



Management and Leadership



William E. Caswell

Bill Caswell is an experienced coach of CEOs and senior executives around the globe. The author of 14 books, Bill has penned the 12-book series *The Respect Revolution* written, by a CEO for CEOs, as a guide to getting your company to *Excellence* and keeping it there.

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The Great Leader

I am often asked, "What makes for a great leader or manager?" The answer is straightforward. A great leader is one who is in awe of his employees. It is that simple. A great manager has tapped into the heart and soul of the employee in such a way, that the employee will move heaven and earth for the leader. As a result, that employee will perform amazingly, impressing the boss no end.

Separating Management from Leadership

First, and foremost, to avoid confusion, it must be understood that a key role of a manager is to show leadership. Leadership is but one part of the management puzzle. A good manager knows how to lead.

Leadership involves setting a direction for others, getting them to move along with the leader and with each other with competence, full commitment and enthusiasm. Leadership results in people being happy to follow and somehow being imbued with the mystical feeling of everyone being at one with everyone else. Because of leadership, the workers have the feeling that binds people together.

Managing as defined by Elliot Jaques

The business guru, Elliott Jaques, defined the role of the manager as being responsible as follows:

1. The manager must be held accountable for the work results of each subordinate.
2. The manager must add value to each subordinate's work (and each subordinate must feel that value is being added by the manager).
3. The manager must be able to operate and sustain a team of subordinates, each one capable of doing their work.
4. The manager must set direction for the subordinates (leadership).
5. The manager must have the team move in the common direction set, in an effective, collaborative, and enthusiastic way (leadership).

Managing and Leadership

It lies at the heart of the ability of an organization to muster every ounce of creative human energy from its people. Exercising leadership is possible for every person filling a manager's role.

CCCC has 3 basic products:

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Manager's Authority

Understanding what the manager must do, the manager must be given the appropriate authority:

1. To have the right to veto any person about to be added to the team
2. To have the right to decide about the tasks to be assigned to any team member
3. To have the right to appraise each team member
4. To have the right to assign merit awards (within policy) for each subordinate
5. To have the right to decide, after due process, that a team member who is not capable of doing the work assigned, shall no longer be a member of the team.

Teamwork

Capable managers strongly value getting subordinate to work together with them and with each other, with full enthusiasm being necessary. Building a sense of collaboration is a prime leadership essential.

Bill

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CCCC delivers accelerated business growth and performance improvement. Problems that limit growth are solved holistically (viewing one end of the company to the other) with the client team. As CCCC trains and energizes, through in-depth, practical, hands-on mentoring, the customer is provided with a kit of tools and methods that will endure long after CCCC has left the client premises.

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