Increasing Your Leadership Capacity

Many organizations and businesses plateau because of wrong focus of their top leaders. There is a planning, organization, oversight and innovation of leaders. To say it plain: Many leaders are too busy doing the work rather than planning for the future of the work and training others to do it.

The Technician, Manager and Innovator

Michael Gerber in *The E-Myth Revisited* says that within each person resides three different roles or abilities. The Technician, who likes to do the day-to-day work; the manager, who likes to oversee and manage the work that the Technician does, and the Innovator, who likes to create the work – the Visionary. He makes a point that in order for the organization or business to continue to grow, we must allow the Innovator within us to overshadow the Manager and Technician. I’m not sure if every person has the ability to be the Innovator or not, but I am sure that with training all of us can move closer to becoming the effective Manager or Innovator.

A summary of Gerber’s perspective on this would be:

When it comes to business and organizational leadership, it’s as if there are three different people in us:

1. **The Technician:**
   - The worker
   - “He doesn’t dream about things, he does them.”
   - He likes to work…on one thing at a time
   - Thinking is unproductive unless he’s thinking about the work he has done
   - If the Technician doesn’t do it, it won’t get done

2. **The Entrepreneur:**
   - The Visionary
   - The Dreamer
   - Lives in the future
   - The Strategist
   - Creates change
   - Creates new ideas and methods

3. **The Manager:**
   - Practical
   - Thinks of details
• Doesn’t like change
• Organizes
• “The Entrepreneur sees opportunities and the manager sees problems.”
• “The manager puts things in neat, orderly rows; the Entrepreneur creates things the manager puts in rows.”

We all have these three people in us:
• Technician: 70%
• Entrepreneur: 10%
• Manager: 20%

The tendency in most people will be to lean toward the Technician and work and work and work, but not plan, strategize, organize and manage. If we lead our business, organization or department like this it will eventually fail and die.

Conclusion

1. Someone has to do the work of the technician, but if you are in an Executive Management or Departmental Head role, it should not be you.
2. If you have a tendency to lean towards the Technician you must be careful not to spend too much time there, or change your job description.
   • Technician: 15% at the most
   • Manager: 25%
   • Entrepreneur: 60%
3. You must work smart by properly training and delegating:
   • Thorough training and proper delegation will allow you to multiply yourself
4. The majority of your meetings each week should be with key leaders for:
   • Relationship-building
   • Review of targets and goals
   • Prayer
5. You must create “Systems” and procedures (Operations Handbook) for each activity. This is the procedure you will use to duplicate your success. It will be tedious work, but will pay off in the long run:
   • A clear path for workers to follow
   • A checklist to help them remember the details to be done and in what order
   • Makes it easier to train in the future
   • Makes it easier to replace people when they leave
6. You must give time to Thinking, Planning, Setting Goals and Managing them:
   • What is the overall goal?
   • What are goals for this year?
   • What are we doing right?
   • What do we need to improve?
   • What resources do we need?
Self-Examination

1. What do you naturally lean toward?
   - Technician
   - Manager
   - Entrepreneur

2. What percentage of your time is spent in each one?
   - Technician: ______________
   - Manager: ______________
   - Entrepreneur: ______________

3. Do you have a procedure to thoroughly train new volunteers and staff for positions of work or service or do you give them very little orientation and training?

4. What percentage of your meetings each week are with key leaders?

Working at Your Job or Working on Your Job?
In order for your business or ministry or department to grow you must not spend most of your working at your job; instead, you must spend most of the time working on your job. Working at your job means doing all of the labor or “hands-on” work yourself.
- Making all the phone calls yourself
- Making the crafts yourself
- Running all the errands
- Doing all the paperwork
- Spending your time doing the things that other people who get paid less and who can be trained should do

Working on your job means:
- Thinking about how your business/department can improve
- Listening and reading materials that will increase your capacity as a leader
- Spending time with people who have more experience than you
- Preparing training or marketing materials
- Mentoring your staff
- Researching and connecting with the resources you need to move forward

Self-Evaluation

1. What are some of the “hands-on” activities that need to be done in your business/department?
   Activities Make a “mark” if you do these
   _________________________________________________________________
   _________________________________________________________________
   _________________________________________________________________
   _________________________________________________________________
   _________________________________________________________________
   _________________________________________________________________
   _________________________________________________________________

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2. What are some activities which you can train others to do?

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3. What percent of your week do you spend planning for your business/department to grow?

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4. Where can you find resources to help you grow as a leader?

___________________________________________________________________________

5. Where can you find resources to help your business/department grow?

___________________________________________________________________________

6. What are some obstacles that will keep you from working *on* your job rather than working *at* your job?

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Thorough Training and Systems
In order to successfully implement what we’re teaching here, you must provide thorough training to your staff. You must teach them all you know or find training for them.