Leadership is More Than Leading

I find that one of the most common missing ingredients in the leaders I work with is adequate training. I don't mean that they haven't *received* adequate training. I mean they **fail to *provide* adequate training to those they lead**.

Leaders like to lead. We love to come up with a vision and then marshal the troops to get the job done. But as leaders, we often fail to explain the *why*behind the *what*. The result is often a team that knows what to do but has no clue why they need to do it – or do it that way.

Over the years, I've found that one of the most important things that I do as a leader is to pass on the reasons behind the decisions I make and actions I expect others to take. It's the difference between raising up a team of worker bees or a self-directed team capable of maintaining and operating within a consistent corporate culture and organizational DNA that is so important to long term success. It's also the difference between a team that can function well in my absence or one that is totally dependent upon my constant physical presence and detailed direction.

So how do you on the *whys* as well as the *whats*? It's really rather simple. Start with asking yourself why? And then ask 3 to 5 more whys? Write down your answers. Then let your team in on your thinking.

- *Why did you make that decision? And why is that?*
- *What is it you want a staff member to do? And why is that?*
- *Why do you want it done that way? And why is that?*
- *And so on.*

Asking the "Why" and then letting your team in on your thinking will go a long way toward creating a team that is capable of making the decisions you'd want them to make even when you can't be physically present – **a self-directed team that makes decisions and carries out its work based on principles rather than memos**.

Read more from Larry here.