



Home

Mission ▾

Services ▾

Testimonials

Clients

About ▾

You Are Here: MAR 2005



Focus

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The 90% Solution, Part 2

Last month's *Focus* declared:

- Over 90% of all organizational problems are systemic
- 90% of all leadership failures are character failures.

It also described Dr. Stephen Covey's continuum of people's responses to direction received, as published in his new book *The 8th Habit*. I particularly like Dr. Covey's concise descriptions of **Leadership Roles**:

1. **Modeling** to demonstrate desired behavior. Moreover, a good leader exhibits high personal standards which help define the culture. *Modeling inspires trust.*
2. **Pathfinding** describes a leader's ability to establish a vision and communicate a strategy which followers can carry out. *Pathfinding creates order without demanding it.*
3. **Aligning** is the most important leadership role because it asks the question, "Are we on target?" *Alignment provides the discipline to establish the structure we need to stay focused.*
4. Finally comes **empowerment**, a vital concept but overused buzzword. Here Dr. Covey breaks new ground by his insight that "*Empowerment is the fruit of solid Modeling, Pathfinding, and Alignment.*"

Consider the following comparison between a leader and a manager.

Leaders	Managers
Do the right thing	Do things right
Are concerned with what things mean to people	Are concerned about how things get done
Are the architects	Are the builders

The point is: 90% of our organization problems could be solved by better leadership. I will quote

Stephen Covey a final time because he so clearly sums up this critical issue.

"Leadership is creating an environment in which people want to be part of the organization and not just work for the organization. The greatest satisfaction for an employee is to feel part of something and to feel trusted to make decisions and contribute."

Tom Wagner

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identify the Right Questions
and solve the Right Problems.

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