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### In This Issue

**High Performing Management Leadership: The Secret Code of Managership**

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*Dr Wilson Tay Chuan Hui*

# **High Performing Management Leadership: The Secret Code of Managership**

Dr Wilson Tay Chuan Hui

“High performing management leaders have learned and mastered the secret code of managership.”

*- Dr Wilson Tay*

## **Management Leadership: Managership**

Much has been written in management literature about management and leadership. There are many concepts and definitions of managers and leaders. From the management perspective, management and leadership are two sides of the same coin. Its excellence can be seen as a desired individual traits and performance behaviour that are sought after in firms, institutions, corporations, community and the global village. Everyone from the chief executive to the tea lady can be regarded as a 'manager' and 'leader' as we all have to manage resources such as time, activities and relationship which contribute to certain desired output and outcome. Essentially, management is about making things happen and achieving expected results through people.

In the role of managing, we look for the quality, characteristics and behaviour of management leadership to achieve superior and high performance. Most organisations today seek out for leaders who are able to lead organisation and people to achieve growth and business success. Whilst it is important to

recognise and encourage leadership, over the last decade there has been too much emphasis and focus on 'heroic' or "iconic" leadership, while 'servant' leaders, many of these leaders who are also great managers in their own right are often forgotten. But these are the management leaders who quietly go about their business leading and growing great companies and enterprises.

These quiet achieving and servant leaders in Jim Collin's book "Good to Great" are referred to as the Level 5 leaders. They go about building sustainable business and achieve great results in their organisations or community in a quiet, low profile and unassuming way. These manager leaders achieve great outcomes and results because they have learned the secret code of managership by practicing the 28 personal requisites of management leadership. Through management leadership, they are able to enlist their fellow managers to work zealously with them to pursue a common mission toward achieving a shared vision.

### **The Management Leadership Principles**

In business we know that to optimise any resources and achieve great outcomes and results, we need to focus on effectiveness and efficiencies of these tasks. Many management writers have described that the managers are responsible for the efficiency of the business and leaders as being focus on the effectiveness of the business. For most great leaders, they will have the capabilities of both the manager and leader. Many of us who have the privileged of assuming leadership roles can attribute to these opportunities being given to us because in our management career we have also been good managers.

Hence, management leadership is the exercise and display of both these capabilities and competencies through performance and it is situational. There are times where our management skills may have to be called to act and at times we have to be followers in order to achieve the desired results even we are the designated leader. Often we know that great leaders are also good followers and vice versa.

### **Characteristics of Management Leaders**

These leaders become successful and outstanding because of the support from their team of competent managers. When asked of these leaders, they would acknowledge that they rely and stand on the shoulders of the great managers that they have. No great leader can achieve a superior outcome on his or her own.

Leaders and managers are not necessarily separate personalities or entities as some writers might assert. Great leaders are also excellent managers and vice versa. Leadership roles are more often bestowed upon those who have been excellent managers during their career journey. Hence, leadership and managership have a symbiotic relationship like yin and yang. When called to lead, the leader's management role will be delegated and undertaken by others in the team. It often depends on the situation. A fellow worker could be a good situational leader if he or she has the skill, knowledge or capability to resolve a problem when his or her superior is unable to lead at a particular point in time or in an extenuating situation. If a group of people was lost in the jungle and the chief executive does not have the navigating skills to get out of the jungle, an ordinary worker who has the ability to get the group out of the jungle would be called upon to lead in this situation. Sir Winston Churchill was a

great leader in times of war. However, in times of peace he was not as effective as some other British leaders. In the annals of history, we have seen many instances where heroes and leaders became great because of situations where their talents and capabilities make them effective leaders.

As the social and business environment becomes more globalised and turbulent amid rapid changes, there is now a renewed management clarion call for managers in corporations, institutions and communities to pursue and promote 'management leadership' or 'managership' through continuous professional development and life long learning. The art of it is to learn faster than the rate of change that is taking place all around us. As Professor Gary Hamel has often articulated, “We are becoming ignorant at an accelerating speed.”

### **Management vs. Managership**

Management is traditionally defined as the function and general practice of planning, organising, staffing, leading and controlling. On the other hand, management leadership or managership describes the personal mastery of the art, science and practice of these management functions. It encompasses the relevant competencies to perform the management functions accompanied by leadership traits and behaviour. Like the definition of leadership, it describes the professional mindset and practice of strategic visioning, achievement of effectiveness, efficiency and excellence in how managers go about performing their daily management functions and accountabilities to achieve distinctive and outstanding results.

### So what is the Secret Code of Management Leadership?

As an aid memoir for those who need to beware of the role that manager's perform of being efficient and effective, then the mnemonics of the 28 personal requisites which is the sum of 10+10+8 requisites of management leadership may help us to remember the competencies and behaviours we need to develop, perform and practice:





The first 10 managership competencies are hidden in the word MANAGEMENT. The first letter M stands for Mastery of Management. Here we need to be competent in the basic managerial functions of planning, organising, staffing, leading and controlling. A is the ability to Assign and delegate tasks well in order to get work done and expected outcomes. N stands for Negotiation of the tasks and resources with our bosses and colleagues so we can prioritise, allocate and work efficiently. A represents Achievement of set targets, output and KPIs, and this is leads to the desired outcome we aim for. G stands for Generation of ideas through generative thinking or identifying creative solutions to expeditiously solve the problems at hand. E is for Execution as the hallmark of a good manager who is able to execute the task expeditiously. M denotes Measurement of results, performance for alignment and improvement. Simply, we need to be able to measure the results – what we cannot measure we cannot control, what we cannot control we cannot change and what we cannot change we cannot improve. The next E stands for Enlistment. In today’s environment, we cannot use the ‘command

and control' approach to get people to achieve high performance; we now need the 'enrol and enlist' approach to motivate people to do their best. N is Navigation, which is the ability to set and show the way and direction through coaching and mentoring. Finally, T is the ability to build a formidable Team as organisational achievement relies on good teamwork to achieve sustainable results. Here lies the Secret Code of 'Management' which essentially focuses on the EFFICIENCY of the tasks to be achieved.

The next 10 managership competencies are embedded in the word strategic ability of a management leader to scan the environment, and horizon, and look into the future to create an inspiration vision of a preferred future outcome. E is for Excellence. One of the trademarks of great management leaders is the ability to set a high standard and the quest for excellent performance in everything that is being undertaken. A stands for Advance Planning which is the need and ability to plan forward in order to set the pathway to achieve the mission and future vision for the organisation or enterprise. D is for Direction of the business which a management leader must provide. It is important to ensure that we move every fast in the right direction, otherwise we would move very fast in the wrong direction which would take us further from our objective. This is the notion that we should not do the wrong thing very well. E is for Empowerment which is necessary to ensure that we harness the power of talented people to share the responsibility of achieving great results, R is for Responsibility which everyone especially the management leader must take accountability for the ultimate consequences, S is for Service sacrifice which most great management leaders practice as true servant leaders, H is for Humility which is the endearing and magnetic nature of well respected management leader, I is for Influence which is the key enabler and ability to

be able to engender a strong followership and finally, P is for Passion and persistence which is the hallmark characteristic of great management leader. Here's lies the Code of Leadership which essentially focus on the EFFECTIVENESS outcome of the tasks to be achieved.



So to be a high performing Management Leader we will need to develop these 20 requisite Management Leadership competencies and to catalyse these efficiency and effectiveness competencies, we additionally need to perform the 8 "I's" Performing Habits which are:

1. Inspire - to provide Vision and Direction;
2. Impart - to engage in Communication and Coaching;
3. Influence - to inculcate Sincerity and Trust;
4. Inquire - to encourage Inquisitiveness and show Problem Solving;
5. Initiate - to motivate Action and sense of Urgency;
6. Improve - to enable Change and Empowerment;
7. Implement - to measure Performance and focus on Results; and
8. Innovate - to stimulate Creativity and seek out Opportunity.



These 28 requisite competencies of the Management Leadership (Managership) Code need to be developed and practiced by individuals to be a high performing management leader. Once these competencies are well practiced, the challenge then is to institutionalise management leadership culture in the organisation and this can be done through the 8 Principles of Management Leadership.

### **Eight Principles of Managership**

The professional practice of managership is guided by eight underlying principles:

1. Leadership and management are situational, mutually inclusive and symbiotic.
2. Managership is dynamic and permeable, and should be cultivated and institutionalised as a pervasive behaviour throughout all levels of the organisation, not necessarily expected and manifested only in senior management.
3. Managership can be developed, taught and learned through programme (content), action (process) learning and coaching.

4. Managership is based on the personal mastery and development qualities of values, attitude, knowledge, skills and capability (leadership, communication and ability).
5. Managership is the proper use of referent (influence), authoritative (compliance) and expert (technical) powers to develop and get the best in people.
6. Competent managership is the entitlement of every employee as managers are remunerated and empowered to be responsible for leading and making changes for improvement.
7. Excellent managership is the requisite performing credential and competencies for building local and global leaders.
8. Managership for all organisations is the new management paradigm for the 21st century to meet the new knowledge-based economy's challenges, recognising regional and global impact and opportunities.

### **Why Managership in Malaysia?**

Malaysia has come a long way, from the labour-driven days of its agriculture era in the 1960s and 1970s, to its investment-driven industrial era in the 1980s, followed by the productivity-driven technology era in the 1990s, leading to the knowledge era of the 2000s. Different economic eras require different management leadership competencies. In this respect, Malaysian managers have been trained and developed to meet the competency requirements of the transforming economic eras.

As we now undergo a transition into the knowledge-based economy, we see the emergence and need to have a pool of highly skilled knowledge workers especially in the high technology; ICT and knowledge-related industries engaged in enterprises such as software engineering, Internet based, telecommunication, nanotechnology and biotechnology. These knowledge workers are very mobile and lifestyle-orientated. They are the new breed of

talent workers that need to be developed as competent managers of future and emerging industries.

Surrounding and contributing to this fast changing phenomenon are evidence of global turbulence manifested through foreign commercial colonisation and investment and the modernisation of China through their leapfrogging and competitive strategies arising from their low cost advantage. We also see the convergence of technologies including disruptive technologies, which lead to creative destruction, innovation and disintermediation resulting in new entrepreneurial ventures such as software and giants technology companies like Microsoft Corporation, Oracle, Sun Microsystems and Apple, Sony as well as the successful world wide web players like Amazon, Google, eBay, Skype and many others.

In addition to globalisation, Internet connectivity, rapid communication and borderless trade phenomena, the leveraging of knowledge through knowledge sharing, access, management and self-directed e-learning offer further evidence of the speed and scale of global connectivity and accelerated learning of people that is taking place everywhere. The world is now a global village.

Global turbulence, disruptions and innovations will still present threats and opportunities. These will spell threats and downfall for those who are complacent and are basking in their past successes, and opportunities for the new players in the new era of constant business quick sands and paradigm shifts. The rule of the new game is that when a business paradigm shifts, like the advent of the Internet or the arrival of a new disruptive technology, everyone goes back to zero or the starting line as past successes do not guarantee future successes. Hence, the future business environment will be

challenging for the uninitiated and will demand greater management learning, competencies and leadership in managers of today and tomorrow - if their enterprises and organisations are to be resilient, relevant and rewarding.

Traditionally, the frontiers of management have focused on supervisory or frontline management; general management; strategic management; operations management; marketing and sales management; financial management and human capital management. But now, the new frontiers of management have come to include risk management, knowledge management, supply chain management, customer relationship management, project management, supplier relationship management, activity-based management, balanced scorecard management, stakeholder management, enterprise resource planning, business continuity management, succession planning management, cross border management, innovation management and total quality management. The manager of today and the future will be a different breed of people needing to practise excellence in managership if we are to be a nation of great managers in order to ensure our industries are highly productive, competitive and resilient.

### **Purpose of Managership**

So what then is the role of management leadership or managership? Among the purposes and desired outcomes of managership are:

- To enhance performance, productivity, profitability and value;
- To manage future threats or capture opportunities in the K-economy; to deal with the impact of globalisation and competition;
- To build knowledge assets and collective intellectual capital;
- To build home-grown talents; to create new mindsets and a collaborative and learning culture for knowledge workers;

- To inculcate and promote innovation, creativity and entrepreneurship;
- To constantly look beyond and re-invent business rules and business models;
- To train, develop competent managers for the current and future industries.

The Malaysian Institute of Management's national charter and challenges will require MIM to be innovative and forward looking to prepare Malaysian workers and the present and future generations of managers to be able to competently handle and manage these new dynamic challenges. Hence, we must grow and build more high performing management leaders to achieve this national vision.

**REFERENCES**

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2<sup>nd</sup> Edn, Malaysian Institute of Management

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- Corporate governance and corporate social responsibility

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### **Knowledge Management Outcome**

Organization performance:

- Financial measurement;
- Balance scorecard;
- Benchmarking;
- Competitive advantage; and
- Productivity

### **The use and applications of knowledge management**

Knowledge-based economy and development:

- Efficient use of existing & new knowledge;
- Effective creation, dissemination and processing of information;
- Effective system of firms and research centers; and
- Creation, sharing and transferring of knowledge

Knowledge management in the energy Sector:

- New resource revolution;
- Renew energy development; and
- Energy Innovation

Knowledge management in the public sector:

- Public sector structural change;
- Fiscal Management and issues; and
- Knowledge public services.

Knowledge management in the service sector:

- Knowledge management in accounting practices;
- Knowledge management in management consulting;
- Knowledge management in financial services; and
- Knowledge management in private healthcare services

Knowledge management in human resource management:

- Knowledge talent management;
- Knowledge sharing; and
- Knowledge transfer

Knowledge management in general:

- Knowledge customer management;
- Knowledge financial management;
- Knowledge innovation management;
- Knowledge project management; and
- Knowledge wealth management.

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