

# Preface

*L*eadership Skills for Managers is written for the reader who wishes to develop his or her leadership skills. Typically, managers seek such development. In truth, though, anyone can be a leader. Consequently, this book provides a balanced approach: if you want to learn more about management theory, the experts are cited, common wisdom is shared, and best practices are encouraged. And if you want to develop leadership skills, regardless of your place in the organization, tools are presented, examples are given, and first steps are laid out. But if you want to hone both management and leadership skills, the numerous assessments and exercises are designed to enhance your overall competence and to help you move effortlessly into situations that call for one or the other set of skills.

The material in this book should speak to you—in clear, uncomplicated, uncompromising language, the kind of language that leaders employ. The examples should inspire you, the exercises should challenge you, and the information should make you think about the significant responsibilities that leaders assume.

## Plan of the Book






The first chapter distinguishes between the functions of leaders and managers, and then goes on to examine the traits typically associated with leadership. The remaining chapters explore the various roles leaders are expected to play and hats they're expected to wear. Among them are the visionary's, the problem-solver's, the team-builder's, and the manager's. In addition, leaders are expected to be outstanding communicators, power-distributors, and liaisons. Finally, they are asked to plan and to

learn to integrate the many skills ultimately required to facilitate the success of others.

## Special Features of this Book

In addition to assessments, exercises, quizzes, and examples, this book has a unique set of sidebars: smart managing tips, tools, tricks of the trade, definitions, cautions, hints to avoid making mistakes, and examples—all of which illustrate the points being made. Lending depth and richness to the textual tapestry, these special notes will help you absorb and remember the key points made.

Management guru Peter Drucker maintains that “action without thinking is the cause of every failure.” Leadership will provoke your thoughts and in so doing will help distance you from failure as you move closer and faster toward success.

 <p>Smart Managing</p>	<p>These boxes do just what they say: give you tips and tactics for taking intelligent actions as a leader.</p>
	<p>These boxes provide warnings for where things could go wrong in various situations and how leaders handle such situations.</p>
	<p>Here you'll find how-to hints to make your leadership actions more effective.</p>
	<p>Every subject has its special jargon and terms. These boxes provide definitions of these concepts.</p>
	<p>Want to know how others have done it? Look for these boxes.</p>



Here you'll find specific procedures you can follow for special leadership situations.



How can you make sure you won't make a mistake when leading? You can't, but these boxes will give you practical advice on how to minimize the possibility.

## Acknowledgments

Alfred Kazin observed that “one writes to make a home for oneself, on paper, in time, in others’ minds.” Sometimes, this home-making means being mentally absent from the physical home in order to enter the literary one. It means selfishly pursuing ideas and turning away from family members. Writing, after all, is a solitary pursuit, a silent pursuit. The writer cannot engage in conversation while writing, cannot listen to problems, cannot share the loads life puts on shoulders. And so, I acknowledge my indebtedness to my parents, who so stoically and patiently waited for the manuscript to be completed. Now, once again, I can listen to your problems and celebrate your joys.

I also acknowledge my debt to the many corporations, government agencies, universities, and associations that have engaged my training and keynoting services. By living in these organizational homes for an hour or a day, I’ve gleaned so many of the real-world examples that are provided here.

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