

# LEADERSHIP

HABITS OF A GREAT LEADER



KING ARI DANE

LEA

---

HABITS

# LEADERSHIP

Habits Of A Great Leader

King Ari Dane

**King Ari Dane**

Copyright © 2020 King Ari Dane

All rights reserved

No part of this book may be reproduced, or stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without express written permission of the publisher.

Printed in the United States of America

# LEGAL NOTICE AND DISCLAIMER

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and specific other non-commercial uses permitted by copyright law. This book is a general educational health-related information product. As an express condition to reading this book, you understand and agree to the following terms.

The book's content is not a substitute for direct, personal, professional medical care, and diagnosis. Please see your doctor or health care provider if you are unsure of eating any of the foods in this recipe book or participating in any of the activities as everyone has different health care needs and concerns. The Author or Publisher of this book is not responsible in any manner whatsoever for any consequential damages that result from the use of, or the inability to use this book.

# TABLE OF CONTENTS

## [Book Description](#)

## [Introduction](#)

## [Chapter 1: Understanding Leadership](#)

### [Good Leadership Qualities](#)

[Accountability](#)

[Delegation and Empowerment](#)

[Honesty](#)

[Empathetic](#)

[Discipline / Self-control](#)

[Integrity](#)

### [Personality Traits](#)

[Openness](#)

[Conscientiousness](#)

[Extraversion](#)

[Agreeableness](#)

[Neuroticism](#)

### [Servant Leadership](#)

[Nine Qualities of a Servant Leader](#)

[Things to Avoid](#)

## [Chapter 2: Building the Leadership Mindset](#)

### [The Leadership Mindset](#)

### [The Six Essential Skills of Effective Leaders](#)

[Communication](#)

[Commitment](#)

[Collaboration](#)

[Consideration](#)

[Constancy](#)

[Confidence](#)

### **Chapter 3: Knowing Leadership Styles**

[Autocratic Style](#)

[Democratic Style](#)

[Laissez-Faire Style](#)

[Task-Oriented Style](#)

[People-Oriented Style](#)

[Visionary style](#)

[Coaching Style](#)

[Affiliate Style](#)

[Pacesetter Style](#)

[Transactional Leadership](#)

[Charismatic Leadership](#)

[Servant Leadership](#)

### **Chapter 4: Know Yourself as Leader**

[Learn Your Blind Spots](#)

[Recognize Your Limiting Belief](#)

[Evaluate Your Strengths and Weaknesses](#)

[Are You An Introvert Or Extrovert?](#)

[Assess Your Emotional Intelligence](#)

[Leadership Drivers](#)

[Determining Your Mission](#)

[Realizing Your Values](#)

[Ignoring Your Weaknesses and Focusing on Growth](#)

[Validating Relationships](#)

[Engaging Organizational Strategies](#)

[Reasoning and Analysis to Make Decisions](#)

[Self-Care](#)

## **Chapter 5: A Leaders Communication**

Encourage Dialogue Instead of Discussion

Communicate The Vision And Objectives Appropriately

Provide Regular Feedback

Be An Active Listener

Use Precise Communication

Types of Communication

Email

Desk Phone

Cell Phone

Be Yourself

Paperwork

## **Chapter 6: Stewardship; Leadership is Undertaking Right Things**

Leading By Example

Accepting Responsibility

Motivation and Persuasion

Highly engaged:

Engaged:

Disengaged:

Recognition:

Empowerment:

Supportive Feedback:

Partnership:

Expectations

Considerations:

Trust

## **Chapter 7: Emotional Intelligence & Leadership**

Is Intelligence Overrated?

How Managers Gauge Emotional Intelligence?

How to Teach It to Your Employees



A High IQ Score Is No Guarantee of Success

IQ Tests Are Not Always Relevant

## Work Place & Emotional Intelligence

### Significance of Emotional Intelligence at Workplace

Emotionally Intelligent Employees Handle Pressure Better.

Emotionally Intelligent Employees Are Better Decision Makers.

Employees with High EQ Handle Conflicts Better

High EQ Employees Are More Motivated

Emotionally Intelligent Employees Respond Better to Criticism.

## **Chapter 8: A Leader Shows Confidence**

### Operating With Confidence

Self-Confidence Is A State Of Mind That Can Be Nurtured

Planning And Preparation Creates Confidence

A Positive Attitude Nurtures Confidence

Take Positive Actions To Improve Your Mindset

Use Affirmations To Nurture A Positive Mindset

Document Your Strengths And Achievements

Take Actions To Feel Good About Yourself

Gaining Confidence Through Education

## **Chapter 9: The Thought Patterns of Successful Leaders**

### Decision-Making 102

Systemizing

Vision

Being Resolute

Mental Models for Systematized Decision-Making

The Common Mistakes of Beginning Leaders

Mental Models to Prevent Mistakes

## **Chapter 10: Great Leadership Shows Consideration**

See to It they Have the Tools They Need to Succeed

[Ask Them What They Need](#)

[Be Honest with Team Members](#)

[Encourage Problem-Solving](#)

## **[Chapter 11: Leadership Demonstrates Constancy](#)**

[Loyalty Arises From Respect](#)

[Follow Through On Commitments](#)

[Hold The Team Members Accountable](#)

[Effective Leaders Are Self-Reflective](#)

## **[Chapter 12: Leadership Development Activities](#)**

[The Importance of Growing “Soft Skills”](#)

[Navigating and Multitasking Projects](#)

[Involved Communication](#)

[Motivation and Inspiration](#)

[Conflict-Solving](#)

[Fairness in Evaluation](#)

[Time Management](#)

[Strategic Thinking](#)

[Strategic Planning](#)

[Risk Management](#)

## **[Chapter 13: Having a Leadership Development Plan](#)**

[What and Why a Leadership Development Plan?](#)

[How to Start: Self-Evaluation](#)

[How to Create a Leadership Development Plan](#)

[Core Skills](#)

[Strategic Skills](#)

[Building Relationships](#)

[Delegation](#)

[High-Impact Actions](#)

[Success Indicators](#)

[How to Apply the Leadership Development Plan](#)

## **Chapter 14: The Laws of Effective Leadership**

### **LAW 1**

Make A Betting on A Professionalism

### **LAW 2**

Choose Those People with Which You Will Have Easy to Work

### **LAW 3**

Create and Support Corporate Traditions

### **LAW 4**

Leave A Place for Interpersonal Relations but in Reasonable Limits

### **LAW 5**

Encourage Competence Among Employees

### **LAW 6**

Do Not Divulge Any Information About the Company's Employees

### **LAW 7**

Learn Not Only Punish, But and Encourage

### **LAW 8**

Don't Be Afraid of Competition - It Is the Moving Force of Development

### **LAW 9**

Use Modern Technologies Constructing Human Relations

### **LAW 10**

Make Your Product Best on The Market

### **LAW 11**

Interpretation of the law

### **LAW 12**

Don't Be Afraid of Change, Fear of Study.

### **LAW 13**

Never Show Non-Confident in Your Decisions

## **Chapter 15: Speaking as a Leader So People Listen, Follow You and Respect You**

Having A Foresight

[Problem Solving](#)

[Decision Quality](#)

## **Chapter 16: Coach Your Team to High-Performance as a Leader**

[Reaching High-Performance](#)

[Be Your Team's Coach](#)

[What Is Coaching?](#)

[Components of Effective Coaching](#)

[Create A Coaching Relationship](#)

[Understand Team Members' Dreams](#)

[Assess Strengths And Weaknesses And Set Short- And Long-Term Goals](#)

[Make Coaching Your Priority and Be Prepared](#)

[Listen and Ask Questions](#)

[Coach Your Team to Self-Management](#)

## **Chapter 17: Continuous Development for Leadership**

[Avoid these Mistakes on The Way to Leadership](#)

[Trying to please everyone](#)

[Do Not Ask for Help](#)

[Do Not Take into Account the Needs and Pains of Central Asia And Followers.](#)

[Resorted to non-constructive criticism](#)

[Do Not Delegate Authority and Do Not Use Outsourcing.](#)

[Allow Familiarity](#)

[Do Not Give the Right Information, The Right Resources](#)

[Stages of Becoming A Leader](#)

[Status](#)

[Loyalty](#)

[Getting Results](#)

[Mentoring and Student Results](#)

[Personality, Personality Cult, Mission, Big Idea](#)

## **Conclusion**

## Book Description

In this guide you will learn the important aspects of leadership and the practical steps you can take to improve your skills. Leadership is a complex process, and no matter how much experience you have in leading others, you will gain a new understanding about the topic that will allow you to hone your skills. Leadership is a complex process, and a lot of information is presented in the following chapters of this book. As you read, reflect on your own leadership encounters. Think about the good leaders you have worked with, and also consider those leaders who have frustrated you. Take the time to relate the concepts in the book to your own experiences.

In this book, you'll find simple, actionable strategies for success in all areas of life. This book will show you how to master leadership growth by presenting you with the right strategies to boost your professional and leadership skills, cultivate ambition and drive, and spread your influence. With this knowledge, you'll be able to start conquering your goals and bring your dreams to life.

The following are the major topics discussed in this book:

- Understanding Leadership
- Building the Leadership Mindset
- Knowing Leadership Styles
- Know Yourself as Leader
- A Leaders Communication
- Stewardship; Leadership is Undertaking Right Things
- Emotional Intelligence & Leadership
- A Leader Shows Confidence
- The Thought Patterns of Successful Leaders
- Great Leadership Shows Consideration
- Leadership Demonstrates Constancy
- Leadership Development Activities
- Having a Leadership Development Plan
- The Laws of Effective Leadership
- Speaking as a Leader So People Listen, Follow You and Respect You
- Coach Your Team to High-Performance as a Leader
- Continuous Development for Leadership

# INTRODUCTION

What is leadership? What makes some people effective leaders while others struggle? Are certain people naturally born with the traits that make them good leaders, or can anyone become a successful leader? While experts may offer differing answers to these questions, I firmly believe that everyone has the capacity to become an effective leader.

While we may not all be the president of an organization, the CEO of a company, or the principal of a school, most of us are leaders at some point in our lives. Transcending the traditional notions of leadership, we discover that many of us rise as leaders in our workplaces, in our houses of worship, in our social groups, or even in our homes. Being thrust into these positions can prove challenging if we do not possess effective leadership skills and the knowledge of how to best use those skills. Most of us see our circumstances and surroundings through a lens of our own perspectives and experiences. Although this is natural, it can prevent us from connecting and empathizing with people, which affects our ability to communicate and lead.

In the world, each person is unique, but not everyone is able to successfully influence the environment, using his or her knowledge, skills, and experience. Several others who have been able to make a measure of influence by having a team under them are struggling with effective leadership. In order to be powerful, in a proper sense of leadership, you need to develop your talent, set the right goals for yourself and beautifully wrap yourself in a package that will attract the attention of both employers and business partners. The study of leadership is not a perfect science. There is no simple prescription on how to be a successful leader. Even the best leaders can make mistakes, and they can unintentionally lead their teams astray. In spite of that, there is a mindset that we can adopt, and there are behaviors that we can learn, that will enable anyone to become a more effective leader. Many individuals in today's workforce are finding themselves thrust into a leadership role that they may not feel they are

prepared for. Whether it is a small team or a large organizational work unit, whenever a group of people works together to achieve a goal, a leader must step up. This book is designed for anyone who wants to be able to shine in these situations and lead the group to success.

Leadership is not a passive activity. Think of your team's activity as a bus trip. Someone must start the engine. She or he must steer the proper course. That person must accelerate when it is appropriate and they must apply the brakes when necessary. This is the team leader. Along the way, the team leader will ask for and listen to suggestions from the team members about such topics as the best route and good places to rest. However, a successful leader cannot sit in the back of the bus and go along for the ride. Without the team leader driving the bus, the destination might be reached but the road will likely be bumpy and the path may be convoluted. The tips that you are about to read have been proven to create long-lasting results, allowing you to move forward in your leadership roles. Each chapter will give you a new understanding of effective leadership, and how you can fine tune the skills that you already possess. Try not to pass up the open doors for leadership that arise for you since you are uncertain how to continue, or on the grounds that you do not have the confidence to assume responsibility. You can become the type of person who understands what it takes to become an effective leader and demonstrates those leadership skills.

# CHAPTER 1: UNDERSTANDING LEADERSHIP

**L**eadership (noun) lead·er·ship; The action of leading a group of people or an organization. "different styles of leadership"

How to define a great leader, what are some areas would they excel? Ultimately, a great leader creates a positive environment and nurtures its employees. A great leader has a clear vision, is courageous, has integrity, is honest, and shows humility and has a clear focus. He/she is a tactical planner and have faith in teamwork. Leaders do not exist to order employees around. A leader needs to trust your employees to perform their tasks professionally and independently. Spending time with each employee to get to know the individual and how they fit on your team will help build that trust.

Managers who show great leadership qualities can accomplish amazing things with their teams. Certain leadership qualities not only drive companies but also continuously inspire teams. While managers still have authority, the modern manager must understand that empowerment creates a culture of ownership, responsibility, and accountability. Managers must understand how to properly motivate their employees because managers in today's business world cannot do everything themselves. Understanding how to delegate effectively and how to communicate the organizational goals and objectives effectively will allow today's manager to be more successful.



The terms manager and leader are often used interchangeably, but it is essential to understand the difference between the two. Management is about getting things done through others, while leadership is about influencing and inspiring people to work towards a common goal. This is important because managers are often called upon to be leaders within their organizations.

## **Good Leadership Qualities**

### **Accountability**

Being a good leader also means being accountable, not only for yourself but for your team as well. Take the good with the bad; we all have setbacks, use them as learning experiences to grow. Accountable leaders do not blame others when things go wrong and take responsibility and act to improve the situation.

While holding themselves accountable is an important part of being a leader it is also equally important to hold others accountable when concerns or deficiencies are identified. By not holding members on your team accountable for issues it can have a negative impact on those that are doing their jobs properly.

The structure of a believing relationship requires some serious energy, it's anything but a one-time occasion. While we live in a general public that is unforgiving of slip-ups, so as to manufacture trust inside an association, it is more critical to be real and human than it is to be great. At the point when a mix-up is made by a pioneer, it ought to be possessed and recognized. At times that affirmation should be made open; here and there it should be private.

### **Delegation and Empowerment**

It is essential to learn how to delegate. Not all tasks need to be handled by you; most new employees in a leadership role struggle with this. Learning to delegate is one of the hardest things to do, especially when you know you can do it effectively.

It is also crucial to learn how to delegate because when you do, you empower the employee to make their own decisions to complete the task. Stand behind their choices and encourage them and coach when needed.

Strengthening is the way toward empowering or approving a person to think, carry on, make a move, and control work and dynamic in self-sufficient ways.

### **Honesty**

Influential leaders treat individuals the manner in which they need to be treated as they are incredibly moral and accept that genuineness, exertion, and unwavering quality structure the establishment of accomplishment. They encapsulate these qualities so plainly that no worker questions their respectability for a moment. They share information openly.

It is essential to share information openly. However, some topics it is difficult to be transparent. If there is the elephant in the room that they would like to talk about, but can't, tell them you can't but will when the time is right. Honesty creates trust, and there are far few things more important than building trust between yourself and your team.

### **Empathetic**

Empathy is defined as the ability to understand one's perspective and feelings and experiences. You will not be able to build a team or nurture a new generation of leaders with it as you will not be able to inspire others or create loyalty. It is essential to listen and truly listen to your people. There are usually hidden emotions behind what the employee is saying. You must be present, put the phone down and give the employee your full attention.

Don't interrupt the employee, and give them time to get their message out. Don't rush to give advice or change the subject. Take a personal interest in people, ask them about what is going on in their lives. Talk to them about their hobbies, families, etc.

### **Discipline / Self-control**

Maintaining self-control and emotional balance is a critical area that all needs must focus on as it maximizes performance, especially when dealing with adversity. As a leader, you are more likely to inspire your team instead of being abusive or having to micromanage them

### **Integrity**

Research has also shown that people who are competent as leaders tend to have a moral compass and demonstrate honesty and integrity. Leaders

whose honesty is questioned drop their dependability, and they harm their organization's business end to end.

## **Personality Traits**

While there are several different models to categorize the characteristics of a leader, the "Five" model is the most widely accepted. The traits are conscientiousness, openness, neuroticism, and extraversion agreeableness. Some of these personality traits are related and linked to leadership development and effectiveness. There are many tests you can take online to see how you score in each of the categories. Keep in mind that personality tests can sometimes help you better understand yourself to better one's self. They cannot completely define who you are as a person or describe you fully even if they get some things right.

### **Openness**

Transparency might be a solid indicator of who will become and prevail as a leader. It implies you're unique, innovative, challenging, you have wide interests and you for the most part favor assortment over fixed schedules. Individuals high in receptiveness appear to flourish in circumstances that need adaptability and learning new things. People who have this characteristic are bound to be attracted to occupations with an astute part.

### **Conscientiousness**

Good faith is that the best indicator of both individual and expert achievement. it is additionally the most grounded indicator of initiative in various settings, including business, government, and school. It implies your dedicated goal-oriented, fiery, and you wish arranging things. Uprightness, more so than the inverse Five-character attributes, is explained to pioneer development and adequacy. Honesty is that the one-character characteristic that consistently predicts how high a character's presentation will be over a scope of occupations and employments. the adaptability of these high in good faith to be solid and objective chiefs has points of interest on and off the obligation.

### **Extraversion**

Extroversion is another solid indicator of who will end up being a leader however therapists are progressively finding that self-observers can simply do yet in influential positions. It implies you're amiable, carefree, loving,

cordial, loquacious, and you pull your vitality from social exercises. Out of all the character characteristics, extraversion has the most grounded relationship with both pioneer rise and pioneer viability. this is frequently to not say that everyone successful leaders are extraverts; however, you're bound to search out extraverts in authority positions. Cooperating with others and being social invigorates extraverts, while comparative degrees of incitement and connections is likewise seen as depleting to somebody who is a thoughtful person. one in all the built-up discoveries is that extraverts will in general be compelling in employments including deals.

### **Agreeableness**

Pleasant individuals will in general be more joyful, conceivably on the grounds that they battle to maintain a strategic distance from negative encounters. On the contrary hand, unpalatable individuals is likewise bound to prevail at work since they're better at getting their thoughts heard. It implies you're open minded, touchy, trusting, kind, and warm. Individuals who are high in suitability are amiable individuals and get along with others. As anyone might expect, pleasing individuals help other people at work reliably; this helping conduct doesn't depend upon their positive state of mind. they're likewise more averse to fight back when individuals abuse them. Being pleasing may mirror their capacity to call attention to sympathy and to pass on individuals the upside of the uncertainty. Pleasant individuals is additionally a significant option to their groups and maybe compelling pioneers since they make a positive domain after they are in authority positions. they're viewed as exceptionally moral pioneers by their subordinates.

### **Neuroticism**

Neuroticism is furthermore once in a while called Emotional Stability. This measurement identifies with one's passionate dependability and level of negative feelings. Masochist individuals will in general respond to apparent dangers and upsetting circumstances. It implies you are stressed bounty, and you're ill humored, touchy unpredictable and once in a while on edge. It is maybe the sole Big Five measurement were scoring high is unfortunate. people that score high in neuroticism experience a few issues at work, for the most part because of their challenges with taking care of pressure. Masochist individuals will in general experience outrage when stood up to with the everyday bothers of their work, including time pressure

and bureaucratic technique, and that they answer to this day by day worry by drinking twilight.

## **Servant Leadership**

“A leader is best when people barely know he exists when his work is completed, his aim fulfilled, they'll say: we did it ourselves.” - Lao Tzu

"Servant Leadership" was first discovered by Robert Greenleaf in 1970. Conventional leadership for the most part includes the activity of intensity by one at the "highest point of the pyramid." By checkup, the servant-leader offers to put power and the needs of others first and assists individuals with creating and proceed as profoundly as could reasonably be expected. The servant leader is worker first. It starts with the common inclination that one needs to serve, to serve first. At that point cognizant decision carries one to seek to control. That individual is pointedly unique in relation to one who is leader first, maybe on account of the need to alleviate a surprising force drive or to amass material belongings. The pioneer first and in this manner the hireling initially are two extraordinary sorts. Between them there are shadings and mixes that are a piece of the boundless type of trait.

Servant leadership turns the power pyramid upside down, which puts the typically low-level employees at the top of the pyramid; instead of the people working to serve the leader, the leader exists to help the people.

This model can be a difficult transition for most managers who are used to putting their needs first and are usually driven by success. You must genuinely want to help your employees for this model to be successful. There is nothing more gratifying than to help develop your employees to achieve their goals. Regardless of the organization you work for this leadership style is useful, and you can make significant changes in the organization.

### **Nine Qualities of a Servant Leader**

1. **Values Others Opinions** - A servant leader values everyone's opinions and their contributions.
2. **Cultivates an Environment of Trust** – A Servant leader does not promote gossiping and does not promote an environment that accepts that.

3. **Develops Leaders** – A servant leader understands the importance of developing others. It is a matter of leading by example and teaching others. Sometimes the leader must not always lead, but instead give up power to allow others to lead so others can learn.
4. **Helps people with life issues** – There is no question that focusing on business is a top priority when working with your employees. However, a servant leader will help their employees with some life issues, such as certain family situations, and seeking to help them with find education for debt concerns.
5. **Encourages Employees** - The corner stone of any servant leader is encouragement. A servant leader also understands to get involved with employees when working on issues. The servant leader will say “Let’s go do it” instead of “you.”
6. **Sells instead of tells** - A servant leader is the opposite of a dictator. It’s a style all about persuading, not commanding.
7. **It’s not all about them** - There’s a selfless quality about a servant leader. Somebody who only thinks, “How do these benefit me?” is disqualified.
8. **Thinks long-term** - A servant leader is thinking about the next generation, the next leader, and the next opportunity. That means a tradeoff between what's essential today versus tomorrow, and making choices to benefit the future.
9. **Acts with humility** - The leader doesn't wear a title as a way to show who's in charge, doesn't think he is better than everyone else, and acts in a way to care for others. They may pick up the trash or clean up a table. Making an example by service, a servant leader recognizes that it isn’t around the leader; however, about others.

## **Things to Avoid**

### **Multitasking**

People frequently boast on how decent they concerning multitasking. They think they are getting more done by juggling multiple tasks at once,

but studies show that they aren't. When people multitask, their productivity decreases by as much as 40%. Focusing on numerous correspondence media at the indistinguishable time, such as messaging while at the same time being mindful to a partner, may best be portrayed on the grounds that the "dream of performing various tasks." Unlike being mindful to music and composing a report, which can be practiced at the same time, attempting to talk through different media channels normally doesn't prompt positive results.

### **Procrastination**

Procrastination is that the propensity for postponing or pushing aside accomplishing something that should be done straight away. Everybody stalls here and there. Yet, when individuals stall, they run the risk of imperiling their activities and their notorieties.

### **Micromanaging**

While micromanaging may be necessary for some employees don't let this be your overall management styles. Micromanaging an employee or a team will only slow you down. There are just so many hours in each workweek, and your time working each week will start to creep up. Most employees despise "the micromanager," and it can damage your relationship with the employee and can come across as if you do not trust them.

### **Dismissing other's Ideas**

Dismissing other's ideas is generally a bad move, and you should never have your employees feel like you do not value their opinion.

# CHAPTER 2: BUILDING THE LEADERSHIP MINDSET

**T**hink about the leaders you admire. Whether it is at work, in government or sports, or in a social organization, you regularly come in contact with or observe from afar, leaders in all aspects of your life. You have probably noticed that some leaders are more successful than others. Some people lead their teams to achieve amazing results, while others struggle to get the team to accomplish anything. Leadership is a multifaceted topic, and there is no formula that you can follow that will automatically make you become a better leader. Becoming an effective leader takes work. Over the years, academic researchers have developed a variety of theories about what makes someone a great leader. None of these theories provides a complete answer to the question of what makes a good leader. At times, you are a team member working under the leadership of someone else and, more often, you are called upon to lead the group. Many of the teams that you are associated with should be successful and deliver amazing results, while others fail to achieve their mission. It is always an exhilarating feeling to be a member of or the leader of a team that accomplishes its objectives.

## **The Leadership Mindset**

I believe that everyone possesses the ability to be a leader. In this book, I am not going to give you a specific recipe with the exact steps that you must follow to become a leader. Human interaction is too complicated a process for that. What I will provide is a set of tools that will guide you in



developing the leadership skills that you already have. You will use these tools to develop the Leadership Mindset. A Leadership Mindset is a way of thinking about human interactions. It guides the leaders' actions as they discover what makes groups of people flourish when they work toward a goal. It is an understanding about the concepts that fuel leadership excellence. By recognizing the essential traits of skillful leaders, and purposefully working to develop them in yourself, you will continue to develop the skills that will make you an effective leader.

### **The Six Essential Skills of Effective Leaders**

Throughout your life, you have observed leaders who regularly guided high-performing groups. The leaders whom you regarded as the best shared a set of characteristics that made them, and the groups they led, more likely to succeed. Among the many ways of thinking about leadership, the leadership standard that you observe to be most effective is often referred to as transformational leadership. Transformational leadership approach generates positive change. Transformational leaders create a vision to guide the team. They encourage and motivate their followers to innovate, change, and grow. These leaders motivate their teams to achieve significant results. They serve as role models and create an atmosphere where team members will develop into effective leaders. Here are the traits and characteristics that are demonstrated by exemplary transformational leaders. In the following chapters we will delve more deeply into each of these characteristics, and you will learn what you can do to strengthen the leadership skills that you already possess.

#### **Communication**

Communication is an essential aspect of leadership. Good leaders create and maintain an open process of communication. This is a two-way line of correspondence that urges colleagues to offer information. It's anything but an exacting top-down progression of requests from the leader. Successful leaders inspire the team members by setting goals that are achievable, and they effectively communicate those goals. At the same time, they challenge the team members to perform to the best of their abilities. At times, leaders step out of their comfort zone and encourage others to do the same. They empower the staff to offer suggestions and encourage them to make decisions when appropriate.

#### **Commitment**

Strong leaders inspire commitment. It is a commitment to the group's shared objectives rather than allegiance to the leader per se. The type of personality-based blind loyalty that discourages dialogue and expects team members to follow orders without question can lead the team to disastrous results. Trust is a key component of leadership. Team members must feel that they trust the leader and, at the same time, the leader has to have confidence that he or she can trust the members of the team. A centerpiece of leadership is getting buy-in from the team. Helping the group members understand the "why we are doing this" is an important aspect of telling them what needs to be done. People are more strongly motivated to take an action when they know why taking that action is important. This means that the leader has to share information appropriately. Does that mean the leader has to share everything with the group? No, it doesn't. It means that there must be enough transparency to keep the team headed toward the group's goals.

### **Collaboration**

Good leaders foster collaboration and maintain an open dialogue. Listening to what the team members say is as important as telling them what needs to be done. Listening to the team members' concerns, objections, and suggestions will give them an investment into the decisions. Even when they disagree with the ultimate decision, the team members will be more inclined to accept the leader's decision and follow the directions if they feel they had an opportunity to provide input. Delegation is a key component of strong leadership. Leaders often hesitate to delegate important tasks because they fear the other person will not do the job in the same manner as the leader would have. The world is constantly changing, so skillful leaders are always open to change. Problems will emerge that the leader and the team had not expected, so overcoming these new problems may take a change in mindset, and they may need to look for new ways to approach the issue.

Over the years, you learn that when you delegate responsibilities, your subordinates didn't always do the job in the exact same way you might have. However, you made sure they understood the outcome that was expected, and they knew that you will follow up to ensure that outcome was achieved. You realize that they often came up with better, cheaper, or more effective solutions to the problem than you would have.

## **Consideration**

No one has all the answers all the time, so effective leaders encourage problem solving. In my experience, I found that by describing the problem and then listening as group members join a dialogue around possible solutions often led to a suitable solution that I had not considered. Leaders do not always have all the answers, so encouraging an environment of consideration can lead the team to unanticipated successes. Pushing the team toward its goals without providing the tools and support that are necessary for the team to achieve those goals makes it more difficult for the team to succeed. Providing resources is an important component of leadership.

## **Constancy**

Leaders who display constancy demonstrate integrity and fairness in everything they do. Strong leaders are dependable and reliable. They follow through on their commitments. At the same time, they establish the expectation that all team members will follow through on their individual responsibilities. Exceptional leaders are generally self-reflective. They understand that they are human and can make mistakes. When they do make a mistake, they accept responsibility rather than blaming others. Great leaders also understand that their success depends on the actions of the entire team, so they share the credit when the team is successful.

## **Confidence**

Exceptional leaders are confident, yet they are not arrogant. They value the contribution of all their subordinates, while at the same time offering honest and constructive feedback. The leader knows that the goals of the group are attainable, even if they will be very difficult to attain, and sets that expectation for the group. A leader displays a positive attitude that inspires the team to reach for objectives that might test the limits of the team's capabilities. The leader encourages the team members to look beyond their self-interest and recognize that achieving the team's goals are in everyone's best interest.

# CHAPTER 3: KNOWING LEADERSHIP STYLES

To truly understand the essence of servant leadership, one must understand the different types of leadership. The leader must evaluate oneself to recognize what kind of leadership style he or she naturally exhibits. This will help in making a clearer judgment towards guiding the team. Individuals can sense when a leader is disingenuous to representing oneself. Be genuine and consistent in leading the team. Acting on an unnatural style will leave an impression of uncertainty and question your credibility to lead. Each leadership style is unique, and based upon the presenting situation, you will leverage one style over another. The foundation of leadership will guide you on the best style to use. There is no magic combination for success. Each situation is analyzed for the best approach. In 1930, Lewin defined three psychology-based leadership styles: autocratic, democratic, and laissez-faire. These styles are still commonly used today as leadership style descriptions.

## **Autocratic Style**

Autocratic style demands immediate compliance. As the word denotes, this is the do-as-you-are-told kind of leader. This kind of leadership style can be advised in situations that warrant an immediate action. However, when used continuously, it will result in discontent among the team. This style is effective to get people from a burning building or out of gunfire. It is effective during a code or in the critical care unit when someone goes into cardiac arrest. It is not beneficial when modifying the behavior of our team and often met with resistance. Be cautious when using it.

## **Democratic Style**

Democratic style is consensus through participation. The democratic leader is one who builds trust and achieves goals through voting, consensus, or collaboration. This kind of leader tends to ask questions and reaches agreements. Consider this style when you are rolling out a new process or initiative. Develop a small focus group to define the process, expectations, workflow, etc. There will always be elements you do not consider because you are not doing the job every day. Bring in your subject matter experts (i.e., team members) and collaborate. This will also provide an avenue for the team's buy-in.

## **Laissez-Faire Style**

Laissez-faire style is based on the mindset of building a strong team and staying out of their way. It is the opposite of autocratic leadership. Here the individuals are given loosely defined objectives and goals. One of the most significant benefits of this style is innovation. This style can be frustrating to individuals who want clearly defined objectives. In 1964, business-minded professionals Robert Blake and Jane Mouton focused on two styles: task-oriented and people-oriented.

## **Task-Oriented Style**

Task-oriented style is focused on results-driven outcomes. In this style, the leader ensures clear communication and expectations of the objectives and desired outcomes. The consideration of who is most appropriate for the task is not considered.

## **People-Oriented Style**

People-oriented style is focused on determining which team member is most suited for a task based upon his or her current skill set, interest, or personal development. This style is effective for developing an individual through stretch opportunities. Stretch opportunities are tasks given to individuals that are above his or her skill set and intended to push the individual out of his or her comfort zone to promote development. In 2002, Daniel Goleman detailed the six emotional styles of leadership including visionary, coaching, affiliate, democratic, pacesetter, and commanding.

## **Visionary style**

Visionary style moves people towards a vision. This is said to be the most impactful style of leadership. This kind of leader gains strength through passion and vision. The coach empowers the individuals. This style empowers and inspires the team. It often drives innovation and creativity. Convey the vision and get out of the team's way.

### **Coaching Style**

Coaching style develops people for the future. This is a kind of leader whose focus is on achieving progress. Each single individual on your squad needs training in some skill. The individual's goal may not be a management path. Focusing on the individual's goal could be as simple as demonstrating excellence in my everyday job or enhancing my knowledge of treating diabetes.

### **Affiliate Style**

Affiliate style creates emotional bonds. This is the people-come-first kind of leader in the sense that he or she tries as much as possible to build a bond or relationship. It is most effective in the phase of motivation when there's lack thereof among the team. This style is important to leverage when speaking with senior leaders. You represent the team and the team has chosen you. Keep this in mind and be mindful of how new initiatives will impact the team.

### **Pacesetter Style**

Pacesetter style expects excellence and self-direction. This is the kind of leader who is prone to set high standards without considering other's ideas. When used, it may damage their morale and make them feel inferior. Pacesetting is appropriate when establishing a standard of care. For example, we consider our diabetic patients to be in control of the disease when the A1C is less than or equal to 7 percent. Leveraging pacesetting to drive productivity is not effective. Our goal as clinical professionals is to improve disease control of our patients. Improving disease control reduces the risk of complications. For diabetes, complications include blindness, dialysis, and limb amputation. Having this high standard is critical for this specific team.

Democratic style has previously been discussed and again focuses on consensus through participation. The commanding style is equivalent to the

do-as-you-are-told autocratic style of leadership as previously mentioned.

### **Transactional Leadership**

Transactional leadership is focused on the day-to-day operations. This leader has challenges with seeing the big picture or conveying a vision. Transactional leaders keenly focus on an individual's roles and responsibilities. They aggressively performance-manage team members who are not meeting expectations, thus leading to low morale.

### **Charismatic Leadership**

Charismatic leadership encompasses the components of transformational leadership by inspiration and motivation. However, it is for the benefit of the leader. This leader is not focused on the innovation or excelling the organization. This style often leads to the demise of many organizations.

### **Servant Leadership**

Servant leadership was first defined in 1970 by Robert Greenleaf as the natural desire to lead by serving others meeting the needs of the team members, empowering them to make decisions, confirms their primary needs are cared for and emphasizes on growth. Many times, the servant-leader has no formal recognition. The leader is commonly obscure and concentrates the focus on the individual colleagues to show achievement. The benefits of servant leadership are higher engagement, which leads to the high performance of the team. The colleagues feel esteemed and have a more prominent feeling of commitment. They feel the leaders thinks about them and their prosperity.

The team demonstrates high morale through guidance by a moral compass. This leader leads with high integrity, focuses on the good of the organization as well as the team members, is concerned with stakeholders, and exhibits a high degree of self-awareness. There are the fundamental competencies of servant leadership that transcends all styles of leadership.

# CHAPTER 4: KNOW YOURSELF AS LEADER

“There is always a gap between the self we think we present, and the way others see us.”

Douglas Stone & Sheila Heen,

## Learn Your Blind Spots

**B**lind spots are things we don't see about ourselves, but others do. The biggest personal transformations and breakthroughs in leadership come from doing the work to know ourselves more. On the other hand, what we don't know about ourselves our blind spots can hinder our success. Here are examples of the feedback questions you ask:

- What do you see as my strengths?
- What do you see as my weaknesses?
- What do you think others say about me when I'm not around?

When you understood that others see you as unapproachable that was huge. Being unapproachable is not your intention. You want to seek connection and acceptance from others. You see that your desire did not match your facial expression. Now that you understand this about yourself,



you will be more aware of your expressions and try to smile, make eye contact, and acknowledge people. You also tell friends and colleagues this is your go-to face, and not to make it mean anything. Learning this blind spot allows you to see yourself in the world and to show up the way you intend. You too can learn your blind spots. Asking for feedback from others is your mirror to seeing what you can't see. Learning our blind spots can be painful. Don't ask for feedback when you're emotional or vulnerable. It's also best to ask for feedback in doses and specific to one thing at a time.

### **Recognize Your Limiting Belief**

Like blind spots, we can also have a limiting belief about ourselves and our abilities. Often this limiting belief is hidden from us because we are not conscious of it. We all have some form of the limiting belief "I'm not good enough." This limiting belief can put a ceiling on our success and keep our expectations low. Often, there is a negative event that happens when we are young children that triggers us to make a decision about who we are. This decision becomes a core belief about ourselves. Then we set out to either prove or disprove this belief. Your core limiting belief shows up as "I'm not smart enough." You find your limiting beliefs by reflecting on the stories you hear about yourself.

You carry the belief "I'm not smart enough" with me into early adulthood. As you recognize this limiting belief, you realize you were out to prove that you were smart enough. You graduated from college at 20 with a 3.2 GPA. Even with your early successes, you believed there was a limit to what you could do or be. Now, each time your limiting belief shows up you can choose not to let it stop you. You might also have a belief about yourself that limits you. Once you recognize the belief, you can do the work to understand it and identify what incident may have prompted it. One way to recognize your limiting belief is to listen to your self-talk. Is there a common criticism you have of yourself? Was there an event when you first decided you weren't good enough? You can have great breakthroughs in your work and life when you can recognize and understand the limiting belief that has been hidden from you. This is because you can now choose to no longer let your limiting belief stop you.

### **Evaluate Your Strengths and Weaknesses**

When we know our strengths, we can leverage them and build upon them. We can also grow and become better leaders when we understand our weaknesses or what's hidden from us. When we work from our strengths and self-knowledge, we can find true success.

According to Peter F. Drucker in *Managing Oneself*, most people get it wrong when they think they understand what their strengths and weaknesses are. Like our blind spots, the best way to learn our strengths and weaknesses is from feedback. When we ask for feedback from others, it's important we learn how to receive feedback well. It can be hard for us to receive feedback. We want to learn about ourselves, so we can grow as leaders, but we also want others to accept us as we are. Receiving feedback well is a skill we can learn and one that gets easier the more we practice it. It's like building a muscle. Here are a few tips on how to receive feedback:

- Invite feedback in a way that leaves you in control. Ask for specific feedback. "What do you see me doing or failing to do, that is getting in my own way?"

- Understand the feedback. Have you heard this observation before? Be open and consider the feedback could shine a light on a blind spot. Get a second opinion from someone you trust. Most of our close friends are afraid of giving us their honest opinion because they want to support us and don't want to hurt our feelings. Choose someone you have a strong relationship with and trust. Tell them you want them to be honest.

- Have the right attitude, be in the right space, and be prepared to receive the feedback. When you read or hear feedback, give yourself time to let it sink in. Don't respond right away. Ask any clarifying questions. Sit with the feedback for a while. You'll be less defensive than if you responded right away. Also, you don't always have to accept the feedback.

Find out how sensitive you are to feedback. If you're more sensitive, then harsh and direct feedback can be upsetting. If you're not sensitive to feedback, then you'll require the person to be more direct. When you ask for feedback, share which type you are, and ask the person to tailor the feedback.

- 

Be open-minded to the feedback you've asked for. Show openness through your behavior, the look on your face, and your verbal response. If you show you're open to the feedback, the person is likely to continue to give you honest direct feedback. If you're defensive, they will be less likely to be comfortable giving you additional feedback.

Practice these steps on asking for and receiving feedback. You will soon be on your way to increasing your self-knowledge. Another advantage of asking for and receiving feedback well is you will gain trust and respect from the people you work with. They will also be more willing to continue to give you feedback, which is key to your growth and development.

### **Are You An Introvert Or Extrovert?**

Also important for knowing ourselves is to understand if we are an introvert or extrovert. Both extroverts and introverts have their particular exceptional strengths. The biggest difference between introverts and extroverts relates to stimulation. Introverts have a lower tolerance for stimulation, such as the noise level or number of people in a room. Introverts do better in low-stimulation environments. For example, after a long day exposed to high stimulation, introverts may want to recharge with a quiet evening at home. Extroverts get energy from high-stimulus environments and go stir-crazy if they spend too much time alone or in a quiet space. For introverts, too much stimulation can impact their ability to draw upon short- or long-term memories. This means they can have a difficult time thinking on their feet.

One of the best examples of the difference between introverts and extroverts is with public speaking. Public speaking can include sharing ideas in a team meeting or presenting to a large group. Another difference between introverts and extroverts is the need for introverts to think alone

and extroverts to think out loud. The key strengths of introverts are their ability to listen well and make observations. Introverts are also good at complex problem-solving. In a team environment, an introvert can help the team strategize, think deeply, and solve problems. Like being able to think on their feet, the key strengths of extroverts are their ability to socialize and network with others, speak in front of large groups, and take risks.

### **Assess Your Emotional Intelligence**

In the quest to know ourselves, we cannot leave out emotional intelligence. Emotional intelligence is our ability to handle emotions well. It's our ability to identify and monitor emotions, either our own or others', and to use those emotions to guide our thinking and behavior. People with high emotional intelligence or EQ can outperform individuals with a high IQ. We can improve our emotional intelligence, whereas people are often stuck with their IQ after they reach adulthood. Emotional Intelligence offer tips you can use to improve your emotional intelligence. There are four tips for EQ skill organized as: self-awareness, self-management, social awareness, and relationship management. "Self-Awareness: Your ability to accurately perceive your emotions and stay aware of them as they happen. This includes knowing how to deal with certain conditions and certain individuals."

- "Self-Management: Your ability to use awareness of your emotions to stay flexible and positively direct your behavior. This refers handling your emotional feedbacks to all circumstances and people."

- "Social Awareness: Your ability to accurately pick up on emotions in other people and get what is really going on. This means knowing what other individuals are feeling and thinking, even though you do not feel the that way."

- "Relationship Management: Your ability to use awareness of your emotions and the emotions of others to manage interactions successfully. Letting emotional

mindfulness direct clear communication as well as effective management of conflict.”

### **Leadership Drivers**

It takes practice to improve your emotional intelligence. As team leaders, we have plenty of opportunities to practice, whether we’re working one-on-one or with our team. To find out your emotional intelligence score and areas to improve, take the assessment. Drivers focus on seven aspects of leadership of development and pay huge dividends in your ability to make things happen in your leadership position. You will be able to get more things accomplished in a more efficient and thoughtful way. As a leader coach, you find that focusing on these seven areas is the most impactful action you can take in growing effective leaders who achieve their goals. These high leverage leadership attributes and how great leaders embody them. Throughout the journey of learning about and reflecting upon these Drivers you too will determine upon which of the attributes you would like to focus your growth. You may decide that in order to be the leader you were meant to be you need to work on developing one attribute, many attributes, or all attributes.

### **Determining Your Mission**

Great leaders determine what drives and motivates them and how they want to spend their energy. They don’t waste time on projects that they don’t believe in and go “all in” on projects that they do. Great leaders align their mission to the leadership positions they hold and to the organizations in which they work. In this section, you will determine your own mission and how your mission aligns to that of the superintendent. Further, you will be able to determine how to align your mission to that of a potential employer.

### **Realizing Your Values**

These leaders realize what is important to them in their life and work. They invest in those things and ensure that what they value is in the forefront of all they do. Their values are blueprints for their actions. This section will allow you to determine your core values and reflect upon what type of position and organization would match with those values.

### **Ignoring Your Weaknesses and Focusing on Growth**

No one person is good at everything, not even great leaders. Great leaders identify their strengths and leverage them to accomplish wonderful things. They understand the “power of yet,” and embrace that they might not have a certain skill or strength yet, but are not afraid to invest in their own growth to learn new and innovative ways to reach their goals. This section will focus on understanding your character strengths and how those strengths can be leveraged to grow areas in which you may not feel as confident.

### **Validating Relationships**

Great leaders spend time on developing relationships that validate them and help them achieve their goals. They develop relationships with various stakeholders and consider their points of view but ultimately do not engage in ongoing negative relationships. In this chapter, you will learn about the different stakeholders with whom you will interact and the importance of developing relationships. You will also reflect upon ways to develop those relationships.

### **Engaging Organizational Strategies**

Highly effective leaders develop systems for organizing their lives and work. They hold themselves accountable to timelines and goals, and follow through on their commitments. This section will introduce you to organizational strategies that will help manage the many tasks you will need to complete.

### **Reasoning and Analysis to Make Decisions**

When making decisions, highly effective leaders use reason and analysis to ensure their decisions solve the problem at hand. They consider all reasonable alternatives and then make decisions that address the needs of the primary stakeholder(s).

### **Self-Care**

Highly effective leaders take care of themselves. Leadership is an exciting position to be in, but it can also be equally draining. Leaders must take care of their needs of rest, rejuvenation, and relaxation in order to be of use to those they serve.

# CHAPTER 5: A LEADERS COMMUNICATION

Communication is an essential aspect of leadership. Great leaders make and keep up an open line of correspondence. This is frequently a two-route line of correspondence that urges colleagues to gracefully include. It is not a high-lower progression of requests from the leader. Successful leaders inspire the team members by setting goals that are achievable, yet at the same time challenge the team to perform to the best of their abilities. At times, leaders step out of their comfort zone and encourage others to do the same. They empower the staff to offer suggestions and encourage them to make decisions when appropriate. Leaders, by definition, must have followers. It is common sense that interaction with other people is the fundamental element of leadership. Whether it is a small team working on a project, or the division of a large company, whenever a group of people get together to work toward a common goal, someone will assume a leadership role for the group. Often leadership is formalized, as in the organizational structure of a company. In that case, the leaders are officially designated. At other times, a group will form without an established leader, and someone will emerge as the group works together.

The key in the communication among the group members and the leader is an operative communication. Good leaders are good communicators. Nevertheless, what great leaders communicate, as well as how they interact, is often misinterpreted. An individual who is continuously just giving instructions is not automatically a great communicator. Good leaders create and maintain an open line of communication. This is a two-way style of

communication that encourages team members to offer input. It is not a strict top-down flow of orders from the leader. The problem that leaders are faced with is to warrant that every member in the team knows what the objectives of the group are, as well as has having a clear understanding of what his or her individual responsibilities are. Simultaneously, it is officeholder on the pioneer to encourage participation. At the point when you take a gander at a groups that are neglecting to achieve their objectives, you frequently find that trouble is at the foundation of the group's dis-work.

Don't only be a great speaker, be a great communicator. There are few things more important than communication. As a leader, you must make sure you are consistently focused on your communication skill sets as it can be challenging for most leaders. The information you send and receive are not only crucial during a typical day but even more critical during challenging days. The fact that effective communication is a crucial ingredient for success is rather apparent to most people. However, poor communication is one of the most common issues that exist within an organization. Some barriers that contribute to this is perceptual and attributional biases, interpersonal relationships, top management's role, gender differences, physical distance, and organization structure can create cause communication breakdown.

We live in a world where communication has improved dramatically within the past few decades, thanks to the advancement of technology. It is not hard to get overwhelmed with all the ways anyone can reach you to you at any given time. It is essential to keep in mind that mismanaging the way people communicate with you, and vice-versa can be a drain on your efficiencies. There a quite few things you can do to keep from getting stressed out and remain an effective leader and be the "great communicator." In business, bad communication costs cash as well as wastes time. One research found that 14% of every week's worth of work is squandered on bad communication. Interestingly, powerful communication is a benefit for associations and people the same. Compelling relational abilities, for instance, are an advantage for work searchers.

### **Encourage Dialogue Instead of Discussion**

We often use the words discussion and dialogue interchangeably to describe a verbal interaction between two people. There is an important



difference, however. A discussion has argumentative connotation. Participants in a discussion are most interested in advocating for their point of view and challenging other points of view. Much like in a discussion, individuals associated with a conversation are principally keen on persuading the other party to come to concur with them. In an exchange, the members are looking for a mutual association. When possible, the team members should be offered the opportunity to provide input into the team's goals. When they have a chance to provide comments and suggestions, team members are more likely to understand the actions that the team is taking and be aligned with the group's vision.

### **Communicate The Vision And Objectives Appropriately**

As the leader, it is your responsibility to determine the final form of the team's objectives, or to communicate directives that came down from higher management. When you do that, make sure that you circle back with the individual team members who offered input. Show them that you appreciate their input. Explain why you disregarded their suggestions, if that was the case. Your team will never function to its best ability if the team members do not buy in to the team's objectives. If there is no opportunity for the team members to provide input, such as when the orders are handed down from upper management, then the leader must be able to explain and, if necessary, defend the decision to the team members. As the team leader, you must present the goals and action plans to the group and ensure they are clear about what is required of them. Even in this situation, leaders can use dialogue to understand how team members are responding to the orders they have been given and allow their thoughts to be heard.

### **Provide Regular Feedback**

Regularly remind team members about the group's purpose and objectives. When possible, charting the progress toward the team's goals will serve to reinforce the final destination while, at the same time keep team members apprised of the team's progress. A visual representation, such as a scoreboard can make a significant impact. For ongoing teams, such as a work unit, the objectives might be less easy to represent visually, but it is still important to quantify them as much as possible. Feedback to the group as a whole can be used to motivate, encourage, and also to determine a course correction, if one is needed. In addition, private

individual feedback sessions with each of the team members reinforces the dialogue.

For me, regular check-in conversations with each team member was an invaluable part of the communication process. These were outside of the normal performance review process. At times there would be a particular topic to our dialogue while, at other times, it would begin with a general “how are things going?” question that would open the conversation. Rather than summoning the other person to your office, you regularly go to his or her work space (if you are talking about sensitive matters, you should make sure there is a private space for the conversation).

### **Be An Active Listener**

Listening is an important aspect of communication. Effective leaders pay attention to the person speaking. Paying attention means that you make eye contact and avoid possible distractions. The other person must recognize that you are genuinely interested in what she or he has to say. Good leaders practice the art of active listening. Active listening requires the listener to focus on the conversation and respond appropriately to what the other person is saying. You have probably been in conversations where it is clear to you that the other person is not really listening to what you are saying. Active listening avoids this situation. Active listeners display non-verbal and verbal cues that reinforce to the speaker that they are focusing on what the speaker says.

Non-verbal signs include maintaining eye contact, displaying an attentive posture (such as slightly leaning forward), and responding with appropriate facial expressions (i.e. smiling during a light moment or showing sympathy when the situation calls for it). Active listeners refrain from distractions such as looking at the clock, fidgeting, or doodling. These distracting non-verbal cues indicate indifference and a lack of respect. The verbal aspects of active listening include participation in the conversation. Asking relevant questions that demonstrate to the speaker that you are listening. Questions can serve to clarify what the speaker said and help ensure that you are understanding what the speaker is expressing. Paraphrasing or repeating what the speaker has just said demonstrates your attentiveness, and it moves the conversation into the realm of dialogue.

Finally, summarizing what you have just heard so the speaker can correct any inaccuracies will ensure a productive communication.

### **Use Precise Communication**

Speak clearly and confidently. Get to the point. Provide background information if necessary but carefully consider how much is necessary. A well-thought-out, concise message will communicate your message much more effectively than a long, rambling speech. Avoid jargon and acronyms unless you are sure the listeners understand the terms. Check to make sure message is understood. Ask the listener to paraphrase or summarize what you said. This will let you know if the message was received as you had intended.

### **Types of Communication**

Communication can be categorized into three basic types, including (1) verbal communication, in which you listen to a person to understand the meaning; (2) written communication, in which you read meaning; (3) the nonverbal communication, where you look at an individual and conclude a meaning. Each of these types has its advantages and disadvantages.

### **Email**

Thomas Jefferson summarized the guidelines of well writing in this idea: Try not to utilize two words when one will do." Put another way; a large portion of the words can have double the effect. One of the oldest myths in business is that writing more will make you sound more important, but the opposite is true. Leaders who communicate simple and clear projects are stronger than those that write so much but say zero.

### **Stay Current**

If staying on top of your email is an issue for you, it is best to put some time on your calendar if needed for administrative work. Emails must be read every workday, and it is easy to fall behind or even get in the habit of not checking daily. Like it or not, email is just a part of the job, and it is essential to stay on top of it.

### **Set an Out of Office**

Make sure you have an "Out of Office Message" when you are not in the office. Make sure that the out of office message include the day(s) you are

out and also when you are expected to return. Offer an alternative or backup they can contact if possible.

### **Read Twice, Send Once**

Before sending out an email, it is crucial that you review it at least twice. This will not only help you make sure you are sending out the right message, but it will also prevent you from looking foolish.

### **When Sending Out Mass Emails**

When sending out an email to large groups of people, it is best to include all employees in the BCC field. By using the BCC field, it will prevent employees from sending replies to everyone on the email. This will reduce the amount of email clutter, and everyone on the email will appreciate this. Be detailed when sending out mass emails ensuring that all the important dates, contacts, places, and pertinent information will reduce the number of further questions or concerns people may have.

### **Desk Phone**

#### **Set up your voicemail**

This may seem like an obvious one, but I have encountered this one countless time. You can come across as unorganized or as if you don't care if you do not have your voicemail setup.

#### **Professional Voicemail Greeting**

Make sure that your voicemail greeting is professional. It is vital to make sure your voicemail message uses the appropriate tone, word usage, and that the voicemail message is not too long.

#### **Call Back**

Return all calls within a timely fashion; when you receive a voicemail, don't procrastinate. If you received a lot of calls prioritize who gets called back first.

#### **Again, Set an Out of Office**

Make sure you have an "Out of Office message" on both your desk phone and or cell phone. It is not the responsibility of the caller to know your schedule. Make sure that the out of office message include the day(s) you are out and also when you are expected to return. Offer an alternate contact or backup contact that they can call if possible.

## **Cell Phone**

### **Text Messages**

Text messages are becoming increasingly more popular as a form of communication for job requests. If possible, I would avoid using this as a primary mode of communication. There are times that we need to tune out the phone calls and texts. While it may be hard to disconnect, sometimes there are times that it is necessary. The other concern is a text could be personal or business, and staying focused on work can be difficult if you are receiving a lot of personal text messages.

### **Set an Out of Office!**

I know I sound like a broken record, however, if people are reaching out to you on your cell phone for business, make sure you are also putting an out of office message on your phone when you are on vacation, sick, or holiday.

### **Instant Messaging**

#### **Use Sparingly**

More and more companies are using instant messaging as a form of communicating. While this is a great way to get answers to quick questions, keep in mind that it can rob someone's focus. It is essential that you are using this sparingly.

### **Communicate Back**

If you do not have time to speak with someone at that time, let them know and get back with them when you have more time. Turn this off or set it to “do not disturb” when you need to concentrate. Someone could potentially reach out to you at any time and break that concentration.

### **Group Messaging**

#### **Use Only for Urgent Messages**

Sometimes emailing urgent messages can be too slow and can be missed by some. Using group messaging can be a great tool to use when communicating urgent messages that need to be sent out.

You can create a group for your team as well as for leadership communications. This will help organize mass communications, which can be catered to your audience. It is also essential to make sure that you are setting the rules. This type of communication should be used for urgent issues, only not to talk about trivial topics or topics that can wait to be discussed face to face.

### **Don't Have One on One Conversations**

Group messages are meant to disseminate information and work collaboratively with your teams any message that requires multiple groups or individuals; it is excellent to use this space. This space, however, should not be used for one on one conversations with your peers. Team messaging can be extremely disruptive, especially when individuals are in meetings. If you want to have a conversation with someone directly, pick up the phone or message them individually. Your group will thank you.

### **One on One Employee Sessions**

#### **Perform Monthly 1:1's**

Performing one on ones are a great way to get to a better connection with your employees. Make sure you are completing your one on ones with all of your employees each month.

If you have more than 25 employees, perform these quarterly. Otherwise, you find that this is taking up a lot of your time that could probably be focused elsewhere.

#### **Give Them Time**

While it is essential to cover the requested questions set forth by your leadership, it is necessary to allow the employee time to speak about whatever is on their mind. As a leader, it is good practice to hold your thoughts and will enable the employee to do most of the talking.

#### **Public Speaking**

Public speaking is difficult for most people. There are an estimated 87% of all Americans have gloss phobia, which is a fear of public speaking. So, you are not alone, and most audience speakers understand this and understand the difficulties of public speaking.

#### **Be prepared!**

How do you get to Carnegie Hall? Practice, Practice, Practice. If you have a presentation that you need to present, give yourself some time with it, bring it home and practice it behind closed doors. By having dry runs of your presentation, this will allow you to be more comfortable with the content.

#### **Know your Audience**

Remember who you are speaking to and tailor the message for them. Try to leave the jargon out of the presentation unless the audience is knowledgeable on the material. If you look out to the crowd and see their eyes glazed over, it is time to re-evaluate your approach.

## **Be Yourself**

Don't try to be anyone else but yourself when speaking in front of an audience. You may not come across as genuine and lose some of the audience.

## **Tell A Story**

Being able to connect to your audience is crucial. Adding a personal touch to your presentation can affect the material you are presenting as it draws your audience into your presentation.

## **Keep Your Energy Level High**

There is nothing worse than a speaker that has low energy. They can suck the energy right out of the room, and instead of engaging their audience, they find themselves disconnecting from them.

## **Paperwork**

While physical paperwork becomes less common due to the advancement of technology and communications, there is still plenty of it in the work environment.

## **Don't Keep Everything**

Avoid the clutter, if a paper communication doesn't require a response from you, skim it, and then toss or file it. If a paper communication requests a response from you, respond immediately, then throw it away, file it, or shred it.

## **Stay Organized**

Stay organized with the paperwork and keep it in specific folders if you need to retain a physical copy. If you're too busy to respond right away, put the document in a "Later" file. Be sure to rank the items by priority.

## **Scan What You Can**

If you don't need to keep a physical copy of the paperwork then scan it on a copier and keep it organized on your computer.

## **Shred What You Don't Need**

Shred any work documents that you don't need; this will ensure the communication will remain confidential and help out the environment.

## **Stay up to Date**

Go through your documents every so often, say once a quarter to see if the information is still relevant. If you are not sure if you still need it, scan it!



# CHAPTER 6: STEWARDSHIP; LEADERSHIP IS UNDERTAKING RIGHT THINGS

**S**tewardship is demonstrated by taking responsibility and accountability. The leader's role is to be accountable to the members of the team through leading by example and removing barriers. Accountability is accepting the outcomes of an initiative, good or bad.

As servant-leaders, we must take responsibility for ourselves and the actions and performance of the team. You need your team more than it needs you. As leaders, we are compensated for the performance of our team good or bad. If the team fails, we fail. Our job as leaders is to remove barriers and roadblocks to secure the team's success. The team's success is our measuring stick. Consider the obstacles that are creating difficulty for the team. Identify solutions for the obstacles and how to remove them. So how do we practice stewardship? It begins with leading by example.

## **Leading By Example**

To lead by example, we must be responsible for our actions. We must set the example for others to follow. Then we must follow the same rules, policies, and regulations we have required of the team. For example, the supervisor cannot like a post on social media and performance management a team member for the same activity. Also, on the implementation of a strict

travel provision, the leader cannot stay at the swankiest hotel in the city or initiate strict spending and purchase a luxury car. Do any leaders immediately come to your mind? How does it make you feel? Aggravated? Angry? Frustrated? If that statement stings, take a look in the mirror, think about your actions, and make changes.

Guess what? Your team feels the same way when you don't lead by example.

Think before you act. All of our actions can impact our team. Keep in mind that you are on stage and your team is watching. The higher your position, the bigger your stage. The do-as-I-say-and-not-as-I-do mentality is damaging to the morale of the team and damages your credibility as the leader. This double standard by the leader demoralizes the team and can become destructive. The team will feel a loss of the empathy and respect that you are trying to convey. Think of your team as having a savings account. All of the trust, active listening, relationship building, etc. are small deposits into an account. Over time, you have a solid partnership and a nice nest egg with your team. Each time you fail to lead by example causes a withdraw from the account. The amount of the withdrawal is determined by the actions of the leader. Betraying or perceived betrayal will result in large withdrawals leaving nothing in the account.

The result is you have lost the privilege to manage the team. Yes, leadership is a privilege. It is an honor for a team to instill their trust in you to lead them. This privilege is not to be taken lightly. We are obligated to covet that trust by setting the best example and always having the team's best interest in mind. Through leading by example, we demonstrate to our team what is possible and begin practicing what we are preaching. Our teams begin thinking that our initiatives are possible to achieve because the leader is also doing them. Leading by example is one of the secrets to getting team members to follow you. It is a small gesture that yields big returns and deposits into the team's virtual savings account. Over time, the team will follow you anywhere.

Leading by example can easily be applied to your leadership in several ways:

- Be willing to do anything you would ask of others.

- Follow the rules as closely as you expect your team members to follow.

Be cautious not to interrupt any team member, especially if you are critical of someone else interrupting.

If you allow the team to leave early, then you should also leave early. The team will feel guilty if you stay and finish the work.

Take a moment and think about your leadership style, your values, and your actions. Consider if you need to make any adjustments.

### **Accepting Responsibility**

*“Great leaders bear responsibility as immoral leaders show blame”.*

Placing blame is often seen in leadership positions. When things go south, individuals are ready to point fingers and isolate the individual or thing that caused the issue. This is the easy route. It's much easier to point out someone and place blame. Recognize that this is a detriment to everyone including the leadership you are attempting to establish. The blamed individual will feel betrayed by you, which will impact the trust you are developing as we will later learn. If we blame the process, the individual who created the process will feel betrayed. What does placing blame represent? It signifies that the leader wasn't as prepared as one could have been. Think about that for a moment. At the point when you point a finger at somebody, there are three fingers pointing back at you. Don't place blame; accept responsibility. A responsible leader says, “I am the one who must make it happen.” The leader will take the time to prepare and evaluates the needs of the team. This is demonstrated through several actions of the individual.

The leader takes responsibility for the actions good or bad of the team. We share the shortcomings of the team and have action plans in place to manage through obstacles. With any missed initiatives, blame is not placed. In leading a team, leaders will relinquish the just-one-of-the-team position and rise to the leader position by setting direction and expectations for the group. This is shown by their separation from the team. You no longer go on lunches or friendly ventures outside of work. You rise to manage the problems and remove barriers. Leaders manage everyone with equality and integrity. Stepping up and accepting responsibility can be viewed as an advantage. It is an opportunity for you to showcase our skills and abilities. If we accept blame, we then have a chance to show how we can manage in the face of adversity or through a crisis. This will advance your team, your initiatives, and your leadership reputation. As you lead by

example for accepting responsibility and accountability, you will see a change in the culture of your team. Your team members take ownership for outcomes. They also accept responsibility for their own actions and the job they perform. Collaboration is embraced and the team functions on a higher level. Through stewardship, you have evolved your leadership and the team.

## Motivation and Persuasion

Persuasion is a fundamental and essential proficiency of leadership. It is not by ill intention or manipulation. Consider persuasion as your ability to lead people in a specific direction on your behalf, regardless of your formal authoritative position. Through persuasion, your leadership must appeal to a diverse group of individuals. You must make rational arguments and develop reasonable solutions. To persuade your audience, you must first know your audience. Who is your audience? We convey a different message when addressing different classes or professions. Consider the occupation. If you are persuading a clinical professional, you will focus the conversation on a medically related approach. With a mechanic or engineer, you will relate the topic to their unique occupational tasks. Know your audience and speak their language.

### ***What's in it for me?***

The number one message to communicate to an audience is the benefit of following the initiative you are conveying. The benefit must be tangible or something they can see or touch. What does the team get? Why should they follow? Think about the initiatives from all angles. Some benefits could include the following:

- Reduction in process steps
- Elimination of duplicate work
- Creating automated process to eliminate manual work
- Freeing up time for more desirable activities
- Improving safety records
- Status and recognition

These are just a few examples of potential benefits. There are millions of benefits. We must know our team members to know our best angle of persuasion. Knowing our team begins with knowing what motivates them.

Motivation represents the passion for the drive. Motivation is demonstrated by the need to raise the bar and the status quo continuously. Your motivation to develop leadership is demonstrated today through reading this book. Individuals like you are viewed as having high work standards, goal-oriented, and committed to continuous professional development. Motivation is contagious. People naturally surround themselves with like-minded people. You are in good company. To motivate your team for performance, you must understand your team and leverage the individual's engagement. Team engagement manifests by the team member's commitment to the organization's goals or values, the commitment to the success of the company, and the commitment to do their best every day. Each team member will have a different level of engagement, which may vary based on the current initiative.

Roughly, about 28 percent of disengaged team members leave a company, while only 4 percent are highly engaged. Many times, leaving is not financially driven. Consider the impact of having to replace an individual:

- increased workload
- downtime
- training for the new staff
- potential for fragmented care or failure to manage patients properly
- patients stop following treatment plans

Your opportunity is to leverage your leadership skills to drive engagement within your team. We start by meeting the team members where they are and identifying the three levels of engagement:

**Highly engaged:**

Think superstars' individuals who think about the job outside of working hours and don't consider the job "work." These individuals generally make your job easier. They are open to change and innovation. They are always working towards the end goal and looking for opportunities of growth.

### **Engaged:**

Think solid performers individuals who consistently provide good work. Engaged individuals are essential for every team. These are the worker bees. These individuals are happy to do their jobs and do not desire additional responsibility. They are followers of the direction you set rather than active participants in evolving the model.

### **Disengaged:**

Think individuals who are not aligned with the position, team, mission, etc. high-maintenance individuals, underperformers, etc. They can drag the team down. Many times, they require much of your attention and management. These individuals can distract the team from the end goal, create chaos, and increase team drama. This instills uncertainty in your team.

Where does most of your team fall? Generally, 10 percent will be highly engaged, 80 percent engaged, and 10 percent disengaged. To leverage engagement, you must know where you currently stand with your team. Ask for their honest feedback without reciprocity. It is vital to your growth as their leader. You will know where you need to adjust your shortcomings and focus on personal growth. Instill on the team the importance to provide you feedback as their leader. Reward the team for feedback. Keep in mind the partnership and growing together.

To engage the team, you must do so through a cultural change, not creating a program. Programs simply result in your superstars continuing to thrive as the unengaged continue with status quo. A motivated individual will work hard when there is something in it for them, while an engaged one will work hard for the sake of the company. Every leader has the vision of creating a workplace that will draw in new team members due to the desirable environment. Respect represents recognition, empowerment, supportive feedback, partnership, expectations, consideration, and trust.

### **Recognition:**

Each team member desires to do a good job and be acknowledged for his or her commitment to the team. This will reinforce to the team the preferred behavior. Know your individual's preferred venue for recognition. Many, but not all, welcome being recognized in front of other team members, however. Individuals with underlying social anxiety will shy away and be embarrassed by public recognition. This could impede their future actions on goals. By knowing your team member, you will know their preferred venue of recognition.

### **Empowerment:**

Install in your team the trust to make decisions and function independently. You must support them through this avenue regardless of the decision made, and be mindful of micromanagement, ensuring that your team feels supported and will develop the confidence needed to make stronger decisions without questioning themselves. Delegate tasks that will showcase their unique skills.

### **Supportive Feedback:**

Your job is to communicate feedback to the team to facilitate growth and the understanding of the goals and initiatives. Note that this feedback is supportive. The team members must receive the information as a personal growth opportunity, not a punitive one. Everyone is unique. You must identify the appropriate tone and structure of the conversation to instill the feedback without damaging the relationship.

### **Partnership:**

Leaders are partners with our team, not bosses. You are moving toward the same goal with slightly different jobs. You push each other to excel in your role and win as a team. You leverage transparency of ensuring the team is in the know of the current happenings.

### **Expectations**

Are the defined goals that support the company's mission. As mentioned in the communication section, you must be clear in our expectations. The expectations should be clearly communicated and in writing to limit confusion of the team. You must also reinforce the expectations to keep the team on task and know the immediate prioritization. Vague expectations lead to underperforming teams and a poor reflection of your leadership.



### **Considerations:**

Giving careful thought of how to interact with an individual. Leverage your emotional intelligence skills, and understand the position of each individual as it is rooted in his or her personality. Team members will feel you care for them and feel respected. Ask for the input of the individual doing the specific process before making changes that directly impact his or her daily activities. There is a high probability that they will provide you valuable feedback on how to gain efficiency. Make sure they know you have their best interest in mind and not checking up on them performing the job.

### **Trust**

Is a common theme throughout this book, which should impress on you the value of trust of your team within your leadership role. This is the most pivotal element of any leader. It is the ability to make a good leader great and a mediocre leader fail. Know where you currently stand with your team and ask for their feedback. It is vital to your growth as their leader. You will know where you need to adjust your shortcomings and focus on personal growth. Instill on the team the importance to provide you feedback as their leader, and stress the aspect of rewarding the team for feedback. Keep in mind the partnership and growing together.

# CHAPTER 7: EMOTIONAL INTELLIGENCE & LEADERSHIP

While there are many different approaches to the concept of IQ, it is no longer considered the main key to success although it does help. No one can deny that a high IQ certainly impacts your ability to earn a good income, achieve academic success, and maintain good health until old age. However, a high IQ score on its own is no guarantee that you'll use the superior intelligence you were born with to achieve outstanding results. With children and young adults, it is up to their parents and teachers to spot their exceptional intelligence and support them, so they make the most of it. With adults, it's up to their own emotional maturity, determination, and perhaps vision; to what extent they will use their gift. So, what exactly is IQ and how is it measured? IQ tests usually evaluate someone's ability to understand, calculate, and solve complex spatial problems and reason. They focus on four main elements of intelligence: verbal, numerical, spatial, and logical intelligence.

There are different types of IQ tests for children, for adults, and for people with disabilities but most have certain limitations. Namely, they test only specific kinds of knowledge, like vocabulary, problem-solving skills, and so on, but do not measure practical knowledge or knowledge you need for activities such as music, arts, or sports. Besides, we now know that it takes much more than a high IQ to become a successful professional many other factors, such as a stimulating environment, a personal talent, and perseverance, play just as big, or even a bigger role in determining your

chances of success. Although scholars disagree on the importance or even relevance of IQ tests, and many claim that its importance has been overrated, everyone agrees that a high IQ definitely helps in some jobs. But, even so, we know that the difference between a mediocre and an outstanding performance often has more to do with one's creativity or motivation than with their intelligence, and these qualities cannot be measured with an IQ test.

There is also the issue of how relevant an IQ score is in different cultures. In societies where intelligence and academic performance is highly appreciated, such as in the West, having a high IQ gives you a much better chance of "making it." While achieving exceptional results will also depend on your personal motivation and self-confidence, a high IQ score in Western culture is appreciated and rewarded. On the other hand, in societies where strong family and social bonds are key to happiness and success in life, a high IQ may be completely irrelevant to one's societal standing. A high IQ may or may not help you achieve great things in life, because for true, long-lasting success, your personal efforts will have to be boosted by many other factors, such as family support, available opportunities, cultural values, and more.

### **Is Intelligence Overrated?**

Despite evidence that IQ is not directly linked to one's success in life and that other skills are more, or at least equally important, in Western culture, intelligence still receives a lot of attention. This in spite of numerous studies which show that your communication, negotiation, and leadership skills are much more likely to affect your professional success than your intelligence could.

For example, having good relationships with your customers can bring you more work thanks to the trust you've developed; or knowing how to negotiate the best possible deal for your company, or for yourself, can make you more professionally successful; or skillfully leading your team through a difficult transition period can help you retain your best employees. Even people with less education and a lower IQ, but who are highly motivated, will have a better chance of succeeding than someone who is exceptionally

intelligent and highly educated, but lacks the vision or optimism to keep going through difficult times.

Daniel Goleman, an expert on emotional intelligence, points out that IQ accounts for only about 20% of a person's success. The remaining 80% depends on their emotional intelligence the various social skills that even those with no access to high education, or those with a lower IQ, can easily master. Whichever way you look at it, a high IQ is not what you need most to succeed professionally. Things like honesty, flexibility, willingness to work hard, specific skills (like building, driving, IT programming, financial, and so on), good management, and emotional maturity are what, eventually, help you achieve outstanding results.

As it turns out, IQ is not as important for our overall success in life as we were led to believe. Whether we are aware of it or not, we often subconsciously choose to be, or work with, people we believe to be honest, efficient, trustworthy, reliable, kind, or helpful, regardless of how intelligent they are. When you choose someone to share your life with, be it personal or professional, their character qualities are much more relevant than their intelligence. As Robert Sternberg pointed out, the better one's IQ test result is, the worse his practical skills, and vice versa.

### **How Managers Gauge Emotional Intelligence?**

If hiring managers are seeking to hire candidates with high emotional intelligence, the question that naturally follows is this: How are they able to tell who is high in EQ and who isn't? Do they give a test? Are they silently judging you without your knowledge? It's more of the latter, but instead of judgment, it's more of an observation. You can tell a lot about a person without asking them direct questions. Hiring managers will know if you are emotionally intelligent by checking how you have worked with teams in your previous roles.

They will want to know how well you got along with these teams and whether you held any leadership positions in your past. Be sure to mention any leadership positions that you are or were responsible for during interviews. Do not downplay the very important role this little fact plays in determining how the hiring manager sees you. If you have been to an interview in the recent past, you were probably asked about a challenge that you faced and how you tackled it. Human resource divisions do not ask this

question for the sake of entertainment or to fill space. Rather, they want to understand what approach you take when faced with challenges. Do you run and take cover or do you face challenges head-on with equal parts courage and creativity? The answer to this question could very possibly mean the difference between being hired or receiving that infamous regret letter.

The other popular question that hiring managers love to ask is: What is your biggest weakness? This leaves many candidates feeling the need to lie that aiming for perfection is their biggest weakness. This answer has been given so many times in interview rooms that recruitment teams have grown to anticipate it and possibly roll their eyes whenever they hear it. Now, whether you are the perfectionist you claim to be or not, the whole point HR is asking is because they want to know if you are self-aware. You need not lie about your weak points; you only need to demonstrate that you know what those points are. Of course, you also do not want to shoot yourself in the foot in order to demonstrate how self-aware you are. Saying that you often oversleep and arrive late for work is exactly how you do not get hired for the job.

### **How to Teach It to Your Employees**

The main difference between IQ and EI is the focus. While IQ focuses on academic abilities and pure intelligence, EI is about one's ability to identify, control, and express emotions. While people with a high IQ make excellent scientists and academics, those with a high EI make good leaders and team players. The answer to which quality is more important lies partly with who you ask, but also with what qualities are sought for a particular profession or situation. It would be fair to say that both IQ and EI are important for a fulfilled life. However, they relate to different qualities: IQ compares one's mental age with their chronological age, while EQ measures one's ability to receive, process, and manage emotions. For a long time, IQ was believed to be the much more important of the two types of intelligence, and even though IQ is one of the keys to success it does carry two major limitations which are:

### **A High IQ Score Is No Guarantee of Success**

Superior intelligence on its own without hard work, optimism, and drive will not get you very far. Only if combined with other important factors,

such as vision and social skills, can it bring long-lasting success?

### **IQ Tests Are Not Always Relevant**

Even a highly intelligent person cannot know everything, especially if a specific knowledge is completely irrelevant to the culture they come from. This means that IQ tests are applicable only to those from a similar cultural and social background. Besides, most tests consist of written and spoken elements, so non-natives can never do as well as native candidates. The greatest advantage of a high IQ is that it makes it easier to win a scholarship. Intelligent people enjoy learning and do so easily, so a high IQ makes one a very sought-after candidate for a scholarship.

Additionally, in certain professions particularly those related to science a high IQ is a definite sign that the individual, able to learn quickly and willing to constantly improve and upgrade their knowledge and skills, will help advance the field in which they specialize. However, many people with a high IQ are known to suffer from depression and anxiety, possibly because they tend to overanalyze personal experiences and dwell too much on details, often causing themselves unnecessary tension and problems.

Despite the obvious benefits of a high IQ, there is an ongoing debate over how relevant and unbiased intelligence tests are, because it's well known that individuals from more affluent backgrounds, with better learning opportunities, usually do better in IQ tests though this doesn't mean those with fewer opportunities are any less intelligent. While this debate will likely continue to rage on indefinitely, perhaps the dilemma of IQ vs. EI is best summed up with the following statement: "IQ gets you hired, but EI gets you promoted."

Food for Thought:

- 1) Would you prefer to have a high IQ or EI? Why?
- 2) Which of the two do you think is more important for overall success in life? Why?

Social skills and emotional intelligence are just the beginning. If you really, want to give your social skills a boost, there's something else that you need to add into the mix, charisma. Individuals who ooze charisma seem to have this uncanny ability to just draw people into their circle the minute they start talking. They have confidence, and they just seem to charm you with every word they say right from the beginning. That's

charisma working its magic. There are some lucky few out there who have been fortunate enough to be blessed with a natural charismatic ability. For the rest of us? We need to work on developing it. Just like confidence, charisma is something that you need to work on and exercise daily. It is going to take time and practice, so you're going to need to be persistent with it until you get there eventually. If you're ready to start working on becoming the charismatically cool cat you've always wanted to be, here's how you can get started:

### **It's All about That Smile**

A smile should be genuine, never forced. A smile should reach your eyes, not something that is stiff and giving away how uncomfortable you really feel. Practice smiling in front of the mirror every day until the smile that you see is one that is warm, genuine, friendly, relaxed and natural. That is the smile of someone who has charisma. A genuine smile lights up your face and makes you appear more pleasant, likable, and approachable. You will rarely find someone who won't return a genuine smile. When you smile, you put the people you're interacting with socially in a more relaxed, comfortable and happy state, which will make them gravitate towards you even more because you make them feel so good. Maintain eye contact when you smile too, don't forget that bit.

### **Eye Contact in the Right Dose**

Too much eye contact and you come off as someone who is creepy and uncomfortable. Too little and you appear aloof and unapproachable. Mastering just the right amount of eye contact is the key to becoming more charismatic. In every social setting, no matter who you may be speaking too, having the right amount of eye contact is very important. Eye contact lets the other person know that they matter and are worthy of your time and attention. Keep eye contact, but not to the point that it seems as though you're staring them down, trying to intimidate them. The best eye contact length to maintain is to hold a person's gaze for one second longer than what you would normally do. Just like smiling, practice this at home in front of a mirror until you are happy with what you see. Where possible, seek feedback about how you're doing from family or friends and get them to give you their honest opinion.

### **Work Place & Emotional Intelligence**

Ever since the world started paying more attention to emotional intelligence, thanks to Goleman, there has been a segment of society that has been particularly engrossed in understanding what EQ can do for them. That segment is the business world or the corporate workplace. C-suite executives and hiring managers all over the world are keen to reap the benefits of emotional intelligence. Since the 1990s, there has been plenty of research to support the claims that emotional intelligence makes a person a better employee. The baby boomers of the world did not care much for emotional intelligence in the workplace. They simply did their jobs, collected their paychecks and went home. Today's workplace has changed. Millennials want more from their jobs than a mere paycheck.

Robert Walters, the recruitment company based in the United Kingdom, undertook a survey of millennials that sought to understand various aspects of their jobs and professions. From this survey, the recruitment company was able to determine that millennials are motivated by things that are totally different from what motivated the generations before them. Millennials are not content to settle for a job for the sake of having a job. Rather, they want a job that gives them a bigger purpose. They want to feel that they are fulfilled and growing. They want to feel like they are part of a bigger community. The millennial workforce also wants the freedom to plan their work days without feeling as though they are under a microscope. They want to be able to be social in the workplace. They want a life outside of work, otherwise referred to as work/life balance. They also want to be rewarded for the things they do through pay increases, promotions, and recognition.

When compared to the older generations, it is clear that millennials have set quite a high bar. It is no wonder that hiring managers have sleepless nights trying to determine who is the best fit for their company. Against this dynamic backdrop, it goes without saying that hiring decisions can no longer be influenced by IQ only. While hiring managers still want to hire smart candidates, they are being swayed more and more by emotional intelligence. In fact, in one survey carried out by Harris Interact for Career Builder, 75 percent of hiring managers said that they would rather hire an employee that is emotionally intelligent over one who has a high IQ. This is not to mean that hiring managers all over the world are united in downplaying book smarts. Rather, it shows that companies have finally



come around to the fact that it takes more than knowing about the knowledge contained in books to survive in the workplace of today.

## **Significance of Emotional Intelligence at Workplace**

Emotional intelligence in the workplace is not just a fad that people are excited about that will go away after a while. There are true benefits to hiring an emotionally intelligent workforce.

### **Emotionally Intelligent Employees Handle Pressure Better.**

Just as the workforce of today is different from the workforce of yesteryear, the workplace has also changed. Before, workplaces tended to be more relaxed. The modern workplace looks to be more cutthroat and pressure-filled. With this in mind, hiring managers know that emotionally intelligent employees will be better placed to thrive in an environment of pressure. This is because they are able to manage their emotions even when the going gets tough. Imagine an environment where employees are unable to manage their emotions. What is likely to happen when a critical deadline is coming up? Probably lots of yelling and scapegoating. This would definitely be a recipe for disaster.

### **Emotionally Intelligent Employees Are Better Decision Makers.**

Decision-making is an everyday activity in the business world. You need to make decisions about how to solve client problems, which clients to pitch to, which colleagues to include in particular teams, how to format a report for a client, how to manage your workload efficiently, and a myriad of other decisions. The more emotionally intelligent you are, the more capable you are of making good decisions. When you know how to manage your emotions, you are able to make decisions that are not simply emotional. Emotions are good and all, but they don't usually make for very good catalysts in decision-making.

Let's say for instance that you are a team leader working to deliver a project for a client. There is one colleague that is very good at performing financial due diligence, a skill that you need for this project. Unfortunately, this colleague does not really like you, for reasons best known to them. They have made this clear, to the extent of being publicly disrespectful. What do you do? A person that is lacking in emotional intelligence might be tempted to engage in a power struggle with this colleague. After all, the colleague should respect the team leader regardless of their differences.

However, if you are emotionally intelligent, you will devise a way to deal with the colleague because you realize that getting into it with them is

only going to ruin the progress of the team. You will figure out a way to play the role of team leader without giving them an arsenal that they can use against you. Instead of playing their game, you will kill them with kindness. You will be fully invested in being the bigger person, and you will not allow said colleague to drag you to their level. This is because you are self-aware, self-regulating, motivated from the inside, and well equipped with the social skills needed to handle a colleague that is behaving like a petulant child.

### **Employees with High EQ Handle Conflicts Better**

The workplace is a convergence of many personalities. When different personalities meet in one place, there is a high likelihood of clashing. Colleagues will not always get along. You may have potlucks or staff parties every other weekend and there still will be differences and conflict between the employees. In the face of conflict, you need employees that can resolve their differences with as little drama as possible.

### **High EQ Employees Are More Motivated**

Let's say you are a business owner who has worked hard to build your brand and hire a reasonable number of people to work for you. You invested your life savings into starting a company because you believed in your vision and mission. Two years after hiring your employees, you start to notice that all of them are coming in late, dragging their feet in their delivery to your clients, and sometimes not even showing up for work. Your brand starts to decline. Your clients are no longer satisfied. You feel defeated. Where did you go wrong? You hired employees who were not emotionally intelligent.

### **Emotionally Intelligent Employees Respond Better to Criticism.**

Imagine having an employee that sulks every time they are criticized about something. How annoying would that be? As an employer, you do not have the energy or time to deal with employees who view feedback as a personal attack. Employees who are emotionally intelligent understand that there will be moments when they need to be corrected. Their self-identity and sense of worth are not pegged on what their boss has to say about them. They are secure in themselves and accepting of feedback, both negative and positive. Outside of regular employees, workplaces also benefit from hiring emotionally intelligent managers. Such managers are better able to manage teams, communicate the vision of the company, and even resolve conflict.

A manager that is low in EQ might cause the downfall of the company that they work for. Such a manager will try to impose their authority on the rest of the employees using intimidation, threats, and other unwarranted tactics. The same goes for C-suite executives and anybody else that is in a management position at the workplace.

# CHAPTER 8: A LEADER SHOWS CONFIDENCE

**E**xceptional leaders are confident, but never arrogant. They value the contribution of all their subordinates, while at the same time offering honest and constructive feedback. The leader knows that the goals of the group are attainable, even if they might be very difficult to attain, and she or he sets that positive expectation for the group. A leader displays a positive attitude. This attitude inspires the team to reach for objectives that sometimes will test the limits of the team's capabilities. The leader encourages the team members to look beyond their self-interest and to recognize that achieving the team's goals are in everyone's best interest.

Confidence goes both ways. As the leader, you must demonstrate to the team members that you are confident and capable. If you are constantly second-guessing yourself, or if it is obvious that you hesitate making decisions, team members will pick up on that. They will interpret your lack of confidence as indifference, or they could see it as doubt that the team's goals will be achieved. For the team to function optimally, all members of the group must be convinced that the leader and the other team members are not operating with some ulterior motive. At the same time, the leader must have confidence that the team members are responsible and ethical in their work on the team's assignments.

## **Operating With Confidence**

Leaders who display indecision, uncertainty, and hesitation rarely inspire their teams to achievement. Team members have more confidence in, and work harder for, leaders who they perceive to be self-assured. The most

dysfunctional teams I have worked on all shared one common theme. They were led by individuals who continually second guessed themselves and who were paralyzed by indecision. These teams struggled because the team members had no confidence in the leader. The most successful teams that I have been associated with all had leaders who displayed a sense of self-confidence. They had confidence in the team members and they had confidence in themselves. Their self-confidence allowed them to listen to team members' suggestions, to respect the team members as valuable partners, and even to admit when they were wrong. Successful leaders recognize that self-confidence is a valuable trait, and they know it must be continually cultivated in themselves and in their subordinates.

### **Self-Confidence Is A State Of Mind That Can Be Nurtured**

We all encounter times in our life when we are not sure what action we should take. It is impossible to accurately predict what will happen in the future and what the consequences of our actions will turn out to be. Doubts may arise in our minds about whether the actions we are about to take will produce the outcome we are anticipating. This uncertainty is often a self-confidence killer. As a leader, you cannot allow lack of confidence to be the cause of indecision or inaction. While it is natural to be apprehensive about the future, effective leaders find ways to develop greater self-confidence and move forward.

### **Planning And Preparation Creates Confidence**

In my experience, I have learned that the easiest way to bolster my self-confidence is to be prepared. Whether it is a new assignment for the team or a roadblock that we encounter along the way, the more prepared I am, the more confident I am. A strong leader is continually studying the situation and planning actions accordingly. When it is a new assignment, ask yourself and your team to think about how to accomplish the goal. Are there more than one approach to take to fulfill the assignment? If so, look at the advantages and disadvantages of each one. Think about potential roadblocks and determine possible ways to overcome them. You may not be able to anticipate every possible scenario but, by considering the problems that can arise, you will be armed with potential solutions.

### **A Positive Attitude Nurtures Confidence**

For me, a negative attitude and lack of self-confidence feed off one another. When I am feeling positive about my situation and about my life, I naturally feel more confident. I have learned that I can create a greater sense of self-confidence when I start with a positive mental attitude. Some people seem to have the knack of projecting a positive attitude in even the most taxing situations. What I have found by talking to these eternally positive people is that they are as anxious in certain situations as I would be, but they are able to outwardly project confidence. Without a certain degree of confidence in yourself and your abilities during those challenging situations you become prone to anxiety, panic, and poor decision making.

### **Take Positive Actions To Improve Your Mindset**

Developing a positive attitude takes work and maintaining a positive attitude in adverse circumstances can be even more difficult, but it is worth the effort. Fortunately, there are purposeful activities you can undertake that will lead to a more optimistic outlook and, in turn it will bolster your self-confidence. Taking a constructive action is the way to reduce the negativity. The actions that you take when you find yourself feeling apprehensive or hesitant will have a strong impact on your demeanor.

It is important to understand that there isn't one particular action that you can take whenever you want to develop a more positive outlook. There are times when one approach has worked for me, but at other times it did not work and I had to try something else. Often many small actions that seem to be inconsequential can add up and be extremely effective. Here is a selection of positive actions I have used to bolster my confidence.

### **Use Affirmations To Nurture A Positive Mindset**

Many people use positive affirmations to create a confident mindset. It often works for me. When I am anticipating a situation in which I might be hesitant, I write down the positive thoughts I want to embed in my subconscious. The affirmations are simple phrases that are repeated to yourself over and over. Simple phrases such as "I have the talent to create a successful life" and "Today is a good day to be alive" have been effective for me.

### **Document Your Strengths And Achievements**

Confidence comes from recognizing that you are capable of being successful. You should be purposefully aware of the successes you have had and celebrate them. Most people have the tendency to minimize the achievements they have attained and focus on their past failures. This has always been a struggle for me. I overcome this tendency by keeping a list of the successes I have had. It is a resume of sorts in that I think about the jobs I have had in the past and write down the times that I was successful. I note my personal accomplishments, no matter how small or seemingly inconsequential. I note the times when I solved a problem, or when I created a new process that worked better than what we had been doing. I also note the times when the team I was leading had successful outcomes. If you give this some careful thought, you will be surprised at how many successes you can list. Whenever, I review this list, I feel a surge of self-confidence.

### **Take Actions To Feel Good About Yourself**

I am very self-critical and that often affects my confidence. When I am in a self-critical mood, the only way I have found to break out of it is to take a positive action. By focusing on actions I can take in my diet, exercise, and dress, I become more confident. I attack stressful situations with physical activity. Whether it is a workout in the gym or simply a short walk, increasing your physical activity will create a more positive mindset. I have also found that I feel better about myself when I dress well. Wearing well-fitting clothes that are appropriate to the situation always works for me.

### **Gaining Confidence Through Education**

Learning increases self-confidence. Effective leaders recognize that the world is continually changing and we must all keep up with the changes. When I graduated from college with a bachelor's degree in a science field and started on my first managerial job, I was pretty naïve about business. I knew a lot about science, but my job was as an assistant manager of a restaurant, so my science background didn't really prepare me for the job. In that position, I was never very confident of my leadership skills.

One of the ways I was able to become more confident was by continuing my education. I took workshops, attended seminars, and studied the topics



that I felt needed work. Over time, I became skilled at the business aspects of the job and that increased my confidence as a leader. Throughout my career, I continued to focus on my education. Whether it was formal education in graduate school as I earned an MBA or informal education through seminars and workshops, it was clear to me that continuing to learn was the only way I could build my skillset to become a more successful leader.

# CHAPTER 9: THE THOUGHT PATTERNS OF SUCCESSFUL LEADERS

**S**uccessful leaders tend to think in a very similar way. If you study the thought patterns of the top 20 richest businessmen in the world, you will spot some very distinct similarities. Even though they come from different industries and follow distinct paths to their massive success, you can connect their thought patterns. The most successful men in the world have always been bold thinkers. If not in innovating new ways of doing things to make them more effective, they have created value by coming up with new systems. Some, like Einstein, took a leap of imagination, came up with scientific theories, and expanded humankind's understanding of the world we live in. Every aspiring leader needs to adopt this kind of bold thinking if they hope to achieve even a fraction of what the likes of Einstein, Steve Jobs, and Bill Gates, just to name a few, have achieved.

In this topic, we will focus on discovering the thought patterns that made the most successful managers successful. We will start with decision-making before moving to more sophisticated systems of thought, including the Bayesian concept and reverse thinking. We will illustrate how distinguished thinking leads to successful careers wherever one may decide to establish their career. To do this, we will rely heavily on the life stories of some of the most successful thought leaders in the world, including Ray Dalio, Elon Musk, and Albert Einstein.

In your capacity as a manager, you will be required to answer hundreds of questions every day. You will also make numerous decisions with far-reaching impacts. Every decision you make as a manager will affect the employees you lead, the company you work for, and the customers you serve. You can no longer take decision-making lightly. At the same time, the sheer volume of decisions you will be asked to make calls for the ability to make great decisions in half the time. In “Decision-Making 101,” we addressed the fallacious perceptions of decision-making that most people have in which they have a bloated idea of their ability to decide while disparaging other people’s choices. In this section, we will look at the exact strategies you can follow to improve your decision-making skills. What follows is a systematic master plan that will streamline your administrative functions and make you a better leader.

### **Systemizing**

As much as you need to make them, the small decisions in life tend to have a very serious clattering effect on your brain. They drain your mental energy so that you cannot dedicate the entirety of your mind to the important things. From the analysis of the decision-making habits of great managers, you will realize that they eliminate these questions from the word go, freeing up their time to more important pursuits. The solution is to cut down the hundreds of small decisions you will be required to make every day to a few huge critical ones. In the study of systemizing, we will study the habits of the previous president of America Barack Obama.

As the manager of the world's biggest economy, there was obviously a lot of demands on President Obama's time. The decisions he made would affect the whole world, so it was even more important that he made the right ones. By cutting down decisions like his wake-up time, morning routine, the clothes he would wear to the office (he only wore blue or gray), and the breakfast he ate, he was able to save his mental energy for the hundreds of more important decisions he would make on a daily basis. It may not seem like much, but a routine like this one can go a long way in improving your decision-making capabilities. When paired with the other strategies that we will discuss in this section, it will play a huge part in transforming you into the kind of manager you have always wanted to become.

### **Vision**

If I could give you a strategy to improve your decision-making capabilities, I would use "vision." When you make decisions based on a clearly defined vision, you will cut down on a big chunk of discordant decisions that you will be asked to make. This is how it works: As soon as you take up the managerial position, you sit down and draft a vision for yourself and the department. This vision should take into account the overall vision and mission statements of the company so that whatever vision you write will fit your job description. Be as detailed as possible about the different dreams and goals you hope to achieve.

You can work within the time frames set by the company, or you can create your own. Be careful not to overestimate your abilities or underestimate the time needed to accomplish a particular objective. That is the worst rookie mistake you could ever make, and it might cause you untold problems. Any time you are faced with a question or decision, you will have a very specific way of answering it. You will simply ask yourself, "Does the action that results from this decision align with my vision?" If it does not align, your decision is made for you; and if it does, you can then set about attempting to accomplish it.

### **Being Resolute**

One of the worst things you can do as a leader is to walk back on your decision. It gives the impression that you are weak and unsure of yourself, which can, in turn, undermine your leadership. However, there is a

difference between being resolute and being stubborn. Stubbornness is when you continue holding on to a belief even after it has been proven to be wrong. It endangers your team, vision, and career because you could be holding on to a wrong decision. Your superiors might not look very kindly at resoluteness if it ends up costing their company money. In fact, it is the definition of a *wise person* to be able to accept it when they make mistakes and work to correct them. The way decision-making works is that if you make your decision right, you will not have to revise it for anything. Therefore, resoluteness is created in the backend of decisions. When you evaluate the data, take care of all loose ends, and consult with the experts to make a decision. You will have all the incentive to stick it out.

This is the difference between an unpopular decision and a wrong one. An unpopular decision will be validated in the end, so you should definitely stick it out despite initial opposition. Soon enough, you will be validated as a visionary. Some of the most successful businesses of today were once considered to be terrible ideas before they were proven to be visionary. When Steve Jobs made the decision to start designing the Macintosh, he was determined to make it the best-selling personal computer in the market. The decision was so unpopular that he was fired from his own company. Today, Apple is the only company in the world to have reached a market capitalization of \$1 trillion. The company has been able to reach these great heights by capitalizing on the Macintosh technology Steve Jobs had once been fired for pursuing. Talk about vilification!

In conclusion, the best way to make the hundreds of decisions that you, as the manager, usually have to make on a daily basis is not to do everything by yourself. When creating a vision, ensure that the employees understand the common goal and base their actions on it. You can then focus on strategic planning and supervision for greater success. This also means that your department works as a system rather than as an extension of you. When a system is in place and functioning well, you can usually take off without worrying that things will go wrong. It is when things start going awry as soon as you are out of the office that you should be concerned.

### **Mental Models for Systematized Decision-Making**

When creating a systemized decision-making and thought process, we try to prioritize outcomes. The idea is to create a system that allows you to maximize outcome with minimal time and capital resources. Systemizing should follow the thinking process listed below: In the first step of establishing a systemized decision-making organization, you reflect on the vision and mission of your company. This allows you to identify the work process that is involved in the accomplishment of various tasks. The outline of the work systems should be work centered; otherwise, you will just entangle yourself more in the process. Second, you come up with an objective statement, paying attention to the strengths, weaknesses, goals, and the strategies you think would make it possible to attain the goals. You can then make a general operating procedure made out of work procedures to accomplish the most common tasks around the workplace. The procedures should be sensible, practical, and simple for every employee to understand.

The third and final process in systemizing the decision-making procedure in the workplace is to ensure that you keep tweaking it. Constant updating will enable you to cut off redundant procedures, add new ones as needed, and keep everything perfectly up-to-date. When the system no longer serves its purpose of freeing you up from the hundreds of decisions you have to make daily, you must adjust. Studies have shown that highly successful people all put in place systems to help them save time in order to improve their personal performance. The Pareto principle applies to decision-making meaning that 90% of the decisions we make apply to 10% of the most intense job activities we engage in at the workplace. As for specific mental models, the best one to apply for decision-making is the Eisenhower matrix. Eisenhower was the supreme commander of the US forces in World War II and 34th president of the United States. He was a highly productive leader, achieving great things both in his military and political career. His life was organized using the four-part box matrix denoting activities that fell into different categories of urgency and importance.

The first box contains focus tasks. It contains the most urgent and most important tasks in your diary. These ones should be prioritized over all other tasks and be done as soon as possible. The importance of the tasks that fall here means that a leader ought to address them personally. The

second box is for your goals. The tasks that go here are very important but not urgent. You can set a future time to do them and carry on with the urgent for the meantime. Any good goals in this category move into the focus box as soon as they become urgent. The third box of the Eisenhower matrix contains fit-in tasks. The tasks in this box are urgent but unimportant.

You can get away with delegating them to your assistant or any other employee in your team. Finally, we have the backburner box. It contains the tasks that are neither urgent nor important. They are mere distractions that you should eliminate so you can focus on tasks that are more important. The problem with many managers is that they waste a lot of their energy and time on the third and fourth boxes instead of focusing on the first and second ones. As a result, their productivity suffers. The only decisions you should make are the ones in the important boxes. With proper insight and planning, you can also eliminate the urgency from your decision-making by focusing on the goals box. This is especially critical if you do not perform well under pressure.

### **The Common Mistakes of Beginning Leaders**

The skillset that got you to the manager's office will not keep you there or take you to the next step in your career. For most managers, the first few months or years of their job is spent making mistakes and learning from them. However, if you know these mistakes going in, you can probably save yourself some trouble and propel your career to great heights right away. In this section, we shall look at some of the common mistakes that beginner leaders make that impede their progress as leaders. It is meant to be a guide for you to avoid repeating them.

#### ***You Try to Prove to The Whole Office That You Are the Best.***

After a promotion, it is very common for the new manager to feel the need to validate themselves. This is especially common if you beat out some serious competition to clinch the office. As a result, most new managers will continue to perform their old technical job long into the managerial position. What they do not seem to understand is that management is a completely new ballgame. Your priority as a manager should be to support other technical workers and help them reach maximum potential. Continued performance of the old functions even when you are

expected to do other things communicates to the senior managers that you are not very confident in your own abilities to manage. You waste so much time proving that you deserve the promotion that you bomb it.

***You Go Out of Your Way to Show Everybody that You Are in Control.***

The natural instinct for a newly promoted manager is to go around doing things that indicate to everyone that you are in charge. In this mistake, most new managers will veto good ideas because they did not come from them, stubbornly push their bad ideas on everyone, and generally make a nuisance of themselves. What they do not seem to understand is that everyone gets that they are the new boss. Not everyone agrees—in fact, most people will have a very passionate idea about who would have been a better candidate to promote in your place, but everyone is acutely aware that you are the new boss. When you go out of your way to show that you are in charge, you waste time and energy that could better be employed in creating a rapport with solid strategies and vision. In fact, the more you try to show your employees that you are in charge, the more resentment you will generate.

***You Immediately Embark on A Mission to Change Everything Overnight.***

Unless you are Jack Welch and you have complete control of your department, going about your new job as if your predecessor did everything wrong hurts your credibility. When you are just a small part of a system, you have to show some regard to the system. Anything else sends the message that you do not respect the efforts that went into setting it up, which is an indictment of every employee that worked on it before. If you want to bring some changes, a better strategy is to invite the team to suggest changes, combine them with your own ideas, and then gradually put them in place.

***You Fail to Establish A Rapport With Your Team.***

When you go into a new job as the outsider manager, you will have to take the time to know your team so that you can work at earning their trust. When you are promoted in your current job, you will probably alienate other peers who felt they deserved the promotion just as much. In both instances, you will have to reach out to create a rapport. However gifted you might be, you cannot accomplish anything without a team to support you; the team is indispensable. A one-on-one sit-in with every member of



your team is a great place to start. It allows you to measure everyone up to identify their strengths, weaknesses, and career aspirations. Knowing all this information comes in handy because these people will likely occupy key positions and come in handy in helping you achieve your master plan for the department.

***You Take Everyone at Their Word.***

Now that you are the manager, the common employee will start viewing you as the establishment. Even if you worked in the company before your promotion, your old friends would start acting differently around you. At least until your relationship adjusts back to its old level (if it ever does), expect to be “boss” and not “Ronnie” or “Rick.” Being lied to is one thing that comes with the new territory of being boss. Therefore, you must listen with your eyes as well as your ears to avoid getting taken for a ride. Even if you are a straight shooter, chances are you were not 100% with your old boss either. There were some things that you kept from them, and you probably exaggerated the difficulty of getting a task done to get fairer terms too. In fact, you will probably have some fun as you watch people act in a way that you have always done, thinking that you are none the wiser. As long as it does not hurt anyone, you can let the small things slide, which is actually another mistake that new managers make.

### ***You Expect Too Much from Your Employees.***

You have probably gotten to the position you are in now because you worked yourself to the bone, observing long hours and going out of your way for the job. The sooner you understand that not everyone has the same work ethic as you, the better it will be for you. Some people only work because they need to pay the bills; otherwise, they would not be seen within a mile of the office. Not everyone cares about impressing the boss or delivering the best work on every project. Some are perfectly content with simply finishing the project and not being fired. It falls on you to motivate them to care more about their work. You will get more out of your employees if you can find a way to get them to care about the work, not just the rewards.

### ***You Micromanage Your Employees.***

Very few employees would have micromanagement among the list of the most endearing habits a manager could have. In most cases, employees feel that having someone even check their work is an insult. When you assign a task to an employee and then keep checking in on them, what you communicate is that you do not trust them enough to deliver. Good bosses leave their doors open to any employee who needs guidance on any part of the task, but they leave them to their own means for as much as possible. If you are the micromanaging kind of person, a better option is to establish checkpoints when handing out the assignment in the first place. This way, you can correct any mistakes that might appear early on instead of when the whole task has been completed.

### ***You Treat All Employees the Same Way.***

Fairness is a virtue worth having, but there is a difference between equality and equitability. Among the people you manage, you will have the highly motivated and dedicated, the highly talented but unmotivated, and the ones who only do enough to deserve their paycheck among many others. You cannot treat all these people the same way. The thing that makes one employee feel valued (e.g., asking how their night/weekend was) could make another feel like you are intruding on their privacy. For some employees, extra work means you believe in them and is an endorsement of their skills, but for others, it is a punishment. If you do not know the difference between these two types of employees, it will get very tough when you get the need to pass on some work to an employee. As far as

fairness goes, this is the most important area of managing a group of employees. Getting this wrong could result in resentment that stretches far into the future.

### ***You Do Not Lead by the Coach's Credo.***

The coach's credo is a mental model in which the leader takes the blame for the things that go wrong but attributes all success to the team. The coach's credo is the ultimate leadership mental model. It heaps all the responsibility on you when responsibility is especially hard to bear and demands heaps of grace to share the praise when the praise is sweetest. If you can live by the coach's credo, you will prove your credibility as a leader to the whole team beyond a shred of doubt.

### **Mental Models to Prevent Mistakes**

The common mistakes that new managers make are avoidable simply by avoiding them, but the mistakes associated with decision-making are rather difficult to dodge. But in all due fairness, mistakes are unavoidable when you are trying to do something important. In fact, in a way, it is the mistakes that make you know that you are trying something worth trying. Many (if not all) of the most successful business managers have failed at one point in their career. It is the power to continue trying that sets them apart from everyone else. The happy coincidence about mental models is that they can be used to multitask. For example, the mental models that you need to adopt to avoid the common mistakes of new managers listed above are far fewer than the mistakes they prevent. And when you apply mental models to any process of your job, the benefits stretch far beyond the tasks involved with that particular process. In this section, we will touch on the mental models of Bayesian thinking, lifelong learning, and reverse thinking as the ultimate mental models for new leaders who are intent on improving their decision-making capabilities as well as their job performance.

### ***Bayesian Thinking***

Every good decision-maker applies critical thinking to their decision-making process. It allows you to assess the issues at hand, scrutinize every option available, and choose the most suitable one. Bayesian thinking builds on this process by introducing the concept of probability to predict possible outcomes for every course of action. Formulated by Thomas Bayer, Bayesian thinking posits that no decision, strategy, or model is

perfect in its current state. There is always room for improvement that comes from additional experimentation and improvement. Bayesian thinking has been applied in military search-and-rescue operations and on the battlefield to come up with the best strategies to win a battle. Essentially, every event presents an opportunity to evaluate the effectiveness of the original strategy. Managers who use Bayesian mental models to make their decisions are not afraid to make changes when it proves to be flawed. In turn, the decision stops being a personal choice you made and takes on a life of its own. When a change is made, it is not an indictment on your decision-making capabilities. Instead, it is an improvement of the same. This is the core principle in Bayesian thinking: situations are always changing, and a decision made any time in the past will be inaccurate to some extent now and will require to be updated so that it reflects the reality.

Applying Bayesian thinking to your work as a new manager means that whenever you make a mistake, you can make a change without feeling like a total fraud. Studies have shown that the biggest impact on decision-making is the personal element whereby a person loses confidence in their ability to do something when a previous mistake is discovered. Doctors who are sued for malpractice are more likely to make a fatal mistake on the operating table because their confidence has been shaken. The same applies to managers. Normally, a previous decision that turns out to have been wrong makes you doubt yourself and either makes you make more bad decisions or stop making decisions altogether. Bayesian principles applied in thinking makes you recognize the exact areas of your choice that did not work out. This is called fluidity, and it posits that any opinion or decision that is turned around by new information is better than the last. Of course, you have to be willing to acknowledge your mistakes and assimilate new evidence for it to work. There is nothing to be ashamed about in a bad decision when you are willing to pivot. In fact, a bad decision has led to better things down the road.

When he was starting out with SpaceX, Elon Musk decided that the best strategy to get into the space rocket business was to use old capsules from the Russian space program to make his own. He tried numerous times to purchase these old capsules but failed every time. Instead of giving up and writing it off as a bad idea, Musk instead came back home and decided that

he would make his rockets himself. This decision again appeared to have been wrong when more than ten of the first rockets he launched failed. One of these failed rocket launches crashed with millions worth of equipment belonging to the National Aeronautics and Space Administration (NASA) international space center. All through these bad decisions, Elon went back to the drawing board and adjusted until he finally got it right.

### ***Reverse Thinking***

Reverse thinking is a creative method of brainstorming that you can use to bring some fun in your team. Usually, brainstorming calls for participants to wrack their brains for the best possible strategy to do something. The increased pressure often makes it even harder for people to think. With reverse thinking, you turn thinking around and start with the worst possible ideas to accomplish something. You will realize that most people come up with ideas that are more creative when thinking in the negative. You then work backward from there to formulate a strategy to accomplish an objective. Reverse thinking is also great for coming up with a worst-case scenario to help you focus on the goals you set. When used in this way, reverse thinking taps into another mental model known as *loss aversion* to motivate us into action. Loss aversion states that the emotions associated with losing are usually twice as great as those associated with gain are. In a similar style, the prospect of losing something motivates us to work harder than the hope of achieving something.

As a manager, you can use reverse thinking and loss aversion to make decisions by comparing the cost of not doing anything. Usually, the decision with the biggest opportunity costs also has the highest rewards. When you do not know what path to take, what better way to move forward than to think of the path you do not want to take? Even more encouragingly, reverse thinking has been listed by Charlie Munger as one of the mental models he uses to find investment and run Berkshire Hathaway in his book *Poor Charlie's Almanac*. The reason why Charlie Munger uses reverse thinking is that it plays into loss aversion, which in turn affects stock investing in a massive way. Many novice investors have fallen victim to the negative effects of loss aversion.

Some have sold their stocks at a loss when a little patience could have gone a long way in increasing their profitability. Others sell their most

profitable stocks for fear of making a loss even when market trends indicate higher prices are yet to come. The worst are investors who hold on to loss-making shares past the make-sense price levels because they don't want to suffer a loss and would rather wait for the stock price to rise before selling. In the end, they usually end up losing even more money. The same conundrum exists in the decision-making processes of managers. With every decision you make, there is the possibility of adverse events. If you are to take the time to consider all options, you could end up frozen and unable to make a decision. However, as soon as you start reverse assessing your options, the options will become clearer and, ultimately, easier to take.

### ***Lifelong Learning***

The concept of lifelong learning is as simple as it sounds. It states that we learn something new from every new encounter. Whether you make a mistake or you do something right, you can use this to make yourself a better manager by recording every part of your engagements. You will learn what to do from the triumphs and what not to do from failures. By adopting the mental model of lifelong learning, you take the sting out of losing and enjoy your wins a little more as you learn from both. Lifelong learning also means that you should read widely and endeavor to expand your knowledge base with lessons from those who have succeeded where you intend to venture.

# CHAPTER 10: GREAT LEADERSHIP SHOWS CONSIDERATION

No one has all the answers all the time, so effective leaders encourage problem solving. In my experience, I found that by describing the problem and then listening as group members join a dialogue around possible solutions often led to a suitable solution that I had not considered. Leaders do not always have all the answers, so encouraging an environment of consideration can lead the team to unanticipated successes. Pushing the team toward its goals without providing the tools and support that are necessary for the team to achieve those goals makes it more difficult for the team to succeed. Providing resources is an important component of leadership. In my experience, one of the most important factors in effective leadership is furnishing support for the team members. When the team is lacking the tools required for its success, no leader, even the most charismatic one, can make the team perform successfully. That's not to say that the team members should have carte blanche and have every request fulfilled. It means that the job of the leader is to determine what resources that team needs and see that the team has them. I always felt that this was one of my most important priorities as a leader.

One of the main lessons you learn from your experiences as the member of a team that failed is that leaders cannot make teams succeed by sabotaging the group members. You are a member of the executive team for a large organization when you watch this happen to a colleague. For example; The director of marketing, he is responsible for developing a

pipeline of new customers. However, the president of the organization, the leader of our team, continually undermines him. From cutting advertising budgets to staff reductions, the director of marketing is continually being asked to do more with fewer resources, and sales slump. The president regularly berates the director of marketing, blaming the director's lack of effort. When a new president comes in, he takes a different attitude. He figures out a way to provide the resources that are lacking. He offers support and encouragement instead of criticism, and the sales dramatically recover.

### **See to It they Have the Tools They Need to Succeed**

Strong leaders are sensitive to the needs of the team members. If the team fails to complete its task or fulfill its mission, it is often because the group does not have the resources to carry out their plan. The willpower of the leader cannot overcome the lack of information or tools that the group requires.

As the leader, you are ultimately responsible for the success or failure of the group's endeavor. An important aspect of leadership is determining what the group needs to help it succeed. Open communication is a key here. Talk with the team members individually and as a group to find out what they believe they need. Ask "why" in addition to "what" as you talk with them. Team members should be able to clearly explain why they are making the request and, in the end, it is up to you as the leader to determine how valid the need is.

One of the hard decisions that a leader has to make is how to balance the needs of the group with the resources that you have available. There is never an endless supply of money, time or equipment available, so it is up to you to determine what support realistically can be provided. As the leader, you should always reconnect with the team members to make sure they understand why you made the decisions that you made. One of the quickest ways for a leader to lose the support of the group is to appear to be making decisions autocratically.

### **Ask Them What They Need**

An excellent way to demonstrate consideration is to ask team members what they need. What additional information or resources will make the job



easier? When team members respond with their needs is when a constructive dialogue can ensue. Ask the team members why they feel they need those particular resources. Ask them what alternative resources may be acceptable. Even outlandish requests should be taken seriously and not simply dismissed out of hand. Listening to the team members is the best way I know of to gain their respect and cooperation. Unfortunately, you will not always be able to provide what a team member asks for. The requested resources could be too costly or, you may come to the decision that they are a luxury rather than a necessity. You might not have access to the requested information, or you may not be able to share that information with them.

If you are convinced that what they are requesting is crucial, then it is time to go to higher authorities in the organization and push for what you need. Prepare to stand up for the group when necessary. The best leaders you work under are the individuals who you feel are willing to go to bat for the group. At times that meant standing up to their superiors whether by advocating for resources or shielding the group from unwarranted criticism. If, on the other hand, you cannot provide what they ask for, you must tell them. That's when the dialogue you have established with the team members is valuable. You will be able to explain which of their requests are possible and what are not. You will be able to work with them to make sure the team does the best with the resources they have.

### **Be Honest with Team Members**

In almost every leadership situation throughout, you are in the position of having to say no to requests. You learn that when you fail to clearly explain why you said no, it led to resentment and loss of respect on the part of the team members. When you are able to explain the situation, you find that they showed a better understanding and acceptance of your future decisions. The worst leaders you encounter in your life are the ones who are not open and honest with the team members. They were the leaders who no one wants to work with. Leaders such as that can be successful for a short time but it is not a sustainable way to operate. Eventually team members will realize that they are not being treated with the respect they deserve, and the team's results will suffer. High performing teams require everyone on the team to be working together toward the same goal.

## **Encourage Problem-Solving**

As a leader, you must always be aware that challenges will arise. The times when setbacks occur, such as resources in short supply or obstacles to overcome, are the times that the leader has to step up. You are always able to recognize a strong leader by watching him or her when things weren't going smoothly. As the group leader, you should always be prepared to lead the problem-solving process. When problems arise, you and the group will have to develop new ways to attack the issue. You have led hundreds of problem-solving sessions, and you learn early that the key to effective problem-solving is to begin with an open mind.

Consideration means recognizing that you do not have all the answers and realizing that the team members can play a valuable part in the process. Take advantage of the skills that each of the team members brings to the group as you search for new ways to solve the problem. In a later chapter, we will delve into the problem-solving process more deeply. Brainstorming with the group is an effective way to get the members involved in the process. When the group members have the chance to offer suggestions and provide input, they will generally be more committed to the ultimate course of action. By describing the problem and then listening as group members contribute to the dialogue around possible solutions, the group often develops a suitable solution that you, as leader, may not have considered.

# CHAPTER 11: LEADERSHIP DEMONSTRATES CONSTANCY

**L**eaders who display constancy display integrity and fairness in everything they do. Strong leaders are dependable and reliable. They follow through on their commitments. At the same time, they demonstrate the expectation that all team members will follow through on their individual responsibilities. Exceptional leaders are generally self-reflective. They understand that they are human and can make mistakes. When they do make a mistake, they accept responsibility rather than blaming others. Great leaders also understand that their success depends on the actions of the entire team, so they share the credit when the team is successful.

Strong leaders foster loyalty. However, loyalty goes both ways. I am not talking about the blind loyalty that some poor leaders expect simply by virtue of their position. What I am talking about is a shared loyalty to the objectives of the team. The team members work towards the leader's goals because their goals are aligned with the leader's goals. Attempting to lead through intimidation and fear might work for a short time, but it is not a strategy that can be sustained. Followers will rebel, they will sabotage, and many of the best will leave. An atmosphere of intimidation breeds disloyalty. Many new leaders mistakenly believe that their job title or

position of authority will automatically make the team members respect them. A leader has to earn the respect of the team.

### **Loyalty Arises From Respect**

Do not expect the team members to enthusiastically follow you simply because of your position in the organization. You learn this in your first job as the leader. You develop a work schedule for the employees without consulting them. In doing that, you fail to take into account the strengths of each employee. Some employees are very efficient in the desk services but less comfortable in the customer service areas. Other employees are great with the customers but less adept at preparation. The entire operation struggle for a time because you did not consider the employees' strengths and weaknesses when you scheduled. Employees are frustrated, morale is low and both the efficiency and our customer service lag. Some valuable employees quit.

You only realize your mistake when, at a staff meeting, you ask the employees what we could change to become more effective. Their answers surprised you they were frustrated with your leadership because they felt you were not utilizing their talents very well. You listen and change the scheduling process. With the employees providing input into the schedule, morale and efficiency improved. In a short time, your relationship with the employees is transformed into a relationship of mutual respect.

### **Follow Through On Commitments**

How do effective leaders demonstrate their constancy? They do it through both their words and their actions. When they commit to doing something, they follow through on that commitment. If your team needs additional resources and you agree to take the issue up with your supervisor, make sure you follow through and actually take it to your supervisor. There are many times in your career that you agree to take a request to upper management even though you feel certain that the request would be denied.

The important thing is that you follow through on your commitment. These requests are often denied, as you expected they would be, but occasionally they are granted. No matter the outcome, you are able to truthfully go back to the team and provide a report on the results. You work as a manager who regularly fail to follow through on this type of a

commitment. When you feel the request is futile, you wouldn't even take it to your supervisor. You simply go back to the team and tell them the request has been denied. Eventually, some of the team members figure out that you are not following through, and that you are lying when you say you had. Ultimately, the team dissolves into chaos and become dysfunctional. The team's mission is never accomplished and the team is eventually dissolved.

### **Hold The Team Members Accountable**

The other aspect of commitment is to make sure that you follow up on the commitments that team members make to you. Whether they volunteer for a task, or are assigned a particular duty, they must be accountable to you and to the other team members for the completion of the assignment. This begins with ensuring that your expectations are clear. Ask them if they understand what they are committing to do. Don't take a simple "yes" as the answer. Have them repeat it to you in their own words. It is also an excellent idea to explain to them how you will follow up to ensure they fulfilled the commitment. Will you want regular status reports? Will you be evaluating quantitative data? Without appropriate follow up, you have no way to hold the team members accountable for their contributions to the team. The review process should be an objective evaluation of the performance. By establishing an evaluation process, you are signaling to the team member that this assignment is important, and that you will hold them accountable for completing it.

How you follow up is extremely important, especially when the team member is falling short of the goals that were committed to. You need to delve into why the goals are not being met and are additional resources needed? Is the timeframe unrealistic? By following through on the commitments you make and following up on the commitments that team members make to you, you will build a relationship of trust. As a leader, when you demonstrate that you are reliable, and that you follow through, the team members' loyalty will strengthen. When you show that you are dependable, they will be more dependable in return.

### **Effective Leaders Are Self-Reflective**

Successful leaders know themselves. They know what they are good at doing. They also know what limitations they have. No one is great at everything. Some of us are good at planning, while others excel at the

execution of the plan. Some of us are more adept at verbal interaction than others. The important thing is that you have to be honest with yourself.

It is also important to learn to assess the strengths and weaknesses of the team members. Start by asking each team member to assess themselves. What do they feel are their strengths? Generally, team members will be anxious to explain what they can do best. Learn that asking them about their limitations will not be as fruitful. Some of them will be open and share what they feel are shortcomings, however, we are often reluctant to share our limitations publicly. You will learn much about the team members by listening to them and watching them. Pay attention to their interactions with the rest of the team. Are they better at verbal communication, or are they strong writers? Do they seem more comfortable in a formal meeting or do they excel in a more intimate setting, such as a one-on-one conversation?

Great leaders also understand that their success depends on the actions of the entire team. They share the credit when the team is successful. They accept responsibility for mistakes and they admit it when they are wrong. Leaders who display constancy display integrity and fairness in everything they do. Strong leaders are dependable and reliable. They follow through on their commitments. At the same time, they demonstrate the expectation that all team members will follow through on their individual responsibilities.

# CHAPTER 12: LEADERSHIP DEVELOPMENT ACTIVITIES

**I**n this chapter, you will learn how to develop the skills needed to become a leader. You will learn how to develop your communication skills and problem-solving abilities. You will also learn how to be fair and honest in evaluating other people's work and performance as well as your own. You will also learn how to navigate and multitask different projects so that you can advance in multiple areas at once. Time management skills are essential for every leader, as they enable you to use your time wisely and effectively. This chapter will show you how to grow your time management skills so that you can focus on the most beneficial activities. Last but not least, this chapter will also show you how to find and maintain motivation and inspiration. Working on growing your own abilities is going to be demanding and maintaining consistency will require awareness of the needs and desires that lie beneath your intentions. For this reason, this chapter will also focus on activities you can do to exercise your motivation and keep your drive and inspiration going.

## **The Importance of Growing “Soft Skills”**

Advancing in the professional domain will require more than simply working hard and learning new skills. Career-development requires the development of soft skills much like technical skills. These so-called soft skills aren't easy to measure and they don't directly impact your

performance. Instead, they enable you to gently upscale your career through practicing your own capacity to become a leader. Despite what you may have thought, there are no such things as natural born leaders. Everyone has the capacity to become a leader with sufficient effort and exercise. While some people have more inborn capacity for this than others, there is always something you can do to improve your own leadership skills and become someone who people will want to follow.

Practicing discipline. Discipline is an essential characteristic of every good leader. Becoming more disciplined in your personal and professional life will help you lead by example. This will inspire everyone around you to be more disciplined as well. Overall, those who follow you will judge your abilities based on your own ethics and discipline in performance. Practicing this simply means staying up to date with deadlines, appointments and all other commitments.

### **Navigating and Multitasking Projects**

Being disorganized will be your greatest enemy when working to upscale your career. Moving up, whether by upscaling your own business or earning greater positions, will require engagement in multiple simultaneous projects. Successful work in many areas at once will take great organization skills and commitment to self-discipline. After all, juggling multiple ventures can easily fall through if you don't know how to plan, prioritize, and take good care of yourself to remain focused, energized, and motivated. If you are trying to advance your career and your life, practicing good habits of going to bed on time and waking up early to start your work day is something that will make you trustworthy and dependable in other people's eyes. This form of a disciplined, balanced lifestyle will provide optimal energy levels, abundance of creativity, and a sharp, analytical mind to allocate these resources across the high impact tasks.

Engaging in multiple projects will be necessary to establish yourself as a good leader. As someone who is striving to become a leader, you always lead by example. You need to be present across all projects that are going on in your line of business. Presence and laser-sharp focus are a must, since becoming a leader means becoming someone other people will want to follow. To want to follow someone, a person must trust their judgment and feel like they're gaining something out of the leader's work. You rely on



other people's perception that following you will advance their own careers. For this, you must remain present as an example of who they want to become, and to achieve this, you'll need to prove yourself invaluable by taking up responsibilities. Learning how to manage and multitask projects is a skill that you can learn with a little bit of effort. Following are the essential steps for managing and multitasking projects:

### **Define results.**

Each project should have a goal that fits in the big picture, or a general concept of your work or personal life. While defining a goal for the project isn't difficult, defining the results that need to show is the key step many fail to take. Define what each project will bring into your business or life, describing everything you expect to see, including timeframes, amounts, percentages, products, etc. In addition, all projects should consist of task lists that will cover stages, steps, and duties of everyone involved.

### **Assign roles.**

Every project will require a dedicated team, and you should focus on assembling the most talented and qualified associates to help you on your journey to success. At work, roles should be divided depending on qualifications and experience, while making sure that there's no bias or political aspects affecting your decisions.

### **Plan in detail.**

Micromanaging isn't recommended as it discourages your team. Instead, plan every stage and step of the process, while making sure that every member understands their role. In addition, indicators of success, achievement, and results, but also risks, should be clearly defined for the purposes of tracking the project efficiency.

### **Plan multitasking.**

Once all of your projects are carefully planned, you should review your duties to see which of the tasks can be done simultaneously, and which require undivided attention.

### **Allocate time and resources.**

After figuring out which specific tasks you can multitask, and which need to be done individually, it's time to evaluate and plan how much time and resources the tasks will require. It's important that your evaluations are

realistic and accurate. In addition, when creating a timetable, count in at least 10-20% more time and investment in case of unforeseen circumstances.

### **Create a timetable.**

Multitasking shouldn't be difficult if you're updated with pending tasks. For this, it's important to set aside enough time to fit in the necessary tasks into your schedule. If you find this difficult, you can always hire a consultant to guide you through proper time management.

At the very least, taking up greater responsibilities means broadening the scope of your skills and stepping out of your comfort zone. It will require an investment of both time and energy to perform across different projects and duties. Learning and practicing taking up and catering to greater responsibilities will help you develop more initiative. Before taking up multiple projects, evaluate whether or not they'll require learning new skills. If needed, sign up for classes, courses, and seminars that will give you the right knowledge for the new business venture.

### **Involved Communication**

Personal growth requires learning to communicate properly. To a certain degree, the process of learning also helps build communication skills. Communication within the classrooms and educational environments is often organized around proper exchange of messages and information. Being a part of this process helps you learn how to communicate properly and enhance your conversation and communication skills. In addition to this, education is often linked with good health and wellbeing. On the other hand, entrepreneurship and leadership also require devoted work to develop communication skills. As a leader, you'll have to work devotedly to develop effective communication within your own team. Practicing role play is a simple and easy exercise to boost your and your team's communication skills. The purpose of the exercise is to learn to ask open-ended questions. Learning how to ask open-ended questions is important for successful communication, as it gives all participants an opportunity to share their viewpoint on the topic. Here's how to do the exercise:

First, one person should leave the room, while the other participants are planning to ask them open-ended questions about a certain topic, with the obligation to include questions like: Who? What? Why? Where? How? and

others. Preferably, you'll choose light questions revolving around a volunteer's personal or business life. Once the person enters the room, the team will start asking open-ended questions until the person has answered the topic fully. This way, you and the members of your team learn to communicate by listening and noting important information. While there are many communication-boosting exercises and activities to choose from, this exercise sharpens both speaking and listening skills. It helps you and the team members learn how to ask questions in an assertive, polite way, while staying focused on the information you're hoping to get.

### ***Unbiased Attention***

Learning how to follow others is also an important part of being a good leader. Listening and evaluating other people's opinions shows that you are an unbiased person who doesn't judge others by their level of agreement to what you say, but instead pays attention to argumentation, and accepts criticism and opinions of others, even those you disagree with. This is something that showcases a rational, unbiased and non-judgmental nature that is dependable and trustworthy.

### ***Situational Awareness***

Awareness of the present situation, or situational awareness, helps you see the bigger picture and prevents problems from occurring. This is a valuable skill that will help you manage urgent projects and catch the opportunities you would otherwise overlook.

### ***Active Participation***

Communication skills require active participation and an assertive attitude, which is respectful and without aggression in tone of voice, facial expression, and body language. Active communication will help you develop relationships that are strong and founded in mutual respect. Aside from that, you will also practice effective speaking, in order to spread your message correctly. In addition, learning how to communicate in difficult situations is beneficial for learning the skills to persuade and influence. Influencing others requires positive interactions and plenty of emotional intelligence to understand other people's motives. People will follow you if they perceive that it somehow benefits them. You need to be aware of other people's goals and intentions and utilize your own skills of emotional intelligence at your own greatest benefit.

## **Motivation and Inspiration**

Learning how to inspire others shows that you care for your team. Motivating and inspiring those who work with you encourages them to follow you. Motivating people requires sympathy. You always need to think about how people around you think and feel, so that you're better aware of their needs. Learning how to motivate others increases your influence. You want to maintain the ambition of your co-workers and employees as well as motivate them to fulfill them. Being aware of other people's motivation is important as you must stay aware of the fact that everyone who works with you works with the intention of completing their own goals and meeting their own needs. Oftentimes, your teammates and coworkers lose motivation in the face of troubles and difficulties. They can also become frustrated with doing repetitive tasks or feel like they are being excluded. Stay on top of the events and situations relevant to your team and notice when some of your valuable team members become unsatisfied. Once this happens, analyze their situation and make sure to offer your hand in advancement of their own career.

### ***Empower Others***

Learning how to empower yourself will strengthen your following. As a leader, you depend on the performance of others, which means that you must always work to keep the spirits up and encourage other people's confidence. This also means to focus on others' strengths rather than weaknesses and to frequently give positive feedback. In addition, pay attention to delegate well and include your teammates into all essential tasks. This will ensure that all of them are provided with opportunities to advance and achieve, earning your respect and belief in their abilities.

### ***Learn to Take Initiative***

You can do this by volunteering and take up more responsibilities to not only learn further skills and gain competencies across your domain, but also expand your presence and the field of influence. Your knowledge increases while you work and take up greater responsibilities. However, in your team, this also establishes you as a successful leader.

## **Conflict-Solving**

The ability to resolve conflicts is essential for a good leader. You shouldn't ignore any conflicts or hostile situations that appear in your team, but instead aim to resolve them in an appropriate manner. This requires well-developed listening skills. Listening skills are essential for every good leader. Learning how to listen means catching not only other people's messages and feedback, but also noticing their motivation, state of mind, and perhaps even ulterior motives. Conflicts are common in the workplace. Regardless of your position in them or the view on the matter, an effective leader, or someone who strives to be one, knows how to navigate conflicts and help everyone involved reach a common conclusion. While conflicts have a potential to lead to negative outcomes and hurt relationships, they can also help catch the opportunities for growth and improvement. Either way, learning conflict management is a must to advance your career and be an effective leader. As an effective leader, you can choose between two desired ways to resolve conflicts, which include (Smiley, 2018):

### **Collaboration .**

Resolving conflicts through collaboration means making a conflict a win-win situation by reviewing the positions of everyone involved. Once a conflict occurs, it's important to review everyone's views and concerns. While this takes a lot of time and energy, it will yield a solution that will satisfy all parties involved. For this, you need to make it clear that the top priority isn't to satisfy ambitions or egos, but instead to respond to the requirements of the job. First things first, you need to hear out everyone's concerns and analyze their reasoning and argumentation. After that, everyone who partook in the conflict needs to evaluate possible benefits and risks of accepting or abandoning a certain idea. This means that you, as a part of a team and a leader, need to review everyone's ideas for solving the conflict and present the group with a review of what will be possible positive/negative effects from acting or not acting on a certain assumption, idea, or decision. This requires answering four important questions:

What will be the positive outcomes from acting on the matter?

What will be the negative outcomes from acting on the matter?

What will be the positive outcomes from not acting on the matter?

What will be the negative outcomes from not acting on the matter?

Based on the team's findings, you can then reach conclusions about future steps to take. Primarily, the steps should involve accepting the

suggestions that will potentially yield the greatest positive and least negative outcomes.

## **Compromise .**

On some occasions, the team won't be able to reach a unanimous agreement. In this case, everyone will have to be satisfied with a happy middle, or meet each other halfway. This form of problem-solving includes both cooperation and assertiveness, aiming to partially satisfy individual needs and concerns. Simply put, a compromise includes finding an acceptable solution for everyone. When working to compromise on the matter, the team will have to find a way to bridge gaps between different concerns and decisions by focusing on:

- Urgent and high-priority demands of the work,
- the best interest of the organization,
- the best interest of the parties involved, and
- the best interest of short and long-term goals.

As always, assistance of consultants, managers, financial advisors, or other relevant experts should be welcome to make accurate assessments of potential benefits and losses.

## **Fairness in Evaluation**

To be fair in the evaluation of your own and other people's work means to be objective and unbiased. This requires critical thinking. Critical thinking and being a critical thinker means nurturing an independent mind. It means interpreting information for more than the blunt, direct meaning. This will prevent problems from occurring and enable you to take advantage of opportunities that arise. First things first, being fair in your evaluations will require developing active listening skills. Listening and observing situations, group dynamics, and body language will sharpen your ability to interpret other people's messages correctly. This is particularly important when you are working on multiple projects. Active listening includes maintaining eye contact and avoiding any distractions, making sure that your response is appropriate to the message that is being sent. However, learning how to observe and interpret nonverbal language is also essential as a good part of communication takes place through nonverbal signs (Leskiw & Singh, 2007).

To advance and prove yourself a trustworthy leader, you'll have to produce effective results. Not only talent and potential, but also the right competencies, distinguish a true leader from someone who simply is overly

ambitious. For this, you'll work to establish yourself as someone who is fair and rational in making conclusions and evaluations.

### **Following Are the Traits of Fair Leaders:**

Leaders who aim to be fair avoid being overly controlling and commanding. This will require moving on from a controlling attitude and looking to align expectations and interests of the team.

A fair leader is also devoted to equality and unbiased in their judgment. Being devoted to equality means treating everyone with the same amount of respect and appreciation. It means valuing everyone's perspective and ideas. Your teammates, coworkers, and associates deserve recognition for their contribution and individual talents. However, this also means acknowledging everyone's differences and providing an equal opportunity for everyone to show their talent. This also requires diligent work in noticing and detecting everyone's unique skills.

A fair leader is also a person of integrity who is consistent in their principles, morals, and actions. This means approaching all matters with rationale and transparency. A fair leader acknowledges their own mistakes and talks openly about their dilemmas and things they don't know.

Aside from that, a good leader acts in an inclusive manner. Instead of aiming to push through their own agenda or goals, a good leader aims to bring people together around a common goal. This means involving everyone's opinions and perspective while showing willingness to consider everyone's point of view

Being respectful is another trait that shows a fair leader. A respectful attitude in communication will create a safe workplace where everyone feels comfortable to speak openly and contribute to the greatest extent.

To further increase your reputation as a fair leader, you will also have to refrain from certain behaviors that employees and coworkers typically see as unethical. This includes overlooking other people's bad behaviors for personal reasons, while naming others accountable. Avoiding giving honest feedback is another reason why your coworkers and employees might perceive you as someone who is unfair. You should acknowledge everyone's good work regardless of your personal opinion. Favoritism is something that the majority of coworkers don't appreciate. Leaders who



only prioritize certain employees when it comes to sharing information and making important decisions come across as unprofessional and arrogant. This includes favoring certain members over others when it comes to assigning projects, your time, and financial rewards.

Occasionally you will come across situations where a person's hard work and devotion don't yield desired results. In this case, you should stay firm in acting in the best interest of the organization versus your own personal bias. In addition, fair evaluation doesn't mean pushing through equality at all costs. You should keep a rational approach when it comes to allocating tasks and rewards depending on the talent and efficiency of your team members. While you should make sure to maintain the equality of your workplace, you should also pay attention to reward those who produce effective results and sanction those who show the lack of results. Consistency in your words and actions is also relevant when making rational evaluations. This means that your actions need to be consistent with the values that you propose. Last but not least, honest recognition and credit, regardless of your personal opinions, is necessary to motivate and keep the most talented team members.

### **Time Management**

Indecisiveness, poor organization, and unrealistic plans and expectations can lead to an enormous waste of time and resources. Strong leaders are also masters in time management, which enables them to focus their efforts to highest-impact projects and tasks. Working to develop time-management skills will also help you avoid putting off work by learning how to be proactive. This is best done by analyzing the process of implementing decisions, anticipating interruptions, having realistic expectations, evaluating time and resources needed for the tasks, and effective organization and crisis management.

Learning to manage your time will also require learning how to navigate your daily schedule by:

- Focusing on monitoring the process of making decisions and not decisions themselves;

- Prioritizing your tasks by breaking down goals into long and short-term priorities;

- Being short and direct in correspondence;

- Establishing and monitoring deadlines;
- Giving up on tasks, projects, and ideas that are no longer beneficial;
- Being respectful of other people's time;
- Delegating non-priority tasks to empower teammates and employees;
- Simplifying projects and tasks;
- Planning enough time and resources for execution of plans; and
- Reflecting on your and everyone else's productivity.

In addition to that, effective time management in leadership will require further skills to navigate planning and execution of tasks. These skills primarily revolve around developing skills to plan and think strategically. The following sections will further present you with the skills needed for proper time management.

### **Strategic Thinking**

Learning how to think strategically is perhaps one of the most important skills of a successful leader. To have a strategy means to have a vision or an idea about what you strive towards. This means seeing the big picture. Strategic thinking is also an evidence-based form of thinking, with great ability to analyze and collect information from diverse sources. It also requires you to understand your field, your team as well as your customers. It requires finding useful, economic, and efficient tools to implement different plans and decisions.

Learning to think strategically will first require understanding of your own environment. Whether it's your family or business, you'll have to know the ins and outs of the environment's significance, goal, structure, and dynamics. In leadership, strategic thinking also means knowing how to identify the most important individuals in the organization or a team, as well as essential information and connections that affect projects. To improve your level of strategic thinking, you should first learn how to recognize vital pieces of information and indicate the necessary resources for overcoming a challenge or completing a goal. Next, you need to be aware of all factors that affect an idea or a plan. This will be necessary to plan future steps, predict problems, and identify the crucial individuals who affect your work. In addition, you'll also have to know how to weigh

strengths against weaknesses, both in terms of projects, resources, and your own personality.

Strategic thinking also includes identifying personal biases and determining the right strategies to overcome them. You should keep an honest approach to your biases in thinking, as they might be skewing your view of the situation. Once challenges emerge, a strategic thinker tries to look at them from a different angle to decide whether or not they can leverage possible outcomes. Finally, strategic thinkers are devoted to making things happen. They are decisive and consistent in action, immune to any confusion and ambiguity.

### **Strategic Planning**

Planning and delivery are relevant for both proper time management and motivation. The ability to plan means the ability to evaluate the time and resources that will go into performance of specific tasks. Planning is also related to organization. In particular, project planning and management are relevant for leaders. Strategic planning revolves around making important decisions and navigating the path of the project or an organization towards the goal. The key elements of strategic planning include:

#### **Goal orientation.**

Every effort needs to support a strategic goal, whether it's an organization's goal, a project goal, or a personal goal. Aside from setting achievable goals, goal-orientation requires identifying individuals and resources needed for the accomplishment.

#### **Action planning.**

After setting goals, you will need to further break them down into objectives, after which you'll thoroughly plan the actions needed for the completion. Action development must align with either business or personal philosophy, determining detailed timeframes, individuals, activities, resources, and milestones.

#### **Key measurements.**

Understanding and evaluating the process of completion will require deciding the measurements for goal completion, results, efficiency, risks, and other relevant factors.

### **Risk Management**

Risk management, action planning, project planning, project management skills, and organizing skills are essential for you to plan and

execute well. Next, the skills to manage your own people means learning how to work with others on a regular basis and handle unpredictable situations. This will require you to motivate and encourage everyone who follows you.

### **Delegation**

Delegation skills are essential for good leaders. They require learning how to select the right talent. This will also require boosting your onboarding skills and managing evaluations and rewards. However, you will also have to manage and discipline poor performance and learn how to optimize your processes to fairly distribute both rewards and penalties.

# CHAPTER 13: HAVING A LEADERSHIP DEVELOPMENT PLAN

**I**n the previous chapters, you learned the most important skills of a fierce, strong, and effective leader. Now that you know the necessary skills to master leadership, it's time to plan the necessary actions to develop them. In this chapter, you will learn about developing leadership skills using a Leadership Development Plan. First, you'll learn what this plan is and what purpose it serves. After that, you'll learn how to create one on your own and plan to take action right now.

## **What and Why a Leadership Development Plan?**

A leadership development plan is a document that you will create in order to map out the process of improving your leadership skills. It consists of steps you will take to become a better leader. This plan will include the skills you plan on improving as well as tasks and responsibilities that you plan to take up to grow your leadership skills. On many occasions, employees and employers use leadership development plans to create agreements or contracts. This way, your own plan to improve benefits the company you work for (Pernick, 2001). You can always create the leadership development plan as an individual as well. This plan will be helpful for you to gain new skills within the domain of interest or expand your educational horizons. It can even help you get the desired job, or grow your own business.

## **How to Start: Self-Evaluation**

Before creating a leadership plan, you should first conduct a self-evaluation. To do this, you will need to create a list of the characteristics that potentially make you a good leader. This list should contain between 10 and 50 items. While some of the traits should be industry-specific, others should apply to leadership in general or your own personal traits. With this list, you will be better able to evaluate your own leadership skills. Some of the desired skills will require personal and professional improvements before you start working on a Development Plan. Others, on the other hand, need less priority and represent the core strengths that you will work to develop.

### **How to Create a Leadership Development Plan**

A personal leadership development plan consists of the elements that touch on individual industry and the traits and skills that are relevant to leadership in general.

#### **Core Skills**

The first element of a leadership development plan revolves around developing core skills. Becoming a good leader means that you first need to be good at catering to the responsibilities of your job. These core skills include feedback, information sharing, running meetings, making decisions, and others. You should look into these skills and identify which ones align with your personal leadership goals, but within the frames of your job responsibilities. After this, you can start looking for ways to improve these skills.

#### **Strategic Skills**

Strategic responsibilities are the next element. When planning which strategic responsibilities you will take up, think about the new projects and crisis management skills that you can grow. Being able to manage difficult tasks and challenging situations requires quick thinking, the ability to multitask, creativity and thinking outside the box.

#### **Building Relationships**

Becoming the leader will require communicating with a lot of people either within your organization or outside of it. This includes not only employees or coworkers, but also suppliers, customers, board members, and other members of your community. Here, you will identify those

individuals that are beneficial for your personal and career development and look to strengthen your relationships with them.

### **Delegation**

The next element is choosing the specific tasks for delegation. You will need to balance out your day-to-day tasks to stay on top of all responsibilities. While your primary focus should be on most urgent and most beneficial tasks, those tasks of lower priority should be delegated to other employees or team members. For this, you will list the activities essential for your own professional development, as well as the low priority tasks that you might want to give to someone else.

### **High-Impact Actions**

The next element is choosing the essential actions. These actions include specific areas of improvement and strengths that you want to boost and invest your energy in developing. Review the areas where you see the potential for improvement and then include action items and time frames required for completing the tasks. Examples of this will include meetings with mentors, learning about leadership, completing courses, evaluation, training, and others.

### **Success Indicators**

Next and final, you will identify the crucial success indicators. You need to know what deliverables testify to the team's success. As you lead a team, their success is your own and vice versa. However, you need to know how to recognize this success and make it measurable. Some of the indicators include recognizing the essential contributors, implementing strategies for continuous learning, preparation and strategic planning, delegating responsibilities and working to improve morale, teamwork, and work quality.

### **How to Apply the Leadership Development Plan**

After you've done this, it's time to build the plan into your everyday tasks. A Leadership Development Plan is a document that you should frequently update and revisit to make sure that you are paying sufficient attention across all areas, such as taking up new responsibilities and building new skills and knowledge. As you accomplish goals, your team will continue to grow and the plan might require revision and changes. To track your progress, it is important to frequently ask for feedback from your



coworkers and team to find out whether you are growing and where you can improve.

It is important to pay attention to those you most often interact with as these people can give you the best feedback. However, pay attention to those who don't communicate frequently with you as well, as they can provide unbiased opinions about how your strategies are working out. Taking the time to reflect on your work and strategies is important as you will most often juggle the tasks. Reflection gives you the opportunity to evaluate the performance of the most important tasks, and it is important to take at least 15 minutes every night to think about how well have you performed on each task that day.

After that, you should find sources for obtaining skills, like taking courses and finding mentorship. Mentorship can become a great source of important information and advice when it comes to leadership development. A good mentor can help you learn how to lead meetings, give feedback, evaluate and develop other important skills. On the other hand, training often consists of practical exercises and simulations that help you practice skills. These skills often touch on psychological knowledge and skills to negotiate, make decisions, and use your business logic and organization skills to juggle and navigate your work. These complex skills are needed to identify and manage many invisible factors and demands across different lines of work. As you learn to take up great responsibilities, you'll need the skills to cope with unforeseen obstacles and events. This will require mastering the art of strategic thinking, strategic planning, and risk management to be able to identify and take action on all important matters.

# CHAPTER 14: THE LAWS OF EFFECTIVE LEADERSHIP

**T**his chapter is devoted to the art of effective leadership in business enterprises. It will be of interest to managers of companies and firms willing to create or improve the internal climate of their “brainchild.” I believe that reading the previous chapters, you have learned a lot. It is known that the presence of corporate spirit contributes to the prosperity of the company, otherwise, the progressive development of the company, and hence the future of a huge number of people, is impossible. I hope that after going through the following, you will be able to better succeed in the professional field!

## **LAW 1**

### **Make A Betting on A Professionalism**

Professionalism is the pillar on which the device of modern companies’ rests. In any controversial issue that you yourself cannot answer, come to the aid of professionals who are capable of their competent opinion to solve the problem.

#### **Interpretation of The Law**

Some people mistakenly believe that no one can do a better job than they do. Therefore, they, as a rule, try to do everything on their own, and, naturally, it turns out that this is impossible. Thus, a case requiring the work of professionals is not carried out. From a psychological point of view, such as “multi-business” is not able to entrust any work to others, imposing an

unbearable burden of care. As for the enterprise, such a behavior of such a manager can turn into an unexpected disaster. A person differs from a robot in that, being unable to perform a large amount of work, he/or she can coordinate the work of a group of people, and the professionalism of a manager consists in the ability to paint this work by the hour.

Very often there are situations in which professional advice is simply necessary. Most often these are legal or financial issues that require special professional knowledge. Enterprises that have not encountered similar problems at least once in the history of their existence simply do not exist. Therefore, the head must advance to consider situations in which he will be forced to turn to professionals. The best way out is to recruit professional workers to the enterprise in advance so that, if necessary, do not involve “strangers” in the company’s work, as it is psychologically difficult for both parties.

## LAW 2

### **Choose Those People with Which You Will Have Easy to Work**

The selection criteria for the team, with whom you will have to work in the future, are different for each manager, and you should not forget that in addition to the professional, you must take into account the personal qualities of a person: can you trust him, will you be easy to work with him.

#### **Interpretation of The Law**

The person organizing his business, in which he himself will be the immediate supervisor, must first pay attention to the selection of staff. The one who creates the enterprise not for the sake of profit, but for the sake of the idea will treat those who make up his team with the greatest seriousness. Collecting a team, it is necessary to take into account absolutely everything. First of all, the head, of course, needs to pay attention to the personal qualities of those who will work under his command.

Choosing employees for your company, you need to pay attention to absolutely everything, scrupulously studying the identity of a potential employee. Reputable international firms do so. There, before taking a person to work, the representatives of the management will thoroughly review his personal file, in which the facts from the biography of the potential employee are indicated in detail. But this is not the end of the matter, because after studying professional qualities, the manager will certainly arrange an interview. It is very important here to understand that during the interview he will try not only to clarify the unclear details of the person's biography but also to determine his attitude towards him. No wonder they say that when they get a job, everything must be perfect: both manners, and appeal, and appearance. The employee must have a leader in himself.

As for the manager himself, he certainly needs to play the role of a psychologist. After all, for a short time of the interview, he must, to some extent, find out the character of the potential employee, understand his personality. Needless to say, it is not easy in a few minutes to do something that sometimes takes years. But, naturally, it cannot be assumed that after a brief conversation the manager will be aware of all the qualities of a person. Of course, this will not happen, but it only proves that the interview should be structured in a certain way.

The head is obliged to ask not only education and how the person worked before. As a matter of fact, he learns about all this from his personal file. A good boss will surely ask a potential employee about his views on certain things. For example, you can ask questions like this: what is a job for a potential employee, is he keen to make a career, does he want to participate in solving organizational issues in an enterprise, or does he want to be a performer of other people's ideas. The true leader will surely ask these and many other questions to those whose candidacy he considers as a possible claimant to the workplace. Interviewer's answers allow the manager to conclude what to expect from him.

And, of course, the personal attitude of the leader, which must necessarily emerge during the interview, plays an important role. It's not a secret that sometimes an inexplicable antipathy arises between people, although there are no apparent reasons for its occurrence. Such an attitude, which appeared in the head, will certainly interfere with the normal flow of work, because he may try to harm the employee somehow. Any conflicts in the enterprise entail negative consequences, especially if the manager arises antipathy. Therefore, if this happens, it is best to refuse the services offered.

### **LAW 3**

#### **Create and Support Corporate Traditions**

Corporatism is a very valuable feature for any company. The principle of “One for all and all for one” will help to establish not only the effective work of the company but also create a healthy atmosphere of relations between employees.

#### **Interpretation of The Law**

From early childhood, we are inspired by the importance of corporate communication - “one for all and all for one.” Who knows how many generations grew up on this motto, which became their reliable assistant in their mature life. The importance of this behavior is dictated by life itself. It is impossible to achieve any success without the help of others, without the constant support of like-minded people and friends. A man, no matter how great and significant he is, cannot live his life in complete solitude. Corporate identity leads to close ties of families, strong friendship, which lasts for decades, and mutual assistance within any

enterprise. Therefore, one of the most important laws of effective management is the preservation of corporate sense in a company.

As it has already been noted more than once, any organization is a huge living organism, unable to live without constant successful interaction of all its structures and components. Of course, we are talking about various departments of the company, but the departments are made up of living people. And it often happens that the hostility that has arisen between employees can result in a universal drama covering all levels of the company. Therefore, a good leader, in addition to the most effective work of the enterprise, always takes care of normal relationships within the team. It is a mistake to believe that all these psychological subtleties have nothing to do with the work of the enterprise. Anyone who does not take into account such things runs the risk of being left with nothing.

In many respects, it depends only on the manager which relationships will prevail in the organization. In turn, they are tightly connected with the relationship of the leader with his subordinates. In other words, it is the behavior of the head in relation to the subordinates that will determine the atmosphere inside the enterprise. If the manager does not feel part of the team and does not want to participate in his life, none of his subordinates will be quite responsible for their duties. Thus, the company simply will not have a psychological basis for a normal existence. Sociologists estimate that a person spends at work more than 75% of his time, that is, even more than at home. The success of the company depends on how much the person will spend his time at work.

#### **LAW 4**

##### **Leave A Place for Interpersonal Relations but in Reasonable Limits**

If a person at work thinks only about work and adheres to the business style of communication, then the risk of becoming a robot. It is impossible to keep people at a certain distance all the time, sometimes you need to allow yourself and others to relax a bit because nothing human is alien to managers and his subordinates, but, like in everything, you need to know the measure.

#### **Interpretation of The Law**

All people who aspire to make a career adhere to general rules: at work, you should not be distracted by communication, you should not make friendly and loving relationships, and you should not dress and behave in an inappropriate way. There are quite a few such rules, and following them is considered necessary for a successful promotion. Of course, the management of the company necessarily takes care that all employees and subordinates must follow such installations.

These rules are fully justified and seem very reasonable. But practice shows that often people who adhere to only the official style of communication at work become overly withdrawn and perform their duties only automatically, without investing their soul and abilities in their work. Under certain conditions, such a mechanistic approach to work seems to be the most successful, because in this case the employee is not distracted, does not waste his time on something that does not belong to his immediate duties. Still, this situation is fraught with many problems.

First of all, we must not forget that people are not robots, they, like the managers themselves, are not alien to anything human. Therefore, they cannot all the main time to think only about work. It is quite enough if in their thoughts there will always be the final result of the work, that is, how to achieve maximum success and how to perform all the tasks more productively. For the rest, people should have the right to behave in such a way as to feel as comfortable as possible, otherwise, at one point they simply cannot work at their usual intense pace.

The same applies to the style of communication between employees. Some managers completely dismiss the idea that employees have the right to communicate with each other on topics that are not directly related to work. In this case, management believes that employees in the process of informal communication relax, lose restraint and violate the unspoken ethic of behavior in the workplace.

But after all, in fact, it is the opportunity to communicate with each other, not only because of business need, and is an incentive for the employee to feel himself an integral part of the team. With the constant need to observe only the official style, a person begins to feel constrained by his duties. In this case, he may dislike his colleagues and his workplace. We should not forget that most of the time a person spends at work,



surrounded by his colleagues and superiors. Of course, constantly being in a working team, a person feels the need to feel a full member of it. Such an assertion does not at all mean a familiar attitude towards one's employees and subordinates, ignoring one's immediate duties and a permanent violation of the discipline existing within one's own organization.

But in fact, the human psyche is designed in such a way that a person should be able to relax, distract from production problems and responsibilities. Such a respite can make a person concentrate more and, therefore, be ready for even more fruitful work. If the atmosphere in the working team is normal, then all employees have the opportunity to not only work hard and productively but at the same time improve their abilities, additionally receive some new knowledge and skills. This happens because, in the process of communicating both to professional and all other topics, people open up to each other most fully, demonstrate the best qualities of their nature and begin to feel like individuals, rather than cogs in a production machine.

## **LAW 5**

### **Encourage Competence Among Employees**

Competitiveness is the basis of development. The rivalry among employees is the engine of their professional growth, the incentive of which is the danger of being fired or demoted.

#### **Interpretation of The Law**

The rivalry is the engine of human development. You can have a different attitude to the fact that the basis of all the achievements of civilization is envy - "white" and not very much, but the essence does not change. The only rivalry forces people to make discoveries invent new technologies and rise through the ranks. As Machiavelli once said, that sovereign who does not use the advantages and disadvantages of his servants for the good of the state is bad. Therefore, it would be not only wrong but even criminal, not to use the desire to compete in each person for the benefit of the company.

It is very important to be able to stir up rivalry among employees. The incentive for achieving new and new peaks of career growth (and, consequently, the development of the company) can and should be the

principle of "carrots and sticks." In other words, the employee should be encouraged for his work with high wages and constantly strive to increase earnings, which is impossible without maximum commitment to work. On the other hand, no less important factor of continuous development should be the danger of being dismissed due to professional unsuitability. These two obligatory conditions help the manager to keep the organization of work under his complete control. And again it should be noted that this law, like many others, works on the principles of knowledge of human psychology.

The work of the enterprise is based on human ambitions and aspirations. It should be assumed that every person employed in this work is talented. Therefore, the task of each manager is to make this talent work for the benefit of the company. The best way to do this is precisely the constant rivalry of employees for better paying and, therefore, more honorable positions. Therefore, it is worthwhile to adjust the work of the personnel department so that posts are distributed exclusively for personal merit. Modernity is a time of market relations when a person really becomes a blacksmith of his own happiness, and only his personal qualities can increase his chances for a more comfortable and prosperous life.

That is why competition in enterprises is one of the most important, no less important than corporatism, factors ensuring the normal operation of companies. But it depends only on the manager whether the rivalry at his enterprise will be fair or it will be connected with the intrigues and mutual slander of the employees. However, it would be unwise to refuse to completely compete in the work.

## **LAW 6**

### **Do Not Divulge Any Information About the Company's Employees**

Knowledge of your team, the laws by which it lives, as well as what each employee lives will help prevent conflicts and at the same time identify people who can move up the career path and be useful to the company over the coming years. However, it is not to be shared casually as it is personal information.

### **Interpretation of The Law**

The dispute over the possibility or impossibility for a leader to interfere in the privacy of his subordinates comes almost from the very beginnings of human civilization. The struggle went on with varying success: the top was won by one or another point of view, but the moral aspect of this question always interested people. Does the head have the right to be aware of all the affairs of his subordinates? Is this a direct violation of human rights?

In many respects, it depends on the leader himself, on how he exercises his authority over his subordinates. But one thing is clear: additional information about those who work under the authority is secret. The team consists of living people, with their individual characters and aspirations, and it is impermissible to disregard this, especially for an experienced leader. Nor can we turn a blind eye to the clearly negative aspects of human nature, which, unfortunately, everyone has.

We have already talked about the need to apply the "carrot and stick" policy. If the manager does not know his subordinates, does not have additional information about their qualities, he will never be able to correctly calculate his strength in the management of the enterprise. Communicating with people, it is always necessary to consider what approach is needed to a particular person. After all, what ideally affects one subordinate can cause complete rejection of another. And here we again encounter psychological problems in the management of the company.

In order to best manage the team, the leader is simply obliged to be aware of the unspoken rules of behavior by which every human community lives. In addition, he should try to understand and adopt these laws, if he really wants his orders to be carried out properly and possible conflicts between management and performers to be minimal. Therefore, do not skip past any of the available information packages. After all, as you know, there is no smoke without fire, and it is too difficult for a firm to earn a good reputation to risk it, without taking into account those "trifles" from which the life of the enterprise is built. But, unless you want to lose your leadership prowess, keep it secret!

## **LAW 7**

**Learn Not Only Punish, But and Encourage**

The policy of the carrot and stick has always borne fruit. The ability to punish and encourage is not an easy “job,” the main thing is that everything should be in moderation and in place. Punishment can sober a person, and encouragement - to stimulate.

### **Interpretation of The Law**

Using the carrot and stick method in a manual, a person can achieve incredible success in managing people. But how difficult it is to find the most optimal combination! However, this is a must. After all, if we use only one point of the specified system in management - a stick or a carrot, then the result can certainly be hardly successful. Suppose the boss prefers the whip method. Such an image of a leader is familiar to many, and at the mere thought of him, there is an aching feeling of longing. It can be said quite definitely that such a boss is probably somehow retaining workers in his enterprise. It is possible that employees receive large salaries, or they are entitled to some social benefits. Whatever it was, but if things at the enterprise where the chief of the described type manages do not go in the best way, then it can be stated with confidence that the workers will sooner or later run away, because working under the authority of a tyrant, under attack no one agrees.

Maybe the opposite model of the attitude of the head to the subordinates is the best? In other words, it is possible that not sticks, but carrots, that is, all kinds of encouragements are just a measure of the good performance of subordinates. But is it? This statement should be considered in an example.

If the boss notices any manifestation of initiative coming from the employee in the company, he will certainly win the respect of his subordinates. However, over time, they will get used to this attitude. Surely, some even try to benefit from this attitude. This is especially true for beginners who work for a short time. They may think that, with their location, the chief distinguishes them from the general collective, and they will become proud of this. If you do not put them in place in time, then the prevailing impression will be strengthened and become unshakable. It will be difficult to achieve something from an employee who is confident that he is in a special position with the manager. As a rule, any attempts to break his confidence will lead to the feeling that the boss has lost confidence in him. Naturally, the work performed by the employee will suffer from this,

as the feeling that the management has any complaints about this person does not contribute to a good mood.

So, we can conclude, which suggests itself. A true leader must combine both of these methods, in a ratio that corresponds to the real state of affairs. You should never specifically calculate how many times a week you need to encourage and how many - to punish employees. Subordinates should feel that when they work well, the management notices this, but at the same time, they should be aware that their mistakes also do not go unnoticed.

## **LAW 8**

### **Don't Be Afraid of Competition - It Is the Moving Force of Development**

Monopoly has a lot of advantages there is no need to constantly chase after competitors, invent something new, but this has a downside: development stops, a new company can take place on the market. Therefore, do not be afraid of competition, but allow it to stimulate your activity.

#### **Interpretation of The Law**

Anyone who runs a company should understand how useful the competition is. Every prosperous company, in which there are great prospects, attracts genuine interest and envy, its competitors strive to become better, to achieve better results in comparison with it. Therefore, every successful company should not be surprised by the presence of competition and should be ready to fight for and protect their economic interests. The main point of the competition is that each company is trying not only to become better, trying to get ahead of rivals in a number of indicators but also often - by all means harm the reputation of the company. Yes, competitors may appear completely unexpectedly, and it is possible that they will "stick in the wheel." Nevertheless, do not be afraid of competition, panic, but on the contrary, even in this, you can see the benefits for your company.

It should be a rule to think that a competitor is a kind of assistant, whose actions contribute to and stimulate the activities of your own company. Competitors with their own affairs, the purpose of which is to

harm the more successful "rival" company, force the owners of this company to "wake up" and pay attention to the fact that their enterprise is in danger of stagnation. Then, involuntarily, there is a desire to protect its authority, maintain the acquired status and increase the production mobility of the company. Competition is one of the best stimulants, able to return the initial excitement and zeal with which each company manager started his business.

There is a concept of "decent" and "unworthy" competition. Worthy competitors are a no less prosperous company that wants to come to the fore, to occupy a dominant position and oust all similar firms. Her desire is completely understandable: every company has the right to want more to determine the best position. It is pleasant to fight with such competitors because they actually help to gain strength for the battle on the field of the economy. But "unworthy" competitors are, as a rule, rather small firms, whose owners are envious and self-satisfied upstart businessmen. Such competitors should beware, as their methods of harming, as a rule, are illegal and have the lowest and meanest character. But even such competition can become useful and, oddly enough, help increase the popularity and credibility of the company, its management staff. To do this, each manager needs to be attentive and observant - and if the competition is detected, immediately "beat the bells," notifying the press and other mass media, which by their performances can frighten the enemy and confuse him.

Thus, any competition with reasonable treatment with it can positively affect the growth and development of the company, increasing its credibility. To avoid the entry of competitors into the company and the leakage of important information, it is necessary to strengthen the protection and warn employees so that they are careful and attentive. After all, competitors can take advantage of anything in order to circumvent a successful enterprise. It is necessary to resist stubbornly and actively resist such encroachments - only; in this case, success and victory can be achieved. Just for this, you should not sit back, and immediately get down to business, improve performance, increase productivity, without using the same methods of sabotage that are used by competitors.

## LAW 9

## **Use Modern Technologies Constructing Human Relations**

Managing a company is also managing people, and this is a whole science, which has its own laws and restrictions. Their knowledge contributes to the more efficient management of the company, and this is the end in itself of each leader. Use modern technologies of psychology and management in the management of the company - and you will learn what the "palm" is.

### **Interpretation of The Law**

Any firm, enterprise, company is first of all people, a working team. Relationships between people are not part of management activities; they are, in fact, management as such. Competent management is first of all the ability to communicate with people. In addition, in many respects, it is from this managerial skill that the coherence, success, and effectiveness of the professional activity of any company depend. Modern psychology has already accumulated certain knowledge in the field of constructing human relations - and any manager needs to familiarize with them and take them into "armament" or simply take note of certain laws by which interpersonal relations are built within the team.

After all, it is well known that if you have an idea of what laws and principles follow a particular phenomenon, then the latter will be much easier to manage. In this regard, it becomes a relevant application of technologies and developments from the field of psychology directly to the management team of employees. Problems that often arise in management are in most cases related to a person's behavior, his attitude to his activities. The most effective management implies general agreement and support from subordinates. However, such support will not be possible if good relations with employees are not established if there is a hostile situation in the team and the manager's feedback is poorly adjusted with his subordinates.

To achieve a positive result in building relationships in a team, first of all, you need to take care of people, constantly communicate with your employees (to take into account the needs of people, their expectations, opinions on various issues), to maintain good relations with them - this is not really difficult, and it is not worth it to neglect. Automation, computerization of production and management make more attention to

each person working in a large team. A good leader must know the names of all his employees, or at least strive for it. Appealing by name to a barely familiar employee is already inspiring and instills confidence that his abilities and work are valuable for the company.

The task of the leader is to organize work at different levels in the most efficient way so that the goal is achieved as quickly as possible, with excellent results and with the highest possible profit. To achieve this goal, you can use various means and methods of influencing employees. Praise is the cheapest means of influencing people. Do not be afraid to praise the employee, because this is a great way to make people work well. Many are afraid to praise their subordinates, believing that praise is dampening. But this is not the case, because everyone is seeking recognition, and it is pleasant when real merit is appreciated.

Friendly, relaxed atmosphere in the team helps to improve relations between employees. Mood and mood. Much depends on the mood and desire to work. Many managers apply various punishments and penalties as incentives for employees, but they are often ineffective and do more harm than good. It is unlikely that punishment will cause a person to work better; rather, it will be a cause for offense or conflict. Sympathy and understanding - the key to the heart of any employee. A real leader sympathizes with his subordinates and can always come to an agreement with them. Moreover, he should be able to understand their problems, learn to put himself in the shoes of another, and try to mentally evaluate the results of his decision through the eyes of his subordinates. Only in this case, you can find the only correct solution.

Cooperation. The leader must clearly understand and apply the principle of joint efforts and foster the ability of the subordinates to cooperate. To manage, you need a lot of energy, and it gives cooperation. It is necessary to bring the spirit of competition into the team. Most people have a character like ambition, so they want to work better than their colleagues. Encouraging competition among employees, posting graphs, tables, diagrams, etc., reduces the monotony of work, creates a businesslike attitude.

## **LAW 10**

**Make Your Product Best on The Market**



In pursuit of quantity, one should not forget about quality, if, of course, the enterprise is not a monopolist in its market. In addition to the quality of the product, there are other components of the successful existence of the company, but the quality is fundamental, to which all the rest are attached.

### **Interpretation of The Law**

It is very important for any entrepreneur that his product has a certain reputation. So what is a product? Everyone knows that products, as a rule, are created for their sale on the market and, naturally, must meet the requirements of consumers. Every product in the first place has a visible property - consumer value; in other words, he is able to satisfy any human need. The world of goods includes all the variety of useful material goods and services.

Each state must protect the rights of consumers to information about the quality and safety of products, to exchange goods of good quality, to compensate for damage caused by-products of poor quality. However, often in conditions of tough competition prevailing in the market, the highest-quality and at the same time cheaper goods are in great demand. Therefore, if the entrepreneur wants to succeed, the products offered to them should be just that. A useful thing can be created either by nature or by human labor. However, the goods are only those things that are made by human labor. In other words, the value of the goods is created by the social labor of producers. A measure of the value of goods is the socially necessary labor time. If a product requires more social labor for its manufacture, its value will be higher, and vice versa. It is not by chance that 1 kg of meat costs more than 1 kg of wheat: it takes less working time to produce the same amount of wheat compared to the time it takes to produce 1 kg of meat.

The law of value reflects the growth of labor productivity. The fact is that the value of the cost of goods is inversely proportional to the level of labor productivity, that is, the amount of labor per unit of production. Some manufacturers reduce labor costs and the individual cost of products below the social cost due to the introduction of new equipment, advanced training, and improvement of work organization. At the same time, they often strive to break the law of value: they sell cheaper things at the market at a regular price and thus receive additional income. Such a gain encourages the employee to increase production. The price can encourage people who

make rational use of production capabilities to get the best end results, applying advanced equipment and technology. The price that is shaping up on the market finally determines who will increase their incomes and, to the contrary, incur losses from the sale of goods. Each commodity producer must learn that market prices are similar to signals: they, like a barometer, determine the state of “weather” in a commodity economy for all who are showing business activity. It is not in vain that proverbs and sayings often assess the state of the market: “Both the goods are good and the price is cheerful.”

Now there are many small owners who create their own tiny businesses, such as family stores and farms, gas stations. However, many of them are simply not able to stay afloat for a long time, since they cannot offer any new product or service and withstand competition. It is of great importance that the minimum amount of funds that allow you to be competitive is constantly growing.

## **LAW 11**

Never expose your personal - lose the royal dignity

Insulting any person is always insulting yourself, and insulting someone standing below you is unethical is doubly unethical. If the authority of employees is important for a manager, then there is no need to reach insults and humiliations.

## **Interpretation of the law**

If a person controls a certain number of people (it may be 2 people, or 15,000 or more people), then he must have great patience. After all, all the people are so different. Someone is too quick-tempered, someone is a terrible bore, and there are also those who sit “quieter than water, below the grass,” and they don’t need anything until they start to stir. This is very annoying to many, to such an extent that they want to express everything that they think about all of them.

So, suppose that such a boss took one day - and could not restrain himself, and the same person, equal to him in his official position, fell under his hot hand, a person who, naturally, would not tolerate any insults to himself. He, in turn, begins to respond the same, also begins to insult. In

such cases, many tend to begin to raise their voices. Moreover, in the end, it turns out the real scandal.

In the best case, if it happened without witnesses, this person simply loses his authority before his “interlocutor.” After all, often at such incidents, there are numerous witnesses. There may be other bosses among them, and they, of course, will draw appropriate conclusions about the behavior of their colleague and his ability to keep himself in communication with other people, as well as his subordinates to the fiery boss who can now change their perception of him - and the degree of respect for him will be much lower.

We must always remember the truth: treat others the way you want them to treat you. Of course, many people cannot respond to the rudeness of their superiors with the same, but a negative attitude towards it appears, which gradually accumulates. And even restrained people cannot stand it one day ... Then all sorts of things, not very flattering, rumors, gossip, and so on will begin to spread. And thus, gradually, the reputation, and then the career can finally come to naught. This will happen even if these unpleasant conversations occur among subordinates who, it would seem, cannot do anything with the person standing on the professional ladder above them.

But after all, this person also has its own bosses, and they are rarely deaf if they are really good bosses, and they almost always pick up information about their subordinates. And, as a rule, they note to themselves who has the skills to properly manage people and who are absolutely deprived of the elementary rule of dealing with subordinates. And, as everyone knows, for the prosperity of any company, first of all, at least ordinary respect for all employees is necessary. And the example should be given to all by the person who is at the head of this company. If he does not respect his subordinates, then they will not have anything like respect. But can a company develop in a normal way (or, even better, flourish), in which the manager doesn't put his subordinates in anything, and they, in turn, “dislike” their boss?

If a person is insulted and even happens that more than once, does he really want to work in good faith for his abuser? Of course not! Most likely, he will try to get revenge somehow, and as a result, the whole company will suffer from this. Yes, it will be possible to dismiss him, but a person who

has offended one can just as well offend another. And what, to dismiss all? Such a company will quickly cease to exist. There is only one conclusion: in order to succeed, it is necessary to achieve respect for the people around you, that is, in no case allow yourself to insult or humiliate anyone.

## **LAW 12**

### **Don't Be Afraid of Change, Fear of Study**

A company that does not obey the spirit of the times adheres to conservative views and pursues a policy - "It is better to adhere to the old, proven management mechanisms than the new, more efficient, but unfamiliar ones," is doomed to failure.

### **Interpretation of The Law**

"Everything flows; indeed, life does not stand still, and no matter how much someone wants to stop its movement, it continues its run. Therefore, in order to succeed in managing a company, it is necessary to keep up with the times. Those who for some reason do not want or cannot do this, a risk to stay on the sidelines.

There are people who have the hard idea that something needs to be changed. This quality is laid in early childhood when one child all the time seeks to seize something new and without fear rushes towards new people and impressions, and another for years cannot part with his beloved toy. From time to time this quality becomes less pronounced, but, nevertheless, it accompanies a person throughout his life. Such a person is so strongly attached to what surrounds him: to the situation, people, things that it will be very painful to experience any change. He is well, cozy and comfortable only when he is surrounded by what he is used to, and the need for change causes him to have a feeling of fear and uncertainty. He will delay an unpleasant moment since the need to part with someone or something is equivalent to him losing support.

Such people, due to their affection, are much more than others constant in their relations with others. They try to find such friends and life collaborate with whom they would not have to part with them, so for them, such a loss would be a real blow. Often such people believe that their favorite things help them, and they constantly carry with them some kind of

funny toy, a pebble or a dried flower, which, it seems to them, protects them from trouble. A person who stubbornly clings to the old stands at risk to spoil relations with their employees. After all, his unwillingness to change something can create the fame of a conservative, reinsurer, an opponent of everything new. His caution and habit of carefully thinking through every move can be considered indecisive and even cowardly. What kind of team respect for the authorities can be discussed in this case? Not everyone understands how difficult it is for a company leader to drastically change course, how difficult it is to risk his and others' wealth, how difficult it is to take responsibility for the fate of many people.

However, people tend to draw conclusions about the character of other people, based on their own life position, so they will never understand what is happening in the soul of their leader, who in fact is largely concerned about their fate, and decide that he is simply afraid to take a decisive step. Of course, in the company where discontent reigns with the actions of the leadership, it does not make sense to talk about success. After all, successful business management is possible only with the coordinated work of the whole team.

Anyone who is afraid of change risks missing something new in the development of production technologies. Of course, this will not contribute to strengthening the position of the company. It will be quickly overtaken by those competitors who are less suspicious of changes and are willing to risk if the risk promises the possibility of achieving a better result. Proven and successfully applied once does not at all mean “the best,” and those who do not want to put up with it should be prepared that soon they will be far behind those who were bolder and more determined in accepting the new.

## **LAW 13**

### **Never Show Non-Confident in Your Decisions**

An insecure manager creates insecurity in his employees and therefore creates a precarious position for his company. Confidence, confidence, and confidence again - this is the motto of a good leader. Indecision in action is a feature that must be absent in the character of the head of the company. A determined leader sets an example to his subordinates and encourages them to behave in a similar way.

## **Interpretation of The Law**

In whatever company a person works, he will not be able to draw even a minimum of attention to himself if he is not confident in himself if he does not show perseverance in decisions, words, and actions. Confidence is a special state of the human soul and mind, in which a person feels calm, does not doubt anything, and does not worry that he behaves in some way that he may be misunderstood. Confidence allows a person to express themselves in relationships with other people and often - to control the situation. A confident person either masterfully hides his shortcomings and complexes, or speaks openly, without embarrassment, about them, therefore he always attracts attention to himself.

Confidence will allow others to judge how much a person respects himself, how developed his self-esteem is. It is because of this quality that many people have achieved universal recognition, respect, and even fame, to which they aspired. In addition, who knows, they would not have become what they wanted if it were not for the ability to keep confidential and with dignity. The attitude of others to you depends on the person's feeling of confidence. Indeed, for most people, it is very important how other people treat them, what they think of them, how their actions are evaluated. Everyone has a need for public approval and respect, and then there is a sense of confidence in their actions. On whether the company deserves approval, depends on its good name, credibility, as well as whether the merits of its leader are recognized.

A person's confidence should be distinguished from self-confidence, which often turns into egoism. Self-confidence is nothing more than an overestimation of one's own importance, whereas confidence speaks of the ability of an individual to self-esteem, of the awareness of his own merits and qualities. Each of the people manifests his dignity in different ways every day and every hour, both in work and in everyday life. Confidence is found in the resistance of every self-respecting person to any attempts to humiliate, insult, slander himself, to mislead other people about his person. This feeling elevates a person, gives his activity, his aspirations a certain nobility. There may be people who can offend, humiliate, but it is impossible to deprive a person of the right to self-esteem and confidence in his actions and feelings. If a person has enough confidence, then, therefore, he is not only able to take responsibility for the decisions made, but also

able to protect himself and those near him, to defend his opinion, his choice.

As mentioned above, the quality described helps a person to show respect for himself. A self-confident subject will offend neither himself nor other people from his company. And as you know, self-respecting is able to show respect to others. Another thing is when a person does not know how to value and respect himself: he always looks insecure, downtrodden, withdrawn, and full of complexes and feels even worse because of distrust from others. Such a person will never be entrusted with an important matter, he is unlikely to be given the opportunity to make a final decision for others. That is, if a person is full of respect for himself, self-confident, then other people are drawn to him because they feel his confidence. Thus, self-confident people emit confidence in everything: those around them feel calmer as if they are under powerful protection. Therefore, a sense of confidence and self-esteem implies respect for others, constant readiness to do a good deed for them, to come to the rescue.

# CHAPTER 15: SPEAKING AS A LEADER SO PEOPLE LISTEN, FOLLOW YOU AND RESPECT YOU

**T**hey are the ability to develop excellent social skills, the personal motivation to look at a problem rationally and work out a solution, and acute self-awareness. These are all things that can be worked at and developed over time so that you can boost your own sense of self-awareness. Developing this ability will help you to develop a much stronger sense of self-awareness, and that will directly impact your ability to interpret other people's emotions and to be able to respond well to them. It can also give you a reasonably good insight into your own emotions and how they affect you and others. There are many things one needs to learn and practice to ultimately learn emotional intelligence.

## ***Always Do Your Best to Remain Connected to Other People .***

When you are under stress, it is a natural reaction to want to withdraw from society so that no one will see your shame and embarrassment when you really need to save money, or for whatever reason, you can invent for hiding at home in your pajamas. But people are social creatures, and our happiness is directly tied to our level of social interaction. Being connected to other people is one of the key components of happiness. In order to remain socially connected continue going to church, join a support group if needed, or maybe take a class at the community center where no one knows you personally if you crave social contact but want to remain anonymous.



The important thing is to stay connected with other people, so you don't spend all of your time over-analyzing yourself.

Women in the business world are operating in an environment that is mostly dominated by men. To survive in an environment that is mostly male-dominated, women tend to try to use more logic and less intuition, which is a key component of emotional intelligence. Women are learning that they cannot compete in the male business world by becoming just like men. Women are returning to the skills that make them excellent leaders. Emotional intelligence is learned daily and it is never too late to begin.

***Pay Attention to The Way You React to Other People Around You .***

Do you wait to know all the facts or do you jump to snap decisions? Do you believe in stereotypes? Pay much more attention to the way you interact with other people and how you act toward other people. Spend some time thinking about how other people might be feeling and try to be more accepting of their positions and more open with your opinions of them. Look around at the environment where you work. Do you look for praise or attention for your personal accomplishments? Being humble is wonderful when it is necessary, but the workplace is not the place to practice humility all of the time. Your accomplishments will bring you recognition sometimes, and there are times when it will be better if you step back and let others receive the accolades. When you are humble, accept the thanks and then be confident about it quietly. Whenever possible, give the limelight to other people and give them the opportunity to shine. Let the focus be on them for a while.

***Evaluate Yourself and Your Traits.***

What are your strengths and your weaknesses? You need first to be able to accept the fact that you are not perfect and that you have a long way to go. Look at yourself honestly and have the courage to make the needed changes. It will change your life. Look at how you react when the situation is stressful. If you are guilty of becoming upset every time there is a delay or the situation does not do the way you want, then you have issues that need to be worked on. Do you become angry at other people or blame them for events that are not their fault? Part of the concept of being emotionally intelligent is the ability to stay in control and remain calm during difficult

situations and stressful times. This is a trait that is valued very highly both in the business world and the social world.

### ***Never Be Afraid to Take Responsibility***

For your own actions and do not point the finger at anyone else. Admit to your own blame in the matter and take your punishments and consequences as they come. Making sure the other person gets their punishment is not your job. If you have hurt someone's feeling, even accidentally, quickly apologize directly to the person; never try to avoid them and think the situation will go away on its own. Most people are willing to forgive you and to forget the wrong if you are contrite and honestly try to make amends. Always take the time to consider how your actions will affect other people before you commit the action. If you feel that your decision will have a negative effect on other people, then maybe you need to decide on another course of action. If it is something that you must absolutely do, then you need to ask yourself how you will be able to help other people deal with the effects of your decision to act.

### ***Spend Some Time Every Day Working on Your Vocabulary***

So that your communication skills will improve. People who are emotionally intelligent generally use more specific phrases and words to get their meaning across to other people. When they discover they have some sort of deficiency in communication, they work to correct it as soon as possible. Whenever some situation does not go exactly to your liking, take a few minutes to think about it and try to decide exactly what you did not like. Decide what exactly made the situation so unbearable and think what you would do differently the next time. If you can name exactly what went wrong, you have a better chance of correcting the issue the next time it arises.

### ***Watching Other People's Verbal and Non-Verbal Cues***

Will give you valuable insight into the emotions and feelings of others. Focus on other people and think about what they go through on a daily basis. Keep in mind that all people have their own issues, and even though this has no excuse, it is better met with empathy and not scorn. Be prepared to admit to the things that cause you to stress and take steps to have less of those situations in your life. If it is a particular person who causes you problems, then avoid them. There is no rule that says you need to be nice to

everyone. It might be better if you pick the people who you surround yourself with so that you can work on keeping your own emotions in check.

### ***Do Your Best to Bounce Back When Adversity Knocks You Down .***

All people encounter issues and challenges. The key to emotional intelligence is how you choose to react to the events that challenge you, the event that send you into a complete meltdown or set you on the path to success. Positive thinking will always take you a long way; there is no doubt about that. You will more easily recover from adversity when you look at situations with optimism and not with words of complaining. Always think what you can learn from a situation. See what this challenge can teach you about your inner strengths and your desire to succeed. Observe how different situations make you feel. Everyone is busy with their hectic lifestyles, and it is too easy to stop focusing on emotions and just run on autopilot. Take the time every day to reconnect with yourself and see how you are doing. And while you are spending some time with yourself, take some time to focus on your behavior and see if anything needs correcting. When a stressful situation presents itself, pay attention to how you are feeling. Managing your emotions will be easier when you spend some time every day thinking about how they affect your everyday life.

### ***Never Fail to Take Responsibility for Your Own Emotions.***

Your behavior and your emotions come from inside of you, not from anywhere else. When you begin to take the responsibility necessary for your own actions and emotions, you will begin to be able to correct those things in your mindset that need correcting. Whenever you feel you are on a positive path to the goal of emotional intelligence, take a little time to celebrate your successes. One key component of possessing emotional intelligence is the ability to constantly reflect on your emotions, celebrating the positive accomplishments, and correcting the negative ones. Life is not stagnant; it changes constantly. You probably have not encountered all of the new situations you will face in your lifetime. So, one does not simply gain emotional intelligence and keep it forever. Once you have it, you probably have it, but you will need to continue to keep growing in your learning and your abilities. Remember that the emotions that are positive are stronger and will give you more meaningful relationships with others. But do not ignore the negative emotions, and do not repress them either. Take them out and look at them when they happen. Negative emotions need to be reflected on and analyzed to see why they happened and how they can

be changed. This is the true key to making yourself into a well-rounded individual.

***Never Lose an Opportunity to Remain in A Learning Mode.***

Information and knowledge are there to feed your mind and keep your motivation and curiosity alive. These days, information is easy to find anywhere you look, so there is always a chance to fuel your passions and your values. The biggest challenge to your continued learning might be getting out of your personal rut. When people become stuck on one mindset, they fail to grow and develop. Commit to learning new truth and new skills no matter how much effort it takes. Don't be afraid to grow. Challenge your thoughts as often as possible.

### ***Everyone Needs Help Eventually.***

No one person is omnipotent. So, do not be afraid to ask others for assistance every now and then. And when other people ask for your help, help them whenever possible. Asking for assistance takes a big shot of fortitude so if you must turn someone down try to do so as kindly and gently as possible. Always be mindful of the other person's feelings. To be able to truly empathize with other people, you need to be able to understand what another person is really saying. This means that you need to truly listen to the words the other person is saying and not just the sound of their voice. Let other people speak without interrupting them. Do not have preconceived notions about where the conversation is going. Really listen to the other person with an open heart and not skepticism.

Put your own issues aside and give yourself the time to fully take in the events of the situation and think how that other person is feeling before you allow yourself to react. And it does not matter if you are a team member or a team leader, you must always be involved and ready to help where needed. If you truly need to do so to fully understand the other person better, try to take their emotion as your own and truly feel it inside. Be them for a while. See the world from their viewpoint. There is often no wrong or right in a situation the only difference being the point of view of the person in the situation. And a quick way to build rapport with another person is to share a similar event or situation in your own life. This will mean opening up your vulnerabilities, but this is not only how you connect with other people, but it is also how you grow and learn.

### ***Social Skills Are Vital***

As they are those particular skills that are needed to handle and influence the emotions of other people. Social skills cover an enormous range of personal abilities, from conflict management to dealing with change to communicating well with others. Building relationships and meeting new people is an integral part of everyday life, from your romantic lives to your work life. One good way to begin improving your social skills is to take one skill you already know you would like to develop and learn to develop it. This could mean anything from taking a class to finding someone who is good at that particular skill and asking for advice. And this includes practicing your social skills. To do this, you need to get off the computer and out into the world. These kinds of social skills require seeing people

face-to-face. Yes, it can be scary but it is an exercise that is well worth it. You don't need to just go out in public alone the first time. Use a reasonable excuse to get out among other people. Take a class, go to a seminar, have coffee after work with a coworker. Every little step will open you to larger and longer personal meetings. And this is the best way to grow your social skills.

### ***Always Be Mindful of What Your Body Is Doing***

While you are around other people. Nonverbal communication can be more important than verbal communication because it is usually more honest. It is easy for people to mentally censor what they plan to say, but sometimes the body tells other people things that the mouth keeps hidden. Eye contact, tone of voice, and body language all talk volumes, and they let other people know what your current emotional state is. Body language is one area you need to learn to control to be able to develop a higher level of emotional intelligence. Not every learning on the path to emotional intelligence is something positive. As with anything else, there are always things you will need to avoid. People who desire emotional intelligence learn to avoid drama at all costs. They have no place in their lives for other people's drama, either real or contrived. If someone truly needs help or advice, an emotionally intelligent person will offer what they can, but they will not take the other person's problems on as their own.

### **Having A Foresight**

Foresight is a unique skill of the servant leader used to guide their decisions through learning from the past, mindfulness of the present, and understanding the potential consequences of the future. Through the diversity of the team you create, you surround yourselves with individuals who offer different perspectives of a situation. They provide a fresh view into your everyday decisions. Foresight provides a venue for making intuitive and educated decisions. There are several ways to cultivate foresight:

#### **Lead with diversity.**

This relates back to self-awareness. When you surround yourselves with diverse individuals, you develop a more well-rounded team. By only surrounding ourselves with like-minded individuals, your teams will have your strengths and our weaknesses.

**Active mindful listening.**

Listening is a critical skill of any leader, especially a servant-leader. Are you hearing similar concerns from several team members? If so, by foresight, you could determine an emerging trend or future consequence.

**Read widely .**

Develop an industry understanding. You are not expected to be subject matter expert in your field. However, you are expected to have a general understanding of the industry. This is vital to understanding how to best lead within the industry.

**Systematic**

Approach. Think systematically. Consider the situation and leverage your foresight to determine the consequence of decisions.

**Predictions .**

Practice making predictions alone as well as with your team. Test the predictions against reality. Are you identifying trends?

One of the vital skills of leveraging foresight is problem solving.

**Problem Solving**

Problem solving is fundamental to every leader's role. Problems are truly opportunities to develop more efficiencies, grow the business, or discover innovation. You may be the one solving the problem or supporting those who do. Confidence will convey to the team your ability to think systemically on how to best tackle this new endeavor. Solving problems are done systemically.



## **Four Simple steps to Problem Solving**

1. Defining the problem or opportunity
2. Outlining possible solutions
3. Evaluation of each solution
4. Implementation of a solution

In step one, you define the problem. Leveraging a tool such as the Five Whys is a quick method to determine the root cause. The Five Whys were developed through the Toyota production system and have become the industry standard for identification of underlying stimulus of the problem. When a problem arises, you simply ask why five times. At the fifth why, you will discover the true root of the problem. Here's an example of the Five Whys:

**Problem:** The specialist is rescheduling the patient's appointments when scheduled at the primary care clinic.

**WHY?** The referring provider's notes are not at the specialist's office before the appointment.

**WHY?** The notes are not being faxed promptly before the appointment.

**WHY?** The notes are incomplete.

**WHY?** The providers do not have the designated charting time on the schedule.

**WHY?** The providers' schedules have not been updated.

As you can see, this is a valuable tool that provides a way of peeling back the layers of the problem and discovering the true issue. Once the providers' schedules were updated to have designated charting time, the patients were seen at the originally scheduled appointment time. In step two, you develop solutions to the problem. Consider this as brainstorming to solve the problem. In an ideal world, everyone would be able to sit together and generate creative solutions. In many environments, you have blocking that leads to only a few boisterous individuals providing input, while others shy away. Many shy individuals lack the confidence to share, feel their ideas are silly, or fear teasing from the group. One quick alternative is having the group write down the solution without their names. Then the solutions are read aloud for the team to analyze.

In step three, you analyze the difficult solutions through decision making. Decision making involves determining the credibility of the source, determining effects the decision, cost-benefit analysis, and ethical consideration. After vetting the solutions and identifications of single best solution that should be implemented, consider plan B. In step four, you implement the identified solution. Thoughtful planning will maximize success at solving the problem and minimize the risk. Depending on the solution, implementation could be a simple process change or a full project plan. Utilize your resources wisely. There is no guarantee that every decision you make as leaders will be a successful one. Your goal is to have tools in our toolbox to make high-quality decisions and troubleshoot through your problem-solving skills.

## Decision Quality

Leaders make decisions every day, and the continued enhancement of this skill needs nurturing daily. Not all leaders are created equally and able to make a sound decision. Decisions will either make or break a leader. Many times, failure as a leader is related to a single bad decision. It is often related to multiple poor decisions compounded on each other. Although it is important to remember, even good leaders make bad decisions. A poor decision does not dictate you as a bad leader. Your leadership maturity will determine your management of the effects of a bad decision. It is important to always own your mistake and not place blame with another individual.

### ***How Do You Avoid Making Poor Decisions?***

In making quality decisions, you will need to understand how to categorize the overwhelming amount of information you will receive. You will receive information from many points of interest. However, keep in mind that not all points are equal. One of the first issues to consider when processing information is the source. Information is filtered based on the source. Is the source credible or biased? Consider the motivation of the source. Why are they sharing the information? Is it a vested interest in the outcome of the decision, to show another's shortcomings, or for their personal gain? Also integrate a framework into your decision-making strategy, and standardize the process with each decision to ensure that your decisions are of the highest quality. It will not guarantee a perfect decision each time. However, it will lessen the chances of having a bad decision.

### ***Five Steps to High-Quality Decisions:***

**Situation analysis** : current versus future state. Who are the stakeholders? What is the impact of the decision? What are the direct and indirect effects? Do you have the information needed to make an unbiased decision?

**Effects of the decision.** Every decision made will become public. If the decision was made visible to every person you encounter, how would you feel? What would the stakeholders think of your decision? No decision is made in a box, and the impact of every decision will be on the team and/or process.

**Moral compass.** Every decision should be guided by your moral compass and your integrity. If you feel the need

to hide a decision, chances are it is a bad decision. Decisions should be made and you should stand tall with confidence.

**Cost-benefit analysis.** Do the benefits of the decision outweigh the cost and risk of the decision? What if the cost is more than expected?

**Plan B .** Always have a backup plan. What is the strategy if your decision creates barriers? What if you are unable to meet the expectations of others or of your key stakeholders? A well-prepared plan has an equally viable backup plan.

Strategic decision making involves the long-term decisions made to create an organization's mission, goals, objectives, and values. The steps outlined above will also facilitate decisions made regarding the strategy of the organization.

# CHAPTER 16: COACH YOUR TEAM TO HIGH- PERFORMANCE AS A LEADER

## Reaching High-Performance

**T**he day you realize your team has become a high-performing team, you will be in awe. You get thrilled. The level of open communication was high. Everyone was taking responsibility. Rapport and morale were also high. We were not just team members, we were comrades. We worked well together, produced work at a fast pace, and achieved exceptional results.

The pinnacle moment for the team occurred after a difficult meeting with our management team. The purpose of the meeting was to discuss the scope and direction of the audit. We had proposed our scope ideas to management, but our management team pushed back on our ideas. The meeting ended with no agreement. After the meeting, my team and I huddled in a conference room to talk about what went wrong. We were in it together. We realized we didn't prepare well enough for the meeting and were not persuasive. Each one of us took responsibility for our part. We each shared what we could have done differently. We learned a lot from this, and the team pulled closer together. Two weeks later, we met with management

again. We were better prepared and management approved our project scope.

### **Be Your Team's Coach**

You are the team's leader and you are also the team's coach. It's your responsibility to develop and coach each team member. Coaching allows team members to develop new skills and increase confidence so they can be full contributors to the team. Coaching also creates the foundation for high-performing teams. A coached team will be more engaged and work together to produce exceptional results. Invest in coaching your team members and they will feel valued and more connected with the team. They will also have more motivation and job satisfaction.

Coaching involves trusting your team members and understanding they are all capable and have great potential. They have everything they need, you just need to help pull it out of them. When you got confidence in the group, they will also have confidence about themselves. You will also benefit from coaching your team members. It's rewarding to help others grow and learn. You can have a direct impact on your team member's careers and lives.

### **What Is Coaching?**

First, what coaching is not. It is not giving the answers or solutions. It's easy to give your team the answers. Yet, coaching takes conscious listening and asking questions. When coaching, you are helping the person become more effective in their current role and preparing them for success in future roles. Coaching inspires people to reach their full potential and guides them past obstacles so they can reach their career goals. Coaching is putting the responsibility for personal development, problem-solving, and decision-making on individual team members. As a coach, you guide them to grow their abilities and give them the confidence to solve problems on their own. In time, you can also coach them to coach themselves.

### **Components of Effective Coaching**

#### **Create A Coaching Relationship**

Coaching is most effective when you've established and built a solid relationship with the person you're coaching. It's important to invest time in the relationship. You want to build trust with the person and make sure the

person feels safe enough to be open and honest with you. Get to know the whole person during your one-on-ones and show you care by being interested and asking questions about their personal lives. Show you are invested in the person's success and use the person's goals and dreams as the context for coaching.

### **Understand Team Members' Dreams**

As you build trust with your team members and show you want to support their growth and development, ask them to share their dreams. Ask them:

- What does success mean to you?
- What will success look like for you in your current position?
- Where do you want to be at the peak of your career?

### **Assess Strengths And Weaknesses And Set Short- And Long-Term Goals**

To help your team member succeed in their current position, share your expectations and how you will evaluate his or her performance. Work with your team member to identify and set goals related to their current position. Assess each person's strengths, weaknesses, and potential. Work with them to identify their strengths and what they want to build on. Identify improvements needed in specific skill or behavioral areas that will help them grow and do well in their current role. The next step is to identify additional skills, knowledge, and experience needed for them to reach their dreams. Help them set long-term goals.

Help the person to identify a five-year goal that, if achieved, will get them closer to their dream. Then help them identify a one-year goal that, if achieved, will help them achieve their five-year goal. Next, identify the skills, knowledge, and experience they will need to reach their one-year goal. Together, make a one-year plan for training, on-the-job experience, and stretch assignments. Identify training needs, tools, or other resources

they might need. Be their champion and request training resources for them. If appropriate, pair your team member up with a mentor whose experience and position align with their dream. Tailor your team member's assignments to get them the experience they need to move closer to achieving their goals. Encourage your team member to be proactive and seek training and other experiences on their own. Link the person's short- and long-term goals to the team's goals. Explore how the team's achievements will link back to the team member's personal achievements.



## **Make Coaching Your Priority and Be Prepared**

Free up time in your schedule for coaching. Make time for both one-on-one coaching meetings and informal coaching throughout the day. If you make time for coaching your team, this investment will lead to increased productivity and results. Before coaching meetings or informal coaching conversations, take the time to center yourself and prepare. Manage your own emotions and be present. Prepare by going over the person's goals and the last conversation you had with them. Make definite you are in a constructive edge of mind. The person you're coaching needs to believe you are focused and interested in them and their success. Making a positive emotional connection with the person requires you to be present and engaged in the conversation. Make sure there are also no distractions and you won't be interrupted during your conversation.

## **Listen and Ask Questions**

Coaching is mostly listening. Let the person lead the conversation. Ask open-ended questions. Ask clarifying questions and paraphrase back to confirm your understanding. Give your full attention and give the person the time to think and respond. Be patient and avoid jumping in to share your own thoughts. Coaching conversations can include helping someone solve a problem, decide how best to complete an assignment, develop a skill, or work toward a goal. For problem-solving, ask questions to help them see what's behind the problem or the cause of the problem. Have the person think and come up with and consider different solutions even if it means there are pauses where neither of you talks. This helps the person improve their problem-solving and analytical skills.

When people find their own solutions, they are more likely to follow through and own the result. Imagine if you gave advice that someone implemented, and it backfired. You would then own the result because it was your idea. As the person identifies solutions or considers different decisions, ask them to weigh each thing they come up with. Support their solutions and check back in with them on how it went. Did their solution work? What did they learn? If a team member makes a mistake, coach them by asking what went wrong, how they can avoid making the mistake again, and what they would do differently next time.

## **Coach Your Team to Self-Management**

The path to a high-performing team that produces exceptional results is to help your team become a self-managing team. A self-managing team decides how they can best work together, make decisions, and solve problems. Teams that have moved through the basic formation stages and are performing well may be ready to self-manage. Teams that self-manage require the team leader to give them the autonomy to make their own decisions about how they will meet goals and get the work done. Helping a team become self-managing has many benefits. When the team makes its own decisions, it has more ownership over each decision and a sense of responsibility to the team and its success. Another benefit to becoming self-managing is an increase in the team's growth and development.

When teams problem-solve and make decisions together, they become more connected and unified. In turn, more connection and unity will enable the team to work better together. You can prepare your team for self-management by coaching them to coach themselves. This includes teaching them how to ask themselves questions. If they still need guidance, tell them your door is always open. Moving your team toward self-management requires that you share leadership, create a flat team, and push decision-making down to the team as much as possible. The number and level of decisions you push down to your team will grow as you and your team gain confidence in the team's abilities.

# CHAPTER 17: CONTINUOUS DEVELOPMENT FOR LEADERSHIP

*“The way of success is the way of continuous pursuit of knowledge”.*  
*Napoleon Hill*

Leadership is a self-guided journey that requires continuous learning and professional growth. Continuous improvement is striving to improve the status quo and impacts all areas of leadership. Every day in your role, you strive to improve the experience for your team, your customers or patients, your internal or external matrix partners, your products, your patient care delivery, etc. While you cannot change the world overnight, it's the small changes over time that make the biggest impact and lead to your legacy. View each day and situation as an opportunity. Strive to leave situations better than you found them.

Making large shifts to significant improvement doesn't happen overnight. This modality requires planning and change-management principles. Ultimately, if you are focused on making large changes quickly, then you must adapt and condition the team, and ensure that you have quality checks in place. This is a separate process and mindset. If this is your goal, reference the change-management section.

Throughout any business, quality control and continuous improvement are vital to the sustainability. Quality control ensures that the products are

generated to yield a consistent level of quality at status quo or improved. Additionally, there is a reduced risk of mistakes. Within the clinical environment, safety-syringe engagement would be an example where you would expect continuous quality. With safety syringes, you expect any syringe to properly deploy the safety feature of the syringe to prevent unwarranted sticks. Another consideration is the level of care delivered by a health care professional. For example, when someone sustains an injury to the arm and has deformity, you expect an X-ray of the arm to be completed. Continuous improvement is an ongoing process geared towards improving products and or services. These improvements could be small to drive efficiency or reduce nonvalue-added steps. These improvements could also be significant, leading to a complete revamping of an entire process. For example, one clinic wanted to target reduction of collections. A simple change in the office procedure of collecting funds from the patient while the patient was in the clinic dramatically reduced the collection volume.

There are many tools available through lean health care and Six Sigma. Take a moment to learn about these principles. For now, let's look closely at the continuous improvement from a leadership view. You desire to learn and grow is what will ultimately distinguish you from your followers. As you take the role of leader, understand that it is a continuous journey and not a destination. Your leadership will continue to grow over time. Your role is to nurture the path. No one will do this for you! We must be stewards of our own professional development. How do you know your weakness? Many resources can provide insight into your area of professional growth opportunities. There are several assessments that can be completed, such as strength-based, 360 reviews, and so on.

## **Avoid these Mistakes on The Way to Leadership**

If you want to be a leader in your niche, then beware of major sins on the path to leadership.

What mistakes do most people make?

### **Trying to please everyone**

Most of the leaders who start doing business and go to the masses of people (employees, customers, and partners) are trying to please everyone. They try to be comfortable for everyone. This problem is present in leadership and in oratory. When in the Soviet Union, the industry tried to produce clothing that was comfortable and correct for everyone; she only made boots and padded jackets. Is this clothing warm? Yes. Is it comfortable? Yes. However, for some reason, people do not wear all these clothes. It is not suitable for everyone. When you try to make everyone comfortable, you drastically lower your self-esteem, you dramatically lower your self-confidence bar and drastically reduce your relevance. Everyone cannot please! Do not try to do it! Always work for your target audience only. On everything that others think about this, do not pay attention. You will never become a leader if you try to please everyone.

### **Do Not Ask for Help**

Opening branches in new countries, you regularly encounter a problem in which people are first nobody, then, becoming directors of divisions or managers of branches and bringing the situation to unprofitability. And they never ask for help from more powerful managers. When you ask such a pseudo-leader: “Why didn’t you call right away when the recession started?” He replies: “Well, I’m the boss, I thought that I’d get out” or only to get in the way, I’ll stand up, then I’ll ask.” Not asking for help from a difficult situation is a terrible thing. If you are in a recession, the proof of your leadership will be a search for help from stronger individuals. Trying to pull yourself out of the swamp by the hair, you are proving to be lousy.

### **Do Not Take into Account the Needs and Pains of Central Asia And Followers.**

To be a leader, you must first, divide people into target groups, taking into account their pains and needs. Only in this case, you will begin to occupy a leading position. As soon as you equalize everyone into a single

gray mass, as soon as you get the average temperature in the hospital, your leadership positions will begin to fall.

### **Resorted to non-constructive criticism**

If you criticize someone, if you do not like something, and you show your attitude to something, then you must have argumentation and proof. People do not go for those who do not argue their critical opinions about someone or something. You must criticize people, proving to them that they are wrong with some real facts, figures, and deeds. Even if people disagree with you, their attitude towards you will remain respectful.

### **Do Not Delegate Authority and Do Not Use Outsourcing.**

If you know how to do something better than others, but at the same time you are afraid to give someone part of your work for outsourcing, this is an indicator of your weakness. A person is a leader only if he not only attracts some people to himself but also loads them with additional work. There is a double meaning in the transfer of any powers. First, people see that you delegate. Second, you learn to drive. By transferring responsibility to other people, you show them your trust and respect.

### **Allow Familiarity**

If you think that all people are brothers and you need to be on a par with everyone, if you think that helping others oblige you to respond, then your leadership positions are eroded. Allowing yourself “poke” first, then criticizing them, eventually you allow yourself to insult. If you want to be a leader, then you must constantly separate yourself from other people.

### **Do Not Give the Right Information, The Right Resources**

Many managers, recruiting employees, assistants, and followers into their staff, load them with a specific job, without supporting it with the necessary resources and information. Most of them say: “You came to the seller? Here's the Yellow Pages, go call.” Alternatively: “You wanted to help, go, and help.” How to help? No one answers these questions. If you want to take a leadership position, first provide people with the right information and the right resources so that they can carry out the tasks assigned to them.

### **Stages of Becoming A Leader**

In summary of Part 1 of this book, remember the following. In order to become a leader, you must pass the following stages.

### **Status**

Leadership begins with a status. It doesn't matter if you got it yourself, won it in some kind of fight or you were simply appointed. You have to understand that when you get acquainted with your target audience, for them you just have some kind of status. And nothing more. If you have been appointed director, chief, and leader and introduced to a new group of people, then for them you are so far only a status leader and no one else. People always listen to the status leader, they do standard obligatory actions, but for the sake of it, they never got beyond the comfort zone.

### **Loyalty**

After obtaining the status, you must go to the rank of loyalty. When you prove by your actions that you are not just a designated leader, but something of yourself, then you will begin to love and respect. You will begin to experience certain emotions. Nevertheless, people, allowing you to deduce themselves beyond the minimal comfort zone, may also remind you of this.

### **Getting Results**

When you work with people is confirmed by the results, you become the best leader, and people are not only ready to follow you beyond the comfort zone, but also go there.

### **Mentoring and Student Results**

In fact, in mentoring you get to real leadership practice. Only at this stage is the main work with those who follow you. At the stage of status, it is impossible to work with them, because they are in their comfort zone. At the loyalty stage, leaving the comfort zone a bit, they seem to be working, but they still run back because they are not used to it. At the stage of obtaining results, you begin to lead them away from their comfort zone.

### **Personality, Personality Cult, Mission, Big Idea**

This is the last stage of leadership, where you can do whatever you want with your target audience. You can take people away even to the ends of the world, they don't care. If you take people away to distant lands and shoot them there, they will only be happy. If today you are limited in your niche



or in your field to only three stages of leadership, then it means that you are still a leader only in words. Figuratively speaking, no one will sell their homeland for you and will not change their lives, no one will make any serious radical changes for your sake.

If we consider the 4th and 5th stages of leadership, then the mentoring stage must be conquered, and the personality cult stage and the big idea should be pursued, because one is not a warrior in the field, because a lot of work to promote you should be done by employees, fans, partners, and media. In the first three stages, you are not interesting to anyone, there are plenty of them everywhere. Leaders who have reached the 4th and 5th stages are very few. They are hunted by the media, partners, and employees. They have always sought after. People are arranged so that they always need a guide with a flashlight, they always need someone who holds a flashlight in their hands and goes first. If you are at stages 1-3, then you go ahead, but you do not have a flashlight. At the 4th stage, a flashlight appears in your hands, and at the 5th stage, you are already walking with a searchlight. Be sure to develop the stages of becoming a leader.

# CONCLUSION

Leadership is a timeless concept describing individuals who lead by serving others and placing their needs above their own. The leader empowers individuals, focuses on growth, and ensures that their basic needs are met. Guided by an internal moral compass, the servant-leader leads with the highest integrity and moral.

There are many core competencies leveraged in servant leadership:

**Self-awareness** is the ability to represent and know your true self, openness to suggestion, and knowing the impact of your emotions on the team.

**Stewardship** is accepting responsibility and accountability for your own actions as well as the team's actions.

**Persuasion** is the avenue by which you lead individuals, which is guided by knowing the individuals and their internal motivations.

**Active listening** is actively engaging in the language that is verbally and nonverbally communicated.

**Empathy** is understanding how an individual is subconsciously and emotionally reaction to an individual or situation.

**Acting with humility** is being a humble leader, showing leadership as a privilege, and transition from me-driven to team-driven leadership.

**Culture of trust** is created by one individual at a time through fairness, objectivity, ownership, and setting others up for success.

**Mentoring** is a process of growth and development to guide an individual through into more of who they already are.

**Coaching** is leveraging the growth mindset of an individual to guide him or her on self-discovery of solutions or achieving personal goals.

**Foresight** is used to guide the leader through learning from the past, mindfulness of the present, and understanding the potential consequences of the future.

**Vision** demonstrates the values, beliefs and goals of the organization or leaders, which will be unwavering with the evolution of strategies. **Continuous development** is a self-guided journey that evokes continuous learning and growth to improve and sustain your leadership success.

Leveraging each of these core competencies will ensure you are leading to the highest integrity and your true self. You will experience a more self-fulfilling role with team-based instead of me-based management and gain the unwavering respect of your team.

## BOOKS BY THIS AUTHOR

### **[How To Manage Your Money That You Already Have](#)**

A lot of Finance books look to embrace and empower the already rich and wealthy people of the world. How To Manage Your Money That You Already Have was written in efforts to empower those that are in the lower and middle class with the knowledge needed to progress ahead in life and achieve financial literacy. Something that was not taught in the pre-collegiate schooling system in the past or present. How To Manage Your Money That You Already Have provides a very informative look at multiple strategies that will help you and your family become more financially secure. How To Manage Your Money That You Already Have is full of up-to-date information and references about today's hidden gems in the Financial world.

### **[How To State An Online Business: The Ultimate Step-By-Step Guide To Starting An Online Business For Single Moms](#)**

A LANDMARK VOLUME IN DIY WRITING BY ONE OF THE GREAT MINDS OF OUR TIME. KING ARI DANE'S BOOK EXPLORES SUCH PROFOUND QUESTIONS SUCH AS HOW TO GET STARTED WITH ALMOST NOTHING BUT SKILLS, AND HOW TO DO IT AT HOME. WHAT TYPE OF SUPPORT IS NEEDED FOR A STAY AT HOME BUSINESS? ARE THERE LEGAL ISSUES THAT SHOULD BE KEPT IN MIND OR ARE THERE BOUNDARIES? HOW GROWTH SHOULD

BE HANDLED? WHAT WILL DOES IT TAKE IN ALL?  
TOLD IN LANGUAGE WE ALL CAN UNDERSTAND WITH EXCITED  
PROFOUND IMAGINATION. KING ARI DANE BRINGS US CLOSER  
TO THE ULTIMATE SECRETS AT THE VERY HEART OF EVERY  
SINGLE MOTHER, HOW DO I START A PROFITABLE BUSINESS  
FROM HOME?



*Your gateway to knowledge and culture. Accessible for everyone.*



[z-library.se](http://z-library.se)

[singlelogin.re](http://singlelogin.re)

[go-to-zlibrary.se](http://go-to-zlibrary.se)

[single-login.ru](http://single-login.ru)



[Official Telegram channel](#)



[Z-Access](#)



<https://wikipedia.org/wiki/Z-Library>