

LEADING

Never lose sight of your goals – get others excited with that goal. Surround yourself with competent people. It is all about people and people are all different.

Initial or Occasional Tasks *(At Set-up or Re-organization)*

- Envision *(Vision; Purpose: Goals)*
- Establish Strategy *(Plans – business & financial; Products or Services; Structure; Operational Culture and Style)*
- Identify Market/Customers/Clients *(External and Internal)*
- Create Order *(Organization and Systems)*
- Establish Information Requirements *(Data collection; Records; Technology)*
- Affirm Values *(Competence; Quality; Output Orientation; Environmental Conservation)*

Continual or More Frequent Tasks *(Some tasks delegated)*

- Passion *(Accelerating Energy; Motivation; Praise; Achieving Workable Unity; Building Trust)*
- Marketing *(Distribution; Selling; Packaging; Merchandising; Image)*
- Problem Solving *(Authority Levels; Responsibility; Accountability; Initiative)*
- Managing *(Planning & Priority Setting; Organization & Institution Building; Keep the System Functioning; Agenda Setting & Decision Making)*
 - Managing staff *(Select and induct new employees; Manage competence & development; Conduct on-the-job training; Handle discipline and grievances; Delegate work (Staff should know what is expected of them; Have the opportunity to perform what is expected; Obtain feedback; Receive counseling or training; Be rewarded for their contribution)*
 - Managing staff performance *(Set performance objectives; Track performance and provide feedback; Conduct performance reviews)*
 - Managing the operation *(Schedule activities and staff; Keep records; Prepare and submit periodic reports; Control materials &/or products &/or services; Control safety; hygiene & housekeeping)*
 - Establishing and Managing Budgets and Targets *(Finance)*
- Exercising Political Judgement
- Explaining
- Communicating and Coordinating *(Meetings; Feedback)*
- Networking
- Building Client Service *(Build relationships; Understand customer &/or supplier requirements and operations)*
- Negotiating Agreements
- Measuring and Monitoring *(Achievement & Progress)*
- Learning, Teaching, Coaching, Mentoring
- Serving as a Symbol or Role Model
- Representing the Group
- Investigating and Researching
- Gaining Operational Knowledge *(Interact with other disciplines; Understand applicable legislation, staff or labour agreements, contractual obligations)*
- Regenerating Values *(Discipline; Quality; Competence)*
- Reviewing and Renewing *(Vision/purpose; Strategy; Market; Order; Information; Systems; Efficiency)*

Whilst “producing” or performing “output” tasks one is NOT leading.

Consider the amount of time one should be leading versus “doing”

(depending on the position in the organization)

Maturity level of the Group determines amount of “hands-on” to “hands-off” with your people