



# KEYS TO LEADERSHIP AND ORGANIZATIONAL SUCCESS

BY RANDY GORUK

Improving the quality and effectiveness of leadership is a constant challenge within many companies as they strive to improve productivity, minimize turnover, and retain the best available talent. It has been proven by many that most employees don't quit companies; they quit managers, and countless studies highlight the fragile relationship between employees and their company. Although the numbers fluctuate slightly from study to study, it's not uncommon to find that:

- Forty percent of employees lack loyalty to their current employer.
- Seventy-four percent of employees lack happiness or fulfillment in their jobs.
- Fifty-five percent of workers believe management practices need to change.
- Fifty-three percent of workers say they're not committed to staying with their current companies.

Successfully leading teams, business units and organizations over the past 30 years, I've identified six core leadership competencies that comprise my personal leadership platform. If mastered, these core competencies can help others overcome their leadership challenges.

## 1. UNWAVERING CHARACTER IS NOT AN OPTION

Trust and respect in a manager is earned and essential to organizational success. Exceptional leaders consistently demonstrate their true character in their words, actions, and behaviors. People want to work for someone they trust and respect.

Managers earn trust and respect by doing what they say they will do, maintaining a high level of integrity, being sincere, telling the truth, being consistent in actions and decisions, being fair in decisions, embracing diversity, giving credit where credit is due, remaining humble, respecting the rules and avoiding hypocrisy. Managers always should protect authenticity. They should make decisions rather than relying on other staff members, and they should mean what they say. Above all else, managers must do the right thing for the right reason.

## 2. MANAGERS MUST GENUINELY CARE

To achieve maximum results, a manager must get the most out of all members on the team. The most effective leaders know that sincere and genuine caring earns loyalty, which is critical to the success of their team and the organization.

Managers can demonstrate care by paying attention to the people in the organization personally and professionally. Being aware of their career goals and aspirations and helping them achieve their goals to advance in their careers show employees that a manager cares about them. Additionally, managers can demonstrate caring by helping employees improve their performance through personal mentoring either with the manager or a manager-appointed mentor.

Managers should ensure employees are challenged in their job and that they like and understand the importance of their roles in the organization, ensuring they are fully engaged and that they see a future for themselves in the company. To achieve such engagement, employees must have the tools and resources necessary to perform their jobs well.

Managers must provide a safe, healthy work environment that includes attention to work-life balance. Managers can demonstrate that they care about employees' lives and families by getting to know as much about them as possible. Managers should ask meaningful questions and be engaged in the employees' responses.

Another demonstration of caring is preserving the culture of the organization by hiring candidates whose values align with the organizations'. Managers must pay attention to customer satisfaction and ask questions of the employees regarding product quality, work environment and policies.

Managers can demonstrate they care by spending time on issues that really matter to the organization and employees. Above all else, managers must treat others with dignity and respect.

## 3. MANAGERS MUST USE STELLAR COMMUNICATION SKILLS

To fully engage their team, managers must be effective at employing a variety of communication strategies. Exceptional leaders

LEADERSHIP TIP

CONSIDER YOUR ORGANIZATION'S STATED VALUES WHEN MAKING DECISIONS. BE CERTAIN YOUR DECISIONS ALIGN WITH YOUR VALUES. IF NOT, THE VALUES WILL BECOME LESS MEANINGFUL OVER TIME AND YOUR CREDIBILITY AS A LEADER WILL TAKE A BIG HIT.

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## FEATURE

are masters at finding communication techniques appropriate for each situation.

Becoming stellar begins with becoming a great listener. An effective manager pays attention to the body language of others and knows how to interpret it. Managers must hear what's going on around them. They must see it, feel it and know it. It is imperative for managers to smile and laugh, but they cannot laugh at others or their misfortunes.

Presentations must be engaging and full of purpose. Strong managers share information that is appropriate, provide valuable updates and include quotes from others to emphasize a point. Employees don't appreciate surprises; effective managers will communicate plans, expectations and consequences.

To maintain open communication, managers must be available or easily found. A manager's schedule should be known by all stakeholders, and employees must have appropriate access to their manager.

Delegation is an important aspect of strong management. Tasks should be delegated with authority by sharing the relevance and importance of the task to the person responsible for carrying it out.

Managers must learn to ask great questions and have great conversations that lead to meaningful outcomes. Successful manag-

ers are good gatherers of information. Communication transferred with the eyes and body language must be positive and assuring. An effective manager will deliver clear, concise and consistent messages through stump speeches and by leveraging technology to communicate effectively. Additionally, managers should write and send personal notes of appreciation or acknowledgement and ensure they are genuine and sincere. All communication should be necessary, brief and thorough. Above all else, managers must understand, appreciate and respect that stellar communication is not one dimensional.

#### **4. STRONG MANAGERS MUST BE GREAT THINKERS**

Managers must learn to constantly think forward. They need to think about how to achieve the short- and long-term desired results and outcomes for stakeholders. By being a great thinker, leaders become great problem solvers and problem avoiders.

Great thinkers have a clear vision communicated through a vision statement; they must know their mission. They can create meaningful objectives, strategies and goals as well as detailed action plans to achieve their mission. Great thinkers can implement their plans but can realize when it's necessary to change and adapt their plans to accommodate for future circumstances.



Great thinkers are proactive. They can focus on the problem or opportunities at hand, but more importantly, they are exceptional at preparing for situations in advance. They are unbiased in their decision making and know when it's time to change the rules. They consider their values and the company values at all times and in all situations.

Above all else, great thinkers find time and take time to think.

#### 5. MANAGERS MUST POSSESS MENTAL TOUGHNESS

Managers regularly face a myriad of stressful situations. Their mental toughness in dealing with such situations is critical to the success of their organization and to the credibility of the manager. Exceptional leaders remain level-headed in such situations. They have learned to evaluate the situation, ask the right questions, and ultimately make the correct decisions.

Mentally tough managers are not easily distracted and can remain clear and objective during turmoil. They have discipline of focus, can stick to the plan, and are personally productive because they constantly eliminate time wasters in their personal and professional lives. Managers who exercise such focus can deal with conflict.

Mental toughness allows managers to maintain excellent work-life balance and prevent stress in their lives. Effective managers will remain confident and consistent in actions and decisions. They do not take things personal or become easily offended.

Above all else, mentally tough managers will not let things that cannot be controlled bother them.

#### 6. MANAGERS MUST EMBRACE ACCOUNTABILITY

If leadership doesn't embrace accountability, no one will. Without accountability, enterprises cannot thrive. Managers must learn how to hold themselves and others accountable for results, behaviors and performances. Once they do, they become more effective leaders.

As the leader, it is important for managers to understand that they are accountable for the overall performance of the company, and they must accept accountability for all outcomes. It is critical

#### LEADERSHIP TIP

ADOPT THE PRACTICES OF EXCEPTIONAL LEADERS; COACH, INSPIRE, ATTRACT AND RECRUIT THE BEST AVAILABLE TALENT.

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for managers to be committed to success, driven with a focus, and results and action oriented.

Strong managers can delegate responsibility, but they cannot delegate accountability. They understand and respect consequences.

Effective leaders will set realistic expectations, and they will not be afraid to hold others accountable for their overall performance. They will share good and bad examples of accountability with others as a healthy practice.

Managers are accountable for professional growth and development. It is the responsibility of effective managers to train, coach and mentor others for their professional growth and development.

Above all else, managers who maintain accountability believe neither they nor anyone else are entitled to anything. **MM**

RANDY GORUK DEVELOPS LEADERS IN THE CONSTRUCTION INDUSTRY THROUGH HIS COACHING, TRAINING AND PROFESSIONAL SPEAKING SERVICES. HIS WEBSITE IS [WWW.LEADERSEGE360.COM](http://WWW.LEADERSEGE360.COM), WHICH OFFERS A LEADERSHIP SELF-ASSESSMENT AND TELLS HOW TO REGISTER TO RECEIVE HIS POPULAR LEADERSHIP TIP OF THE WEEK. RANDY CAN BE REACHED AT [RANDY@LEADERSEGE360.COM](mailto:RANDY@LEADERSEGE360.COM) OR 1.800.308.4002.

TO LEARN MORE FROM RANDY JOIN US AT THE 2015 MICHIGAN CONSTRUCTION LEADERSHIP SUMMIT, SEPT. 30 - OCT. 2 AT THE GRAND HOTEL ON MACKINAC ISLAND. RANDY WILL BE LEADING SESSIONS ON LEADERSHIP STRATEGIES FOR EXPLOSIVE GROWTH AND AVOIDING LEADERSHIP LANDMINES. WANT MORE INFORMATION ON THE SUMMIT? VISIT [WWW.ABCMI.COM/MCLS](http://WWW.ABCMI.COM/MCLS) FOR COMPLETE INFORMATION AND TO REGISTER.