

Chapter 1 : Broncos lose to Ravens due to lack of leadership, coaching | Mile High Sports

Leadership is an elusive concept, hard to describe and impossible to prescribe. It is more evident in its absence, so that when leadership is needed, its lack is sorely felt.

Europe consists of one of the richest countries in the world, with potential to possibly shape a lot of world events. Yet how many recognisable world leaders do we have? I am not just talking about political leadership but also business leaders. The reason I am alluding to this is - I was annoyed by the mention that the president of Europe should be a less known figure. Well apart from 5 people in Europe guess we only have less known and probably unknown figures who will have no influence and no way to take any issue forward with the huge and influential powers of US, China, Russia, India etc. Now why is it that Europe craves for unknowns. While I am no fan of Tony Blair, I am baffled about any other choice. Do we really want a leader who has never been in front of China, Russia and US to negotiate difficult issues. Does anyone think the likes of Belgian and Luxembourgian Prime Ministers can do much? Or as Angela Merkel suggests a Eastern European unknown leader. I would like to take this political leadership issue further. Take for example the issue of the massacre of thousands of Bosnian men. Europe showed no leadership and turned its eye away from facts. This brings me to another point. I am not sure many even in Europe can come up with such a list of business leaders in the EU countries. Why is this the case even with EU having some world class companies. Is EU obsessed with being average? Is leadership or talking about it seen as a sin? Is talking about vision and inspiring others to follow suit seen as an affront? Is it any wonder that most businesses have role models in the US rather than in Europe? In my opinion this is a very serious issue that we need to look at in order to question why we do not yet have a silicon valley in Europe. Europe needs to stop being a least common denominator continent and more of a go getter only then can people at the bottom aspire bigger and better things.

Chapter 2 : 12 Ways To Spot Ineffective Leadership - The Executive Hub

Lack of Communication. Poor leaders don't value communication with their employees. A poor leader might spend long periods of time away from his desk or office or might ignore staff emails and.

Email Lack of Leadership to Blame for Increasing Bullying in the Workplace Bullying would dramatically decrease if leaders would first openly and formally make aggressive or abusive conduct unacceptable. Here are some practical tips on how to minimize the issue. July 18, Article Author: This growing concern often is analyzed as a cultural indicator of individuation or as a Millennial and Generation Z phenomenon of entitlement. Defined as repeated mistreatment of an employee by one or more employees, workplace bullying is hitting the reputation of U. Lack of Awareness or Leadership Crisis? As reported by business. According to a U. Direct Costs Related to Bullying Employers must realize that poor or no action against bullying can have a dramatic impact on the survival of their organization. Here are just a few alarming indicators: Bullying targets lose 7 to 10 hours of work per week. You would think the turnover, retraining, absenteeism, and potential litigation costs would be enough to concern any business owner or executives about workplace bullying. Developing an Anti-Bully Culture Bullies have always existed; employers must either learn how to deal with them or avoid hiring them in the first place. But bullying would dramatically decrease if leaders would first openly and formally make aggressive or abusive conduct unacceptable. Here are some practical tips on how to minimize the issue: Develop a formal code of conduct that: Defines bullying in the workplace. Raises awareness and responsibility of every group member. Clearly defines penalties for non-compliance. Ensure that executives manage by example, treating everyone fairly and with care, without exception and condemning any bullying attitude. Confront the bully without delay. Train your HR staff to help people deal with bullying. Both the bully and his or her targets need to be educated, and procedures must be in place on how to deal with the issue. Use happiness at work as a major focus of leadership. In a happy environment, it is harder for a bully personality to act freely. How to Detect Damaging Bullies It is important to understand the bully personality in order to detect them before you give them a job. As a note, almost everyone might demonstrate, under certain circumstances, some characteristics of a bully personality. What is important in the hiring process is to detect applicants who have a strong tendency to act regularly as a bully. Here are just a few characteristics: Very talented at manipulating others, especially those who have a less dominant personality. Seeing the best people in their team as competition. Using their bullying attitude to show power and influence that their position does not allow. Hiding self-confidence by demonstrating an arrogant or imposing attitude. Putting down weaker team members. Often compulsive and noisy while the boss is absent. Will select other team members to be accomplices in rough attitude, to justify the bullying. The Golden Rule The destructive impact of bullying in the workplace can be minimized if leaders are more aware and more willing to do something about it. It is up to employers and their executives to enforce such fundamentals to compensate for a lack of legislation on the matter. In any case, it is not up to the government to regulate personal behavior at work; rather, it is up to every one of us! Considered an industry leader in recruiting, pre-employment assessment, personnel performance evaluation, and human resources development, he has trained more than , people in plus countries over the last 29 years.

Chapter 3 : The Cause and Effect of Poor Leadership ~ Future of CIO

Experience is the name every one gives to their mistakes. - Oscar Wilde. In this article, we're looking at 10 of the most common leadership and management errors, and highlighting what you can do to avoid them.

Learn how to use our strategies to help leaders cope with the internal and external challenges; and challenges stemming from the circumstance of being a leader. What do we mean by the challenges of leadership? When are the challenges of leadership most obvious? What are some of the specific challenges that many leaders face, and how can you cope with them? Leadership constantly presents challenges to a leader and their abilities. These challenges are an incitation to rise to another level, to test yourself and improve in the process, and to show that you can accomplish something that may seem difficult or even impossible. This section describes the kinds of challenges a leader faces, and suggests some ways in which leaders can weather and benefit from them. Being a leader is in itself a challenge. The challenges of leadership are really of three kinds: In an organization, such issues as lack of funding and other resources, opposition from forces in the community, and interpersonal problems within the organization often rear their heads. Social, economic, and political forces in the larger world can affect the organization as well. To some extent, the measure of any leader is how well he can deal with the constant succession of crises and minor annoyances that threaten the mission of his group. If he is able to solve problems, take advantage of opportunities, and resolve conflict with an air of calm and a minimum of fuss, most of the external issues are hardly noticeable to anyone else. When people feel that leaders are stressed or unsure, they themselves become stressed or unsure as well, and the emphasis of the group moves from its mission to the current worrisome situation. The work of the group suffers. Internal challenges While leadership presents to each of us the opportunity to demonstrate the best of what we are, it also exposes our limitations. In many cases, good leaders have to overcome those limitations in order to transmit and follow their vision. Fear, lack of confidence, insecurity, impatience, intolerance all can act as barriers to leadership. At the same time, acknowledging and overcoming them can turn a mediocre leader into a great one. Sometimes, what seems to be an advantage may present a challenge as well. Some characteristics can be double-edged swords, positive in some circumstances and negative in others. The real challenge is in knowing the difference, and adapting your behavior accordingly. Challenges arising from leadership itself Real leadership makes great demands on people. These responsibilities might be shared, but in most organizations, one person takes the largest part of the burden. They have to be aware of serving their group and its members and all that that entails. In other words, they have to be leaders all the time. One obvious - and correct - answer to this question is "all the time," but in fact some times are more likely than others. Leadership is usually the most difficult when the situation is changing or unstable. Some particular times when challenges may arise: When something new is about to start. When something is about to end. Often at the end of a school year, a particular project or initiative, a training period - anytime when something is coming to an end and things are, by definition, about to change - times get difficult. Whatever the reason, it often takes leadership skills to make sure that the project ends successfully, and everyone moves on to the next phase, whatever that is. When times are tough. Leaders are tested when times are difficult. There are many ways in which a group can be in transition. It may go - because of a grant or because of other circumstances - from a loosely organized, grass roots collective to a much more formally structured organization. It might grow quickly It might be losing some key people, or changing leaders. One of the most difficult tasks a leader faces is trying to keep a group stable through a period of change. One community-based organization faced all of the above circumstances at once. The organization had gone from a staff of three - the founders - to a staff of ten in less than a year, as a result of a drastic expansion in its operations. During that year, it had also changed its structure, from a corporation owned by the three founders to one owned by a Board of Directors. The challenges of leadership are ongoing and occur daily. Knowing when the greatest challenges are likely to arise, however, can prepare you to meet them successfully. As we discussed above, there are challenges that come from external sources other people, situations , from internal sources within the leader herself , and from the circumstances of leadership. External challenges The world surprises us at every turn, throwing up barriers

where the way seems clear, and revealing broad highways where there seemed to be only brick walls. Both kinds of surprises - sometimes the positive more than the negative - present opportunities for exercising leadership, with all the challenges they entail. Some common situations that call for leaders to use their resources include: Public criticism, especially uninformed criticism, of your group or mission. Crises, which could be tied to finances, program, politics, public relations scandals, legal concerns lawsuits, even spiritual issues loss of enthusiasm, low morale. A financial or political windfall. Sometimes an unexpected benefit can be harder to handle than a calamity. Collaboration with another group or organization may call upon a leader to define clearly the boundaries within which he can operate, and to balance the needs of his own group with those of the collaborative initiative as a whole. This is by no means a comprehensive list, and most Tool Box users will be able to think of many other possibilities from their own experience. What are some of the general strategies they can use to cope with these and other external - and therefore often unpredictable and uncontrollable - circumstances? How to cope with external challenges Be proactive. Waiting is occasionally the right strategy, but even when it is, it makes a group nervous to see its leader apparently not exercising some control. At the beginning of his first term, in the depths of the Depression, Franklin Roosevelt created government agencies and programs, took steps to control the economy, and generally looked like he was in charge. Not everything he tried worked, but the overall - and accurate - impression people got was that he was trying to control an awful situation, and they took comfort from that. Throughout his long presidency, Roosevelt continued to be proactive, and history has largely proven the wisdom and effectiveness of his strategy. Try to think "outside the box," i. Can you change the way the organization operates to deal with the loss? Is this an opportunity to diversify your funding? Can you expand your horizons and your reach through collaboration? This is true both for conflict within your group, and conflict between the group and others outside it. As a result, it only grows worse, and by the time it erupts, it may be nearly impossible to resolve. The mix of ideas in the organization can become richer, everyone can feel that his point of view is taken seriously, and the whole staff can benefit. Always look for common ground. If you can find those, you may have a basis for solving problems and making it possible for people to work together. That will come out if you mediate objectively and well. Even rabid opposition can often be overcome through a combination of respect, political pressure, and creative problem solving. When you do feel you have to fight, pick your battles carefully. Make sure you have the resources - money, political and other allies, volunteer help, whatever you need - to sustain conflict. Battles can advance your cause, or they can kill your initiative once and for all. Look for opportunities to collaborate. This is important both within and outside your group or organization. Within the group, involve as many people as possible in decisions, and make sure they have control over what they do. Outside the organization, try to forge ties with other organizations and groups. Make common cause with other groups that have similar interests. Being part of a community coalition that includes organizations and groups with very different goals and philosophies is usually not a problem. You can work together on issues on which you agree, and choose not to where you disagree. But entering into a contract or collaborative grant arrangement with an organization whose philosophy is very different from yours can be disastrous. Internal challenges Leaders are human. Among the most common personal traits that good leaders have to overcome or keep in check are: Insecurity of that sort keeps them from being proactive, from following their vision, from feeling like leaders. It can be crippling to both a leader and her group or organization. The administrator of a state agency constantly voiced his commitment to listening to the opinions and judgments of those in the field. To his credit, he often consulted with providers about new directions or new initiatives that the agency was planning. When the advice from the field was negative, however, he invariably ignored it, and got angry if anyone suggested that he was not really being collaborative if he only listened to advice when it confirmed his plans or beliefs. He behaved the same way with his subordinates in the agency, often to the point of screaming at people when they disagreed with him. He continued to tout his willingness to ask for opinions and advice from providers, but was never able either to accept disagreement, or to accept the suggestion that he was anything but completely open and collaborative. You never know till later - and sometimes not even then - whether you made the right decision. Maybe if you had a few more facts The reality is that leaders are called on to make decisions all the time, often with very little time to consider them. It is important to have as much

information as possible, but at some point, you just have to make the decision and live with it. Harry Truman made the decision to drop the A-bomb on Hiroshima, and then went to bed and slept all night. He struggled with the decision itself. Many people want so badly to be liked, or are so afraid of hurting others, that they find it difficult to say anything negative.

Chapter 4 : Lack Of Leadership Quotes, Quotations & Sayings

Perspective-Taking. A good manager can take another person's perspective, whether the other person is a customer, the manager's boss, or an employee on the manager's team.

Great leaders know that positive accountability creates a culture of trust, engagement, and exceptional performance. In short, accountability is key to a more effective and happy workforce. So how does a lack of accountability in the workplace impact a company? Wondering how to spot the warning signs? Here are the 6 indications that you need more positive accountability in the workplace: Low morale can manifest a lack of accountability in a variety of ways, but tends to stem from inadequate and ineffective communication. Communicate more effectively and often. Tackle communication systematically, with scheduled check-ins and evaluations. Leaders must determine three to four meaningful, measurable, and memorable Key Results for the whole organization. Every member of your organization should know them inside and out, such that all priorities and initiatives are framed in terms of those results. Strive to make that connection: Partners In Leadership will soon be launching a set of revolutionary new digital tools that allow employees to track and see their real impact on achieving Key Results, thus encouraging deeper engagement. Are you seeing a gap between desired results and the actual outcomes of team-wide or organization-wide results? Bridge the gap with positive accountability. First, call for a radical re-imagining of what accountability really is. Low levels of trust A lack of trust contributes to negative relationships among colleagues and across the organization at large. It can also contribute to defensive, unproductive attitudes among employees. Foster a Culture of Accountability in which each individual holds him or herself personally responsible. High levels of positive accountability equate to high levels of trust, and vice versa. High turnover Last, but certainly not least: The Big Fix to a Lack of Accountability Partners in Leadership has been helping organizations create Cultures of Accountability and high levels of engagement to achieve better results for more than 30 years. With a number of accountability, leadership, and culture-building products and a broad array of services, training options, and award-winning curriculum, we can help transform your organization and drive sustained results.

Chapter 5 : Lack Of Leadership Quotes. QuotesGram

Lack of leadership has left Broncos in sorry state New, comments Until the Broncos get leadership at the top to fill the hole left by Mr. B, it's doubtful any of this changes.

Concepts of Leadership I used to think that running an organization was equivalent to conducting a symphony orchestra. There is more improvisation. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience Jago, This guide will help you through the journey. To inspire your workers into higher levels of teamwork, there are certain things you must be, know, and, do. These do not often come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills; they are NOT resting on their past laurels. Knowledge in Life and Society Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Some other popular definitions of Leadership are: A process whereby an individual influences a group of individuals to achieve a common goal Northouse, , p3. One of their definitions is a process by which a person influences others to accomplish a mission U. Leadership is inspiring others to pursue your vision within the parameters you set, to the extent that it becomes a shared effort, a shared vision, and a shared success Zeitchik, Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal Kruse, Note that all the definitions have a couple of processes in common: A person influences others through social influence , not power, to get something accomplished bosses use power to get things done. Leadership requires others, who are not necessarily direct-reports, to get something accomplished. There is a need to accomplish something. Leaders carry out this process by applying their leadership knowledge and skills. This is called Process Leadership Jago, However, we know that we have traits that can influence our actions. This is called Trait Leadership Jago, , in that it was once common to believe that leaders were born rather than made. These two leadership types are shown in the chart below Northouse, , p5: Knowledge and skills contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make him or her unique. For example, a leader might have learned the skills in counseling others, but her traits will often play a great role in determining how she counsels. A person who has empathy will make a better counselor than a person who thinks the employees are simply there do accomplish her biddings. Skills, knowledge, and attributes make the Leader, which is one of the Factors of Leadership. Factors of Leadership There are four primary factors of leadership U. Leader You must have an honest understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader or someone else who determines if the leader is successful. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed. Followers Different people require different styles of leadership. For example, a new hire requires more supervision than an experienced employee does. A person who lacks motivation requires a different approach than one with a high degree of motivation. You must know your people! The fundamental starting point is having a good understanding of human nature, such as needs, emotions, and motivation. Communication You lead through two-way communication. Much of it is nonverbal. What and how you communicate either builds or harms the relationship between you and your followers. Situation All situations are different. What you do in one situation will not always work in another. You must use your judgment to decide the best course of action and the leadership style needed for each situation. For example, you may need to confront an employee for inappropriate behavior, but if the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective. This is because while traits may have an impressive stability over a period of time, they have little consistency across situations Mischel, This is why a number of leadership scholars think the Process Theory of Leadership is a more accurate than the Trait Theory of Leadership. Various forces will affect these four factors. Examples of forces are: The first two explain the leadership development for a small number of people, while the third one is the dominant theory today. Some personality traits may lead people

naturally into leadership roles. This is the Trait Theory. A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person. This is the Great Events Theory. People can choose to become leaders. People can learn leadership skills. This is the Transformational or Process Leadership Theory. It is the most widely accepted theory today and the premise on which this leadership guide is based. Management versus Leadership While management and leadership have a great deal in common, such as working with people and accomplishing the goals of the organization, they do differ in their primary functions Kotter, For more information on the differences between management and leadership see the next chapter: Although your position as a manager, supervisor, lead, etc. Leadership differs in that it makes the followers want to achieve high goals called Emergent Leadership, rather than simply ordering people around Rowe, Thus, you get Assigned Leadership by your position and you display Emergent Leadership by influencing people to do great things. Total Leadership What makes a person want to follow a leader? People want to be guided by leaders they respect and who have a clear sense of direction. To gain respect, they must be ethical. A sense of direction is achieved by conveying a strong vision of the future. When people are deciding if they respect you as a leader, they do not think about your attributes, rather, they observe what you do so that they can determine who you really are. They use this observation to tell if you are an honorable and trusted leader or a self-serving person who misuses authority to look good and get promoted. Self-serving leaders are not as effective because their employees only obey them, not follow them. They succeed in many areas because they present a good image to their seniors Good leadership is honorable character and selfless service to your organization. Trust and confidence in top leadership was the single most reliable predictor of employee satisfaction in an organization. Effective communication by leadership in three critical areas was the key to winning organizational trust and confidence: Helping employees understand how they contribute to achieving key business objectives. So in a nutshell “you must be trustworthy and you need to be able to communicate a vision of where the organization needs to go. The next section, Principles of Leadership, ties in closely with this key concept. Principles of Leadership To help you be, know, and do, follow these eleven principles of leadership U. The rest of the chapters in this Leadership guide expand on these principles and provide tools for implementing them: Know yourself and seek self-improvement - In order to know yourself, you have to understand your be, know, and do, attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through self-study, formal classes, reflection, and interacting with others. Seek responsibility and take responsibility for your actions - Search for ways to guide your organization to new heights. And when things go wrong, as they often tend to do sooner or later “do not blame others. Analyze the situation, take corrective action, and move on to the next challenge. Make sound and timely decisions - Use good problem solving, decision making, and planning tools. Set the example - Be a good role model for your employees. They must not only hear what they are expected to do, but also see. Keep your workers informed - Know how to communicate with not only them, but also seniors and other key people. Develop a sense of responsibility in your workers - Help to develop good character traits that will help them carry out their professional responsibilities. Ensure that tasks are understood, supervised, and accomplished - Communication is the key to this responsibility. Train as a team - Although many so called leaders call their organization, department, section, etc. Use the full capabilities of your organization - By developing a team spirit, you will be able to employ your organization, department, section, etc. Be loyal to the organization, perform selfless service, take personal responsibility. BE a professional who possess good character traits. KNOW the four factors of leadership “follower, leader, communication, situation. Environment Every organization has a particular work environment, which dictates to a considerable degree how its leaders respond to problems and opportunities. This is brought about by its heritage of past leaders and its present leaders. Goals, Values, and Concepts Leaders exert influence on the environment via three types of actions: The goals and performance standards they establish.

Chapter 6 : 7 Signs You Lack Basic Qualities of a Leader - MotivationGrid

That lack of leadership continued in other ways, outside of penalties, on Sunday. With Denver ahead , Vance Joseph decided to challenge the ruling on a catch, which was a terrible decision.

There are a plethora of diagnostic tests, profiles, evaluations, and assessments that offer insights into leadership ability, or a lack thereof. My problem with these efforts is they are overly analytical, very theoretical, and subject to bias. That said, they are fast, easy, and relatively inexpensive. The good news is, there is a better way. There is a subtle abdication of responsibility that has occurred as rationalizations take place around DISC scores, or justifications surrounding a review are used to defend an ineffective leader. My question is this: One of the primary responsibilities of leadership is to create more and better leaders. Put another way, not all leaders are created equal. Nobody is perfect, but leaders who consistently fail are not leaders, no matter how much you wish they were. While past performance is not always a certain indicator of future events, a long-term track record of success should not be taken lightly. Someone who has consistently experienced success in leadership roles has a much better chance of success than someone who has not. Great leaders can communicate effectively across mediums, constituencies, and environments. They are active listeners, fluid thinkers, and know when to dial it up, down, or off. An over abundance of ego, pride, and arrogance are not positive leadership traits. Long story short; if a leader receives a vote of non-confidence from their subordinatesâ€”game over. Great leaders are fluid and flexible in their approach. They understand the power of, and necessity for contextual leadership. Only those leaders who can quickly recognize and adapt their methods to the situation at hand will be successful over the long haul. Lack of Focus and Follow-Through: Those leaders who lack the focus and attention to detail needed to apply leverage and resources in an aggressive and committed fashion will perish. Leaders who do not possess a bias toward action, or who cannot deliver on their obligations will not be successful. Leadership is about performanceâ€”Intentions must be aligned with results for leaders to be effective. No vision equals no leadership. The best leaders are focused on leading change and innovation to keep their organizations fresh, dynamic and growing. Disconnected from the Market: Leaders not attuned to the needs of the market will fail. Successful leaders focus on customer satisfaction and loyalty. Leaders are fully committed to investing in those they lead. They support their team, build into their team, mentor and coach their team, and they truly care for their team. Real leaders are accountable. Most of all, leaders are accountable to their team. Leaders who are not intentional and are not focused, will fail themselves and their team. Leaders who lack discipline will model the wrong behaviors and will inevitably spread themselves too thin. Organizations are at the greatest risk when leaders lose their focus. Poor vision, tunnel vision, vision that is fickle, or a non-existent vision will cause leaders to fail. This cannot occur when the blind lead the blind. If these traits are not possessed by your current leadership team, or your up and coming leaders, you will be in for a rocky road aheadâ€” Which of these traits stand out to you? Do you have any other signs of ineffective leaders worthy of mention? Leave a comment and share your insights with othersâ€”.

Chapter 7 : Lack of Leadership in Europe

In short, organizations that lack leadership will fail in both attracting new talent and inspiring loyalty in current employees. This is the perfect environment for high employee turnover and poor hiring-an unvirtuous circle.

September 23, Vance Joseph. Penalties may have killed the Broncos on Sunday, but a complete lack of leadership is the reason why the team committed those fouls. Simply, the Denver Broncos lack leadership and their bevy of penalties most easily express that. The most egregious penalty was that men in the huddle call. How does that even happen, with 3: A lack of leadership is how. The other massive penalty for the Broncos came on the field goal block and touchdown, calling that score back due to a block in the back call. Then, the personal foul that ejected Phillip Lindsay from the game for throwing three punches “ he said he was punching the ball “ was yet another penalty showing a lack of leadership. And Ronald Leary was given a personal foul for unnecessary roughness as well. The other nine penalties were multiple holding calls on Garrett Bolles and Connor McGovern and other minor calls, though they each hurt the Broncos in their own way, minor or not. That lack of leadership continued in other ways, outside of penalties, on Sunday. With Denver ahead , Vance Joseph decided to challenge the ruling on a catch, which was a terrible decision. On a first and 10, Michael Crabtree caught an eight-yard pass and Joseph decided to challenge it, and lost. The Ravens ended up driving down and scoring a touchdown to take the lead anyway, but it was a bad call for multiple reasons. It was first down, and a catch for a mere eight yards, early in the game. Near the end of the half, after a terrible, yard punt by Marquette King, Baltimore was set up with a short field and all three of their timeouts; like well-coached teams do. And before sending it back to the Ravens, Joseph blew the Broncos second and third timeouts of the half, in effect helping Baltimore by stopping the clock. Then, after the break, Joseph called the Broncos first timeout mid-way through the third quarter. Baltimore caught a pass near the goal line and it looked like Nick Boyle may have been stopped at the three-yard line instead of the one. After calling the timeout, Joseph decided to challenge the play, thinking he could do so and not be charged another timeout if it was wrongly challenged. Instead, he was disallowed the challenge because spot of ball plays can only be challenged at the goal line or the line to gain, it was explained. There have been many reasons to question the leadership of Vance Joseph, but remember, all the listed examples above came from this one, single game. What other mistakes has he made? Playing Isaiah McKenzie for too long in , leading to six fumbles. He failed to make Royce Freeman the starting running back until the start of this season, starting Devontae Booker all throughout preseason when Freeman was clearly the better back. He played Shane Ray more in place of Shaquil Barrett in the first game of this year, although Barrett is the better player. And until Denver makes a coaching change, this lack of leadership will continue to rear its ugly head; sometimes in more obvious ways than others.

Chapter 8 : Lack of management leadership, support scuttles lean effort

There are a plethora of diagnostic tests, profiles, evaluations, and assessments that offer insights into leadership ability, or a lack thereof. My problem with these efforts is they are overly analytical, very theoretical, and subject to bias.

Successful and sustainable implementations are strictly top down! Having said that, it is important to note that top management by itself cannot make a company world class. Once top management has provided the proper support and foundation for a WCE implementation, companies become world class when every person in the facility understands why becoming world class is important to their customers, the company and ultimately to them. Enthusiastic about WCE managers or supervisors have been known to make major improvements in their area of control even without the support of top management. Unfortunately, without top management support, sustainability is a problem. The reality is that all businesses today are under a tremendous amount of competitive pressure from the global economy. The pre-global economy selling price model was: This formula has been replaced in the current global economy by: Companies today can control profitability only by controlling their costs. WCE is the technique that can accomplish this control. To create this sense of urgency to change, top management must tell all company associates that means everyone in a company-wide meeting what the current market conditions are in a professional, non-threatening fashion. Remember, the goal of this communication is to create a sense of urgency, not the potential panic reaction to a threat. Company associates 98 percent of them anyway want to take care of the customer, want the company to be successful and want their jobs secured in the future. In many cases, associates already recognize the competitive nature of the current business environment. If properly presented, this common mission and common goal provides the basis for everyone pulling together in the same direction teamwork. Additionally, the coalition enhances company-wide, two-way communication in three vital areas of the WCE implementation. Visual and verbal updates to the entire company on the status of the WCE implementation. Honest feedback from all areas of the company on how the implementation is proceeding. It includes successes as well as suggested improvements. Making and communicating WCE implementation course adjustments along the way. This results from the fact that most companies are only successful with 70 to 80 percent of their implementation efforts, and market conditions can change over the years what a WCE implementation can take. All levels within the organization People who are trusted by their peers Good communicators and team players Individuals with a strong desire to participate in securing the future A good mix of both leaders and managers. Leaders drive the changes and managers control the process. Too many managers on this team results in the team members from the lower levels in the organization eventually not being heard. This vision must include both people and processes, as well as products and services. The reality is this: The company must still produce a product or service that customers want. If a company was the world-class producer of buggy whips or steam engines, would it still be in business? The strategy to become world class has two parts: Creating the vision and strategy can be done successfully – even superbly. Somehow, however, it is believed that if six or seven of the top managers know what the plan is, it will become a reality. The entire team must know the play to be successful. We are fully expecting our people to do the right thing, and they will beyond our expectations, but we must communicate to them what the customer wants them to do. Associate empowerment is an evolutionary process, not revolutionary! All the tools and techniques of WCE are designed to eliminate business waste. Like tools in a tool box, each tool has a waste identification or elimination specialty. In the above example of only communicating the plan to six or seven managers, these six or seven managers could make some changes and improvements in the next 12 months. Could these improvements make the company globally competitive? Instead of just communicating to the six or seven managers, communicate to the entire workforce – say people. After 12 months of this, the company has now made huge improvements. The company may not be globally competitive yet, but if you stand on a foot stool, you can see world class from there! The problem is that this level of empowerment and participation takes years to develop because of the evolutionary nature of empowerment. This means that creating this environment must start today! But what are the elements of an empowered environment? Associates are recognized as the most valuable resource. World-class companies

recognize that their associates can differentiate them from the competition. While the competition may be able to duplicate their facilities and equipment, they may not be able to duplicate the participation and motivation of their people. Teamwork is utilized throughout the organization. Decision making is delegated to the lowest possible levels in the company. Openness, initiative and risk-taking are promoted. Accountability, credit, responsibility and ownership are shared. Ownership means psychological ownership, which is far more important to empowerment than just stock certificate ownership. The common thread through all of these barriers is a lack of communication. Lack of trust Poor communication " can lead to lack of clear expectations, lack of trust, fear Fear " people fear the unknown and, therefore, resist change Lack of training " inadequate training leads to confusion, frustration and anger Lack of measurements " align all company systems to the vision. First, you must measure the current performance of any activity that you wish to improve. No measurement, no improvement. There cannot be mixed messages in any company systems. The initial kickoff meeting, which includes creating the sense of urgency and discussion of the company vision and strategies, must come from the top manager in the organization. There cannot be any question about the company direction and the only way people can be assured of that is to hear it from the top person. To prevent rumors from developing and spreading, these meetings should include all company associates and should occur in as short a time period as possible. This communication should include a deployment plan and timetable so company associates know when they will become involved. This does not mean that if the company loses a major customer or the economy goes into recession layoffs cannot occur. It does mean that no one goes out the door as a result of the major productivity and other improvements that occur with WCE. Only normal attrition can be used to reduce the number of associates. There is a very practical reason for this. WCE is a people-based improvement activity. If people think that they or other associates will be laid off as a result of their ideas, there will not be any more participation in making improvements. So, what do companies do in this transitional period between being a traditional manufacturer and growing the business as a result of improved competitiveness that moving toward WCE brings? This accelerates the amount of improvements that can be made. The American Licorice Company reduced this transitional period by almost immediately converting quality and productivity improvements that their associates made into product price reductions to their brokers and customers. Improved visibility as a candy supplier and improved sales were the result. Understand that this no layoff policy only applies to the WCE implementation. If the company loses a major customer or the economy goes into recession, layoffs may be necessary to protect the survival of the company. Summary Lack of top management support for a WCE implementation can be an extremely costly and, if left unaccomplished, fatal mistake. Management must prepare the foundation for this change to WCE, and then let the associates make the company world class. For more information, visit www.

Chapter 9 : TOP 19 LACK OF LEADERSHIP QUOTES | A-Z Quotes

This post will discuss seven signs you lack leadership qualities. If any of these signs apply to you, don't despair! Being a good leader is a matter of growth and progress.

Leadership debate is never ending. Without a direction, employees are aimless. They will accomplish only mechanically, not with any intelligent direction towards a common goal. Employee productivity gets the biggest hit as they are directed less in an ambiguous work environment. Poor leadership also leads to frustration in employees as decision making is either crippled or biased. Thus leading to employee dissatisfaction and attrition in few cases. Poor leadership causes huge gaps between strategy and execution: Most of the managers with poor leadership skills cause a huge gap in the strategy making, the process of the work; the communications between departments, and the capabilities to execute strategy. And micro-management causes employees to feel stressful and lack of trust. Hence, there are both communication gaps and execution gaps caused by poor leadership. Poor leadership is the root cause of the culture of mediocrity: Poor leadership effects on the improvement of the employees within the group, where the employee will remain with same performance till an action is taken by the management to solve the leadership issues. The employee is left wondering whether the growth of employees is at all in the list of those leaders. And they start to emulate their style of managing people and business decisions. This goes on and flows down the chain of command, eventually becoming a culture in the organization, breeding contempt and mediocrity. Even business scrapes through on the back of a few good people who still believe that things will change by changing processes and procedures, introducing new and innovative products, robust marketing and so on.. Poor leadership impacts every area of business: The impact on employees when leadership is poor includes: More often, businesses always focus on the impact to employees and ask what areas are the most serious. Good leadership is like the light, permeating into every aspect of the business; and poor leadership is like the shadow, darkening many areas of the organization. Leadership is the key leading ingredient of corporate culture, which is the collective mindset, behaviors and brand of business.