

I think it is safe to say that you would not be in this room today if you were not effective managers. I assume your management skill. I want to be just as sure of your leadership ability.

It is not enough to efficiently manage the processes we've had for years. A trained bureaucrat can more or less handle that assignment. I want you to lead, to take your team forward toward a non-bureaucratic way of thinking, anticipating problems before they breed errors, motivating your work force before it loses interest, satisfying the customer before he or she goes down the street to our competitor.

Here are ten principles of leadership that you can review for self-analysis.

■ Do you preach and practice an acute sense of personal ownership for your end product?

■ Do you have a sense of closure?

A sense of closure means a compulsion that a task undertaken must be thoroughly completed, must be totally investigated, and alternative solutions examined. Once selected, the solution must be carried out by thorough coordination and communication, and it must be implemented with attention to details and follow-up.

■ Do you have an unquenchable thirst for causation?

A leader has to be a bit of a Sherlock Holmes. You don't get very far in just band-aiding a symptom. A little Ben Gay on a swollen wrist isn't very useful if it turns out the patient broke his wrist bone. Leaders search out the causes of bad performance.

Leaders get out from behind their desks and walk around. Only time with your employees gets you an active, first-hand knowledge of problems and progress.

■ Do you challenge your own circumstance?

Your people will fulfill your expectations - if only they know what those expectations are.

I think one of the greatest management failures is the inability of a leader to clearly articulate his expectations. Nothing is more disruptive of morale than the recriminations that follow when an inarticulate leader blames bad performance on his or her employees' inability to meet expectations. Your people can't accomplish goals that they never understood.

■ Do you reward your super-achievers?

The clock-punchers and the overtime junkies are present on any work force. But if they are taking up all your couch time with their complaints and their gripes, you and they are not being productive.

You should spend your quality time with the true achievers in your organization, not those who just perform the procedure but those who improve the process. You should know who they are, support them, stroke them, and reward them because it is on the backs of these champions that this company moves forward.

We are doing our best to provide you with the resources and the authority to reward your work force. In addition, most of us are motivated by the knowledge that our work has meaning. No reward is more lasting than to have one's thoughts really considered, to participate in the decision, and to be recognized for our contribution.

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