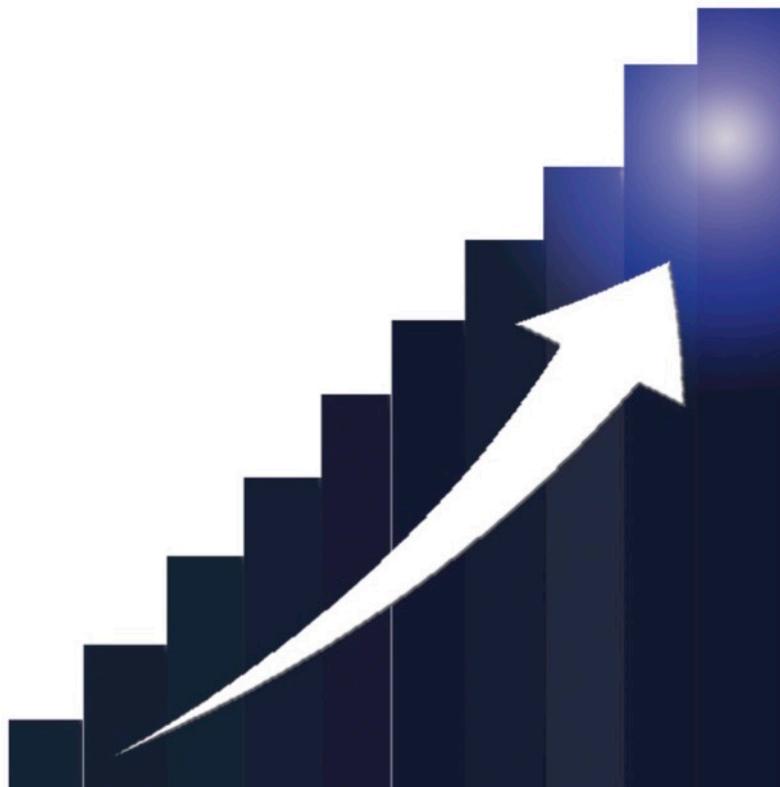


Management is the New Leadership

How to create a breakthrough in productivity and engagement



By Brian Braudis

Introduction

Management has been quietly changing since the Industrial Revolution. In the past, effective management was simple and easy. Managers gave orders and demanded loyalty. It was that simple. Resources exceeded demand, so that made it easy.

The manufacturing economy also made management a straightforward and unambiguous affair. Workers used their hands and managers used their intellect. What I call the Value Zone—the place where true customer value is created—was machinery and tangible products like steel and automobiles. During the manufacturing economy, managers managed things.

But today everything has changed. Machines and products no longer make up the Value Zone. An individual's knowledge, ideas, energy and enthusiasm—these constitute the Value Zone today.

In addition, nowadays there are always more needs than resources. Workers have more choices. The days of “one place to work” are gone.

The Paramount Challenge

As a result, we can no longer demand loyalty. As difficult as this fact is for managers to swallow, it doesn't change the fact that today people volunteer their ideas, their input and their energy. The degree or level of effort put forth at work—engagement—is directly proportional to how team members feel management treats them.

Workers will give you their backs, their arms, their labor in exchange for pay. But they need to feel welcomed, comfortable, safe and appreciated enough to engage, to offer their ideas and what they know. Only in the right setting will people give away what is close to their heart. The environment has to be open and accepting for workers to truly engage with their full self.

What hasn't changed is the heart of management, *making things happen through other people*. Nowadays managers have to make things happen in a far more complicated, difficult and ambiguous world—a world where the value created for customers comes directly from people.

If workers' knowledge, ideas, enthusiasm and effort are the Value Zone, it then becomes an observable fact that today workers own their own means of production. This is unlike the industrial worker of old who used machinery and factory facilities as the raw materials to do their work.

So it becomes readily apparent that today, workers *choose* how much they will engage based on how happy they are, how challenged they are and the level of satisfaction they receive from the contribution they make.

Management is the New Leadership

What does management look like in this new context? It was once the case that workers used their hands while managers were in place because of their intellect. The assumption that managers were in place due to higher intelligence led to workers being labeled as "subordinates."

Today however, we know better. There are few if any subordinates. There are associates and team members—but no subordinates. The mechanic servicing the McLaren Senna knows infinitely more about the performance condition of the \$900,000 vehicle than the manager of the shop. How could that mechanic be deemed "subordinate"?

It is more than just a polite gesture to refer to an employee as an associate or team member. It's a functional reality. This gets to the crux of what management is today. Management is truly now the new leadership.

We no longer manage *things* and we no longer manage people as was previously assumed. Today we *lead* people. To maximize people's performance we need managers to become leaders and capitalize on the strengths, talents, knowledge and ideas of workers.

So how do managers create the environment that will motivate today's "knowledge worker"? We know it has to be open and accepting for workers to truly engage with their full self. But where to begin?

There are managers and there are managers who lead.

Here's What Managers Who Lead Do:

Shift the energy of your team!

- With composure, increase and elevate your communications.
- Share your higher perspective.
- Calm the anxiety with your increased presence and obvious commitment.
- Neutralize the teardown effect of uncertainty and anxiety.
- Shift the energy of your team toward purpose. You can't just remove the deconstructive nature of negativity without replacing it with something.
- Use purpose to drive the conversation.
- Strategically use each day to keep your organizational purpose in front of your team members.
- Talk about your mission!
- Get them excited about growing and serving your clients, customers and stakeholders.
- Share the growth you see and the future you envision. When your team has a growth mindset, it's only natural that your organization will grow.

There will always be uncertainty. But when you demonstrate resolute certainty in your commitment to your team, anxiety drops, morale rises, and team members take note and follow your lead.

Manage progress, not people

Managers are only deemed successful when they achieve results—results that come from working with people. The only way people do great things is by focusing on their strengths and possibilities. Managers set the stage for this focus.

On any given day, your team's efforts will be influenced by a mix of perceptions, emotions, and motivations that can either pull them up

to higher performance or drag them down. Setbacks can send team spirit spiraling downward to the point where frustration and even disgust take over.

Managers have tremendous influence in promoting daily progress by ensuring team members are in an environment that enables them to make steady progress and maintain momentum. Avoid the toxicity of high pressure, punitive and judgmental measures that constrain momentum.

Rather, set clear goals for meaningful work. Provide autonomy and promote ownership of the outcomes. Nourish your team's efforts through affiliation, respect, encouragement and by minimizing daily hassles.

Don't micromanage

Associates hate being micromanaged. To say or imply that someone *needs to be managed* is a bit of an insult or a put down—as though they are underperforming and your “management” will somehow make them perform.

When you micromanage, trust is not visible to your associates. When trust is cloudy, your associates are asking, *doesn't he/she trust me?* Worse, it shows up in their attitude and performance.

Give people autonomy, space and freedom—and be available to offer advice and encouragement.

Use influence, not power

No one likes a pompous manager. Rather than relying on the short-term and limiting power of position, reap the long-term benefits that come from building trust and influence. If you use power, you'll reduce engagement—and good people will leave you.

When you rely on the external power of your position you not only expose weakness in yourself, you also build weakness in others by forcing them to acquiesce, stifling their growth and the potential for their unique contributions.

Ultimately, the entire relationship is weakened. Defensiveness and low trust ensue and potential for cooperation is lost—smothered by negative emotion. Fight the imprudent impulse to command; instead, invest in the higher, more refined skills of finesse, influence,

and persuasion. Along with patience, these are the building blocks of increased engagement.

Focus on *what* is right, not *who* is right

Associates rely on managers to create an environment that is impartial, where everyone has the same opportunities that are based on merit. Don't take sides. Use conflict to demonstrate your commitment to organizational success.

Model a higher perspective that lifts others from their petty preoccupations and carries them above the fray. Be a trailblazer who guides the upward purpose of your team.

The unique and distinct actions of a good manager create ripples that increase and spread, delivering ever-increasing impact that can be felt within teams and among teams.

The greatest impact, however, is felt throughout the industry as a unique and distinct competitive advantage that is difficult, if not impossible, for others to duplicate.

Managing today is much more complicated and wide open to criticism. It is unpredictable and fraught with modern-day challenges. But good managers—managers who lead—know also that it is filled with opportunities to make a difference too.

Hold up the vision for what your team can become and involve them with what is possible. When they see your certainty and your commitment, their uncertainty will vaporize. You will be amazed at what your team will do to give life to your vision. They will work feverishly to maintain the high opinion you have of them. And the more they see your commitment to them, the harder they will work to hang on to your regard. That's not management—that's leadership!

Thank you for downloading this whitepaper. Please let me know what you think.



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