



The Relentless Requirement for Leader Development

Leaders are made, they are not born. They are made by hard effort, which is the price which all of us must pay to achieve any goal that is worthwhile. ~ Vince Lombardi

If your organization consists of bricks and mortar, computers, software platforms, machinery, and other things, you can skip this.

On the other hand, if your organization is composed of people you may want to pay attention. Ken Blanchard, the author of "The One Minute Manager," likes to say, "The organization IS people." Somehow, some way, this reality gets lost as companies spend their dollars on resources having little to do with people and everything to do with their belief that if only they can get this "one thing," organizational life will be utopic.

How many times have we seen this movie?

- A large governmental organization makes a significant investment in its management approach, adopting a form of TQM. It expects that this new approach will eradicate its inefficiencies and mistakes. Employee morale plummets to an all-time low and the new approach is declared dead on arrival before it gets fully implemented.
- A company purchases a new all-inclusive software platform expecting to capture every bit of its cost data so it can better understand how it spends its

money and what its true profit picture is. Almost immediately, employees using the system figure out how to ignore and "work around" it.

- A company hires a leadership expert, thinking that it can improve its management by requiring its managers to attend a two-day course in leadership. Feedback on the course is positive and its value is recognized as significant. But, there's little done in terms of continued emphasis on leadership development and eventually the initial impact of the program fades and is lost.

The movies are different but what they all have in common is this: An absence of understanding that people make things happen and without them nothing else really matters. People require investment and continuous development.