

LEADERSHIP EFFECTIVENESS

(The thoughts of Peter Drucker)

“All the effective leaders I have encountered, both those I worked with and those I merely watched, knew four simple things:

1. The only definition of a leader is someone who has followers. Some people are thinkers. Some are prophets. Both roles are important and badly needed. But without followers there can be no leaders.
2. An effective leader is not someone who is loved or admired. He or she is someone whose followers do the right things. Popularity is not leadership; Results are.
3. Leaders are highly visible. They therefore set examples.
4. Leadership is not rank, privileges, title or money. It is responsibility. Regardless of their almost limitless diversity with respect to personality, style, abilities and interests, the effective leaders I have met, worked with and observed, also behaved much the same way.
 - i. *They did not start out with the question – ‘What do I want?’ They started out asking – ‘What needs to be done?’*
 - ii. *Then they asked, ‘What can and should I do to make a difference? This has to be something that both needs to be done and fits the leader’s strengths and the way she or he is most effective.*
 - iii. *They constantly ask, ‘What are the organization’s mission and goals? What constitutes performance and results in this organization?’*
 - iv. *They were extremely tolerant of diversity in people and did not look for carbon copies of themselves. It rarely even occurred to them to ask, ‘Do I like or dislike this person?’ But they were totally – fiendishly – intolerant when it came to a person’s performance, standards and values.*
 - v. *They were not afraid of strength in their associates. They gloried in it. Their motto was – “Here lies a man who attracted better people into his service than he was himself.”*
 - vi. *They made sure that the person they saw in the mirror in the morning was the kind of person they wanted to be, respect and believe in. This way, they fortified themselves against the leader’s greatest temptations – to do things that are popular rather than right, and to do petty, mean, sleazy things.”*

Note: Drucker’s description of the effective leader makes the assumption that effectiveness must incorporate goodness as well; that a leader should not be considered effective unless it can be shown that he was acting in good faith and for the welfare of his followers.