

For this discussion, find an example of someone who you think is (or was) a truly great leader and an example of someone you think is (or was) an excellent manager. What are that individual's characteristics? Do you think someone who is a great leader would also be a great manager?

My team leader, Emil, is both the best leader and manager I can think of. His management skills are a natural side effect of his leadership, which is to lead by example. It reminds me of a quote by Confucius, "Lead through policies, discipline through punishments, and the people may be restrained but without a sense of shame. Lead through virtue, discipline through the rites, and there will be a sense of shame and conscientious improvements."

From Emil I have learned to never assign blame when things go wrong, but always make the first order of business to find a solution. In fact, I have learned from him not to take production issues to management, unless you also have a plan to fix them. His reserved nature and quiet patience make him very approachable, and that's a good thing when your employees can bring issues up without fear of being reprimanded for it.

Emil also knows how to let his employees take tasks and find their own solutions. On one project, he had asked me to use one programming language, but was happy to let me try a solution in another programming language that I thought I would have an easier time learning. I've known too many managers who, as the text described earlier, allow themselves to take on the responsibilities they should be delegating. Emil knows how to strike that balance.