

ピーター・F・ドラッカー他著「The Leader of the Future」Drucker Foundation 1996年刊を読む

Not Enough Generals were Killed

- 1 . All the effective leaders I have encountered—both those I worked with and those I merely watched—knew four simple things:
 - (1)The only definition of a leader is someone who has followers. Some people are thinkers. Some are prophets. Both roles are important and badly needed. But without followers, there can be no leaders.
 - (2)An effective leader is not someone who is loved or admired. He or she is someone whose followers do the right things. Popularity is not leadership. Results are.
 - (3)Leaders are highly visible. They therefore set examples.
 - (4)Leadership is not rank, privileges, titles, or money. It is responsibility.

- 2 . Regardless of their almost limitless diversity with respect to personality, style, abilities, and interests, the effective leaders I have met, worked with, and observed also behaved much the same way:
 - (1)They did not start out with the question, “ What do I want. ” They started out asking, “ What needs to be done? ”
 - (2)Then they asked, “ What can and should I do make a difference ” This has to be something that both needs to be done and fits the leader's strengths and the way she or he is most effective.
 - (3)They constantly asked, “ What are the organization's mission and goals? What constitutes performance and results in this organization? ”
 - (4)They were extremely tolerant of diversity in people and did not look for carbon copies of themselves. It rarely even occurred to them to ask, “ Do I like or dislike this person? ” But they were totally—fiendishly—intolerant when it came to a person's performance, standards, and values.
 - (5)They were not afraid of strength in their associates. They gloried in it. Whether they had heard of it or not , their motto was what Andrew Carnegie wanted to have put on his tombstone. “ Here lies a man who attracted better people into his service than he was himself. ”
 - (6)One way or another, they submitted themselves to the “ mirror test ” —that is, they made sure that the person they saw in the mirror in the morning was the kind of person they wanted to be, respect, and believe in. This way they fortified themselves against the leader's greatest temptations—to do things that are popular rather than right and to do petty, mean, sleazy things.

- 3 . (1)Finally, these effective leaders were not preachers; they were doers. In the mid 1920s, when I was in my final high school years, a whole spate of books on World War I and its campaigns suddenly appeared in English, French, and German. For our term project, our excellent history teacher—himself a badly wounded war veteran—told each of us to pick several of these books, read them carefully, and

write a major essay on our selections. When we then discussed these essays in class, one of my fellow students said, “ Every one of these books says that the Great War was a war of total military incompetence. Why was it? ” Our teacher did not hesitate a second but shot right back, “ Because not enough generals were killed, they stayed way behind the lines and let others do the fighting and dying. ”

(2) Effective leaders delegate a good many things; they have to or they drown in trivia. But they do not delegate the one thing that only they can do with excellence, the one thing that will make a difference, the one thing that will set standards, the one thing they want to be remembered for. They do it.

(3) It does not matter what kind of organization you work in; you will find opportunities to learn about leadership from all organizations—public, private, and nonprofit. Many people do not realize it, but the largest number of leadership jobs in the United States is in the nonprofit, social sector. Nearly one million nonprofit organizations are active in this country today, and they provide excellent opportunities for learning about leadership. The nonprofit sector is and has been the true growth sector in America's society and economy. It will become increasingly important during the coming years as more and more of the tasks that government was expected to do during the last thirty or forty years will have to be taken over by community organizations, that is, by nonprofit organizations.

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- 2009年7月6日林明夫記 -