

## **SHEEP ARE MANAGED PEOPLE ARE LED: LEADERSHIP TRAITS AND EXPECTATIONS**

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- We have plenty of management and not enough leadership.
- Many people in human services came up through the ranks and were given management positions because they were good with people – but the people they were good with are the people to whom they provide supports.
- Many people receive their first supervisory opportunity without having any training, support or education on the difference in roles between a supervisor and a team member.
- From the moment the person is promoted to his/her first supervisory position, that person's life at work changes forever. Most supervisors do not realize that they are now the “ them” that people talk about.
- Most supervisors fail to realize that their responsibility now is no longer about their own performance, but their team's performance. Many fail to realize that the new perspective needed is from a focus on getting things done through other people, rather than through the individual tasks, responsibilities, and expectations of the supervisor himself/herself.
- For many supervisors, their first supervisory promotion is not their last. Many continue to climb the supervisory ladder, not realizing that with each promotion, their responsibility for leadership grows.
- **Coupled with the fact that many supervisors tend to have more insights into the behavior of other staff than they do the wrong in what we now have is a perfect circle of isolation – with each promotion the supervisor has fewer peers – thus gets less direct feedback about performance.**
- **As a result many supervisors never really developed the leadership traits that are necessary to carry an organization forward. How this presents itself is the supervisor developing demanding and modeling more and more operational planning and not strategic planning.**

**Leaders do not stand taller they see further. (unkown author)**

- Leadership is not finding a parade and then standing in front of it. True leadership is the ability to get people to go to a place that they don't necessarily want to, at a time they don't want to be there, and to go anyway.

- True leadership comes from the understanding that what we believe, how we act, and how we treat people is based on a core set of values which one must practice every day not just at work but is part of the fabric in core of how we live our lives.
- Probably one of the greatest and strongest foundations for this are the principles of “**Servant Leadership**” by Robert Greenleaf. His Groundbreaking Work on the Relationship and Leadership Not from the Top down from the Bottom up our critical for leaders not just to know but to live.
- The principles of Servant Leadership must be melded with an unrelenting pursuit of the highest standards of quality, excellence, and humility in order for good leaders to become great.
- as a result leaders must develop not only their own style but to know their core.. Core is made up of much more than simply personality traits preferences and characteristics. It involves the leader’s willingness to be transparent on a daily basis about the actions, the reasons and the rationale by which decisions are made.
- Finally leaders have a sense of urgency. True leaders recognize that great staff are mostly borne not made. Dust it is the ultimate responsibility of any leader to a track, higher motivate and mentor staff.
- As author Jim Collins says in his book Good to Great, the mark of a truly great organization is not the presence of charismatic leaders, but the leaders recognizing the need to build a charismatic organization.