

## Leadership and Management Evolution

By: Richard S. Lewine, September 2008

Our global economy dictates the need for a major shift in leadership and management capability. People at all levels in an organization must specifically determine where they are going and how they will get there.

Smaller workforce, intense competition, global connections, instant communication, quality demands, and customer requirements, are some of the environmental factors which insist that organizations effectively monitor their performance with constancy and consistency.

Just plain hard work won't get this done. Generational values have shifted, away from the addictive workaholism of the '70's and '80's, to a more balanced "whole person" philosophy. Family, spiritualism, education, moderation, are becoming the norm once again. Only by providing effective organizational management tools can we ensure the parallel development of our enterprises and our people; satisfaction of both sets of seemingly divergent needs.

The accessibility of information in an easy to understand form is one of the primary determinants of organizational success. With accurate, timely data, people can make decisions to adjust or maintain direction, objectives and activities. Without it, the people and their organization become wandering generalities. Today's marketplace abhors generalities.

More time must be available for thinking and planning, two crucial elements in maintaining the viability of an organization. Executives need to be freer to pursue development of meaningful strategies in response to market and industry dynamics.

Division and department leaders, work groups and individuals need the capability to channel communications laterally and vertically, ensuring appropriate information reaches those that need it--when they need it.

All people in an organization need the capability to track a goal from conception to achievement. This "I know how we're doing" allows, encourages and supports everyone's efforts to be focused on the appropriate priorities. Meeting time is reduced to a minimum; and those meetings that do occur are of shorter duration and centered on the critical issues.

Today's businesses require unparalleled and unprecedented coordination of human effort through requests and commitments within the organization. The anticipation of potential break-downs and the conversational acts to prevent them, with the attendant and appropriate movements of the people further contribute to enhancing the over-all effectiveness of the organization.

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*If this essay has peaked your interest and you would like to discover a system that can support the evolution of your organization to meet these challenges, visit [www.goaltrak.com](http://www.goaltrak.com). Or contact the author, at [rich@goaltrak.com](mailto:rich@goaltrak.com).*

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