

## *Leadership is much more than Engagement*

*The leader must know;  
must know that he knows;  
and must make it  
abundantly clear to  
others that he knows.*

-- Clarence B. Randall (Making Good in Management, 1964)

*Leadership and  
learning are  
indispensable.*

-- John F. Kennedy

*The best leaders are  
those most interested in  
surrounding themselves  
with assistants and  
associates smarter than  
they are. They are  
frank in admitting this  
and are willing to pay  
for such talents.*

-- Amos Parrish

## Leadership Requires Hard Competencies

The **TEC Leadership Model** says three things: **Build Trust, Engage with your people and have solid Competencies.**

### How Managers Become Leaders

"Few leadership transitions are as challenging as the move from running a single function to running an entire enterprise for the first time." (M.D. Watkins, Harvard Business Review, June 2012, p.67)

Managers moving up in an organisation need a new set of competencies. Watkins (2012) recommends the following seven "seismic shifts":

#### Seven new competencies for managers becoming leaders

- 1. Specialist to Generalist:** Speak intelligent language of all specialist functions. Systems to evaluate and develop talent. 360-degree feedback from all functions.
- 2. Analyst to Integrator:** Solve *complex* problems by integrating cross-functional teams. Manage and integrate collective knowledge. Make-trade-offs and explain why you made them.
- 3. Tactician to Strategist:** Shift fluidly between zooming-in and zooming-out to solve complex problems.
- 4. Bricklayer to Architect:** Don't mess with organisational design without understanding the complex balance of strategy, structure, processes and skills. You must be a systems thinker.
- 5. Problem Solver to Agenda Setter:** Emphasis is more on which problems need to be solved. Prioritise issues in an ambiguous and complex environment.
- 6. Warrior to Diplomat:** Leader with have a wide array of constituencies calling on them for advice. Negotiation, persuasion, conflict management and alliance building.
- 7. Supporting Role to Lead Role:** Leading by example and with a compelling vision, people are inspired to spread your word.

Source: Watkins, M.D. (2012). How Managers Become Leaders. *HBR*, June. pp.65-72.