership levels.

He stated, "Level 1, is the highly capable individual, who makes productive contributions through talent, knowledge, skills, and good work habits. Level 2, is the contributing team

member, who contributes to the achievement of group objectives; works effectively with others in a group setting.

Level 3, is the competent manager, who organizes people and resources toward the effective and efficient pursuit of predetermined objectives. Level 4, is the effective leader, who catalyzes commitment to and vigorous pursuit of a clear and compelling vision; and stimulates the group to high performance standards. Level 5, is the executive, who builds enduring greatness through a paradoxical combination of personal humility plus professional will.”

The executive, who has the qualities of the fifth level, shapes and creates vision and new ideas and not merely responds to old ones. He/she is able and capable of turning the organization from struggling to prospering, from losing to winning, and from moderate to great.

There are no known methods to create great leaders; however, leadership skills, like any other skill, are skills that we can learn, and every person who is aiming at success in life and career must learn them.

The first rule of being an effective leader is to lead yourself. If you do not like your own style, and if ‘you’ cannot follow you, who else will and why? This comes from your self-awareness and the awareness of others, your self-esteem, and your self-confidence.

In order to lead, you have to build the mutual trust between you and others, which comes from candor, honesty, and respect. Any one can gain the trust of others simply by not doing what hurt them, and by giving respect to them.

Humility (the quality of being humble) is another trait of the effective leader and a source of his/her strength. Those, who have this trait, treat every one with respect regardless of his/her rank or position. They respect people because of what they themselves are, not because of what those people are; and that will improve the relationship across the entire organization.

Being an effective leader requires and necessitates the willingness to learn and improve. Many people think that learning is studying and feeding the mind with knowledge and information; the fact is, it is not. Learning involves change that is concern with skills, habits, knowledge, and attitude, which will enable the individual to make personal and social adjustment.

The Cyclopedic Education Dictionary, Samuel Gould (1965), Alice Crow (1963), Malcolm Knowles (1970), and others defined learning as, “Any change in behavior implies that learning is taking place or has taken place. It is a permanent change in behavior that results from exposure to environmental experiences that is accompanied by psychological changes.”

Thus, learning is any change in our behavior and/or cognition that results from the use of skills, talents, potentials, knowledge, information, and every day experience (our own or others') including mistakes.

Effective leaders are willing to learn specially from adversity and mistakes – theirs and others'. Then, they share their learning and knowledge to help individuals to enhance and improve their existing knowledge and skills, and learn new skills.