

# Advancing Women: Management, Leadership and Great Leadership

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Well, my view on leadership has evolved over time. Originally, I thought that successful leaders were really all about having followers. And being able to influence those followers in order to maximize the involvement of an individual or group or team. I think over time, my vision of leadership has evolved to really be defined as the ability to get work done successfully without a lot of rancor and with maximum engagement through other people. And that's how I now define successful leadership.

When I was in school, I learned successful leaders communicate well. And when you distill that down to what does "well" look like, I think the most successful leaders that I know, are able to communicate but also communicate with authenticity, and leading with their own spin on things that comes from a authentic and genuine place. And people respond well to that. I think, traditionally, leaders are well, at least I was told leaders are strong, and they project strength and all of that. But I've also been able to see strong leaders who have been able to also be vulnerable, and to ask for help from their teams. And in my experience in being a follower of strong leaders, when that has been something that I have seen, I've seen how powerful it is in terms of driving engagement with people. And I've tried to role model that as well, because I think people respond well to vulnerability, and asking for help and involvement versus the perception that leaders always know the right course of action, because that's not always true. And sometimes you might have an idea as a leader as to what needs to be done. But it's the involvement of others on your team that helps to really flesh that out and help to create a path that you can follow. I have a good mentor of mine, that always told me that people support what they helped to create. And I think that is very, very true when you talk about strong, effective leadership.

I think managers or management has always been defined as organizing and planning in doing and really lives in the realm of the tactical as far as getting things done. I think as a contrast, leadership is really all about more the people and the ability to drive engagement and effort through other people. And I think, you know, if you distill it down to what is human centric leadership really look like. It's about being authentic, being empathetic, being agile, and then being collaborative. Those are kind of the leadership cornerstones that helped to drive, strong, effective leadership.

Leadership at its best is really about people. And it's not about a list of tasks that need to be done. It's about the people. And it's not really a job. And it's, it's more of a mindset. When I think back in my career, I've been very fortunate to have worked for very good leaders. And the ones that I think I respected and admired and was inspired by the most are the ones that really kind of filtered the crazy

of work, so that when it came to me doing my job, I wasn't aware of maybe politics or anything else. They filtered the crazy for me. I think they also genuinely cared about me my growth, my development. They were smart, extremely smart, capable people. And they were good at expressing gratitude and appreciation for the work that was done. They were inspiring and motivating, as I mentioned earlier, and I was able to see how they were able to influence change through an organization. I think the other things, certainly they drove accountability, so that everything was done the way it was supposed to be done. And they held people accountable for doing them. And I think the best leaders were also people that I could talk to. They were approachable. They weren't remote or didn't want to engage. They were very accessible people. I think that helped to build the relationship, which was really the cornerstone of really a very strong leadership presence.

I think also, great leaders delegate the right things, the things that are things that other people can do. You can't delegate vision, you know, so the vision is something that leaders own, but you can't delegate tasks and accountabilities. And so great leaders are good at delegating those things that are best done by other people. But of course, they don't delegate the barrier-busting, the problem-solving and the things that only they can do. Those leaders that are the best leaders I've ever worked for the ones that, really, you had no idea what they might be experiencing. They were very good at focusing on or focusing the work on what needed to be done, and not passing on the pressure that maybe they felt, but really filtering that out. So those are the things that I remember and recall about the best leaders I've ever worked for