



This typically occurs when managers take a hard approach when the task is time-sensitive or there are outside forces impacting the job. But then afterward, it's as if the manager realizes he or she has been too hard and feels guilty, and then attempts to be overly friendly with the people that were just mistreated.

### ***Pendulum Swing***

One of the things I have found that often happens in teaching Lead Management, particularly to Boss Managers, is that realize they have been Boss Managing and want to stop. Often, in their guilt and haste, they actually move all the way down to the Laze-Faire Management style. Then over time, they become frustrated because their people have started to walk all over them and never seem to be satisfied, always wanting more and more. When this occurs, they will swing back to the Boss Management style, claiming Lead Management doesn't "work," when in essence, they weren't using Lead Management at all.

### ***Lead Management:***

The Lead Manager has mastered the balance between focusing on the product or service and the people who produce the product and/or service. When there are difficulties, a Lead Manager does not look to place blame, but instead adopts a problem-solving mode and seeks to fix the problem, while preventing future occurrences. Lead Managers do not seek to blame individuals but rather tend to examine the system for flaws and look to adapt and/or correct the system that is causing the problem, not the individual.

### ***Lead Management Range***

Whatever your high need strengths are will determine your natural inclination in your leadership style. That doesn't mean you can't learn the skills you lack and move more toward Lead Management. We will discuss this further in Lesson 20.

You'll notice I have also indicated a range of acceptable Lead Management behavior on the Management Continuum. This is because a good Lead Manager is able to adapt and function within a range of acceptable behavior rather than staying in one rigid position, thus perfecting Situational Leadership.

For example, when training a new employee, it will be prudent to lean toward the Boss Management side of the Lead Management range. A new worker requires closer supervision and more structure than someone who has been skillfully performing the job for several years. Similarly, if there is a crisis, e.g. the building is on fire, that is not a time to form a committee to reach consensus on an evacuation plan. A good Lead Manager will take charge of the situation and tell everyone exactly what to do, without consulting them.

On the flip side, when you are supervising an experienced worker, it may make more sense to lean more toward the Laze-Faire end of the Lead Management range with that person. They wouldn't require anywhere near the same level of attention as a new worker would. And if

someone asked about having a company picnic, the lead manager might provide the allowable budget and encourage a committee to handle all the details without his or her direct involvement.

There are many variables to consider when deciding what position to take within the Lead Management Continuum. You want to consider the worker and their experience with the task. You want to consider the actual task and how much direction will be needed to accomplish it.

Also there is the leader's need strength, as well as the worker's need strength to consider. If the worker is a high survival person, he or she would appreciate a stricter Lead Management approach because they are concerned about not making mistakes and getting things right the first time. If the employee is a high freedom person, then you may want to provide a looser Lead Management approach because they appreciate the independence and being able to work on their own.

### ***What versus How***

In most circumstances, a good Lead Manager determines what needs to be done. Managers lead workers by determining a vision and explaining the things that are needed to accomplish that vision, and then they get out of the way. They allow workers to figure out how to accomplish the goals that have been set.

It's similar to sports coaching. Coaches teach players the plays and allow them to practice. They provide feedback, as needed, along the way. Then when it's game time, they basically leave their players alone to do their jobs.

Coaches would become involved in the game if a player were behaving in a way that could cause the loss of the game. When this happens, the coach pulls the player off the field, instructs them on what needs to change and then sends them back into the game. If the infraction is serious enough, the coach may bench the player for a determined period of time. And at its worst, if a player endangers the safety of the team, he or she may be fired and told they may not play anymore.

Being a great Lead Manager doesn't mean you'll never have to fire anyone again. However, when you do, it will be a win/win decision. You will be helping a person move on to a job that will be more suited to their particular strengths.

### ***Conclusion:***

Your assignment this week is to complete the Leaders worksheet. Using your experience of bosses or even teachers combined with the information in this module, make a list of the traits, qualities and behaviors of Laze-Faire, Lead, and Boss Managers. Don't just rely on the information in this module. See if you can add some to each list based more on your experience.