



MANAGEMENT AND LEADERSHIP

To become a centre of influence holding people together is a grave matter and fraught with great responsibility. It requires greatness of spirit, consistency and strength. Therefore let him who wishes to gather others about him ask himself whether he is equal to the undertaking...

(I Ching)

Before reading any further, glance up at the quote above, drawn from the *I Ching*, or Chinese *Book of Changes*, and read it through slowly (*I Ching*, 1971). Think about the questions implied by the quotation. Are you a leader? Do you wish to lead? If leadership is required of you, do you have the will to develop yourself such that you can assume its gravity with sufficient responsibility? Are you willing to learn? For, as the words above attest, leadership is no light matter.

Leadership is about responsibility, above all. It requires acceptance of the importance of one's self coupled with an appreciation of the greater importance of others over oneself; leadership entails liability for those who are led. Thereby, leadership becomes a discipline in its own right. It is not something which is simply "added-on" to one's other responsibilities. It must be learned - studied and exercised - as a discipline in its own right; indeed, as the most taxing discipline of all. Taxing, not least of all, because leadership is an art rather than a science. There is no set of techniques, rules or series of commandments with which the leader can arm him or her and be assured of success. Guidelines yes, to attune oneself to the process and dynamics of the people one is given responsibility for; and techniques to aid one's facilitation. But life remains beyond control, inherently unpredictable and forever responding to interventions with idiosyncratic enthusiasm. One is always interacting, adapting, re-forming, and responding as consequences reveal themselves. Yet always accepting responsibility in spite of the unpredictability. Taxing in the extreme.

The inherent contradiction contained in having to take responsibility for a reality which is unpredictable and therefore beyond your ultimate control is but one of the many contradictions and tensions which form the context within which leadership is exercised. There are many others: exerting authority in a way which allows others freedom to develop their own creativity; the need for immediate yet inclusive decision-making; the importance of encouraging participation to ensure collective ownership of organisational strategy while having to demonstrate strong visionary capability oneself. The list is endless; this is the very stuff of leadership. (When faced with food for five yet responsible for a group of ten, which principles do you sacrifice and which retain?). Holding these contradictions in creative tension without compromise demands a maturity of a very high order; the kind of maturity we associate with wisdom rather than simply with knowledge or skill. Indeed, the pursuit of true leadership is nothing less than the quest for humanity within oneself - developing the qualities which go to form a good leader is a training ground for becoming more human. The quest is for "greatness of spirit, consistency, and strength". Such is the challenge, and such the reward. For leadership is more than responsibility; it is also privilege.



Privilege is, of course, a double-edged sword. It is a gift which is bestowed, but also power to be wielded. Privilege brings power, and leadership is about nothing if it is not about power. Intrinsic to the nature of power is its potential for abuse. Power does have the ability to corrupt, hence the importance of recognising the need to cultivate wisdom - that indefinable quality of maturity - rather than relying merely on skill and knowledge. It is equally necessary, however, not to deny or avoid the attribute of power, nor to diminish its value. Without power, a defining characteristic of leadership is lost.

Article Source: Alan Kaplan – DCRA www.cdra.org.za

BLAZING MOON MANAGEMENT LEADERSHIP AND DEVELOPMENT INTERVENTIONS

Blazing Moon is committed to offering customised Corporate Intervention Solutions to meet group and individual business needs. Our Flexible, Dynamic and Innovative approach allows for more creative input in our wide range of services and products; tailor made to add value to your business.

We strive to ensure that every individual or group attending any intervention with Blazing Moon is equipped with the knowledge, demonstrated confidence and competence to realise true transformation, personally and within the business.

The most effective way to learn and develop a new skill or behaviour is to apply it and practice it on-the-job and in real-life situations.

We look for, and act upon opportunities, to foster collaboration with others in the client's organisation by promoting cooperative goals, engaging connections, and by providing support, advice, and reflective leadership.

Our Leadership solutions evolve through a consultative engagement process that involves continuous assessment and analysis, design, development, implementation, and evaluation.

The MLDI solutions focus on developing the required competencies, performance and attitudinal behaviours that individuals and teams need to adopt in order to accomplish meaningful goals and create a positive work climate that encourages alignment of responsibility, trust, respect and diversity.



Furthermore we strive to impact and positively influence the quality and effectiveness of individuals and teams across the organisation as a catalyst towards the achievement of high performance through motivation, encouragement, and thereby enabling others to act responsibly.

The Blazing Moon Management Leadership Development Intervention (MLDI) is based on the idea that effective management requires appropriate skills, attitudes and approaches in three key thematic areas:

- Management of Self;
- Management of Others;
- Management of Performance;
- Microsoft Core Essentials Skills for Business Professionals.

To find out more about the Blazing Moon Management Development Leadership Interventions please contact us on training@blazingmoon.co.za or call 011 728 7720.