

## **LEADERSHIP**

### **Concept**

Leadership is the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members. [House, R. J. (2004) Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies, SAGE Publications, Thousand Oaks, 2004]

### **Objectives for excellence**

The vision about innovation concerns the whole organisation and counts on the support of all the personnel, that participates also in the periodic reviews.

The management shows much interest in the tasks and initiatives of the company's personnel, and provides a clear guidance towards innovation, based on its experience, information and external contacts.

The management team plays an active role in the promotion of creativity and new ideas, and the motivation for improvement.

The management systematically collects internal and external information about its own operations, to be able to act consequently in search of innovation.

### **Actions for implementation**

The organisation chart is defined and the related responsibilities assigned in such a way that facilitates the communication among the groups.

The managing team is accessible, actively listening and answering to people in the organisation; promoting, through the organisation chart and its attitude the communication among the groups.

The innovation values are accepted and transmitted within the organisation. The management shows and transmits a strong knowledge about innovation values, developing clear expectations towards innovation and acts as a model for these values.

The company rewards the improvement and innovation achievements of employees, teams, customers and providers. The commitment with innovation and improvement is used as a criterion to select candidates for promotion and reward.

The management takes initiatives to meet with customers, providers and other external entities, seeking their cooperation to improve.

***Best practice***<sup>1</sup>

***Think about***

Abraham Zaleznik delineated differences between leadership and management. He saw leaders as inspiring visionaries, concerned about substance; while managers he views as planners who have concerns with process. Warren Bennis further explicated a dichotomy between managers and leaders. [Zaleznik, A. (1977) "Managers and Leaders: Is there a difference?", Harvard Business Review, May-June, 1977 - Bennis, W. (1989) On Becoming a Leader, Addison Wesley, New York, 1989].

They drew twelve distinctions between the two groups:

- Managers administer, leaders innovate
- Managers ask how and when, leaders ask what and why
- Managers focus on systems, leaders focus on people
- Managers do things right, leaders do the right things
- Managers maintain, leaders develop
- Managers rely on control, leaders inspire trust
- Managers have a short-term perspective, leaders have a longer-term perspective
- Managers accept the status-quo, leaders challenge the status-quo
- Managers have an eye on the bottom line, leaders have an eye on the horizon
- Managers imitate, leaders originate
- Managers emulate the classic good soldier, leaders are their own person
- Managers copy, leaders show originality

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<sup>1</sup> Real case coming from the experiences of InnoSME users, to be incorporated in the future.

**Resources and Links**

[Big Dog's Lessons in Leadership](#) - A resource site that offers articles and links exploring numerous aspects of leadership.

[BPubs.com](#) - Leadership Articles and Publications - A collection of business publications related to Leadership and Leadership Qualities.

[Bright Quotes](#) - 5,000 quotations, illustrations, analogies and stories related to leadership, management, teamwork and human relationships.

[businessLISTENING.com](#) - A listening skills and strategy guide covering leadership, customer relationships, conflict resolution, and negotiation, with articles, business literature reviews, and listening training exercises.

[Great Managing Ezine](#) - An Ezine designed especially for leaders that provides articles, tips and techniques for improving personal performance as well as the performance of others

[Leadership Decision Making](#) - Decisions are the heart of leader success and at times there are critical moments when they can be difficult, perplexing and nerve racking. This side provides practical guidance for making efficient and effective decisions.

[Managing Decisions](#) - Articles and links to help managers, administrators, CEOs, and small business owners to avoid mental error in decision selection and fundamental prioritizing.

[3 Minute Learning](#) - Offers resources for leadership improvement and personal growth.

[Secrets of Success](#) - Biographies of top business leaders and their secret of success.

[Transformational Leadership Development](#) - Presents different articles, resources, and critical concepts necessary to develop this type of leadership skill.