

# **We Manage as We Are**

by Laurent Lapierre

## **Abstract**

Leadership is management that originates in the individual. We all necessarily manage in accordance with who we are – bringing to the task our natural talents but also, and especially, our learned talents. Managing others inevitably requires that we come to terms with our personal qualities as well as our faults, our gifts as well as our shortcomings, our strengths as well as our weaknesses, our skills as well as our ineptitudes as leaders. Indeed, coming to terms with oneself is the key competency required to succeed as a manager.

Though arts and cultural organizations often exist in a state of crisis (Baumol 1967), in these times of global and local turbulence, Laurent Lapierre adopts an Anglo-Saxon perspective to support his argument that, beyond qualities, skills and competencies, responsible management and leadership depend fundamentally on ordinary judgement, common sense and practical intelligence in how groups and organizations function – in short, they depend on what we can call the intelligence of actions.