Graph Source: Based on F. Luthans, R.M. Hodgetts, and S.A. Rosenkrantz, *Real Managers* (Cambridge, MA: Ballinger, 1988).

Successful AND Effective Leadership by Kathy Graham

"You don't exist if no one can see you."[1] Fred Luthans's research[2] shows that this quote applies to corporate leaders, since:

- **Managers who get promoted most quickly in an organization are NOT the managers who do the best job**.

- **The big difference between Successful Managers** (those who get promoted fast) **and Effective Managers** (those with the highest quantity / quality work AND highest employee satisfaction / commitment ratings) is that:

  - **Successful Managers spend 48%** of their time networking, i.e., "socializing, politicking, interacting with outsiders." **Effective Managers spend 11%** of their time networking.
    - **Getting promoted quickly in a company results from time spent with bosses / outside influencers**.

  - **Effective Managers spend 44%** of their time communicating, i.e., "explaining their decisions and seeking information from colleagues / employees." **Successful Managers spend 28%** of their time communicating.
    - **Delivering the highest corporate productivity / lowest turnover results in fewer, slower promotions.**

Both Successful Managers and Effective Managers also lose big time with above behaviors because:

- **Successful Managers are not connected to their teams**—they spend their time and conversations mostly communicating upwards. Yet today's organizational work is done primarily in teams, due to increased digitalization, speed of change, economic uncertainties, and the workforce mindset of the generations who for their entire lives have been connected to others—their "team"—via internet, computers, and phones.
  - **Successful Managers, therefore, LOSE productivity, innovation, and employees (hello, Great Resignation!), which will eventually impact their ability to continue to be promoted.**
  - Successful Managers don't "exist" / inspire their teams, because their teams don't interact with them much.

- **Effective Managers are not connected to their bosses or outside influencers**—they spend their time producing excellent results and keeping their employees happy and engaged. Yet the world has changed—organizations and jobs are networked, global, constantly assuming new identities via mergers & acquisitions, closings, and outsourcings. Not everyone knows each other like they did in past eras when employees and managers worked for the same company their entire lives, lived in the same communities, and traveled in the same circles.
  - **Effective Managers, therefore, GET STUCK constantly producing and working for others not as competent, which eventually impacts their future (others might wonder whether the lack of promotion is due to some flaw) and definitely affects their compensation and scope of impact.**
  - Effective Managers don't "exist" / matter to their bosses / outside influencers, because these bosses / outside influencers don't know who these Effective Managers are or how much / what they're impacting!

The biggest losers are the companies and the overall economy because of the lost productivity, lost innovation, high turnover. Fortunately, there are a number of tools all managers / leaders can use to become both SUCCESSFUL AND EFFECTIVE, including: AMBIVERT-ing, TEAM-ing, and EDUCATE-ing.

TOOL #1: AMBIVERT-ing

Most people lean either towards being an extrovert or an introvert. First proposed by noted psychiatrist Carl Jung in the 1920s, extroversion is a "personality trait typically characterized by outgoingness, high energy, and/or talkativeness, where the person draws energy / "recharges" from being with other people. An introvert is the opposite of an extrovert.[3]

Blending the tendency of the personality style most unlike a person's natural style with the person's natural personality traits results in an AMBIVERT, a person who shows both extrovert and introvert tendencies and in a way that's most useful to the leadership role of the person.[4]

- **For AMBIVERT-ing Successful Managers**, the action is to draw on the introvert's skills of first listening carefully and analytically to the team, hearing everyone else's ideas first,[5] then ensuring that each team member receives the support—tools, information, training for present and future personal career goals—in a way that's consistent with corporate needs.[6]

  o As Harvard Business School Professor Linda A. Hill says,
     "Our [leadership] job is to create the space where everyone's slice of genius is unleashed and harnessed to turn into works of Collective Genius."[7]

- **For AMBIVERT-ing Effective Managers**, the action is to draw on the extrovert's energy, enthusiasm, and "Let's do it!" attitude to reach out in a positive authentic manner to interact with their bosses and outside influencers.[8] Why?

  o An Effective Manager should accept that a Manager is also an important team member who deserves support—tools, information, training for present and future personal career goals—which means taking some time personally to build the relationships internally with bosses and externally with influential outsiders that grows careers and the company's information and relationship resources.

TOOL #2: TEAM-ing (or why Successful Managers / Leaders Should Emulate Effective Managers / Leaders)

An ex-football coach, Intuit's CEO, and team coach to Google, Apple, and others, Bill Campbell is known as the corporate coach whose advice easily created over a trillion dollars in value for his clients' corporations. The book *Trillion Dollar Coach*, written by the founders of Google after Campbell's death, details the processes, templates, etc. that Campbell used with them.

"Teams of people who subordinate individual performance to that of the team will generally outperform teams that don't,"[9] and they're more innovative, which is why it's no surprise that Professor Hill names Intuit (whose CEO was Campbell) as one of "those organizations that can innovate time and time again."[10]

Innovation provides resiliency to a company in a fast-changing world, plus the strongest profit growth and employee engagement at all levels[11]. *"The least experienced in an organization are the closest to the customers and know the nuts and bolts of each process"* (Hill),[12] which makes "just about anyone in an organization bright enough to identify where the right ideas could make a difference(Minor).[13] "*Unleash the power of the many [in teams],"[14]* urges Hill. Perhaps all Managers / leaders should consider adopting Hill's advice and embrace Team-ing?

TOOL #3: EDUCATE-ing (or why Effective Managers / Leaders Should Emulate Successful Managers / Leaders)

Many Effective Managers shy away from "socializing, politicking, interacting" with bosses and external influencers, thinking it smacks of hardcore selling. Yet, there's a strong need for an Effective Manager to "educate"—i.e., provide with information—bosses and outside influencers regarding how the Effective Manager is impacting the bottom line, building social capital, etc.

If an Effective Manager can channel an Ambivert "educating, not hard selling" approach, the surprise is that ambiverts actually perform better in sales roles than extroverts or introverts because of the "tendency to be assertive and enthusiastic enough to persuade…but at the same time, listening carefully…and avoiding the appearance of being overly confident or excited."[15]

BOTTOM LINE: Successful and Effective Managers / Leaders who employ Ambivert-ing, Team-ing, and Educate-ing tools can turn losses into lasting wins for all—themselves, their companies, their customers, and the economy.

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