

Not everyone's cut out for management role



STEVE MACNAULL/The Daily Courier

Vancouver-based consultant Wayne Rawcliffe came to Kelowna recently to lead a B.C. Human Resources Management Association workshop about leadership.

Companies should learn to groom their leaders

By STEVE MacNAULL
The Daily Courier

It's not a matter of ambition. It's a matter of doing what you love, contributing, being part of the team and being recognized for it.

"Not everyone is destined for management," organizational expert Wayne Rawcliffe said at a B.C. Human Resources Management Association leadership workshop in Kelowna.

"If you like what you do, are good at it and don't want to make that move into management, then don't."

While Rawcliffe's session focused on leadership, it also touched on saying "no" to a promotion and knowing when you aren't management material.

"I've seen a lot of cases where someone with terrific technical skills is promoted to management and they are a disappointment to themselves and the company because they didn't get the proper leadership training," said Rawcliffe, who owns Vancouver-based Senga Consulting.

To ensure this doesn't happen, Rawcliffe said companies must have the proper framework in place so leaders can be groomed.

Just as important, there have to be opportunities for stellar team players who don't want to be managers.

"If someone has great technical skills, rather than make that person a manager, give them a technical promotion," explained Rawcliffe.

"The job of leader could even be split up into two with a technical lead and a visionary and motivational lead."

Another great way to utilize excellent workers who either don't want to be or aren't cut out to be managers is to have them mentor younger workers.

They could also be effective industry or employee-employer liaison persons.

"Leaders are generally considered to be the ones who can affect behavioural change in others for the good of an organization," said Rawcliffe.

"They are visionaries, motivators, problem-solvers and team leaders."

Even if other people in your organization don't have all those attributes, they can still be valuable in specific roles that suit them.

A key to making sure people are in the jobs that best suit and utilize them is an open line of communication between workers and their bosses.

Workers need to vocalize their ambitions and their superiors need to outline what's expected of them and explain opportunities within the organization.

Any job changes — or promotions — should be made through collaboration and the worker should be trained and agree to new goals before making the leap.