

What kills revenue  
during times of  
change ?

*The lack of  
Change Leadership*

Putting a man in charge and calling him the leader is like giving a man a Bible and calling him a preacher. Bestowing the title doesn't bestow the talent.

*In their outstanding book, **Leaders**, Warren Bennis and Burt Nanus submit, "Managers are people who do things right and leaders are people who do the right things."*

**M**ost managers in merging or transitional organizations seem to be very busy. Certainly a lot of energy is being burned up (albeit much of it by personal stress and unproductive pursuits). What's missing, though, are managers doing the *right things*.

A merger or organizational change produces many distractions that cause employees to focus on themselves and the inner workings of the organizations rather than on the marketplace. To put it pointedly, people take their eyes off the ball. Personal concern for their own careers is heightened, while concern for the company slips.

Companies that are undertaking major change almost always have a difficult time maintaining their competitive edge. The more the transition integration process is mismanaged, the more the company is likely to lose existing market-share or miss opportunities.

*Soldiers who are poorly led show little determination.  
They are not aggressive. And when the corporate troops become  
preoccupied with themselves and demoralized about their work,  
they lose their fighting spirit.  
Sales drop off. Customer loyalty deteriorates.  
And competitors smell blood and rush in for the kill.*

Quite frankly, there is a crisis of leadership: "Leaders" are not leading. As a result, too much of the work force behaves like an unled army.

How the person in charge behaves is a critical matter. It's easy to make someone the boss. But you can't make that person a leader. And if he or she is not a leader, you often don't get followers.

The tendency is for top executives, middle managers, and lower-level supervisors to blame their lack of leadership on the situation, or on "higher management." Merger successes or corporate achievements, interestingly enough, are things for which they readily accept personal ownership "If you're going to take credit for the rain, don't be surprise when people blame you for the drought."

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## The lack of Change Leadership

Lack of leadership kills sales. But what kills leadership? Leadership gets killed through self-inflicted wounds. It's like this: I can't destroy your leadership ability, but I can kill mine.

The reverse is also true. If your effectiveness as a leader leaves much to be desired, rest assured, you are the one to blame.

Certainly there are many factors that can get in the way of one's leadership effectiveness, but there are five items that are so fundamental that they deserve special consideration. Here are the things that do the major damage to leadership effectiveness:

<b>Worrying about self</b>	<b>Weak commitment</b>	<b>Lack of purpose</b>
	<b>Loss of Trust</b>	<b>Lack of courage</b>

We should look at the work *manager* as a title or label, while *leadership* is a reputation. Reputations must be built and earned.

In today's radically changing world, Leaders must have the *guts* to make *dramatic moves* with *speed*. These are your opening moves to repair the major damages to leadership. These are also your opening moves to *Accelerate Culture Change* that will turn heads.