

## THE MEASURE OF AN EFFECTIVE LEADER

I was taught that the best way to measure the effectiveness of a leader are through the decisions he makes, the way he arrives at them, and the outcome of his actions.

When I was still with Hewlett-Packard, we hired a sales engineer who, even after two years of trainings and coaching, was unable to deliver the numbers. So one day, I went to my boss in Singapore and told him that it was time to cut our losses. Kasi for me, the person did not only fail to deliver on his commitments but he was also pulling the team down, since others had to continuously compensate for what he lacked. Di ba may sense naman yung recommendation ko? But my boss only answered me by asking, "What did you not do for the person?"

Ang ibig sabihin ng tanong niya was, "Where did you fail as his leader?" Imagine that! Pinagtiisan at tinulungan ko 'yung tao for two years, tapos ngayon ako pa rin ang may kasalanan? This made me so angry and frustrated for two weeks. But when I finally calmed down, I realized that my boss was right! I realized na 'yung magagaling kong mga tao, magagaling na sila dati pa so konting tulong na lang ang kailangan nila. Pero itong mahina, hindi ko napagaling, and yet when we hired him we all believed that he had potential. And as a leader, I failed to bring that out!

Ngayon, para sa akin, the measure of a leader's effectiveness is his ability to make his people succeed. While it is not his responsibility to do their jobs, he is there to help them succeed in the responsibilities they have been given because the leader's success is just the sum total of the success of everyone under him. When the leader makes a decision, it is his people who need to implement them and their success will decide the outcome.

This mindset has worked well for me. In our farm, we have done more things with less people through this approach. It also made me realize that it does not have to be lonely at the top, because when my people succeed, they are excited to discuss their accomplishments with me. This was not so in the past. When I did not help them and they failed, they would avoid me because they know our conversation would be unpleasant and uncomfortable.

I realized that when you seek the welfare of your people, they will in turn seek your welfare as their leader.