



# Turning Managers into Leaders

***There's lots of talk in the halls of management consultants these days about the lack of leadership and the unnecessary rise of managers in our country and in corporate America. And, for the most part, well warranted.***

*"Most of what we call management consists of making it difficult for people to get their work done."  
- Peter Drucker*

What is the difference between managers and leaders and why is this a concern for the pundits?

In general, managers are tasked with getting work done through managing the work of others. Leaders have the job of growing a business that satisfies customers, keeps its workforce happy and makes a profit.

The work of managers brings value to the present work of the company. The work of leaders brings value to the future of the company.

In his best-selling book, "Why Employees are Always a Bad Idea," author Chuck Blakeman takes on the construct of the Industrial Revolution and delineates seven core business diseases that have come from that era and are now being transformed as we move into the "Participation Age."

"Managers (not management) are a disease of the Industrial Age. They've only been around for a



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little over a hundred years, and should be eliminated from business as quickly as possible. Few things are as disruptive, unhelpful, and unproductive in the workplace as managers. And the premise for needing them is especially bad.”

Blakeman goes on to describe the seven core business diseases or what he calls the Human Carnage of the Industrial Age:

- 1.) The Problem with BIG
- 2.) The 21st Century Industrialist
- 3.) Why Employees are Always a Bad Idea
- 4.) Why Managers are a Bad Idea, too
- 5.) 9 to 5 Disease
- 6.) Separation of Work and Play
- 7.) Retirement – A Bankrupt Industrial Age Idea

Leadership is necessary in our world and has been a part of the way

“It is a matter of ordinary common sense to plan working hours so that the workers can really ‘work while they work’ and ‘play while they play,’ and not mix the two.”

- Frederick W. Taylor

humans have organized themselves since the beginning. Humans have always been “pack animals” and natural tribal leaders have always emerged. Traditionally, as the pack grew larger there would be a deliberate split, or downsizing, so that the pack was manageable by the small group of leaders at the top.

Managers, however, emerged in the Industrial Age when humans were required to produce like machines, or extensions of machines, and therefore needed to be “watched” or managed.

Blakeman points the finger at Frederick Winslow Taylor, an American mechanical engineer who sought to improve industrial efficiency and is considered one of the first management consultants. He is considered the father of Scientific Management and his work to reduce waste and inefficiency in the workplace through the scientific analysis of labor processes is generally referred to as Taylorism.

And, while reducing waste and inefficiency in the workplace seems like an excellent idea, Blakeman writes that the Industrial Age came with a very high cost: our souls.

The book’s title may make your employees nervous but the provocative title also carries the solution to “Why Employees are

## JEFF BLEACHER



“A company that moves into the Participation Age is a dynamic and profitable company. When accountability and responsibility are part of the daily culture, it shows in the numbers. We can read a company’s culture through its financials.”

## KEN FALK (on the right)



“Leadership is critical to the success of an organization and the picture of leadership is certainly changing. Leadership at all levels is required to have a company work on all cylinders and make it through challenging economic and social times.”





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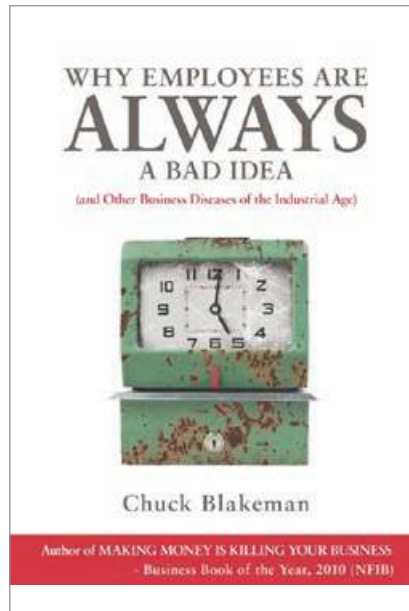
*"Of all the things that contribute to a happy workday, the one thing that stands out is making progress on meaningful work."  
- Theresa Amabile, coauthor of The Progress Principle*

*Always a Bad Idea* in its pages: the Participation Age, in which employees become stakeholders and managers become leaders.

In the Participation Age, employees are empowered to lead the company in their areas of expertise. They are given responsibility and accountability for results and outcomes and given the freedom to make decisions on the path to achieving the desired results.

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The process to achieve Participation Age enlightenment is simple, but not easy, says Blakeman. He describes the necessary steps to take to make the transformation



and encourages business owners to reject Taylor's assertion that "employees are stupid and lazy" and uncover the minds and souls of those working for you. The transformation starts at the top.

## LARRY REICH



*"Creating a Participation Age company is a healthy process for every company to undertake. It won't be easy and it doesn't happen quickly but the results and the rewards are available to the company that has the discipline and persistence to pursue it."*

## PATRICK GENDRUE (on the left)



*"We see the younger generation preferring to work in Participation Age companies, so I suspect that your organization will end up there whether you want to or not, because it's the way the world is moving."*

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