

Leadership Principles

Leaders get people on their side. How?

Through inspiration

"Movement leadership requires persuasion, not giving orders. There is no position to lead from. It doesn't exist. What makes you successful is that you can phrase things in a way that is inspirational, that makes coalitions possible. The movement has to be owned by a variety of people, not one group.... The only power I have is the power of persuasion, or inspiration." – activist Gloria Steinem

By appealing to the follower's self-interests

"The person following has to believe that following is the best thing to do at the time. I mean it has to be apparent to them that they are getting something better by following you than they ever would by not following you. You don't want people to follow you just because that's what they're paid for." – director Sydney Pollack

By creating a team atmosphere

"Getting people on your side has a lot to do with spirit, a lot to do with team atmosphere. I think it has a lot to do with not putting people in direct competition with each other, something that is not a universally held philosophy. I don't believe in personal competition in the workplace. I have always, in any place I've worked, worked very hard to rid the company or the show or the staff of internal politics. I've never worked well under the intimidation theory." – CBS executive Barbara Corday

"I think one of the biggest turn-ons is for people to know that their peers and particularly their bosses not only know they're there but know pretty intimately what they're doing and are involved with them on almost a daily basis, that it's a partnership that you're really trying to run this thing well together, that if something goes wrong our goal is to fix it, not see who we can nail." – former Lucky Stores CEO Don Ritchey

By earning respect

"A real essential for effective leadership is that you can't force people to do very much. They have to want to, and most times I think they want to if they respect the individual who is out front, if they have confidence that the person has some sort of vision for the company." – Don Ritchey

By being genuine

"I always took a little more time, told people more than they needed to know.... You have to be absolutely straight with people, not clever or cute, and you can't think that you can manipulate them. That doesn't mean you have to think they're all stars or that you have to agree with everything they do, but the relationship, I think, ought to be for real." – Don Ritchey

By empowering others

"Empowering people is the most important element in managing time within the organization. Empowered people have the necessary information to make decisions and act; they don't have to wait for multiple levels of approval. Empowered people identify problems and fix them." – Frederick Smith, the founder of Federal Express

"Try to enable your participants to view you as a coach who helps them learn the skills they need to reach group and personal goals under their own leadership. To do this, you must use your influence as a leader to instruct and mentor rather than to direct and command." – Leadership the Outward Bound Way

"...the best decision in the world is no good until somebody does something about it....An executive has to be effective through other people....You make a decision not just on the facts but in terms of who will do what you think needs to be done....An executive succeeds or fails not so much because of what he does, but because of what he is able to get someone else to accomplish." – Ralph Lazarus, CEO of Federated Department Stores

"Roving leadership is the expression of the ability of hierarchical leaders to permit others to share ownership of problems – in effect, to take possession of a situation....Roving leadership demands a great deal of trust and it demands a clear sense of our interdependence." – Max DePree, who took the helm of Herman Miller furniture manufacturer in the 1970s

By not laying blame

"In any situation, the person who can most accurately describe reality without laying blame will emerge as the leader, whether designated or not." – Edwin Friedman, author of A Failure of Nerve

By seeing people as unique individuals

"In an era of individual choice and have-it-your-way customization, people getting results apply a different axiom: 'Treat everyone as the unique person he or she is.' They ask, engage, and found out about those they work with, for, and around. They don't assume they know what motivates others, they find out. And they don't apply stereotypes across generations, genders, or roles. It's true that making it personal is more complicated and time consuming, but one-size-fits-all thinking doesn't generate followers or enable results. No matter your role, seeing and treating people as the individuals they are is an uncommon behavior that yields results." – Nan Russell, author of The Titleless Leader

By adapting to others

"If you want to get results when you're not in charge, or even more powerfully when you are, then bend, adjust, and mold your style to fit someone else's. As a titleless leader, your goal is to make it effortless for someone to respond to, be involved with, and work with you. People follow people who make work easier, not harder for them." – Nan Russell

By showing appreciation

"Most people don't want plaques or dust-gathering stuff. They want, and need, someone noticing and appreciating that they gave up their weekend plans to finish a last-minute critical project; designed and executed an idea that improved the department; or worked tirelessly to serve a key client, or accommodate a change in organizational priorities. They want their contributions to be seen and to know that what they do matters." – Nan Russell

"I've talked to nearly 30,000 people on this show and all 30,000 had one thing in common. They all wanted validation. Every single person you ever will meet shares that common desire. They want to know: 'Do you see me, do you hear me, does what I say mean anything to you.'" – Oprah Winfrey

By earning trust and trusting others

"One of the most effective leadership strategies for building trust is to minimize your own use of power except when the situation calls for dynamic leadership, assertive role modeling, or executive decisions." – Leadership the Outward Bound Way

"People follow leaders for very specific reasons. When asked, followers were able to describe exactly what they need from a leader with remarkable clarity: trust, compassion, stability, and hope." – Gallup Research

"I believe that trust is the underlying issue in not only getting people on your side, but having them stay there. There are four ingredients leaders have that generate and sustain trust:

1. *Constancy*. Whatever surprises leaders themselves may face, they don't create any for the group. Leaders are all of a piece; they stay the course.
2. *Congruity*. Leaders walk their talk. In true leaders, there is no gap between the theories they espouse and the life they practice.
3. *Reliability*. Leaders are there when it counts; they are ready to support their co-workers in the moments that matter.
4. *Integrity*. Leaders honor their commitments and promises."

Source: *On Becoming a Leader*

People won't let themselves be influenced by people they don't trust. The following four elements must all be present for trust to exist:

1. *Competence*.
2. *Transparency*. Failure to be open and honest creates suspicion.
3. *Predictability*. Changing moods and behavior makes us wary.
4. *Genuine concern*. We don't trust people whose actions we see as self-serving. Instead, when they try to influence us, we see them as manipulative. We trust people only if we believe they have our best interests at heart.

Source: leadership speaker and trainer David Rabiner

7 Habits of Highly Effective People

- *Habit 1: Be Proactive*

Take initiative in life by realizing that your decisions (and how they align with life's principles) are the primary determining factor for effectiveness in your life. Take responsibility for your choices and the consequences that follow.

- *Habit 2: Begin with the End in Mind*

Self-discover and clarify your deeply important character values and life goals. Envision the ideal characteristics for each of your various roles and relationships in life.

- *Habit 3: Put First Things First*

A manager must manage his own person. Personally. And managers should implement activities that aim to reach the second habit. Covey says that rule two is the mental creation; rule three is the physical creation.

The next three habits are about interdependence (e.g. working with others):

- *Habit 4: Think Win-Win*

Genuine feelings for mutually beneficial solutions or agreements in your relationships. Value and respect people by understanding a "win" for all is ultimately a better long-term resolution than if only one person in the situation had got his way.

- *Habit 5: Seek First to Understand, Then to be Understood*

Use empathic listening to be genuinely influenced by a person, which compels them to reciprocate the listening and take an open mind to being influenced by you. This creates an atmosphere of caring, and positive problem solving.

- *Habit 6: Synergize*

Combine the strengths of people through positive teamwork to achieve goals no one person could have done alone.

The final habit is continuous improvement in the personal and interpersonal spheres of influence.

- *Habit 7: Sharpen the Saw*

Balance and renew your resources, energy, and health to create a sustainable, long-term, effective lifestyle. It primarily emphasizes exercise for physical renewal, prayer (meditation, yoga, etc.) and good reading for mental renewal. It also mentions service to society for spiritual renewal.

Source: [The 7 Habits of Highly Effective People](#)

Advice from "How to Get People to do Things":

- If you give others what they need, they will give you what you need.
- If you want to improve a relationship, changing yourself works better than trying to change others.
- Praise is a reward people work for.
- To get things done in an organized society, you must give people prestige.
- Great leaders have empathy. It subdues resistance.
- If you want somebody to do something, you must provide that person with a reason.
- Trying to show that the cause of a person's resistance is false or erroneous is the biggest mistake people make in coping with resistance.
- Perhaps 50-80 percent of all objections, resistance and opposition that comes up in a relationship can be handled effectively by simply letting it be expressed and forgetting it.
- The most valuable utensils in neutralizing resistance are asking questions and listening.
- Every battle need not be won to win a war.
- If human beings are perceived as potentials rather than problems, as possessing strengths instead of weaknesses, as unlimited rather than dull and unresponsive, then they thrive and grow to their capabilities.

The next generation of leaders will have the following traits in common:

- Broad education
- Boundless curiosity
- Boundless enthusiasm
- Contagious optimism
- Belief in people and teamwork
- Willingness to take risks
- Devotion to long-term growth rather than short-term profit
- Commitment to excellence
- Adaptive capacity
- Empathy
- Authenticity
- Integrity
- Vision

Source: On Becoming a Leader

Leaders possess these 5 fundamental qualities (ranked in order of importance):

1. Vitality and endurance. This refers to tenacity, not good health.
2. Decisiveness. The ability to make decisions.
3. Persuasiveness.
4. Responsibility. Doing what an individual believes he or she is morally bound to do.
5. Intellectual capacity.

Source: Chester Barnard, who served as president of New Jersey Bell from 1927-1948 and is considered the first executive to truly address the issue of what it means to be a business leader

10 Principles of Personal Leadership:

1. *Know who you are.* Wear one hat.
2. *Know why you're here.* Do it because it's right, not because it's right for your resume.
3. *Encourage independent thinking.* The person who sweeps the floor should choose the broom.
4. *Build trust.* Care, like you really mean it.
5. *Listen for the truth.* Put the time into listening.
6. *Be accountable.* Take responsibility and say what needs to be said, with care and respect.
7. *Take action.* Think like a person of action, and act like a person of thought.
8. *Put people first* when you face challenge.
9. *Listen to your still, small voice.* Let quiet be your guide.
10. *Dare to dream.* Say yes, the most powerful word in the world.

Adapted from It's Not About the Coffee: Leadership Principles From a Life at Starbucks

4 Styles of Leadership:

1. *Directive.* Makes most decisions alone.
2. *Democratic.* Involves others in decision making.
3. *Consensual.* Facilitates group decisions in which everyone voices an opinion.
4. *Laissez-faire.* Relinquishes leadership power to the group. Only works with mature groups that possess the skills necessary to govern themselves and complete the task at hand.

"The best leaders are able to move seamlessly between leadership styles according to the needs of the situation."

Source: Leadership the Outward Bound Way

4 Things People Want From Their Leaders:

1. Purpose, direction and meaning.
2. Trust.
3. Optimism. Leaders need to be purveyors of hope.
4. Action and Results. Leaders convert vision into action.

Source: Learning to Lead

Why leaders fail

"No matter why leaders fail, their failures generally occur in one of two ways: (1) when there is inconsistency in the leader's expression of the group values, or (2) when there is dissent among group members regarding their commitment to these values." – Leadership the Outward Bound Way

"If you err on either extreme on the assertiveness continuum by being too aggressive or too passive, you will lose leadership stature in the eyes of others regardless of the strength of your other leadership qualities." – David Rabiner

What's the Difference Between Management and Leadership?

"A good manager does things right. A leader does the right things....Management is about systems, controls, procedures, policies, and structures. Leadership is about trusting people. Leadership is about innovating and initiating. Management is about copying, about managing the status quo. Leadership is creative, adaptive, and agile. Leadership looks at the horizon, not just at the bottom line....What leaders do is inspire people, empower them. They pull rather than push." – authors Warren Bennis and Joan Goldsmith

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<http://www.unce.unr.edu/weld/interns/2013-2014/>