

Welcome

Worth Remembering ...

“For all the fashionable hype about leadership, it is unfashionable management that is being practiced and its fundamental characteristics have not changed.” - Hale

A half-century ago Peter F. Drucker, considered to be the most influential management thinkers of all time, brought the practice of management to the forefront; other notables have been trying to “one-up” him ever since. The debate will continue long after you have finished completing the individual exercises, case studies and group work contained in this workbook.

I have spent 40+ years managing and leading others, and based on my experiences, I believe that managers and leaders have more in common with each other than not. They are mutually *inclusive* of one another – not mutually *exclusive* of one another, in spite of what some leadership experts would have us believe. The lines between the two are definitely blurred, if not disappearing all together. Think of a job that you could do in your lifetime that didn’t involve communicating and interacting with people. It’s difficult to find one – if you can find one at all.

I wrote this workbook as the companion to my first book *“Confessions of a Reformed Control Freak - The Top Ten Sins Most Managers Make & How to Avoid Them”* to help reinforce the lessons in that book. The role of today’s manager or business leader has changed. New leadership skills are required for the workplace of today and the next decade. Daniel Goleman, Psychologist and author of the bestselling book *“Emotional Intelligence”*, believes that sixty-seven percent of the competencies needed to manage or lead people effectively are emotionally based, often referred to as soft-skills or people-skills.

Managers and business leaders must be able to master four skills very well. They are able to make a connection with their people, communicate often, and educate them on the things they will need to know and then delegate when necessary – which should be most of the time. Whether you are a first time manager, team leader, or a seasoned veteran looking to enhance your ability to develop people more effectively, this workbook is for you. Being technically competent at your job doesn’t guarantee that you will be as successful at managing or leading others. It will be your ability to communicate and to “connect” with the people you work with, that will determine your overall success as a manager or business leader.

Practice managing well and people will want to follow you. You may have been given the title of manager, or people may refer to you as their leader, but if no one is buying into what you are saying or taking you seriously, then it really doesn’t matter what title you have.

Although I would like to tell you otherwise, it doesn't matter what book you read, the workshops you participated in, or what seminar you will attend, even this book will **NOT** be the exception to the rule. There aren't any silver bullets here. Unless you apply the leadership lessons in this workbook, your time and money will not be well spent. Unless you are willing to develop a new way of managing and leading others, nothing will change.

Trust me – the workplace is constantly changing and if you don't adapt to keep pace with that change you will be left behind. If you commit yourself to applying the lessons learned by completing the individual exercises in this workbook you will develop the skills needed to manage and lead others.

I wish you all the best, Cheers

A handwritten signature in black ink, appearing to read 'Brian Smith', with a stylized flourish at the end.

Brian Smith – PLD

CEO/President Power Link Dynamics