

Leading Management Principles

14 Principles of Management for
Effective Management Styles

Leadercast



Contents

Introduction	3
Defining Management Principles	3
The Importance of Management Principles	3
What The Experts Say	3
Management Principles for the 21st Century	4
Ethical Leadership as Good Business Practice	5
Lead People, Manage Tasks	6
Develop a Strategic Vision	7
Building Trust and Loyalty	8
Inspiring Followership	9
Effecting Change	10
Communicating in Your Organization	11
Developing a Winning Team	12
Managing Organizational Conflict	13
Genuinely Empowering Leaders for Success	14
Building an Authentic Organizational Culture	15
Building Social Responsibility	16
Leading a Diversified Workforce	17
Continuously Develop Leadership	18
Summary	19
References	20

Introduction

This paper provides a comprehensive discussion of 14 leading management principles that significantly shape leadership. It's important coverage for leaders at any level who are looking for a foundational roadmap to:

- Lead ethically
- Develop strategic vision
- Build trust
- Encourage followership
- Anticipate and manage change
- Focus on leading people
- Communicate effectively
- Create high-achieving teams
- Lead in times of conflict
- Genuinely empower those around them
- Build an authentic organizational culture
- Foster social responsibility
- Develop and lead a diverse workforce
- Continually grow as a leader

Effective management is a primary objective for leaders across the globe. At Leadercast, we are committed to helping people develop positive leadership values and behaviors. Better leadership helps build stronger communities, businesses and organizations. Implementing principles to guide your management style elevates your leadership effectiveness and helps you inspire and prepare future leaders.

Defining Management Principles

Management principles serve as guidelines for the decisions and actions of leaders. A principle, by definition, is a fundamental truth. Therefore, management principles are the fundamental truths within an organization that contribute to its growth and sustain its viability. All organizations employ principles that help them function on a daily basis. This discussion will provide insight into the management principles that drive your organization.

Management principles are the fundamental truths that exist within an organization to support its growth and sustain its viability.

Organizations depend on their management principles to “*plan, organize and control operations, providing direction and coordination, and giving leadership to human efforts, so as to*

achieve the objectives of the enterprise.”¹ Management principles vary depending on the business, industry and/or culture of an organization. For example, a customer service organization may establish management principles around providing a superior customer experience. Businesses that deliver fast-to-market products may establish management principles around innovation. And while the management principles in your organization may evolve over time, most organizations are built upon a foundational set of management principles that steer organizational growth and effectiveness.

The Importance of Management Principles

Leaders and managers fill a variety of roles within an organization. They are charged with efficiently and effectively overseeing business operations and achieving organizational goals, while successfully leading and developing the people on their team. Simply stated, managers are responsible for getting the work done.

The principles that guide leaders are just as vital to an organization as the people who employ them. Without guiding principles, leaders can quickly become disconnected from the organization's vision and mission. Not surprisingly, management principles are most effective when they:

- ✓ Are practiced throughout an organization
- ✓ Consistently govern decisions, communication, values, and culture
- ✓ Drive opportunities for growth, innovation and industry/market leadership

What The Experts Say

Theorist Henri Fayol pioneered the research into fundamental principles of management. In his theory, Fayol outlined a comprehensive study of 14 principles of management relevant to organizations of the early 20th century.

New research supports the changing landscape of today's organizations.

While the terminology may differ, many of Fayol's principles can still be seen in leadership today, such as: unity of direction, vision and esprit de corps (employee engagement and motivation). During the latter half of the 20th century, technological innovation — along with a dramatic shift in equal opportunity employment, leadership diversity and globalization — demanded new research and testimony

regarding management principles that can support the changing landscape of both local and global organizations.

Principles of Management for the 21st Century

Contemporary management principles support the goals of an organization as well its culture and people. Consider your organization's foundational principles as we discuss the topics in the adjacent column.

All leaders employ management principles, whether they realize it or not.

The 14 principles of management discussed in this report are apparent in nearly every 21st century organization — in different degrees and perhaps identified with different titles. Consequently, even managers who ascertain that they do not need to employ a set of management principles are already doing so simply by the way in which they lead.

As you review this report, consider your organization's management principles and how they impact organizational structure; growth; employee engagement; culture, and success.

14 Principles of Management

- 1 Ethical Leadership
- 2 Lead People, Manage Tasks
- 3 Strategic Vision
- 4 Trust
- 5 “Followership”
- 6 Change Management
- 7 Communication
- 8 Team Development
- 9 Conflict Management
- 10 Empowerment
- 11 Culture
- 12 Social Responsibility
- 13 Diversity
- 14 Leadership Development



Learn More About
Management Principles

Click here to watch *Leading with Consistency* on Leadercast Now.

Management Principle #1 : Ethical Leadership

Ethical Leadership as Good Business Practice

Today, leaders are overseeing larger teams, multiple projects, and often increased geographical locations. To help support the additional demands placed on leaders, many organizations offer training, workshops and seminars to help leaders develop best practices to guide their organizations more effectively. Still, many leaders may not recognize how far-reaching their influence is and the impact their actions have on the employees they lead. Ethical business behavior is an essential leadership responsibility. As [Julie Bauke](#) comments in her talk, [Leading with Consistency](#), “Leaders need to realize that everything they say and do is always being watched and potentially scrutinized.”

Ethical leadership is not a new concept. In business, ethics are the values, morals and principles that an organization and its leaders use to govern business practices, actions and behaviors. Importantly, **ethical behavior reveals a leader’s integrity even when others aren’t able to observe their conduct.**² Experts use the terms “moral business practices” and “ethical behavior” interchangeably, as both phrases indicate the values and principles associated with honest, fair and respectful business behavior.

Because we live in a world of diverse cultures, business practices can vary greatly depending on country, region or customs.³ In addition, everyone in an organization will not hold the same beliefs, integrity or level of loyalty and conscientiousness with regard to business practices. That’s why organizations must clearly define ethical practices and leaders must consistently model and communicate them.

A contrast in beliefs does not exempt leaders from operating with moral and ethical values.

An organization has a universality of managerial moral responsibility.⁴ That is, certain ethical principles must be practiced no matter the culture, country or custom. Ethical leadership should guide every business decision and every organizational practice, policy and action. Moral and ethical responsibility at a leadership level should be practiced consistently across the board.

While it might sound counter-intuitive, experts recommend that managers use caution when relying on their own moral standards of behavior or their feelings of what is right when making business decisions. Why? A person’s own standards may not consistently align with the organization’s, and can have a significant impact on the decisions and behaviors of followers.⁵ Instead, it is imperative that leaders employ the ethical business principles defined by their organizational management. These principles should enable leaders to act responsibly and with integrity, respect, dependability, and transparency. Establishing the management principle of ethical leadership identifies an organization to its employees, stakeholders, customers, and prospective clients as a business that offers trustworthiness, competency, reliability, and security.⁶ People feel confident working for and doing business with leaders who value ethical behavior as a consistent priority.

Actionable Insight

Ethical leadership is more than a good business practice; it is a guiding foundation for the behaviors and actions of leaders and those who follow them. Utilize this management principle to act consistently behave responsibly, create customer loyalty, build followers, retain employees, and build a reputation as an ethical, values-based organization.

Principles of Management in Action

1. How is ethical behavior integrated into the guiding principles of your organization?
2. What can you do on a daily basis to demonstrate ethical business practices to those around you?



Learn More About Management Principles

Click here to discover more
insights on Leadercast Now.

Management Principle #2 : Lead People, Manage Tasks

Lead People, Manage Tasks

With the responsibility of executing strategy and managing day-to-day needs, leaders often have very little time to focus on developing the people they lead. However, John Kotter, a leading researcher in organizational change management and Harvard Business School professor, says, “Leaders must create a culture of leadership.”² This requires defining and using management principles that encourage *intentionally leading* people and leave the *managing* to tasks.

Lead People

Great leaders use their influence to craft a vision for their organization, their teams and themselves. This influence is exhibited by the example that leaders set within the organization, such as including stakeholders when identifying and executing organizational goals, or supporting people in achieving personal goals alongside business objectives.

People-first leaders must guide with heart, passion, connectedness, and compassion.

People-first leadership connects with the human element of organizational management. The relational component of leadership requires interpersonal communication and collaboration. Authentic leaders display a variety of characteristics that shape their influence on others, such as passion; self-discipline; purpose; consistency; connectedness; compassion; relationship-building, and adhering to a core set of values and behavior.³

Manage Tasks

Task management (or project management) is a necessary component of leadership. Regardless of an organization’s vision, mission or values, successful task management ensures that the fundamental operations of an organization are accomplished efficiently and effectively. Unfortunately, many leaders believe that they must choose task management over inspirational leadership, or that they should manage tasks and people using the same approach. But differentiating one’s leadership to support and develop *people* actually influences their ability and success in accomplishing the organizational tasks.

Actionable Insight

The “Lead People, Manage Tasks” management principle underscores a people-centered approach to leading, while recognizing the necessity for managing and completing tasks that drive the business. Making this important distinction allows leaders to empower and develop the people they lead, which has a positive effect on their ability to achieve organizational goals.

Principles of Management in Action

1. Have you considered making the distinction between leading people and managing tasks? What would this look like to the people around you?
2. How does your leadership style differ from your management approach?



Learn More About
Management Principles

Click here to watch *Making
Vision Stick* on Leadercast Now.

Management Principle #3 : Strategic Vision

Develop a Strategic Vision

A clear and compelling vision is one of the most powerful elements of an organization's success. Establishing a strategic vision links the current position of your organization with its future, and is a roadmap leaders use to steer their teams. The development of a strategic vision must align with an organization's guiding management principles.

A strategic vision links the current position of your organization with its future.

In his Leadercast Now video, [Create A Climate For People To Thrive](#), [General Hugh Shelton](#) explains that people expect leaders to have a vision for where they are going. "What does the boss want to accomplish? Where does he want to carry us? How can I help him get there?" A strategic vision drives your team to take the organization from where it is to where it needs to be.

Strategic vision has often been compared to a roadmap for a journey. Without a roadmap, the organization can get lost, accidentally take detours, or end up in a completely different place than it planned to go. The Barna Group reports that 32% of all workers share that their bosses lack a clear vision and direction for their teams.⁹ This failure could simply be the lack of a clearly communicated roadmap. A strategic vision outlines the path to the goal. Even if your team must make a detour at some point, a strategic vision will serve as the consistent definition of the initial goals, so that you and your team can consider alternate routes but still achieve the desired results.

In his Leadercast Now video series, [Making Vision Stick](#), [Andy Stanley](#), founding pastor of North Point Community Church, shares how important it is for leaders to get the vision right. He believes that in order for a vision to "stick," it must be clear, simple and memorable. Andy adds that the success of an organization is related to the constant care of and attention to the vision.

***As a leader, it's your responsibility
to make sure that the vision sticks with
the people you're working with.***

Try these three steps to casting your vision:

- Define the problem. Your organization is actually a solution to a challenge or problem — although you may not have thought about it in this way. What is the problem your organization solves?
- How does your organization uniquely solve that problem?
- Why does your organization need to tackle that problem now?

Actionable Insight

Creating a clear vision for your organization is an important first step for communicating organizational goals. It is a leader's role to craft a clear, simple and memorable vision as well as a roadmap to achieving it, so that everyone in the organization can understand and follow.

Principles of Management in Action

1. What are you doing to make your organization's vision "stick?"
2. Ask yourself these questions:
 - Do the people I work with understand what we're doing and why we're doing it?
 - Do the initiatives we're working on align with our vision?

speaker:
Dr. Henry Cloud



**Learn More About
Management Principles**

Click here to watch *Do Your People Trust You* on Leadercast Now.

Management Principle #4 : Trust

Building Trust and Loyalty

In his video, [Do Your People Trust You?](#), [Dr. Henry Cloud](#), leadership expert and best-selling author, asserts, “All leadership influence is built upon the foundation of trust.” Leaders must consistently build trust as a guiding principle of management. It goes beyond being true to your word; employees need to trust that their leaders will treat them respectfully, act with integrity, and compensate them fairly. If employees lose trust in their leadership, the entire organization suffers.

Trust affects everyone involved in the organizational relationship.

If you consider the nature of any organizational relationship, most organizations would not exist without trust. This holds true with regard to an organization’s community, partners, leaders, employees, customers, or members. While people generally enter into a relationship with organizations and their leaders bearing an initial level of trust, it must be continually maintained and cultivated or the relationship will end.⁴⁹ Instituting guiding principles regarding leadership trust helps ensure long-term relationships and organizational endurance.

It is imperative for leaders to assess how their personal behaviors establish trust among those they lead. Employees must see leaders as authentically reliable, dependable and respectful in order to consider them trustworthy.

Very few followers exhibit loyalty without first establishing trust.

Frank Sonnenberg, President of RMI Advertising, shares that “*trust must be carefully constructed, vigorously nurtured, and constantly reinforced. And it can be destroyed by a single action.*”⁴⁴ As leaders consistently behave with integrity, they create and support a culture of trust among clients, colleagues and employees. Trust has the additional benefit of inspiring loyalty among these constituents;

however, very few followers exhibit loyalty without first establishing trust.

In the Leadercast Now video, [Trust: Do You Have It In Your Team?](#) [Patrick Lencioni](#), founder and president of The Table Group, shares:

“The kind of trust that makes a team great is called vulnerability-based trust. That’s the kind of trust that comes about when people on a team can say things to one another like, ‘I don’t know the answer;’ ‘I think I screwed that up;’ ‘I need help;’ ‘You’re smarter than I am;’ ‘I want to be more like you, can you teach me to be like you?’ or ‘I’m sorry, I was totally unfair to you yesterday and I should apologize.’ When people can be that emotionally vulnerable, it creates a dynamic like nothing else.”

Actionable Insight

Building, nurturing and maintaining trust in all organizational relationships is essential as a guiding management principle. When leaders establish trust, they foster more authentic communication and loyalty among team members, colleagues, stakeholders, customers, followers. It takes time and intention to build trust; but one untrustworthy behavior can diminish or destroy organizational relationships.

Principles of Management in Action

1. Have you taken a personal inventory regarding how reliable, respectful and dependable you are?
2. Are you willing to ask your colleagues and/or those you lead for input regarding the trust they have in you?



Learn More About Management Principles

Click here to watch *People Will Naturally Follow a Leader Who Cares* on Leadercast Now.

Management Principle #5 : Followership

Inspiring Followership

Can you be a leader without a team? Absolutely. Leaders are those who embody and exhibit leadership values and behaviors, regardless of whether or not they have a physical team. Leaders do not have to have the title of “manager” or “director” or even “leader” in their job description. You can inspire followers by modeling leadership qualities in your day-to-day actions and recognizing and respecting the value of those who do follow you; otherwise, they will find a leader who does, explains leadership expert [Troy Jackson](#), in his Leadercast Now video, [People Will Naturally Follow a Leader Who Cares](#). Troy says that great leaders acknowledge the people they lead and those who help them accomplish the organization’s goals.

Interestingly, many of the characteristics that make outstanding leaders also make outstanding followers: critical thinking skills; emotional intelligence; integrity; positive core values; passion, and expertise, to name a few.

One of the best ways to inspire followership is by being a great follower in your leadership role.

Whether you are a leader who reports to stakeholders, a board of directors or other senior leaders, setting a great example can inspire those you lead to be great followers themselves.

Actionable Insight

While you do not have to have followers or a team to be a leader, you can inspire followership as a core management principle by modeling respect and trust within your organization. All of us are influenced by leadership behaviors, whether they are exhibited by leaders, peers, followers, or supporters.

Principles of Management in Action

1. How do you acknowledge the people who help you accomplish your team or organizational goals?
2. Where can you develop your leadership by inspiring followership in those you lead or with whom you work?



Learn More About Management Principles

Click here to watch *Transparency
and Bravery* on Leadercast Now.

Management Principle #6 : Change Management

Effecting Change

Organizational change occurs when a company alters its structure or direction as a result of internal or external influences. Implementing change in an organization can happen gradually or swiftly, and can occur within a team, division, department, or the organization as a whole. Change may encompass expansion, adjustments or improvements to meet a wide variety of objectives: to improve technology, increase efficiency, meet demand, or support a changing environment. It's clear that the only constant in today's environment is that organizations are always changing.

Leaders who strive to achieve their organizational vision are inherently agents of change. The ability to stimulate *positive* change can create organizational growth and competitive leadership. As a guiding principle, leaders should not only expect change, but also anticipate and promote change to meet the future head-on.

Experts say that that organizational change is taking place at an exponential rate, as today's organizations are functioning in "the era of hypercompetition."¹⁸ No longer are organizations merely competing locally or nationally; technological advances have produced global economies. To stay viable, organizations must anticipate and effectively adapt to change.

To stay viable in today's market, organizations must anticipate and effectively adapt to change.

Great change leaders confront the status quo and inspire followers to engage in strategic and innovative thinking. Instead of working in "less-than" conditions such as slow growth, ineffective resources or wasted time, change leaders shine a light on unhealthy procedures, processes or systems, challenging inefficiencies and lack of productivity with bold new visions for the future.¹⁸

In her Leadercast Now video discussion, [Transparency and Bravery](#), [Diana Oreck](#), Certified Hospitality Trainer (CHT) and International Advisor for the [Ritz Carlton Leadership Center](#), says, "Unless you are very transparent, leaders get into trouble."

Actionable Insight

Organizational change is inevitable. Developing a principle that creates a positive change culture within your organization can limit resistance and accelerate organizational growth, improved operations, competitiveness, and personal development.

Principles of Management in Action

1. Do you see yourself as a positive agent of change in your organization?
2. How can you challenge the status quo to bring more efficiency and effectiveness to your organization/team this year?



Learn More About Management Principles

Click here to watch *Strong Cultures are Built on Shared Values* on Leadercast Now.

Management Principle #7 : Communication

Communicating in Your Organization

As organizations launch, expand and change at faster rates, communication within organizations must also occur better and faster than ever before. Poor communication inhibits progress and development, and can create frustration and distrust. Progressive leaders must strive to provide clear, consistent and continual communication – among peers, employees, customers, suppliers, buyers, and stakeholders.

Clear, consistent and continual communication helps employees trust and embrace company culture.

Simply stated, communication is *“information that originates in one part of a system and is formulated into a message that is transmitted to another part of that system.”*¹⁴ The way a message is transmitted, as well as the tone (positive or negative), can have a significant impact on the accomplishment of goals within the organization.¹⁵ Even more importantly, *poor* communication hinders relationships and can cause leader derailment – where leaders derail their career and do not reach the level of accomplishment they projected for themselves.¹⁶

Because we are constantly communicating with others via a variety of mediums – face-to-face conversations; texts; e-mail; social media platforms; body language, and even organizational announcements, it is imperative that business leaders establish clear, consistent communication practices as a guiding management principle.

It is a leader’s responsibility to ensure that clear, communication is a fundamental component of the organization’s culture. Positive communication includes sharing organizational values upfront and often and supporting a culture of open interaction. In his Leadercast Now video, [Strong Cultures are Built on Shared Values, Tim Sanders](#), CEO of Net Minds, explains that communication is part of an organization’s culture and ongoing conversation:

“Your culture defines the consistency of your group. It defines the quality of relationships among people in your group. And it defines whether or not the group is aligned, acting as one around the shared values as well as the mission of an organization. Culture is defined as a conversation, punctuated by actions about how we do things around here. If you do a really good job of conveying this, everyone you lead will know exactly what to do even if you are not around.”

Establishing communication that underscores honesty, appreciation and trust can improve an organization’s employee engagement and reduce internal conflict. Implementing this principle creates an organizational environment in which people feel valued, respected and motivated to achieve.

Positive communication techniques begin by sharing organizational values upfront and often.

Actionable Insight

Clear, consistent and continual communication is essential for organizational growth, personal development and sustained success. Establishing a guiding principle that emphasizes respectful, honest and reliable communication enhances your leadership effectiveness and drives positive culture and engagement.

Principles of Management in Action

1. How well does your leadership team communicate?
2. Where in your organization or team can you instill a code of communication that highlights respect, honesty and trust?



Learn More About Management Principles

Click here to watch *Moving from Self-Actualization to Teamwork* on Leadercast Now.

Management Principle #8 : Team Development

Developing a Winning Team

Teams have revolutionized organizational success. Instead of single individuals performing tasks in a silo, collaboration toward common goals has proven to increase performance and results. But simply gathering people together doesn't create a winning team. Leaders must discover the best ways to *develop* teams within their organizations to achieve the advantages offered by team environments. This guiding management principle offers considerable value to modern organizations; rarely will you find an organization that does not rely on teams, such as leadership teams; project teams; advisory teams; cross-departmental teams; even company/organization sports teams.

Winning teams, also called **high-performing teams**, are groups "with members whose skills, attitudes and competencies enable them to achieve team goals." ¹² Developing team synergy also requires the right setting, structure, skills, and attitude. The right setting, for example, requires clarity around mission and goals, as well as indicators to measure success. Without indicators, teams cannot determine whether or not they are achieving their objectives. The right structure, as another example, depends on thoughtful planning to achieve the best combination of individual skills, knowledge, communication styles, and motivation. Without the correct skill sets, it is almost impossible to build team unity. Importantly, members of a team should have different but complementary skill sets and operational roles for optimum team performance.

[General Hugh Shelton](#), in his video, [Moving from Self-Actualization to Teamwork](#), has created, managed and participated on teams his entire career:

"Every high-speed organization I've ever been a part of placed a premium on teamwork. That even as we allow individuals to self-actualize, or, as we used to say in the army, 'to be all you can be,' we also recognize that what the boss really wants is success for the team in addition to his own personal successes. We all have to pull together. Now, that means sometimes you're going to have some collaborative leadership because you are going to work with some very diverse groups. And they're not always going to want to pull together."

But leaders don't simply put people together and let them run with a project. Team development is an ongoing activity. As with individuals, team development thrives on communication, particularly for global and virtual teams where members are not in the same location. A balance of core competencies is also critical to high-performing teams; competency allows team members to clearly understand the skills they bring to the table and the scope of their deliverables. Clarity of role is a function of team communication.

Leaders ultimately set the climate for their team environment; they must display leadership values and behaviors, including the management principles mentioned in this report, such as people-first, ethical leadership, communication, and developing followership. A willingness to adapt is also imperative to team development; leaders may need to make modifications to existing tasks if a team's goals are not aligned with the overall vision and objectives of the organization.

Actionable Insight

Teams are often essential to an organization's sustained viability and success. With the right balance of skills, knowledge, competencies, and collaborative behaviors, teams can help organizations achieve goals faster and more efficiently. Build a winning team by establishing guiding principles around team communication, composition and adaptability to change.

Principles of Management in Action

1. How important is team development in your organization?
2. What steps can you take to ensure your teams include the right balance of competencies and behaviors?



Learn More About Management Principles

Click here to watch *Dealing with
Difficult People* on Leadercast Now.

Management Principle #8 : Conflict Management

Managing Organizational Conflict

In his video, [Dealing with Difficult People](#), [Keith Wilmot](#), CEO of Leadercast, shares what he considers a universal truth:

“If there are two or more people in an organization, you’re going to have conflict. Inevitably, as leaders, we are going to deal with difficult people. The difference between great leaders and not-great leaders is how they ultimately handle conflict in an organization. And I truly believe that there is a set of values and behaviors that define a leader; when leaders use those as a way to influence, that’s when conflict resolution in any type of situation is usually resolved effectively.”

Organizations may indeed be a pre-disposed environment for conflict. However, sometimes organizational conflict is simply a diverse group of people seeking to work toward one unified goal.¹⁸ With this understanding, managing conflict can actually become a collaborative effort.

Lack of communication often creates conflict within organizations. When leadership fails to clarify expectations, communicate responsibilities or explain organizational changes, it can create frustration, uncertainty and disagreement. When conflict does arise, leaders are charged with using constructive approaches to resolve differences, because managing conflict is vital to maintaining organizational focus and endurance.

Conflict is not always a hindrance to a team or organization. Leaders can *leverage* conflict to produce creative opportunities. [Andy Stanley](#), founder of North Point Ministries (NPM), believes that tension within organizations promotes growth. In his Leadercast Now video, [Create “Good” Tension in Your Organization](#), he says:

“Tension is a necessity for any organization that wants to make progress. The tendency is to think this: great leaders solve all the problems and resolve all the tension. The truth is: great organizations don’t solve all the problems and they don’t resolve all the tension. Great organizations use the necessary tension in organizational life for the sake of progress. And if you accidentally make the mistake of trying to solve all the problems and resolve all

the tension, the result is not something good. The result is the loss of the ability to leverage a very important thing in organizational life that allows you to make progress.”

The phenomenon described above is called **constructive conflict**. Constructive conflict occurs when teams challenge ideas and conclusions in a healthy way, providing an open environment for the exchange of ideas and recommendations from others. Encouraging constructive conflict can produce the freedom of expression, trust and vulnerability that are needed within organizational environments.¹⁹ Constructive conflict can also encourage new and better methods, practices, efficiencies, products, and/or services that might not otherwise have been considered.

As you establish principles around conflict management, consider the following leadership tips:

- To promote constructive conflict, call on team members to present a variety of views, backgrounds and skills.²⁰
- Emphasize the importance of mutual acknowledgement of the information offered in the conflict situation.
- If constructive conflict is not effective, de-escalate the situation by having team members concentrate on an upcoming task or goal and plan to reevaluate the situation later.

Actionable Insight

Conflict is inevitable in any organizational environment. However, experts suggest that not all conflict is negative; depending on the situation, you may be able to leverage tension to foster creative solutions and collaboration. Leaders have a responsibility to effectively manage conflict; model behaviors and communication that reduce conflict; and create a secure environment.

Principles of Management in Action

1. How has your perception of conflict changed as you consider the term, “constructive conflict?”



Learn More About Management Principles

Click here to watch *How to Engage Disengaged Employees* on Leadercast Now.

Management Principle #10 : Empowerment

Genuinely Empowering Leaders for Success

Nothing impedes the spirit of a new leader more than being charged to grow, change or innovate, and discovering the proliferation of organizational bureaucracy and/or limited power to actually do anything. When leaders are not empowered to affect change, organizations are slow to achieve growth or true transformation.

Empowering for success is a guiding management principle that values leaders and allows them to make a difference in the organization and its mission. John Kotter explains that genuine empowerment is not about giving away power; it is removing barriers, obstacles and roadblocks that impede a person's advancement or that stifles organizational growth.²¹

Joanne Ciulla coined the phrase “bogus empowerment”²² to represent organizational systems that give the *appearance* of empowerment to leaders or team members, but in reality, create only a *sense* of empowerment — individuals do not actually possess the power to make a difference. Bogus empowerment can lead to resentment, frustration and disengagement. Organizational leaders must remove the obstacles and support true empowerment that allows people to affect change and achieve organizational goals. Some of the more notable obstacles to true empowerment include disempowering behaviors; lack of information or resources; outdated systems; or inaccurate measurements. Empowering leaders has the trickle-down effect of developing followers with greater confidence and capabilities.

Great leaders must continually communicate to remove empowerment obstacles.

What is a “disempowering behavior?” Examples include withholding knowledge; communicating mixed messages; and inaccurately gathering or representing data. To empower others, leaders must continually communicate current and relevant information to all levels of leadership, as well as to teams and individuals.

Interestingly, one of the most significant barriers to empowerment is often within an individual's own mind. After encountering limiting behaviors, attitudes and/or processes, people can lose confidence in their ability to drive organizational change. On the other hand, when an organization's leaders are committed to empowerment as a guiding principle, they create a culture that values change implementation, collaboration and achievement.

In his Leadercast Now video, [Engaging Disengaged Employees](#), Jeff Hargett, Senior Corporate Director, Culture Transformation, for the [Ritz Carlton Leadership Center](#), shares:

“Engaging disengaged employees starts with finding out what is meaningful to them. What is it that brings their passion to their work? Answering these simple questions is a crucial piece to achieving a high level of employee engagement.”

Actionable Insight

Empowering others provides a win-win situation for an organization and its people. Establish this management principle to allow your leaders, teams and individuals to truly have control and autonomy to grow, change, innovate, and accomplish organizational goals.

Principles of Management in Action

1. How has genuine empowerment — either in your current organization or previously — shaped you as a leader?
2. What can you do to build a culture of empowerment within your team or organization?



Learn More About Management Principles

Click here to watch *Culture
Trumps Strategy* on
Leadercast Now.

Management Principle #11 : Culture

Building an Authentic Organizational Culture

Competitors can imitate nearly every product or service in today's market. But there is one element of your organization that cannot be replicated: your culture. An organization's culture is closely linked to its vision, values, behaviors, mission, people, community, and diversity. Leaders recognize that customers, clients and followers base their loyalty on more than just an organization's product or service; they are influenced by the intangible characteristics of mission, brand and what the organization represents to them.

Culture is the one element of your organization that cannot be replicated.

Creating a positive and authentic organizational culture does not happen by accident. Leaders must be intentional about the type of culture they promote and embrace, as it affects every element of the organization.

[Cheryl Bachelder](#), CEO of Popeyes® Louisiana Kitchen, offers this insight about creating culture in the Leadercast Now video, [Culture Trumps Strategy](#):

“Culture is the environment you create for work to be done. One of my employees said, ‘If you create a safe environment for risk-taking and personal growth, you’ll always get the best outcome.’ Our culture [is] fostering a place where people feel safe enough to take bold risks and comfortable enough to grow in capabilities so that they are ready for the bold destination we’re going to go.”

How do you create great organizational culture? Leaders must first start by recognizing people as the most important element in the organization. This value must be evident in your leadership's behavior, actions and communications.

Next, create an environment where people feel included, and where they feel safe to explore ideas. Third, set clear expectations so teams understand their roles and how they will be measured. Finally, get out of the way and let the people in your organization do what they do best. Consistently support and celebrate their hard work and achievements.

Actionable Insight

An organization's culture is its unique thumbprint and supports its vision, values and mission. Organizations have found that creating a positive culture has far-reaching internal and external benefits, such as employee engagement and promoting ethical leadership, integrity, innovation, team building, motivation, and achievement.

Principles of Management in Action

1. What makes your organizational culture unique?
2. How can your leadership team foster an organizational culture that helps your employees feel safe to take risks and offer authentic feedback?



Learn More About Management Principles

Click here to watch *Why Giving
is Good for Business* on
Leadercast Now.

Management Principle #12 : Social Responsibility

Building Social Responsibility

Social responsibility has become a fundamental management principle that contributes to an organization's reputation, culture and positive perception – both externally and internally. Establishing a management principle that supports social responsibility conveys that the organization values fair practices within its industry and in the locations where it operates.

Commitment to social responsibility goes beyond community service – although supporting community efforts is an important aspect. The broad principle of social responsibility centers around relationship integrity and ethical practices such as transparency in financial reporting; ethical treatment of employees, customers, vendors, and stakeholders; providing jobs within a community; practicing conservation, renewal and sustainability efforts, to name a few. Studies show that social responsibility began as a result of the mutually-dependent relationship between business organizations and society.²³ That relationship is perhaps even more visible today, with the power of social media. Communities expect organizations to be supportive, respectful, honest, and ethical; that is, social responsibility is an understood agreement between an organization and the community it serves.

Ethics, values and social responsibility work together to create a socially responsible organization.

Social responsibility is different from other ways in which organizations give; it is based on an intentional concern for social welfare.²⁴ Making a conscious choice to do the right thing can also build followers and customer loyalty. While government agencies also hold organizations responsible to ethical and environmental practices, communities react positively when organizations display social responsibility as an integral part of their culture and mission.

In the Leadercast Now video, [Why Giving Is Good for Business](#), [Blake Mycoskie](#), founder of TOMS, says that giving is good for an organization's people, the people it serves, and as a by-product, it is good for business. Blake says:

“When I started TOMS, it was really a spontaneous response to help these children in need that I had met. When I went and started putting shoes on those children's feet ... it felt so good. Giving feels good. What I've learned the past four-and-a-half years is that giving is also really good for business and it's really good for building your personal brand, when you're known as a giver.”

Actionable Insight

Social responsibility is every organization's duty; it speaks to its culture, respect and leadership ethics. Establishing management principles that support social and community needs not only promotes a value-based organization, but it can also build customer and brand loyalty.

Principles of Management in Action

1. How can your organization develop a greater concern for its community?
2. What personal example do you set for others regarding social responsibility?



Learn More About Management Principles

Click here to watch *Bringing
Out the Best in Others* on
Leadercast Now.

Management Principle #13 : Diversity

Leading a Diversified Workforce

Organizations come in all shapes and sizes; each has its own unique makeup of people, skills, knowledge, processes, and services or products. The diversity of an organization can have a significant impact on that organization's success, longevity and following. In business, research shows that diversity and inclusion are the most influential components to organizational success and competitive leadership.

As a guiding management principle, diversity helps your organization leverage the benefits of varying perspectives, experiences, backgrounds, and approaches. Malcolm Forbes, publisher of Forbes magazine, summed it up when he said, "Diversity is the art of thinking independently together."

Use metrics for an accurate measurement of your organization's diversity.

A practical step in creating organizational diversity is first setting a diversity goal, then measuring your organization's current diversity. Ask yourself these questions: What do our measurements show? Is our organization meeting its goals to include people with a variety of talents, backgrounds, experiences, and capabilities? How can we increase diversity?

As with organizational culture, diversity doesn't just happen. Leaders must intentionally drive a culture of diversity. Ongoing education and communication around the benefits of diversity, as well as leaders' active support and implementation, will help ensure that this management principle becomes part of the fabric of your organization.

In the Leadercast Now video, [Bringing Out the Best in Others](#), [Dr. Tim Irwin](#) shares:

"I actually believe that most people in an organization want to do a great job. I think that they want to excel. But it's up to the leader to bring that kind of performance out of people, in a climate and culture where people can really excel."

Actionable Insight

Diversity enables organizations to leverage a broader pool of perspectives, experiences, ideas, and approaches. In business, this drives competitive advantage; in organizations as a whole, it establishes an environment where a variety of talents, cultures, educational backgrounds, and skill sets are welcomed, respected, appreciated, and rewarded. Diversity can be a key element in an organization's ability to stay relevant and to sustain success in changing environments.

Principles of Management in Action

1. What tools do you use to measure diversity in your organization?
2. How are leaders in your organization held accountable for implementing diversity within their teams?



Learn More About Management Principles

Click here to watch *Constantly Improve Your Position* on Leadercast Now.

Management Principle #14 : Leadership Development

Continuously Develop Leadership

Becoming a leader is not a destination; it is a journey of ongoing growth, learning and change; an evolution that occurs by leading others. Designing a management principle that focuses on consistent and ongoing leadership development enables organizations to invest in and benefit from the influence of their people.

While many people believe that “leaders are born,” research shows that leadership is a visible pattern of behaviors and practices, and a definable collection of skills and expertise.²⁵ Leadership can and should be taught, modeled and, as [Andy Stanley](#) says in his video, [Keys to Building a Healthy Culture](#), “poured into those we lead as well as those who are coming along beside us.”

Anyone can develop leadership skills. As we say at Leadercast, the word “leader” is not reserved for individuals with a ‘C’ in their title or for people in a specific managerial role – or even for those in the workforce. Leadership is important at home, in the community, in education, within faith-based organizations and non-profits, as well as in business.

Continually developing the leaders in your organization offers ongoing benefits for the leader, his or her followers, and the organization. As a guiding principle, organizations can encourage leadership development in many ways, including formal training programs; online training development; tuition reimbursement; cross-training; on-the-job training, and mentorship programs, to name a few.

Leaders can also invest in their own leadership growth by creating a personal leadership development plan. A development plan should include the core principles of leadership:²⁶

- **Model the way.** Define ways in which you can set an example for those you guide, with regard to ethics, communication skills, values, behaviors, and attitude.
- **Inspire a shared vision.** Articulate the vision you have for your team and how it aligns with organizational goals and objectives.
- **Challenge the process.** Speak up about inefficiencies and

create more effective processes.

- **Enable others to act.** Genuinely empower members of your team to lead change and growth initiatives that will improve the organization and support the vision.
- **Encourage bravery.** Foster relationships by creating a culture where individuals feel safe to offer ideas and take bold risks.

In the Leadercast Now video, [Constantly Improve Your Position](#), [Commander Rorke Denver](#) communicates that leaders should constantly improve their position, and thus, their development:

“There are infinite ways to achieve this goal. You’re only bound by your imagination. Make a note on your desk, small enough not to overwhelm but big enough to see, that reminds you of this concept: constantly improve your position. It’s a gift you can give your organization and yourself.”

Actionable Insight

Ongoing leadership development is a valuable and strategic management principle. Developing leadership helps ensure the sustainability of your organization, as current leaders improve their skills, capabilities and behaviors, and “pour into” leaders with whom they work as well as those coming up behind them.

Principles of Management in Action

1. Do you have a personal leadership development plan to support your leadership potential?
2. What is one step you can take to develop the leaders on your team?

Summary

Applying Key Principles of Management to Your Role

With these 14 principles of management guiding you, you will raise the standard of leadership in your organization and inspire those around you to lead ethically, clearly, and with a focus on achievement. The research and practical guidance in this paper and accompanying videos are designed for you to use as an ongoing reference. To learn more, visit Leadercast Now, providing exclusive, 365/24/7 peer-to-peer leadership development to time-starved leaders.

Leadercast is a brand that builds Leaders Worth Following. We believe that leadership is not reserved for those with a 'C' in their title. We need better leaders in our communities, businesses, organizations, and in homes across the world. Leadercast exists to serve individuals and organizations across all sectors who want to become intentional about raising their standard of leadership.

We'd love to hear your leadership stories. Share with us on [Facebook](#), [Twitter](#) and [LinkedIn](#).

Leadercast is a brand that builds Leaders Worth Following. We believe that leadership is not reserved for those with an "C" in their title. We need better leaders in our communities, businesses, organizations, and in homes around the world. Leadercast exists to serve individuals and organizations across all sectors who want to become intentional about about raising their standard of leadership.



Be a Leader Worth Following

Continue your leadership development and the development of your team through the options listed below.

▶ **Subscribe to Leadercast Now**

Leadercast Now is your every day source for fresh leadership insights that inspire action. Optimized for mobile or desktop, membership to this online platform brings 24/7/365 availability of exclusive leadership content to the time-starved leader. To learn more or subscribe, visit leadercast.com/now.

▶ **Attend a Leadercast Event**

Leadercast events are designed to inspire and equip leaders across every level of leadership. Held in various U.S. cities during the year and broadcast to hundreds of sites around the world, you can expect to emerge from the experience prepared to be a better leader. To see a listing of events, visit leadercast.com/events.

▶ **Become a Host Site**

We make it easy for you to host one of our events in your local community or within your organization. Visit leadercast.com/host to get more information.

References

- ¹ Bryan, T. (2015) Principles of Management. Saylor Books.
- ² Satterlee, A. (2009). Organizational Management and Leadership: A Christian Perspective. Roanoke, VA: Synergistics, Inc.
- ³ Hosmer, L. (2011). The ethics of management, a multidisciplinary approach. New York: McGraw-Hill Publishers.
- ⁴ Soule, E., Hedahl, M., & Dienhart, J. (2009). Principles of Managerial Moral Responsibility. *Business Ethics Quarterly*, 19(4). p.529-552.
- ⁵ Hosmer, L. (2011). The ethics of management, a multidisciplinary approach. New York: McGraw-Hill Publishers.
- ⁶ Sonnenberg, F. (1994). Trust me...trust me not. *The Journal of Business Strategy*, 15(1). p.14.
- ⁷ Kotter, J. & Cohen, D. (2002). *The Heart of Change : real-life stories of how people change their organizations*. Harvard Business Review Press: Boston, MA.
- ⁸ Northouse, P. (2011). *Leadership: theory and practice*. 5th ed. Sage Publications: Los Angeles, CA
- ⁹ The Different Impact of Good and Bad Leadership. (2015). Barna Group. Retrieved from <https://www.barna.org/barna-update/leadership/707-the-different-impact-of-good-and-bad-leadership#.VQtIEtLF-Ag>
- ¹⁰ Gil, A., Flaschner, B., Shachar, M. (2006). Factors that affect the trust of business clients in their banks. New York: Emerald Publishing Group. doi: 10.1108/02652320610701726
- ¹¹ Sonnenberg, F. (1994). Trust me...trust me not. *The Journal of Business Strategy*, 15(1). p.14.
- ¹² Goksoy, A., Ozsoy, B., & Vayvay, O. (2012). Business process reengineering: Strategic tool for managing organizational change an application in a multinational company. *International Journal of Business and Management*, 7(2), 89-112.
- ¹³ Higgs, M., & Rowland, D. (2011). What does it take to implement change successfully? A study of the behaviors of successful change leaders. *The Journal of Applied Behavioral Science*, 47(3), 309.
- ¹⁴ Deutsch, M., Coleman, P. T., & Marcus, E. C. (2006). *Handbook of Conflict Resolution: Theory and Practice: 2nd Edition*. Hoboken: John Wiley & Sons, Inc.
- ¹⁵ Martin, A. J., & Dowson, M. (2009). Interpersonal relationships, motivation, engagement, and achievement: Yields for theory, current issues, and educational practice. *Review of Educational Research*, 79(1), 327-365.
- ¹⁶ Feruzan, I. W., Campbell, C., McCartney, W., & Gooding, C. (2013). Leader derailment: The impact of self-defeating behaviors. *Leadership & Organization Development Journal*, 34(1), 85-97. doi:<http://dx.doi.org/10.1108/01437731311289983>
- ¹⁷ Dyer Jr, W. G., Dyer, J. H., & Dyer, W. G. (2013). *Team building: Proven strategies for improving team performance*. John Wiley & Sons.
- ¹⁸ Deutsch, M., Coleman, P. T., & Marcus, E. C. (2006). *Handbook of Conflict Resolution: Theory and Practice: 2nd Edition*. Hoboken: John Wiley & Sons, Inc.
- ¹⁹ de Gregorio, F., Cheong, Y., & Kim, K. (2012). Intraorganizational conflict within advertising agencies: Antecedents and outcomes. *Journal of Advertising*, 41(3), 19-34.
- ²⁰ de Gregorio, F., Cheong, Y., & Kim, K. (2012). Intraorganizational conflict within advertising agencies: Antecedents and outcomes. *Journal of Advertising*, 41(3), 19-34.
- ²¹ Kotter, J. & Cohen, D. (2002). *The Heart of Change : real-life stories of how people change their organizations*. Harvard Business Review Press: Boston, MA.
- ²² Ciulla, J. (2004). *Ethics, the heart of leadership*. : Praeger: Westport, Connecticut
- ²³ Sharma, R., & Sharma, M. (2014). Some reflections on business ethics and corporate social responsibility. *Asia Pacific Journal of Management & Entrepreneurship Research*, 3(2), 89-96.
- ²⁴ Godos-Díez, J., Fernández-Gago, R., & Martínez-Campillo, A. (2011). How important are CEOs to CSR practices? an analysis of the mediating effect of the perceived role of ethics and social responsibility. *Journal of Business Ethics*, 98(4), 531-548. doi:<http://dx.doi.org/10.1007/s10551-010-0609-8>
- ²⁵ Kouzes, J. & Posner, B. (2012). *The leadership challenge: How to make extraordinary things happen in organizations*. 5th ed. Jossey-Bass: San Francisco, CA.
- ²⁶ Kouzes, J. & Posner, B. (2012). *The leadership challenge: How to make extraordinary things happen in organizations*. 5th ed. Jossey-Bass: San Francisco, CA.