

# ***THE ROLE OF LEADERSHIP IN AN IMPERFECT WORLD***

## ***Vision, Commitment and Communication***

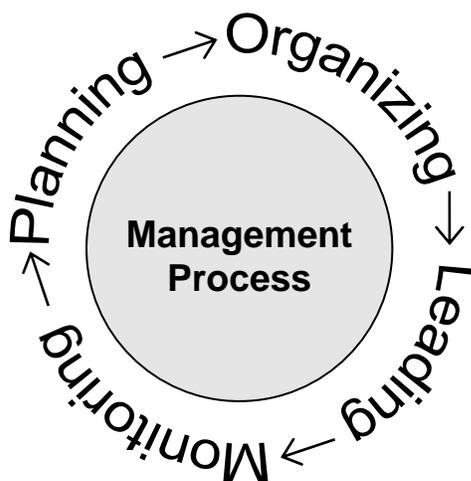
From the setting of goals through to execution, all organizations are challenged to perform to their maximum potential or suffer the consequences. Sounds pretty straightforward. Just set the goals and execute them!

Unfortunately, it's terribly more complex than that. There are a myriad of factors which may be constraining performance, including:

- ◆ conflicting priorities
- ◆ organizational misalignment
- ◆ underlying contradictions
- ◆ inconsistent culture
- ◆ inadequate leadership
- ◆ inappropriate skill sets
- ◆ constrained resources
- ◆ insufficient time

Given these organizational dynamics, what is it that managers need to do in order to achieve effective performance?

Managing is a process involving:



Planning, Organizing and Monitoring essentially are technical activities, with methodologies, processes and measurements. Let's assume that we've got these defined correctly. How, then, might we classify *Leading*? It's the juncture *where the rubber meets the road*. It's about getting people to do things in a certain way. Leading is not about telling, but rather relates to influencing the way in which we interact and perform. Thus, there is both a technical side AND a *social* side to managing.

There are definitive attributes and strategies that culminate in effective leadership. A *Leader* stands apart and above others through *vision, commitment* and *communication*.

- ◆ *Vision* is that element which interprets how the strategic business priorities will become **transformational**. It is a clear understanding and internalization of how business will come to be conducted.
- ◆ *Commitment* is an unrelenting, consistent behaviour that advances the *vision*. It is demonstrated in everything that the *Leader* does.
- ◆ *Communication* is the process of explaining, influencing, engaging, supporting, and coaching employees in achieving their contribution to the *vision*.

*Leaders* make a declaration: they believe that singularly they *can make a difference*. They will influence down, up and sideways, but regardless of the prevailing environment, they will create an **island of excellence**.

*Leaders* create high performance. They are high impact players, who can help organizations become better aligned and less imperfect. In fact, a *leader* can infuse an entire organization and cascade energy and quality beyond the organizational boundaries, in the process infecting employees, suppliers and customers with enthusiasm and loyalty.

The world is a severely imperfect place. Many of us may feel that the locus of control is beyond our influence. This results in stress and de-motivation. For a *leader*, however, the imperfections of the world create a fertile opportunity to effect improvement and achieve successes.

There are unlimited choices and we all make a variety of decisions every day. Each decision carries certain elements of risk. Fundamentally, your decision is about how you will choose to participate in changing the world around you. What's it going to be?



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