
CHAPTER ONE: A CALL FOR LEADERSHIP

HELP WANTED: A LEADER TO INSPIRE

The recent removal of our executive - a person who mistakenly decided to manage rather than lead us - now provides an exciting opportunity for the right individual. Do not apply if your strengths lie in controlling people with authority and gaining obedience with position power. That style just doesn't fit here anymore.

What we need is a leader to inspire us - a value-driven person who can provide an exciting direction, spark our inner-motivation, and share the rewards of success.

The special person who meets these expectations will be richly compensated with a committed work force and an organization able to succeed.

THE FAILURE OF MANAGEMENT

You probably haven't seen the "Wanted: A Leader To Inspire" in your local newspaper yet. But be prepared.

Thousands of employees throughout the country are mentally writing it. Perhaps people in your organization are just waiting for you to leave town before they place the ad.

There is an important change sweeping corporate America. Gone are the days of textbook formula managers. People in responsible positions must now provide a different role: to lead rather than manage.

Since the days of Frederick Taylor, the father of scientific management, managers have cried for more authority and control. In fact, most MBA schools today teach managers to perform four functions: Plan, Organize, Direct and Control. Top management does most of the planning, mid-management organizes the work to be done, and front-line supervision is charged with implementing the plan and is held accountable for the results.



(This is similar to asking a baseball manager to win with a team of ballplayers he didn't select and rely on a game plan he didn't create.)

This style of managing denotes working with a focus on today, not the future. With this style there is a centralization of information, responsibility and decision making. The manager's emphasis is the effective utilization of raw material, machinery, capital and hard assets. People take a back seat. They are to be controlled, to be managed.

Frederick Taylor's manager did quite well for most of this century. But the world has changed drastically in the past few years. The pressures on today's company are many:

- „ Increased foreign competition
- „ Greater government regulation
- „ An explosion of new knowledge and technology
- „ A turbulent economic playing field
- „ Enlightened consumers and employees
- „ A changing work ethic
- „ A decreasing labor market

Many companies have faltered badly or fallen under these forces. Surviving organizations are compelled to squeeze for higher productivity with fewer resources. Under these conditions, the human resource comes to the forefront.

Unfortunately, there is increasing evidence that the over-managed organization poorly utilizes the human element. A recent study of white collar workers by Daniel Yankelovich (Yankelovich, 1983) discovered that less than one of four employees claims that he is performing at his full capacity. Furthermore, nearly half do not put a great deal of effort into their jobs over and above what is minimally required. Another study by Arizona State University (Plutzik, 1980) found that seventy-five percent of working Americans believe they owe no loyalty to their organizations or their managers. Over half said they do not perform a fair day's work.

THE INFLUENCE OF LEADERSHIP

The solution to today's productivity dilemma will not be found in gaining more authority, more control, and "doing more things right." The answer can be found in the process of leadership, of inspiration and influence, and of 'doing more of the right things' when dealing with people.

Leadership is more than a mere position. Managers use their authority of position to control people. Leaders use their abilities to build commitment with a value-driven direction and a process of involvement. Experience has taught me that effective leaders aren't necessarily born leaders,

they are developed. It begins with the challenge to influence rather than command.

Influence can be categorized into five types. The first two, Reward and Coercion are the primary devices of yesterday's manager. The day of the "carrot and stick" approach is over. Leading people based on power and authority doesn't build commitment. It encourages game playing and fails to elicit long-lasting internal motivation. Coercing

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people certainly doesn't build responsibility. It only encourages resentment to the manager and the organization. The business and sports worlds are filled with examples of Coercive Managers who achieved short term results by power and demanding authority, but lost in the long run by failing to encourage internal motivation in their employees and players.

The third category of influence is Legitimacy. Under this style, people will do things simply because of a person's position. Years ago this may have worked. Comments such as "*He's the boss, She's the teacher or I'm the parent, so I'm right*"- were accepted by followers. In our contemporary world, this is simply not true. Workers have gained more rights through negotiations, students are smarter and know their rights and the legal system has clarified many aspects of the role of the parent. (I might add that this is a healthy change.) So influence by position doesn't cut it anymore. Something else is required.

A fourth category of influence to use in a leadership situation is the Expert Power base. People will want to do what you say because of your expertise. This is a marvelous base to operate from, but there is a catch: you won't always be right. The world is becoming more complex. The technology and knowledge explosion means that no one person knows it all. Yet the old line manager clings to authority and influence by always being right, by doing things right. The inappropriate use of expert power builds disrespect. It erodes commitment.

To some degree there must be expertise but it is not necessarily always being right. It is, however, in knowing how to lead. It is what this book is all about. This fifth influence category is typically called a Referent power base. Referent power results when employees identify with the leader and use the leader as a positive frame of reference. This is leadership through earned respect, through doing the right things. This is the value-driven, high involvement style that inspires commitment.

THE LEVER AND PROP OF LEADERSHIP



Over 2200 years ago Archimedes said, *“Give me a lever long enough and a prop strong enough and I can single-handedly move the world.”* If old Archimedes were a leader today, he would be asking the same thing:

Give me the ability to influence through referent power (a long lever) and strong personal abilities (a strong prop) to move this organization toward success.

Each chapter that follows will emphasize strategies and characteristics needed for leadership. I believe the long lever of leadership consists of:

- „ ESTABLISHING GROUP DIRECTION (Chapter 9)
- „ COMMUNICATION FOR UNDERSTANDING (Chapter 10)
- „ LISTENING (Chapter 11)
- „ MOTIVATION (Chapter 12)
- „ SKILLFUL PROBLEM SOLVING (Chapter 13)
- „ LEADERSHIP IN GROUP WORK (Chapter 14)
- „ INVOLVEMENT THROUGH DELEGATION (Chapter 15)
- „ POSITIVE DISCIPLINE AND PERFORMANCE APPRAISAL (Chapter 16)

But skillful use of these tools is not enough. True referent leadership stands on a solid personal base. I believe the strong prop of leadership consists of:

- „ PERSONAL VALUES (Chapter 2)
- „ POSITIVE ATTITUDES (Chapter 3)
- „ STRONG SELF-ESTEEM (Chapter 4)
- „ ENTHUSIASM (Chapter 5)
- „ SELF-MOTIVATION (Chapter 6)
- „ PERSONAL GOAL SETTING (Chapter 7)

„ TIME MANAGEMENT (Chapter 8)

I have found that in addition to these six key personal characteristics, there are baseline qualities of leadership. Without these qualities, leadership is hollow and short-lived.

Honesty and **integrity** are first and foremost in importance. Honesty may be defined as, “to be held in respect free from deceit.” This characteristic is gained or earned by consistently being open and honest in little things as well as big ones. Honesty is not just a matter of degree but consistency. It incorporates integrity - living according to our values, “the right things.” Situational leadership may suggest altering styles to a situation, but situational honesty and integrity have no place in the leadership process.

One of the best examples of integrity involved Arnold Palmer during a major golf tournament a number of years ago. In the middle of a critical round, he penalized himself



a stroke for slightly moving the ball - something no one else in the gallery saw!

Tact and **empathy** closely follow in importance. Webster's tells us that tact is, “the delicate perception of the right thing to say or do without offending.” It implies empathy for the needs and feelings of others. An effective leader must know what to say and how to say it with persuasion and tact.

Good judgement is the third requisite for true leadership. The story is told of a young Greek boy who wanted to know the wisest man in all Greece. His father sent him to see the oldest man in Athens. In those days, age meant

intelligence. When the young man asked the wise old sage, “*How do you get wisdom?*” ,

He was told, “*good judgement!*” “Well then,” said the young man, “*how do you get good judgement?*” “*From experience,*” the wise old sage replied. Now nearly exasperated the young man cried, “*Yes, but how do you get experience?*”

The sage concluded, “*From poor judgement, my son, from poor judgement.*”

Your past attempts at leadership may have fallen under the heading of poor judgement. Your efforts to read and apply the material in the following chapters should increase your batting average of good judgement



Finally, **ambition** and the desire to **continually improve** mark the truly successful leader. Of the leaders I have met or studied, I have been impressed by their high energy levels and their strong motivation to increase their knowledge and skill level. Reading books, attending seminars and seeking out knowledgeable people are some of the ways these leaders improve themselves. In a sense, they are never satisfied to stop growing.

Leadership truly is more of a process than a position. I've found it demands the very best of each of us and challenges us to work with others to bring out the very best of others.

What follows offers you the opportunity to transcend the role of scientific manager and establish yourself as a referent leader, a person who influences through inspiration.

In summary, Leadership and Management can be seen as follows:

People vs. Systems: You lead people and manage information, equipment, systems, etc. You manage paperwork, but leadership is getting work done through people.

Inspired vs. Driven: Do you like to be driven? I thought not. Management driven companies are being replaced by leadership inspired companies.

Doing Right Things vs. Doing Things Right: Leaders are concerned about doing the right things, not necessarily always being right.

Process vs. Position: Results are what count - not titles! Leaders are committed to the



process that gets results; managers are concerned with position and job title.

Generalist vs. Specialist: Managers were chosen by rewarding the best worker/specialist with the position. In addition to specific job skills, leaders need the generalist outlook, especially people skills.

Decentralized vs. Centralized: Leaders like to push the decision down to the lowest level

possible. Managers want to hold on to as much authority and decision making as possible.

Commitment vs. Authority: The emphasis in leadership is to build a committed group of people. Managers tend to direct activity with the idea that commitment can't be attained. The difference is often based on what we believe about people. We either believe we can trust people or we don't trust them at all!

Value Led vs. Policy Driven: Successful organizations tend to be value led. Those at the top demonstrate and stand for core values such as providing quality products and performance, giving top notch customer service, providing on going employee development or the importance of community contributions. Managers tend to be more driven by policy, rules and handbooks. They haven't bought into the concept that, "If you don't stand for something, you'll fall for anything."

Perhaps the major distinction is:

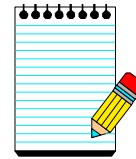
Coaching vs. Directing: You'll hear a lot more about coaching in the pages ahead. It is part of the process of leadership!

Now, on with the journey...

YOUR LEADERSHIP WORKSHOP

Each chapter will conclude with a series of application exercises. Consider these work sheets as your own private leadership laboratory with me. They are designed to drive home the salient points of leadership. You should use these exercises as a way of analyzing your current status and bringing key ideas into action in your life. ✓

CHAPTER ONE WORKSHOP



PERSONAL DEVELOPMENT EXERCISE ONE: QUALITIES OF LEADERSHIP

Chapter One outlines important baseline personal qualities. The following worksheet expands these characteristics to a complete personal profile. Rate yourself from one (low) to ten (high) on each item and write down your response to the questions under each item. Finally, complete the Action Plan segment to improve yourself.

1. HONESTY AND INTEGRITY. Rating: _____

Are you open and consistent with your communication? Do you follow your values of right and wrong? What situations test your honesty and integrity most?

2. TACT AND EMPATHY. Rating: _____

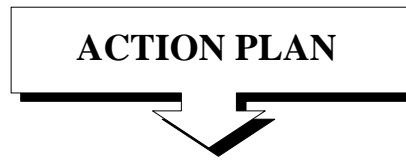
Are you sensitive to the needs and feeling of others? When do you have the most empathy for others and when does your empathy falter?

3. GOOD JUDGEMENT. Rating: _____

Do your decisions and actions look wise upon further analysis? When has your judgement been less than “wise”?

4. AMBITION. Rating: _____

Do you have the desire to improve -really change- or is it typically just a vague, intermittent desire. If you spot shortcomings in this questionnaire, will you do something about it?



List your top three characteristics and identify ways to further use or develop these strengths:

TOP CHARACTERISTIC	ACTION

List your three weakest characteristics that are critical to your success as a leader and identify ways to improve yourself:

WEAK CHARACTERISTIC	ACTION

Finally, write down a date and time within the next 30-45 days when you will review this plan and reassess your characteristics:

I will review my progress toward becoming a stronger leader on: _____.

Repeat this process for the next three month or as long as it takes to improve to your potential. You may wish to use a trusted person to independently rate you and use their input to guide further development. The support of others is the greatest aid in self-development. Furthermore, never give up on your self-improvement efforts.