



26 STIMULATING TOPICS FOR THE FRESH LEADER -MANAGER.

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A Pocket Leadership guide book.

Preface

There is no such thing as bad start. It's as bad or even worse than not starting at all. True for leadership as it is for everything else in life. Everything starts and ends with leadership. From the small gathering of people we call home or family, to the farther dispersed herd of people, eking out a living in the offices, tied by common loyalty to the cause of their organisation.

What about captains of industries and those on the delicate, yet challenging hot seats of directing the affairs of huge business empires, multinationals? They must with courage and sense of duty make certain "make-or-break" decisions that may affect million others not within their immediate range or contact.

How about those who oversee complex and intriguing aspects of the day-to-day running of big nations and societies?

What about the ones we consider tiny affairs? Leaders of small office units or departments, town union groups, a peer club or something that can only take place in a small room?

One way or the other, there's need for someone to step out, and take the lead, show the way or found a path.

However, there are thousands of people who are either shy or unwilling to take such steps in providing leadership where it's required.

Someone, somehow, somewhere has to take the lead. Leadership in all spheres of life is an imperative, if we must achieve a sense of order, reach a certain target, attain important landmarks, and most importantly, inspire change.

"Leaders do not fall from the cloud they come from the crowd". Instead of waiting to be born into the caste of would-be-leaders, in which case it's already far too late in the day, won't you rather form the mould to fit yourself in? Instead of waiting for the iron in the blacksmiths anvil to get red hot why not strike the iron to get it red hot?

Anyway, you either learn to lead or lead as you learn. This is the kind of opportunity and window this short book tries to open to its readers.

The book amongst other things hopes to offer every aspiring leader a sporting chance at least for a start. Sliced into 26 stimulating topics, this book begins with basic leadership concepts and climaxes with "heart-of-the matter" issues, able to mature the leader-in-you into a balanced, productive human tool.

By a start, good or bad, the once unsteady and unsure leader begins a personal self-discovery of his inner and latent abilities either frozen by circumstance or simply unacknowledged by personal inhibitions.

The contents of this book, no matter how inadequate, are only one step at the door at giving every aspiring leader a vote of personal confidence.

ONE

A leader must first of all know who he is.

Good leaders tend to understand who they are and what makes them tick. The reflective leader is one who could make useful and objective assessment of his skills and personality make ups.

A leader first of all must understand his *personality attributes*.

This is an important check for the leader so he can be able to understand how to effectively fit into the scheme of things. The leader's temperament is an important aspect of his leadership make up. Am I good with people for instance?

Do I manage crises well? What is my emotional makeup-unstable or steady? Do I delegate effectively or just a lone-tracker?

Good leaders strive to know the important weaknesses they have to enable them improve themselves for the best, able also to assert their strengths to full and productive ends.

An “introvert” leader could cut the image of someone who is laid back and as such may not always attract substantial followership. Sluggish body language speaks more to the people than anything else. A shy, elusive person is likely to have a weak, discouraging response from his constituency of followers.

Equally, an arrogant, self-exalting, brash leader will consequently breed followers who are sceptical, uncooperative and disrespectfully questioning. The idea of being a good leader is not a call for outright self-reinvention, but the ability to work on perceived weaknesses, and innate strengths, so both can combine well to unleash the package of a total leader.

The following can be a quick check for the leader:

1. What is my energy-level? Can I work round the clock without suffering knock-me-down fatigue and loss of concentration? This will enable the leader work out his schedules and that of his team in such a meticulous way such that they won't suffer physical, mental or emotional burn outs.

2. Can I work well with a group or better detached? Some leaders are more effective working outside the "crowding effect" of people. This of course means that the focal leader must have an effective "second-in-command" person along the leadership chain who has better group or team management ability. Such leaders sometimes are highly creative and are able to come up with productive ideas for his team to implement.

3. Do I communicate well? One big problem that confronts leaders sometimes could be the challenge of lack of effective communication. Good leaders seek to develop their vocal and written communication abilities to enable them convey appropriately their goals, visions, and to transact better in their day-to-day activities. Failing, the entire team suffers communication breakdowns, and loss of team cohesion and direction.

4. Does my role require me to mix well with people? A leader who is people shy must find a way to reach his people effectively. Regular "temperature-checks" on his reports gives him a graphic idea of his team's mood and wellbeing. An unfeeling leader will always be on a collision-course or at cross-purposes with his team.

5. Am I fair or firm? Leaders often wish to be liked. Occasionally you find leaders who are emotionally weak, as such finds it difficult to keep a firm hold on constituted rules. They love to be seen "fair". Being "fair" may sometimes stand in the way of being "firm"

In other words a leader must understand his emotional make up and work on it head on.

A leader who will always say "YES" to everything may well become a stooge. The one who may always say "NO" may as well become an obstacle to good leadership if his reasons for always saying "NO" are far from being objective. A good balance of contesting objectives is the key to leadership success.

TWO

- **A leader is called for a reason and for a season.**

There are abundant reasons why a leader is, but primarily he is to provide directions. His forte' is to identify the reasons for his being, and find a bearing based on identified leadership objectives and how to attain them.

He does this by always keeping in mind and view the overall aspiration of the people or organization he is leading. Organizations or any other entity are goal-driven. They strive at all times to bring out clear and precise directions to which they are headed for.

The leader armed with these in mind becomes the standard bearer of those lofty objectives.

A leader has his seasons. The season(s) captures the situational as much as the futuristic-both the short and long term projections of his leadership horizons.

It may be a time of crises or peace. It could even be a time of despondency or loss of hope. The season shapes the leaders response and ultimately his leadership bearings.

It's instructive that the leader understands these seasons for his appropriate response.

Esther the slave Jewish girl in the Shushan province came at a good time. Her uncle, Mordecai asked: "Who knows if God brought you to this place as such time as this to save Israel? (See Esther 4: 14b)

If you find yourself in the position of leadership, what do you think are the important landmarks you hope to attain before you vacate the position? What are the principal objectives you must see through? Misplacement of priorities is the basis of leadership failures.

A frosty objective leads to broken focus, and ultimately, aborted mission.

Jesus was nearly mistaken for a political liberator-one to free Israel from the rule of the then Roman Empire. His disciples asked: "Lord will you at this time restore the kingdom to Israel"? (See Acts 1:6)

The Jews Imagined He came at such time with the mission to restore Israel's political sovereignty. On that count they got it all wrong-Jesus came at such a season not for contest of political leadership but to offer salvation to all mankind. His principal mission was a spiritual one, and not political.

The season and reason for being a leader are the first defining elements of the leader's mandate.

THREE

- **Developing leadership visions.**

A leader's most important asset is his visions. Not like the normal vision of physical sight, but one of inward perceptions. Just like the pilot wouldn't usually make use of his physical

eyes to be able to tell where he is in the clouds. He rather makes use of the navigation instruments.

A leader requires more than just physical sight for effective navigation. Vision is the faculty that enables a leader sense and see beyond the physical planes. Vision is the leaders thrust into the future. Vision is taking a spiritual walk into the future without physically being there.

Which is why vision in a particular area does not always hinge on physical situations. Could that be reason J.F Kennedy could visualise the possibility of America putting the first man on the moon, even without anything like it before?

Space technology was unheard of at that time. New things come into being when the right visions are conceived.

A Manager-leader has the responsibility of promoting new initiatives and ideas based on the framework of his visions. The people working with him becomes aware of his visions and blueprints and are motivated to work as a team to achieve these desirable results.

A leader must articulate his visions in plain words, and the firm steps to achieving them- these forms the coordinates of his visions. The three main "Cs" of vision are: **Clarity**, **Cohesion** and **Compatibility**.

When a vision is **clear**, it attracts volunteers-**compatible** to the vision, willing to work in **cohesion** with others in order to realise such visions. Every leader looks to such like minds to help drive and realise his visions.

FOUR

The leader and power of revolutionary Ideas.

"Now Jacob took to himself rods of green poplar and of the Almond and chestnut trees, peeled white strips in them, and exposed the white which was in the rods. and the rods which he had peeled, he set before the flocks in the gutters, in the watering troughs where the flocks came to drink, so that they should conceive when they come to drink. So the flocks conceived before the rods, and the flocks brought forth streaked, speckled, and spotted. Then Jacob separated the lambs, and made the flocks face toward the streaked and all the brown in the flock of Laban; but he put his own flocks by themselves and did not put them with Laban's flock.

And it came to pass, whenever the stronger livestock conceived, that Jacob placed the rods before the eyes of the livestock in the gutters that they might conceive among the rods. But when the flocks were feeble, he did not put them in; so the feebler were Laban's and the stronger Jacob's. Thus the man became exceedingly prosperous, and had large flocks, female and male servant and camels and donkeys. Genesis-30: 37-41.

One clear import of a great Idea is its ability to bring about revolutionary changes. The confounding thing about a winning idea, often, is that it initially does not look "good".

Jacob's Idea was indeed a "reproductive miracle". He never got the Idea from a book or from already established idea sources.

Jacob conceived his Idea thousands of years, even at a time of scanty learning. "Ideas" then is the product of an inspired mind, not a product of formal learning.

God remains the source and dispenser of transformative Ideas-Deuteronomy 8:18. Jacob would later claim that God was the source of this landmark Idea-Genesis 31:10-13.

The other end of the stick is that a great idea empowers the original owner. It transforms his works and gives him speed and edge.

Jacob was able to recover his lost times and prosperity in the house of Laban by means of his powerful ideas.

Is it strange that nations of enormously creative citizens, who bring into the world new Ideas' are the World super powers? Great ideas have consequences- they change the world. As a leader one great idea from you may be the only "one thing" you needed to transform your leadership. Go for it.

FIVE

Every leader must understand the chemistry of his team.

No leader can achieve so much without the passionate inputs of his team members. The TEAM as often made out stands for "Together Each Achieves More". This is true, and more so when the Manager-leader understands the constituents of his team.

This technical quality plays out more in the field of play. The coach is the one responsible for selection of players and their role in the field of play. He is able to achieve this by creating a skill matrix set for his players and pitching their abilities and peculiar skills against the opponents.

This is where blending skills of the coach-leader bear out. He has mental picture of the temperament, physical and mental flair of each player and positions them where they are utilised maximally. Good coaches around the world have been known to convert lowly-rated players into star performers.

How were they able to achieve that? By simply understanding what makes each player tick, their areas of strength, and then having them play in positions that bring out the best in them.

The leader should strive to engrave team spirit in his team charter. It is such collection and ultimate combination of the individual abilities and skills of each team member that enables the team achieve favourable results. Comparing each team member with another brings out a destructive contrast that may only blur the global vision of the team.

Like the galaxies, each star stands distinct and contributes its quota of celestial brilliance and beauty to the entire ambience of the stellar system.

The leader's role is to make each team member complement and not compete with each other-by utilizing their relative, and often differing but useful abilities.

SIX

The Manager as role model.

The psychic desire of every leader is to be respected by those in his team. But why are some leaders held in contempt?

Basically some never took time to "sculptor" their image to fit the bill of leadership.

Someone who is a model in the natural sense always aspires to "look good". When beauty shops or outfits name their models- they have in mind such persons become the image of the organisation they model for. Usually such people strive hard to live up to the lofty ideals and expectations of the image they are expected to project, by "keeping in shape".

Who are role models? They are standard bearers. They represent the highest possible standards in any given area. They are capable of creating large influence and their values, lifestyle and talents can inspire good level of followership.

A Manager in any given organisation is such a personality-one whose portrait stands like an example for others to emulate.

This is a great calling and requires a lifetime of dedication, so the leader can stand true and effective in his capacity. This requires constant personal discipline and "body works". It

becomes a moving target for the role model to constantly keep in shape-both morally, ethically and knowledge-wise.

A role model equally has power in the opposite direction-he can by the mere authority of his influence negatively affect the lives and attitudes of his followers or admirers. So does a Manager have enormous power for good and bad.

This is reason many organisations including religious bodies meticulously choose who they appoint into positions of influence. They reckon the power such people may ultimately wield.

Every manager has the personal duty to conduct himself in an ethically and morally upright manner to be able to maintain his or her streams of positive influence.

Do you remember leaders like Jesus? What image did he cast? As a leader He was able to transform His followers into greater leaders- and they went on to change the world.

You can only claim to have succeeded when those under your influence emerge as better people, those who make a difference in their world.

SEVEN

Criticism, Feedback and the leader's emotional stability.

One test of the leader's emotional stability is the attitude of the leader to criticism. "Criticism" is the leader's natural "Dashboard" and "Mirror".

The Dashboard projects to the leader his own performance ratings, how he has fared, in his technical and hard-core functions. The Mirror tells his character, soft skills and personality.

The most rewarding, sometimes difficult moments in a leader's career, is the time of appraisal, the time the leader has to listen or learn of people's evaluation of his achievements, attitudes, and shortfalls.

Sometimes it could become emotionally disturbing for the leader, if his appraisal performance ratings, falls below a certain watermark after a season of hard work.

Sometimes, such outcomes may affect in the long-term, the attitude and future performance of the leader negatively.

A leader must have the emotional balance and personal objectivity to accept other people's fair and honest opinion of his performance. Be them his superior's or subordinates.

Managers often can't just take it in, when their reports or superiors seem to give not very "impressive" ratings of their global performance.

It takes leader's with healthy "emotional shock system" to take in criticisms or appraisals that seem "unfair" to their performance expectations, and not jitter or throw tantrums. A good leader will not "echo" his disappointments in his appraisal of his own reports-that is, he is not to take "revenge" on them, as a way to soothe his sore emotions.

A good start in maturing into an emotionally strong leader is to first, build up, develop, and sustain an objective mind. A mind that seeks to participate in the performance feedback process. If a leader is emotionally honest, he could tell ahead of time, if he had fared well or not in the context of his own performance.

EIGHT

The leader and dynamics of change.

Some leaders are afraid of change. They rather put up with the status quo. Change like introduction of fresh roles or business model transformation have often upset some managers' routines and accustomed mental perspectives, leaving them jittery and insecure. Why? Change bring with it fresh challenges.

When organisations move for a change it is often required that the attitude and mental culture of the people change alongside. People who adapt better to changes become better Managers and are more progressive in terms of positive results.

A Manager must always be ready for a mental or culture shift involving his domain of influence. He must be ready to learn and unlearn so he can seamlessly keep up with the demands and context of changes whenever they occur. It helps the leader connect and engage better with the wider sphere of important relationships useful to his pursuits and that of his organisation.

NINE

Leaders as Passion champions.

Passion is that infectious quality of a leader that spreads to his team. Without passion little can be achieved.

It is the passion of a leader that inspires or motivates the team into productive action. Passion is often ignited by grave commitments to the global vision of the group or organisation. It is often believed that passion can never stand on its own.

It's a product that creates a product. Passion is the offspring of vision, and produces the effect of commitment to a goal in the team.

Passion is a sincere, spirited dedication to a goal, mission or ideals. It's responsible for pushing people into the cutting-edge of excellence and superlative accomplishments.

When a leader is sloppy, the team will go sleepy.

How do I attain passion in my chosen calling as Manager or leader?

1. Wholeheartedly and sincerely study the vision of the organisation.
2. Convince yourself it's worth your commitment.
3. Once you wholeheartedly accept the vision and the culture of the organisation-run with it.
4. Don't "talk down" or negate the vision openly.
5. Be a positive Ambassador of the vision or brand.
6. Write the vision boldly and keep it where you can easily sight it every day.
7. Remain consistent even in bad times-create goals you personally wish to attain in light of the organisations global visions.

TEN

The leader and the challenge of failure.

Michael Jordan the iconic American basketball legend once said, that the reason he succeeds is because he failed. The attitude of a leader when he fails has connection to his mental and emotional universe.

Leaders who have made the resolve to succeed are never rattled by failure, rather they rise from it.

The success story of Steve Jobs in Apple's evolutionary march was a cocktail of successive story of failures. Some of the products and designs conceived and launched into the market failed in their early stages. At a point in the company's history it came nearly close to the brink of bankruptcy.

It took the combination of the mental and vision resilience of Steve Jobs to pull Apple up from the Brink, and launched it once more to the path of innovative excellence and business profitability.

Be it moral or a technical failure, the leaders' first catch, is to invent his own survival kits.

Why did i fail?

What should I have done better, presented with another chance?

What lessons are there for me to learn?

Successful leaders become indispensable treasure troves of useful and important landmark lessons on success, because they also failed at some point in time.

"Each time you fail endeavour to fall on your back for if you can look up, you can rise up"

ELEVEN

The Manager-leader must be competent.

Competence is to have the required level of knowledge, skills and confidence to undertake specific tasks.

When leaders experience skills and knowledge gaps, it rather makes them technically unfit to lead others. People feel better secure to follow after those they can learn from.

Sense of competence creates an image of respect for the leader and makes him gain mileage in his leadership quest.

A would-be competent leader must endeavour to develop an ambitious skill matrix for his leadership aspirations. What are the requisite skills set for an all-time successful leader?

1. Sound professional background and good training on core areas of interest.
2. Sound people Management skills for effective people-handling.
3. Effective communication skills for transmission of leadership objectives and vision.
4. Good and balanced self-esteem for effective leadership carriage
5. Sound ethical qualities to enable his leadership platforms survive the exigencies of change.
6. One with profound curiosity for knowledge, self-development and advancement.

7. Ability to learn from others who are better than him.

TWELVE

Time Management-Establish important timelines.

Setting timelines is a way of organising the Managers schedules, clears his mind, makes him mentally prepared and helps him set the tone for effective delivery. Good Managers should not 'slack' the delivery timelines just to take in their indulgences.

It's good to always have a neat task rota with specific tasks and strict timelines guiding them. Also assign top priority to urgent and important tasks.

Follow hard and follow through.

THIRTEEN

Achieving resounding synergy-the Managers blueprint.

Ants seem to exemplify the simple paradigm of collective productivity. Their work ethic and spirit of corporate productivity captures in reality the power of synergy-when two or more people could bring about explosive outputs not possible with only one. Scientific studies held that it could take a single ant an estimate of ten years to erect an anthill of the size of a hut. But it will take a mass of energetic, cooperative ant colony s fraction of a year or less to make an anthill of the same size. This is far beyond the energy and endowment of a single ant.

When like minds meet they can pool together lots of energy that results in outstanding achievements-by tapping into the power of other people's salient strengths and contributions.

A Manager-leader should not stifle the power of corporate productivity by denying his team members the opportunity for individual contributions and personal expressions.

Good heads working together can become 'Goldheads'-achieving outstanding levels of corporate productivity.

THIRTEEN

The leader must not compete with his team members.

As a young top-level Manager newly employed to oversee a medium level organisation, I was completely sceptical of my ability to achieve record success. My initial fear stemmed from the team composition.

I had in the team very highly experienced and older managers, who as it were had subordinate roles. I was the focal leader. My apprehension grew as I got hold of their resume and glimpsed their vast experiences as Managers.

What should I do confronted with a position that pitches me directly with better experienced people? How do I navigate the delicate power-play and office politics to be able to keep my leadership poise and edge?

1. Never compete with those in your team despite their age, experience and dispositions. Have in mind that age and experience does not necessarily translate into competence, you may even be better off than those with "intimidating credentials".
2. Identify your natural strong points and maximise them fully.
3. Keep your poise even when under pressure and maintain high-level of professionalism. Give credits to whom it is due in spite of negative attitude of some of your team members.
4. it's time to pick up quality lessons and experience as you work with such men-never undermine their inputs, quality initiatives or contributions if it will help achieve the global objectives.
5. Point everyone to the "Big picture"; thereby removing everyone's effective attention from petty and non-productive matters.
6. Make yourself and leadership position "unnecessary"-the leader who strives to attract attention to self will ultimately expose his position to unnecessary contentions.
7. Remain firm and assertive in the context of what may be relevant to the positive growth of your leadership and the organisation at large.

FOURTEEN

The leader-Manager should aim to "explode" the potentials of his team members.

China had in recent times unveiled faces of their new leaders. China has rich historical records of their transformation from a poor nation into an elite economy, under the watch of disciplined leadership.

This is the heart of successful leadership-identifying the potentials in others and positioning them to unleash such potentials within and outside their local domains.

To every great leader is a successful successor. "Trapped in every follower is a leader". It's the responsibility of leaders to harness and tap into this hidden deposits in their followers, and turn them to practical assets.

Gifted leaders are coach-mentors. They have the generosity of heart to spot talents and hone them. Bad leaders ignore or turn blind eyes to budding talents.

Great leaders turn starters into stars.

FIFTEEN

The leader as a brand.

First of all the leader represents the Image of the organisation he works for, if he is an employee. He is equally an ambassador to himself. So the leader ultimately is a two-tier brand champion. First he is a brand of himself to himself, and a brand of the organisation he represents. He must have personal attributes that defines his person.

1. Is my lifestyle consistent with what I say?
2. Do I come across positively to the public?
3. Do I have positive global attributes?
4. Can I win a public acceptance vote?
5. Does my lifestyle project a positive influence on the organisation I represent?
6. Can I be trusted-can I win the loyalty test with those under my influence?

SIXTEEN

Leaders are not afraid to fail.

One common myth of leadership is that leaders are "fearless". To be "fearless" does not mean absence of fear itself. It's the ability to contain and conquer the fear brewing within. Good leaders effectively manage their fears and not let it get in the way of bold initiatives.

Uppermost in the mind of most leaders is the fear of failing. This is one of the most significant negative factors that affect the leader's performance matrix.

When someone fails repeatedly in a given endeavour, such experience may place a cap on the person's mental vision and performance.

Rather than halt him, failure should hone the leader's success-drive. One good way to escape the trap of the "failure syndrome" is to undertake a mental rebuilding process. This takes time and considerable effort.

A leader-Manager must conquer the fear of failing and take in his strides events that proved catastrophic in the past. When a leader overcomes setbacks without them wavering down his goals, it helps build his leadership momentum, and makes him emotionally and spiritually stable and stronger. He must focus his mental energies on his past successes, and concentrate on his attainable goals, so he does not lose steam on the way.

This way he is able to engage his fears better and move on to undertake future tasks and challenges without flinching.

SEVENTEEN

A leader and his self-esteem.

Managing a broken self-esteem is a leader's most important step in self-reinvention.

A leader, who suffers from poor self-image, is first of all a dangerous person. Such leader does not have the carriage and confidence to effectively execute his roles.

He also has "people-complex"-lack of ability to relate properly with his team, aiming to bring out the best in them. Because of his personal inhibitions, the leader with such problem often uses his position to intimidate his subordinates', because he feels insecure. A positive self-image is both an attractive and elegant disposition. People tend to cling to such leaders with healthy self-image.

A leader with a broken self-esteem will generate unwillingness in the rank and file of his team.

The global import of this kind of disposition is the systemic collapse of the team spirit and lag in the productive output of the team.

As first step the leader must engage in the systematic rebuilding of a positive self-image, by engaging introspectively:

1. Reassure self that he has all it takes to be the best he can be. He must determine root of his image problem and deal with it.
2. Take interest in validating other people's positive contributions.
3. Find other satisfying vocation outside the office, which seek to positively impact his psyche and psychology.
4. Associate more with people who feel sincerely receptive and positive of his person.
5. Create strong mental picture of his person. Get involved more in public and socially-engaging roles to enable him prop an acceptance mental code for his self.
6. Strive to achieve competence in his core-area, and make success of it. Seek to learn and break into new skills and participate in fresh and challenging endeavours. Sense of success or achievements multiplies the leader's sense of self- worth.
7. The leader must learn to bootstrap-he must seek to forgive himself of past errors and mistakes, create fresh perspectives, and engage his life more dynamically.

EIGHTEEN

Great leaders are merchants of knowledge.

"He who does not read has no advantage over him, who cannot read".

Intelligence acquired by learning, therefore is requirement for sound and productive leadership. Reading equips and cultivates the leaders mind. It makes it supple-like physical exercises and practice tones the muscles of athletes.

Reading opens up the mental universe of the leader and enriches the quality of his ideas.

Ideas rule the world. Competent leaders are able to think up quick ideas. Great leaders are often products of other leader's success-stories, or even failure stories, compacted into biographies. Like Isaac Newton said-"If I saw far I stood on the shoulders of giants"

Books present arrays of complementary resources able to enrich the quality of one's leadership. Most successful leaders are voracious readers. They glean and learn from stories of others and histories of nations, the rise and fall of businesses and empires.

More so, it equips the leader with a level of mental confidence as he performs his routines. Reading empowers the leader's mental dynamics, helps him impart knowledge to his followers.

Relevant knowledge is like the wagon that pulls the train of productivity.

You cannot give what you don't have. Competent leaders must have in rich store complementary combination of Technical and General, every day, common-sense knowledge. It's added value that the leader is also streetwise. If he is, he will not fall prey to the gimmicks and tricks of mischievous followers.

NINETEEN

Leaders as effective communicators.

Effective communication verbal or written enables the leader communicate his goals, visions and objectives.

The high point of Martin Luther king's life and leadership was his compelling message in his famous "I have a dream" speech. Good intentions, dreams or ideas die if not conveyed on the vehicle of good communication.

Leaders who effectively communicate their leadership objectives have in their following, motivated crop of followers. Words carry and convey the energy and power of the leaders' ultimate intentions. They also leave positive imprints of the leaders' personality which embodies his leadership essence.

The seven (7) "Cs' of effective communication are:

1. Clarity-should be well understood.
2. Correct-have correct and right information.
3. Coherent- Should not be a puzzling, distorted thought.
4. Compact-not filled with empty, varnished words.
5. Complementary-must go in line with the organisations' BIG PICTURE, or leadership visions.
6. Consistent-agrees with the leader's body language and personal persuasions.
7. Compelling-Should be affective, and move people into positive actions.

TWENTY

Good leaders must best manage their personal frustrations.

There is nothing that contaminates the healthy stream of the workforce spirit like "domestic interferences".

The below scenarios are common place attitudes of some leaders:

"A Manager getting upset just for no obvious reason-hurling insults and taking it out on others".

Most Monday morning office crises sometimes come about as a result of domestic emotional overloads.

Good Managers must have the emotional discipline to not allow such personal matters come in the way of their productivity, and work relationships with others.

This protects the respect and reputation of the Manager. He must strive to secure and sustain a positive and inspiring image at the workplace.

TWENTY ONE

The leader and the danger of Mission drift.

One big hurdle in the way of the realising personal or corporate objectives is the challenge of Mission drift. "Mission drift" takes place when a leader veers off from the core purpose of his leadership.

Sometimes priorities are lost to petty and sundry matters. Some other times, past successes become an obstacle to better and higher corporate objectives.

A leader must firmly stick to his outlined objectives.

External pressures and influences may come in the way of the leaders focused perspectives. The leader must harness his mental strength, coupled with a sense of professional discipline to be able to navigate safely the danger of a drift.

Drifts could disconnect the leader from the BIG PICTURE. It could alter the teams' focus and affects passion-spirit negatively. The overall effect of a leader going through a mission drift could be compared to the fate of a diverted journey. A plane takes off from a location and suddenly takes a turn, and moves into an entirely different route.

It's altogether time and resource consuming. When corporate organisations move away from their vision targets- the effects could be catastrophic. Lost times, loss of confidence in investors, and a split loyalty within the rank and file of the team.

To guard against this-leaders should spend quality times in crafting their Mission objectives. They must also make up their minds to be willing to stand up to the exigencies of the times when things go awry.

TWENTY TWO

Managers and work-place politics.

Politics is an inevitable experience in the work place. The leader stands at the cross road of political crossfires. He must have the wisdom and discernment to be able to position his self to a harmless corner.

While maintaining the ethical standards of the organisation, and personal code of conduct, the leader must strive to project a neutral front. The goal of politics in the work place is to seek to grab and keep power-to acquire influence and have in ones keep and disposal, an army of loyal officers.

Sometimes office politics produce strained relationships and tends to undermine global goals of the organisation. Heads rolls in the cross-fire of workplace politics and many talents often exit, for problems of "culture fit" or just inability to keep up with the trend.

What should a leader do?

1. Align with the recognised source of authority and offer your sincere loyalties.
2. Keep and refresh your professional poise, and ensure your subordinates, keep up with a positive attitude.
3. Never let out your personal opinion if it undermines the position of the central authorities.
4. Resolve to be a role model at all times-do the right thing, and take the right stand.
5. Do not go against your principled considerations.

TWENTY THREE

The Manager and the major relationship axes.

Leaders have two important relationship axes. They are vertical and horizontal relationships.

His vertical relationships aim to associate him with those higher than him in hierarchy. He owes them loyalty and respect, and offers his selfless service to the global goals of the organisation.

Outside the leaders' workplace are mentors and those who may have attained important landmark success in their chosen callings and vocations. Such people have lots of experience

and wisdom to dispense to him. Such indispensable wisdom he takes off such personalities are assets to his leadership and personal pursuits.

A leader must show empathy and understanding to his reports and guide and support them with mature wisdom and affectionate discipline. He must at all times accord respect to all his subordinates. He must exercise his emotional intelligence to spot and discern discontent, discouragement or bad blood in the team. He must be a peace-broker, and a bridge-builder.

The ability of a leader to successfully manage relationships with those above and beneath him gives him important leverage in his leadership bearings.

TWENTY FOUR

Creativity and the leader's productive cycles.

A creative leader will not suffer the frustration of stagnation. He will not be bored with the stereotypes of the office work regimen. Creative leaders turn odd and boring concepts into interesting, record-breaking ideas.

Revolutionary leaders may not be people with assortments of academic degrees and certificates, but those who change things by making them better.

Public offices in Africa often are peopled by workers who do the same thing every day for the rest of their active working lives. A major part of their lifetime have been spent on non-productive routines, and in the process, many gifted workers lose the sharp edge and primal efficiency of their minds. To keep living with a tired mind is the quickest work retirement strategy. It's also a poison to revolutionary ideas.

Creativity enhances the power of the Manager-leader and helps him develop innovative products or concepts. Unfortunately creativity is not a "teachable" skill.

Creativity is an innate quality of the human mind developed by exercising the creative faculties. Many people are already drowned in the ocean of work, and tiring repetitions and often times do not create special moments to think or exercise the latent creative endowments they possess. The mind is a capsule of creative gems.

Thoughts are seeds of original ideas. Managers must have thinking hours and thinking corners- from where they bounce off new ideas able to make things happen.

As a start, begin to think: how can I make things better? How can I do things better and efficiently? Am I capable of creating new things from what I presently have?

TWENTY FIVE

Attention to details: the leader's magic wand.

It was strange to find that a small matter like shredding documents brought down a company like Arthur Anderson, America's oldest accounting company-renowned for its ethical and technical competence. The damage was a lasting one. The founder would die of heart attack much later after its collapse, one of his lieutenants, jailed for many years.

Who would believe that a leader of the world most renowned financial institution, tipped to run for the presidency of his native country, would leave office for what could pass for a flimsy pass on hotel maid? Small matters, matter a dozen.

A leader must pay attention to such personal, leadership details:

1. Core role- especially technical competence-Am I up to the minute?
2. Am I in touch and in tune with the Global vision of the group or unit in my care?
3. Am I able to effectively manage the day-to-day activities of my unit?
4. Am I responding professionally and efficiently to service quality matters and outputs of the group or unit under my watch?
5. Do I handle well queries or complaints from users/colleagues?
6. Correspondences, emails, official memos and routines- how often do I check them and respond?
7. Punctuality to meetings and deadlines-a timeline buster or a laggard?
8. Communication-written or oral, how do I fare with those?
9. Personal character, reputation and public Image-will I pass the integrity test?
10. Check out the promise list-have I done what I said I will do?
11. Personal appearance and comportment-good or bad?
12. Confidentiality and personal discipline-are Am I above board?
13. Minutes of the last meeting- what are the action items? Whose responsibility?
14. How do I deal with third party entities-shady or clean?
15. Am I fair to all concerned or prejudiced with some team members?
16. Do I explain away my faults or own up to them honestly without buck-passing?
17. A back-stabbing snitch or ...a tale bearer?

18. Is my relationship with the opposite sex in the office decent and honourable?
19. Am I true to myself or a smiling hypocrite?
20. Honesty with money- can I be trusted with assets that are not mine?
21. Office perks or privileges-have I gone beyond my limits?
22. Words-would my words count as they are counted?
23. What is my turn around time- do works leave or die on my table?

TWENTY SIX

The leader as portrait of excellence.

Excellence is the highest level of quality one can achieve in any endeavour. Human achievements could have the following degrees of expressions: good, better, best ... Excellence surpasses them all.

Excellence is the direct opposite of mediocrity.

Excellence has no boundaries-cuts across race and times.

Excellence is the hall mark of exceptional people. Dare to be.

INTRODUCING CEDARS BUSINESS & MANAGEMENT LIMITED

...Fresh life your career and business.

- Every Business at some point needs certain level of performance tune-up, able to bring it to dynamic levels of new performance. This indeed requires immense technical depth coming through the knowledge and professional experience of subject matter experts. That's **performance Management**.
- **Supervisors, SME owners, Heads of units and departments** of large and Medium-size organizations can learn to better manage the inherent talents, differing personalities and skill matrix of people at their disposals to achieve team-bonding and organizational synergy- is what our **People Management Training** is about.
- **Our Business and Product Branding Training** would help secure your Business or enterprise a bold space and visibility in the corporate and business horizon, helping you align the culture and visions of your workforce, business or organization with market realities.
- Organizations periodically would want some special sessions to either renew or reinforce vital professional aptitudes or organizational values, goals and culture like passion, commitment, excellence of their workforce. At such forums, experienced professionals can help draw out the best in their workforce. Sounds like **Management Retreat?**
- Staff and Business people would so every often desire to improve their business communication skills and reporting capabilities, including how to project and present information to a critical audience. This is a skill gap, which requires **Business communication and presentation skills Training**.
- Nigeria's flourishing youth population equally has needs. A platform that understands their peculiar Business and vocational aspirations. A practical approach that will not only align them to the source of right Technical information, but guide them to maximizing such information for an all-round productive life. In the process, they discover who they really are, their strengths, potentials, and how they may align their discoveries for optimal personal and vocational success.
This is our Capacity building platform for young Business minds and budding Entrepreneurs.
- Engineers and Tradesmen must hone their skills to fit into the challenging and competitive trend of building structures, Managing projects, people and resources at their disposal. They require concise **Project Management Training**.
- Everyone indeed, whether in Business or family life, or even Religious organizations would require some kind of special leadership abilities to enable them fulfill their vocational and personal roles-
Wouldn't that require tailor-made Leadership and Management trainings?

At **Cedars Business & Management limited**, we have special, context-designed Trainings able to capture the needs and vocational aspirations of every active group of the Nigerian population. We have

well-researched Seminar and Training materials, filmed-documentaries, with core focus on proven Business principles and paradigms.

Our resource room is a culture-mix of well-bred, experienced Nigerians, who had lived and worked in Nigeria and the United Kingdom, bringing to the table, rich cocktail of quality information to prospective delegates

Nigeria remains our reference context, as such, our Training models try to simulate, and adapt to the Business trends and realities of Nigeria's Business Ecosystem.

With Modern Communication facilities and other Technology-enabled resource, we can match the offers of other Training bodies in our category. We have elaborate, post- Training Mentoring clinics for all class of delegates.

Our facilitators, who mostly are successful Entrepreneurs of thriving Business concerns, comes along with a legacy of live, practical Training scenarios of Nigeria's Business contexts, including their personal failure and success stories.

At **Cedars**, our antecedents of training success, coupled with growing referrals from members of the public, are testimonials to the excellent track record of many Businesses and young lives that have been transformed as a result of the standards and quality of our Training offerings.

We therefore recommend **Cedars** Training solutions to you and your Business.

Find below our regular Training topics:

Course Titles	Venue &Date	Duration	Cost per delegate
Starting up a Business- The Do's and Don'ts.	See contact persons	2 days	10,000
Managing your Business to consistent growth.		1 full day	25,000
Complete Leadership Module		4 days	50,000
Project Management Prince2 Foundation/Practioner		5 days	75,000

Presentation Skills		1 day	15,000
Networking skills		1 day	15,000
How to Manage a Project-Vendor free		2 day	50,000
Business Communication Principle		2 days	25,000
Business and Product Branding		2 days	30,000
People Management Skills		2 days	25,000
Effective Selling and Marketing Skills		2 days	30,000
Setting up and Managing a consultancy Business		5 days	150,000

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