

# The way to Revolutionary Leadership

A Primer for Leadership Development & Problem Solving

Antonio Cardona



ANTONIO CARDONA

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# **THE WAY TO REVOLUTIONARY LEADERSHIP**

A PRIMER FOR LEADERSHIP  
DEVELOPMENT &  
PROBLEM SOLVING

The way to Revolutionary Leadership: A Primer for Leadership Development & Problem Solving

1<sup>st</sup> edition

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# ABOUT THE AUTHOR

Dear Reader:

Hello.

My name is Antonio Cardona. I thank-you and am very I am glad you have chosen my book to read!

So, we get to know each other, here is a little about me:

I currently serve as the EEO/AA Officer for the State of New Jersey in the United States; where I conduct Equal Employment and Human Resources Management investigations. I serve to support and advise senior managers/supervisors and some senior staff in ensuring our human resources outreach and our diversity compliment is appropriate. In a way, I provide the right “motivation” and “leadership” in this area.

I served as a motivational public speaker. I also served as a Minister earlier in my life and on the boards of various non-profits.

Apart from that, I routinely teach at Fairledge Dickerson’s FDU’s “Executive” MPA. I have taught at Rutgers University (My cherished alma mata) several courses in the Certified Public Manager and Supervisor Program(CPM) which has the aim of helping higher classification state employees the art and science of motivation and leadership coupled with problem solving and strategic management. I teach at Pillar College: Leadership; Counseling and Personality Theories. At Kean University, I teach Psychology to the upper-class students. More recently, I worked with Federal Emergency Management Administration (FEMA-NFA), as a subject matter expert on Diversity within the Firefighters ranks and communities. I played a team role in reviewing and creating and subsequently offering a Diversity Program called: “Exercising: Leadership within Diverse Communities” for the National Firefighters Academy (NFA) in Maryland.

Lastly, I hold credentials in: EEO and the CPM from Rutgers University and Competent Communicator from Toastmasters, Inc; I am a graduate of Rutgers University and the College of New Jersey.

I am a New York City transplant to New Jersey. I am fully bilingual (English Spanish).

Please enjoy the book!

Hello, again:

There are many reasons for writing a book about leadership like this one. As a professor of policy and psychology, I have come to understand that we all stand on the shoulders of those intellectuals and practitioner giants that came and forged the path before us. Leadership is no different than any other area of concern. We can all benefit from listening and gaining insight from our predecessors; if anything, it saves us some time and effort in finding our way quickly in the quagmire of life; there is after all no use “to reinvesting the ‘leadership tire’”. That is what this book is about.

For numerous years, I have been teaching at Rutgers, Rider and Fairleigh Dickerson Universities (FDU)’s in their “Executive” MPA level programs which focus on Leadership and Organizational Theory, and as such I think, I have some interesting and intriguing things to say, and ability to provide some good theory and practical insights that I know will be of some benefit to you as you undertake the Leadership Trek.

In addition, and personally, I also want to memorize some thoughts I think will be helpful to future generations – for posterity’s sake. But more importantly, I want you, as a reader, to get some useful information on ways to become a more purposeful and effective leader. The operative word is “purposeful.” And the last reason for my writing is that there will always be a need for people that might rise and have “leadership thrust upon them,” who would benefit from readings and learning in preparation for the leadership journey for when your moment comes.

Why would we want to write and you read about leadership? Here is a sobering fact:

- Approximately half of all privately-owned businesses fail in first two years and the upcoming economic climate; although a number survive to become well established that is what we all want.
- Only 60–75% of Americans says their bosses support them with adequately leadership.

“About half of all new establishments survive five years or more and about one-third survive 10 years or more. As one would expect, the probability of survival increases with a firm’s age. Survival rates have changed little over time.”

Source: U.S. Bureau of Labor Statistics, *BED* and <https://www.linkedin.com/pulse/20140915223641-170128193-what-are-the-real-small-business-survival-rates>, Lasted Accessed August 11, 2017

So, if you want to grow and become a better leader then you are reading or holding the right book in your hands. This write up is for the practicing practitioner and leader in the making.

# A FEW INTRODUCTORY WORDS

*If you think you're leading and no one is following you, then you're only taking a walk.*

– John Maxwell

*"You cannot be a leader, and ask other people to follow you, unless you know how to follow, too."*

– Sam Rayburn

*"The greatest leader is not necessarily the one that does the greatest things. He (or she – author's slight change) is the one that gets the people to do the greatest thing."*

– Ronald Reagan

I have been told that every journey begins with a first step. This is yours and in 'I invite you' to give it a try. This book is a primer for those that wish to venture forth into this area we call Leadership. And it is also useful reading for those who are already navigating and the exercising some mode of "Leadership." Leadership, in fact, is not easy to define or quantify; but I venture to say that each of you know it when you "see it." Most people know when they see and experience good leadership; I am sure you are no different.

What I bring to the table in this short book is an offer of information, theory and application on leadership concepts and thoughts that comes from an experienced government official and professor of Leadership and Organizational Development, that holds some expertise in Human Resources and Organizational Development. I have taught numerous college courses at colleges, which, I think, have given me a unique perspective on Leadership. Throughout my career, I have spent some considerable time addressing the day-to-day issues of an HRM department and a Training Unit with all its complications. I think what I say here can be useful to the advance as well as the novice Leader. So, I want to encourage you to read on.

In this book, I provide you with not just theory and but background and general thoughts and examples of how leading and leadership all plays out in the real world – where you need it the most and want it to work out well after all.

Let's begin by saying that leadership is everyone's job; we are leaders in an array of many of the social positions we occupy.

As with all things in life, we must begin our trek somewhere. Normally, wherever we find ourselves at the time that is where it is best to begin, and in fact, the best place to begin is where you are at right now. Everyone has some experience in "exercising leadership." There is no best time or place to begin, but the present circumstances you find yourself this is the best time and place. As such, there is no better time than the present – so start here and right now; begin thinking about this notion called leadership and ways of becoming and acting as a leader.

First to begin, I encourage you to begin thinking of the reasons of "why" you want to become or improve your leadership skills. You surely must have reasons and enough motivation to want to become a leader. No doubt improving leadership skills can create, longtermwise, for you a payoff in both your professional, and personal life.

Without further ado let's move on. If you are to improve you must above all things "want it" and want it so much you can "taste it." In a way, you must be "motivated" to lead.

This, I hope you realize that this is an attitudinal and psychological thing more than anything else. Those that are not committed or do not want to do something bad enough, or are in some way reluctant or squeamish, these people are often less likely to succeed; at least not succeed to the level they could have done so. Seeing, yourself as a leader, in your "mind's eye" is important to anything materializing. People do not success because that person is not capable or "smart-enough," but because that person will likely not put in all the time and effort required to make it happen. Persistence make the difference in this realm. There are many smart people around and many, most, are not influential or leaders. So, are you ready? Then let's go.

Do you want the good news or the bad news first?; I will give you the bad first. First, you need to realize leading is hard work, takes time, energy, persistence and discipline. The payoff is that you, are at some future day, will be have the ability to look back and see the fruits of your personal goals and labor fully realized. You must be persistent. In fact, this persistence is the main ingredient that can carry you over in times you feel "down and out" and sometimes feel "abandoned by others." "As it is often said: If you put your mind to it you can become whatever you dream, i.e., if you can dream it, you can become it – all in all, it is mostly in your hands to make this happen. Well that is it for the pep-talk. So, it is a settled thing, you can and will become a leader.

The question asked here is being are you willing to do what it takes. I invite you so say, mouth it, out loud: “I will become a Leader” say it out-loud three times, louder. I don’t hear you. So, go ahead do it. It is not crazy – just do it (perhaps, do it where no one hears you). When you say this out loud it is the beginning of your personal belief it can come true and then as your mind hears it will grow to believe it and it will assist you going forward into being the leader you want to be and that the world needs. Saying it out-loud serves the purpose as that of like signing a contract; because this forces you to commit. On a related deal, why do you think so many people go to Psychotherapist? It’s so they get the unusual opportunity to talk about ways and things to do to improve their lives and talk about what how they can become better people. In like manner, this is the beginning of a better you. This is what you have just begun to do. There is something “almost magical” about saying and speaking out things out loud, especially your personal and professional dreams and aspirations. Freud, and other psychologist discovered this a long time ago. It is like speaking your thoughts and ideas into existence. Believe me, I do not intend nor have a reason to lead you astray. This is the beginning of the rest of your leadership life! It is all about bringing order out of chaos and learning to master the art of the leadership-management-craft.

Antonio Cardona

# LEADERSHIP AND ENHANCING LEADERSHIP POTENTIAL – SO YOU WANT TO BE A LEADER

*“Ductus exemplo – Leadership by example.”*

– Proverb

Leadership. It is a word that many individuals dream to someday hear associated with their name. Perhaps, Jack or Mary, the Leader; Mark Lead of VP of Operations. Many people dream of seeing their photographs in management magazines and perhaps books including their success story and with the word leader next to it. Perhaps in “TIME” or “People” magazine. It’s after all a good dream. So, if you want to be a leader, to lead people, you must begin sometime and in some way and in fact in picking up this book, you have confirmed that for yourself. It is the second step in your journey. The first one was in speaking out or saying to yourself that you want to become a leader. All trips start with the first step – you, however, have taken the second step – you are in fact ahead of the pack.

The following pages of this book will help and guide you to begin to see and experience “the way” and take on “the talk of a leader.” These pages will give you enough information and support to start you on your leadership trek.

I have tried to remain aware not to give you too much theory that you grow faint or get bough down with unnecessary informational, details, terms or perhaps esoteric mumbo jumbo, often found in the professional literature (no disrespect intended because many of us, me included, need all that supporting and useful information). So, hang on and here we go.

# LEADERSHIP DEFINED

*“Whether a man is burdened by power or enjoys power; whether he is trapped by responsibility or made free by it; whether he is moved by other people and outer forces or moves them – this is of the essence of leadership.”*

– Theodore H. White

Let me say a few things about this specialized area called Leadership.

Let start this discussion by saying a few things about leadership. To start off we need to operationalize, i.e., define leadership, and establish what we mean by the notion of Leadership, and establish what is it. (you may check out a long list of ideas on defining leadership in the following link – Last Accessed on April 4, 2107: <http://adeoyemayowaleadership.blogspot.com/>)

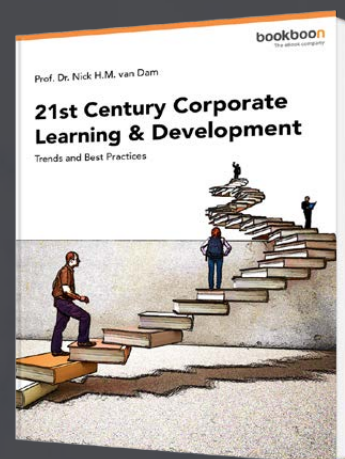
How can we get our hands on and around this leadership notion? Do we need a leadership “map”? In a sense, we must do so so we know and “own” the path we are taking. A map, as you know, is a pictorial that takes us to a certain place or destination. A map can lead us somewhere we have not been to before or we do not currently know how to get to – but bear in mind that a map serves simply as just that – as a guide – it is not the “thing” or in this sense a leadership map points to what “leadership” is supposed to be and do. So, work as you read on, in creating a map on what leadership may look like for you. The map is not the territory as Alfred Korzybski famously said. It is not the thing itself. In this sense this means we need to begin by “defining” what leadership is. This book is precisely about leadership, becoming a leader and doing what leaders are supposing to be doing, i.e., often problem solving and people’s reactions to things that are happening. But let us back to defining leadership before we venture forward in our discussion.

There are many definitions for Leadership. Leadership, I advance, is the “extract” of “what a leader does.” In this sense, a leader and what that person, can or what they cause to happen, are so intricately intertwined as to make and cause the two to be almost inseparable. Like a horse and carriage, it is one of those few things that we can say most clearly about the nature of leadership. Another thing we have almost undoubtedly experienced is the notion that we “know” leadership or what is “known” of it is when we see it in action. We all know people we would say are leaders and exercise leadership in some way. Leadership is what leaders do – its “seen.” Peter Drucker famously is known to say that “management is doing things right,” but leadership is “doing the right thing.” I invite you to think about that. I know this may take a moment to be absorb. Leadership is what a Leader does and “you will know it” when you are in the state of being or exercising a leadership role. The good thing about this is that “it is an art,” and “a science,” while it can be learned and cultivated. There is over whelming management evidence suggests you can improve your leadership understanding and approach through education and coaching. So, let’s say that leadership can be viewed in a tripartite continuum state – from exercising leadership in an “ineffective,” leader to exercising it in a “marginally effective form” posture to becoming “exceedingly effective and competent.” Regardless of where along that continuum you find yourself, the good news is you can improve on your current station.

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There is no one way to exercise leadership way. The leadership secret is there are many ways of leading, we are told. However, there are likely to be better and “more effective ways to lead” that are more acceptable than others. Later on, in this write up I will use the Tannenbaum-Schmidt “map” to bring this idea home in a better way.

No doubt that people find dealing, thinking or even moving forward in implementing leadership and having creating their leadership qualities challenging. It truly can be. It is not always easy. That is why it is often said that there exist more “managers” than leaders in the world. Managing, in fact, is a lot and far easier, any day, then leading, is. There are Standard Operating Procedures for managing, not so for leading. So, there is a special prize that comes by leading. Leaders and people poised to leadership are at a prime position in this day and time. It is well-known quote from an ancient writer, who said: “Where there is no vision (or leadership, I might add), people perish.” (Proverbs 28:18) It is true many can learn to manage, but few emerge on the other side of management as true leaders; most are a fusion of the two. You can begin as a manager but its good if you push yourselves towards leading and becoming a Leader. Not all managers are leaders and not all leaders are managers.

Moreover, Leadership is predicated and a product or effected by the “environment” we find ourselves in. There are those workplace environments that require complex task performance and those that require more thinking then say “assembly” or “routine” type work. Some environments undoubtedly call for more leadership skills that focus on “the people.” If the truth be told, the hardest work in any organization is the work that requires the coordination and working with people. The coordination and “supervision” of people, as a prime example, is undoubtedly harder to coordinate then assembly work might be. Working with people is complex and working with things, well is simpler; things do not disagree or have a different take on a matter. Supervisors, in general decide important things like assigning task to “the right people,” deciding how to allocate budgeted activities, provide work feedback to employees and their jobs are never the same from one day to another. Both managing or leading people is hard work. So, another important thing to keep in mind in becoming a leader is you will need to as it is called “to make judgments calls (to think things through with whatever available information you have at that specific time).” We often must make decisions with imperfect information and some that is lacking. That is why it is said, often jokingly, that you “get the big money.” By this I mean that type of “action” that is required to lead. In Leadership, there are no “clear givens” or solutions that have been specifically proven or even written down; there are just “general guidelines.” Sometimes you do have to make decisions by the “seat of your pants.” But, time and learning will account for most of your success. I have heard from musicians and athletes that the more you practice any: art: piano, guitar, drawing, writing, singing, dancing, public speaking and so on, the more “luckier” they become in gaining accolades. Yes, practice makes perfect; and leadership is no different its an art that uses some science.

You by now probably have a few questions. But here are a few I have for you first. Should we support and provide “leadership” by paying closer attention to interpersonal dynamics (encouragement and gentle pats on the back, also technically known as “consideration”)? Or by supporting more succinctly what is known in academic circles as “task” (based on the seminal and the classic Ohio and Michigan Studies; worth reading sometime). The situation is what decides that and you need to be aware of when to do one or the other.

You should consider which of the two variables must be handled in terms of leading employees or the process. The judgment call, I just mentioned above, is a process that allows employees to make some decisions, because they are thoroughly acquainted with the task or job at hand, to carry it out and is important for you to stay out of their way because they have “the most profound knowledge of the process”. This is the one best approach to leadership. The other leadership style is to “watch employees like a hawk, i.e., you do not allow them to make many or any decisions unless they “check with management,” at every turn. We may assume the first leadership posture, if the work at hand, is well known by the workers and they and we, as leaders, seldom have trouble with managing the task at hand. Otherwise, we are likely to need to have a more “hands on” approach, but not one where all decisions need to be “ran up the flag pole.” This is after all a judgment call – that is why we are told you get the big mula or money. If it is the case, that people “know what they are doing,” as often they have been thoroughly trained in their work tasks, as a leader, you would want to more likely focus more on the “human-side” of the equation or as it has come to be known; in the “the relationship side” or “supportive” domain of their work and thus only “emerging,” if and when necessary, to help when some “breakdown” emerges and some corrective task actions is called for; which is only called for periodically.

In short, the nature of the task, i.e., if the task is labor intensive, then it requires close supervision (to ensure job is performed as requires), versus if it is a task an employee have shown themselves to “manage” well by themselves; let them do it. This is in fact a question that both managers and leaderships need to establish and attend to. It is an important thing to consider what is usually referred to as “getting work done through others” (known as delegation). Delegation means you allow others to act in your stead, but responsibility for the work still rests with the person delegating. Delegation never totally goes away and must be “revisited” often by “would-be leaders.”

You should know that Leaders, generally, develop an intuitive sense in knowing the difference in ways of handling these two instances. Knowing what exactly is called for when a Standard Operation Procedure (SOP) directive does not dictate what is required is of course the one-million-dollar question or job! What to do, well, this has not been completely or will never be totally settled or resolved. We do know that “a balancing act” between paying attention to “the task” or to the “relationship” portion (consideration) is a very important thing to consider when leading. That is your job to know and determine the difference and act upon it. Acting in an informed way leads to success.

Keep in mind, that we all have, on some occasion, have been in a leadership capacity. The other important dynamic that must be kept in mind is when we are to fall “in” and “out” of the role of being a leader. When we are home, some may suggest, we “lead the family” (if the spouse allows it!). When I am at work, for instance on a project, I may be in a more subservient role to others on the team. If you have ever served as a children’s sports coach, served on some school committee, volunteered at church or some spiritual grouping or taken on some “social cause” – you have been involved in Leadership. If you have been involved in playing ball, tennis or basketball, you were a part of a team. If you have ever worked on a group project in school or at work, you have been a leader. If you have had occasion to call a meeting and if you gave advice on a product or work process, you served as a leader. At one time or another, even if you may have not fully realized it, you have been “in the role” of leader. In each of these instances you have “fallen in and out of the role of leadership” and known when to do so. That is leadership at its best sometimes you take the rudder and at others time you relinquish that to someone who “assumes” the leadership role.

You may be thinking or thinking that this is not exactly what you think of when you think of (true) leadership. But, on contraire, it is leadership. Any time you “influence a person, a process or an outcome” you have de facto served as a leader. You see you might have been a part of causing “something to happen” or “something productive or a needed change to occur.” It does not matter how big or how small that something is. The size of the decision is not the determinant of if you are a leader. Neither is the time you spend making the decision. A boat uses a rudder to change direction and it is a small thing and is applied for a small amount of time, but no one would say it was not important to where the boat ends up. The decision may be a quick one. Furthermore, leadership is leadership in whatever organization you find yourself. A family of two parents, as an example, is just as much a family as those with one or two parents or for that matter a family with 10 kids – both are families; requiring some formal or informal leadership. It should be comforting to know you have been a leader already and are not coming to it from ground zero.

# NO FORMAL TITLE – REQUIRED FOR LEADING?

*“No person can be a great leader unless he takes genuine joy in the successes of those under him.”*

– W.A. Nance

*“Leadership is influence.”*

– John C. Maxwell

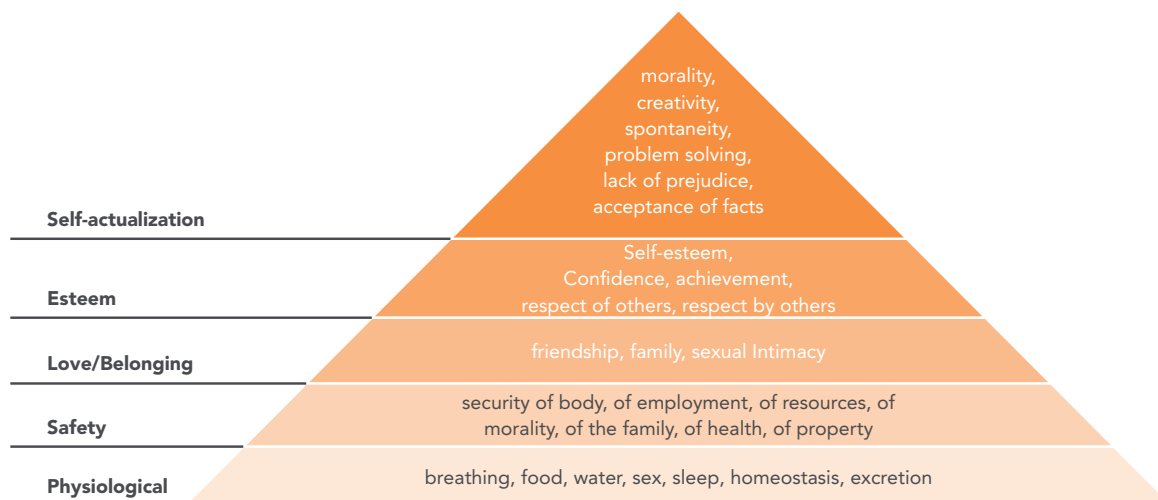
Leadership is about getting tasks and a process accomplished by utilizing other people's talents and training them to get tasks done. I define leadership a little differently than most people might. I think we are all leaders at some and at different times in our lives. It is, after all, not just what the President of the Country, the CEO, the CAO, the CIO/CFO, or a Director or a supervisor who leads; the president of the PTA, the Sports Coach, the Minister and Priest, also lead. This is because each of these people “make things happen” and “people follow” their direction in some way or fashion. There is an ounce of leadership in the work done by these professionals. The afforded mention positions all “lead” in say a formal sense; but more importantly to this discussion it does not mean you must have a “formal title” to lead. Many of the best-known leaders: Gandhi, Jesus, Dr. King, Attila the Hun, Hitler (leaders can be “saints” or “devils”, i.e. not all leaders are good, but they may still be viewed as “leaders”, be it “bad” leaders), Saint Teresa; Cesar Chaves led without title (not that institutes look to them and would have given them titles or recognition at the time): Oprah Winfrey, Obama, the Clintons, as examples, led and held and were given formal titles; but most leaders do not have titles or any “honorary title” that is bestowed on them; they just lead. There are many “unsung” leaders and that is fine. No one, at least at that time many of our historical leader led, ordained them leaders. This still rings and stands true today. The very fact the way you “lead” or “will someday will come to lead” is in a sense far more important to the organizations you are a part of and is perhaps more important to the overall success of the organization than if you are given or not a formal title. Many “good” things that have happened in the world were “led” by “informal leaders.” Leadership, and leadership effectiveness to the task and environment is the most important thing.

Improving a process or social transaction is what leadership is about. Pragmatic Incrementalism, as it is often referred to, is the process by which we make slight and small adjustments to a process to improve it. This is the way most of us come to lead and for that fact manage. We improve things in this fashion because we see “what needs to happen ever so slightly.” We see something that “needs improving” and we just look for what needs to change. We do not change the whole process we “tinker” with what needs to be change and make ever so slight changes to the process. This is easy when you are someone that has an appreciation for the most profound knowledge of the process.

The facts are that all processes can be improved. That is the de facto job of leaders. On some occasions in the past this had been type of revolution, i.e. to turn the world on its head and defy the conventional wisdom. When Deming went to Japan and mobilized its people to improve their products, through what would be known as Total Quality Management, (TQM) now that was a revolution. Now that is what leadership does when it makes things to happen. So, this is how using and guiding seemingly ordinary people you can move an organizational from mediocrity to a world class organization to what you envision the new reality to be. I will say more on this will be said a little later.

So, when is leadership necessary? Leadership is often sought when “things are not going in the right direction” that the followers think it should be. When a company, for example, is not making revenue or the sports team does not win or come close to a championship or when people are not getting what they think from their political leaders regardless of their political platforms. Change is bound to happen then.

The two diagrams just below show when this is likely to happen when followers want to see an “organizational course correction” then “the restraining forces” are overcome by the forces that attempt to hold things the same or the status quo; or equilibrium is no longer able to be sustained; eventual change occurs. Below you see in the change formula when change is inevitable when troop’s “dissatisfaction” is at all time high. When this situation happens, as happens periodically, the forces to restraint or hold back the winds of change are overcome by the sheer urgent needed to create change because of “the void” and “lack of satisfaction” people experience. Remember, from note psychologist Abraham Maslow, that once satisfaction exists motivation subsides and not before that; he also said that humans are wanton beings, meaning human are not easily satisfied with the status quo. Maslow said that we need to attend to the lower “needs” of people before they can be prepared to deal with their “higher needs”; such as self-esteem or self-actualization. A hungry person does not care much about much but where their next meal is coming from. So, looking at his Hierarchy of Needs can be useful. Its below; most people seem to be in the lower 2–3 levels. And, it should come to you as no surprise that once a need is satisfied, that specific need is no longer a motivator. Below is Maslow’s well known idea.



**Figure 1** – Last accessed from Bing images for Maslow

In any event the change formula is:

$$D \times V \times F > R$$

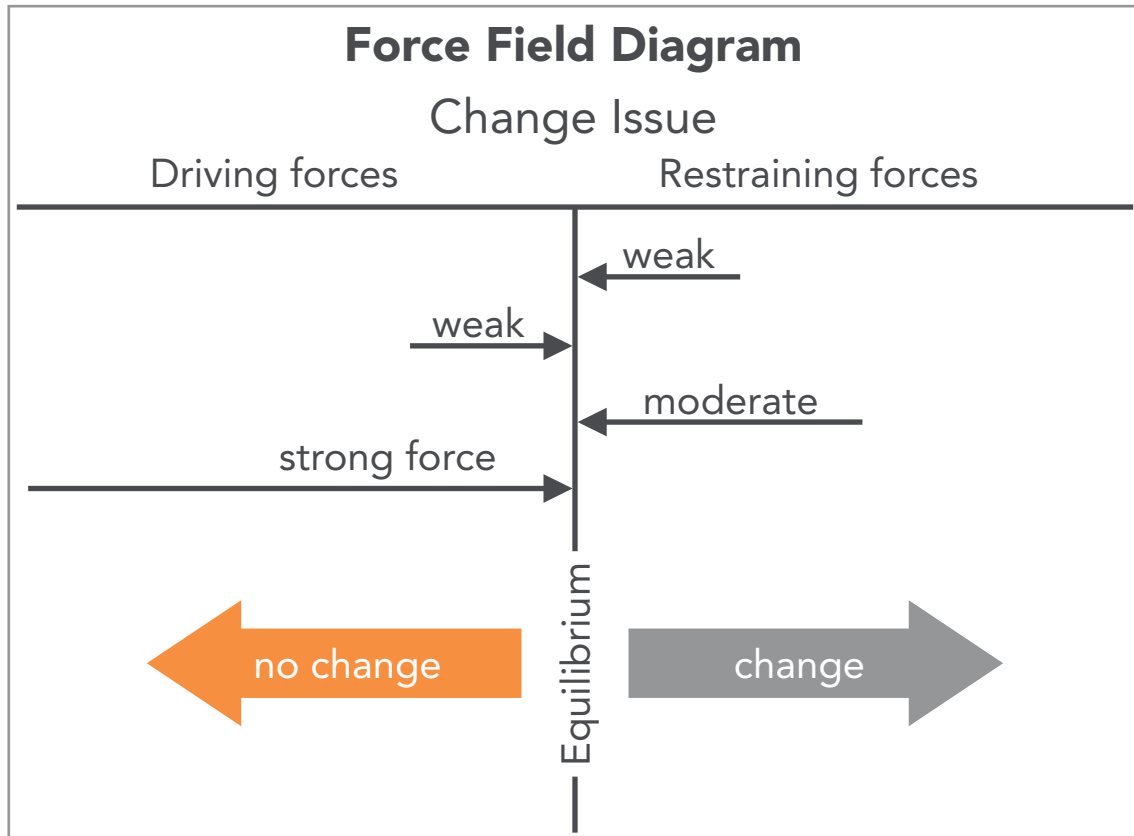
Getting technical for a moment only, the conventional change formula is  $D \times V \times F > R$ .

Last Accessed 4/25/2017:

<http://www.theworldchanged.com/2013/07/the-change-equation.html>

Where D is Dissatisfaction. V is the Vision. And F is how easy or difficult the first steps are to make the Vision happen and R is the resistant to the change (Gleicher, Bechard, Harris 2005). The Force Field (below) analysis suggests that if the driving force to retain the status quo is weak then change will eventually come because this tips the equilibrium or homeostasis balance of the organization. Organizations are much like people – because, yes, they are made of people!

Another way to see this is, using the diagram below where you will see when a driving force is strong enough then the restraining forces will be over powered and change will eventually have or will occur. Otherwise the status quo will remain. What this means is that change is normally resisted unless a serious systematic threatening force emerges. This may involve a change in vision or “the dream.”



**Figure 2** – Last Accessed April 25, 2017 from Valuebased

[http://www.valuebasedmanagement.net/methods\\_lewin\\_force\\_field\\_analysis.html](http://www.valuebasedmanagement.net/methods_lewin_force_field_analysis.html)

So, I encourage you to look over and survey any potential organization you may wish to transform, the question to keep in mind, as Benjamin Franklin is said to have said as he looked at a sun on the back of one of the chairs in Independence Hall in Philadelphia, while signing the Declaration of Independence, “is it a rising sun or a setting sun?” That is a good question to ask. That is, philosophical and psychologically, the question you must ponder. Is this organization at its dawn and is it the beginning of a new day for the organization? If it is a rising sun, then you can help the organization and your followers by embodying and setting it in the right course. Now you think about that. But before we get to ahead of ourselves let us finish defining Leadership. You will come back to both of these ideas often in your career.

If you ask people to define Leadership, most people will define Leadership as “the ability to influence,” moreover having “the ability to influence the course of events” as it relates to say an organization, a group, a family an organization, or a country. Whatever your definition is, it is being able to influence what happens wherever you find yourself or are situated. This is simply a workplace truism. Anyone who in some way has or “influences something or someone” else to do or bring something into fruition or has led a person or persons can rightfully be called “Leader.” And the process of how that happens is what we call Leadership. There it is. the main distinction in all this is that a Leader envisions in their mind’s eye and “takes people where they would never think or conceive of going on their own.” I think that will help you. Is that you? That, after all, the main magic of leadership is moving people to a new vision and mission with all its associated values. Having dispensed with this let us move forward – let us move forward to become leaders where ever happenstance had led you to lead.

Did not others in your life like parents or friends not encouraged you to become a Leader? If not, forget about it, and “self-encourage yourself” often by “mentally speaking” and telling yourself that there is a need for a true and proven or merging leader – one, of course, as much like yourself. There is a need. There is “a shortlist of really good leaders” in the world. Some years ago, I remember a teacher encouraged me, to believe in myself and coached me. She saw in me some leadership potential, and because of that influence, I believe that faith in me turned my life around, not only in work, but it turned my life around in so many and profound personal ways. That is that power that of discerning judgment can make.

Leadership is about asking “why things happen” in a certain restrictive way and moving life toward it making or bringing good and better things in existence, “in the service of others” (this is often referred to servanthood). It is about making things happen in a totally or renewed and different way, if things are not happening or going in a good direction. That is why the America nation, as an example, came to be, why people establish colleges and universities, migrate to new lands, go into our outer space, creating new and innovate processes in the process. If you can picture it in your mind’s eye, you can become it. After all, if you see yourself as a leader, you will become one. At this stage of our reading engagement, I am encouraging you because most “would be leaders” just need some encouraging words (Psychologist Alfred Adler, said that is the one thing most of us need) get them going moving in the direction that can make them into the leaders they can be.

So, it is settled, Leaders influence and bring out the best in people and creativity that harnesses “their collective efforts.” Leaders tap “the natural abilities” of and in the people, that surround them. Let me let you in to a little secret, it does not take an extraordinary person to become a Leader – more of it is sheer willingness, grit, and desire than anything else. With some training, we can all become Leaders in our sphere of influence.

If you ask a number random people to list Leaders the list might run something like this: Gandhi, Jesus Christ, Nelson Mandela, William Jefferson Clinton, Buddha, The Boss (Rock and Roller) – Bruce, Attila the Hun, Castro, Bill Gates, Desmond Tutu, Mother Teresa, Hillary Rodman Clinton, Colin Powell, Susan B. Anthony, Benjamin Franklin, Saint Augustine, Reagan, and Obama – and the “notables” list can go on for a long way. There is, however, a general misconception that Leaders are only those that achieve “great things” or “things bigger than life.” Well I must admit that the names and accomplishments of some of these figures seem bigger than life itself because mainly of their transforming and transformative effect on those around them and of world events that they “took on.” Collectively, we celebrate them and place them on a pedestal, but these people were at one time mere men and women and people much like you and I and they are not “the only leaders” the world has known or will know. They were people, at one time, just like you and that “saw” or “created” an opportunity or saw a “cause” that needed addressed – at a time when perhaps in the viewpoint or perception of their contemporaries the issues seemed like a small, or insignificant issue or one “not worth the effort” to take on. The task or “concern” at hand and the thinking might have been seen as an unwinnable one. Imagine if 200 years ago George Washington and others decided we should not challenge Britain and allow the crown of England to keep people in the USA as it were – what would have happened? In hindsight, for you and I, looking back, it surely seems “like a doable thing,” but I am sure it did not look quite like that to the many folks at that time. Not all causes, however, “are” worthy but many that seem “impossible” are not. Take for example, elevating the economic or political situations of poor people and the down trotted of the world; bringing water to a remote village, food and medicine to the masses; bringing education and literacy to the uneducated; creating less polluting vehicles; creating real jobs for the underemployed; or bringing a product to development and marketplace – they all have some redemptive quality. These activities, and many left unstated here, all require vision, leadership, hard work and dedication to “the cause.” So, I encourage you to find your “leadership niche.” Take a moment to brainstorm and ask yourself and write down what you are “passionate about” and begin today to plan and do something about it right now. Ask yourself, what is it that you would do absolutely do if money and time were no object? Begin by writing that down on paper what you would tackle if time, money, effort and other resources were not a concern. Run out and begin to brainstorm and see about making these dreams a reality. After all what is a heaven for if we cannot image it? Do not wait a second more to find possible ways to make this happen in the future. See you are a Leader “in the making,” because that is what a Leader does they “act” and act now. The problem may be “bigger than life” that is OK. If it is not, it may not be worth the effort.

# TRUE LEADERSHIP – WHAT IS IT LOOK LIKE?

*“Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it’s amazing what they can accomplish.”*

– Sam Walton

Let me us ask: “How do you know you are a Leader?” “How do you know you are being and exercising Leadership?” Eventually when people follow you, you are leading – at least in some capacity. People will follow you if they have “faith in you” and in the trajectory or “course you articulate.” It is very important that you “articulate your dream.” People may not go to the end of the world, but they will follow you until they lose faith in you and in the course, you are taking them on. So, a Leader is a person that people tend to follow. Bennis and Maxwell, well-known writers, in this subject area, suggests that “if nois following you, you are just out for a strode.” We could say that the true success of a leader can be measured principally by the success of the people that work for and with them! Here are more down to earth examples of how this Leadership can be seen every day, her are a few examples:

- Teaching managers and supervisors how to coach subordinates in an attempt to help them develop excellence at customer-oriented personnel.
- Setting and teaching managers how to be a model of exemplary customer service by presenting proven or new model strategies and hands-on exercises.
- Teaching manager concepts of what makes customers and business professionals feel valued and likely to bring their repeat business.
- Teaching managers how to use excellence in Customer Service without compromising the integrity of a regulatory group/agency.
- Teaching managers how to transfer Customer Services techniques from classroom training to their daily environment by describing the benefits and challenges of exceeding customer expectations to their skillsets.
- Teaching managers the core skills needed to reinforce customer services behaviors that are businesswise appropriate.
- Teaching children to have productive lives.

Essentially, Leadership is working with others in the process of getting things done through teaching others and subsequently teaching them to take care of customers and the needs that need to get taken care of and guiding and supporting them in ways that make that happen. There are internal and external customers that need to be attended to and the distinction is important. As it turns out we “flow” in and out for being “an internal” or “external customer.” Those that you work with are “internal customers.”



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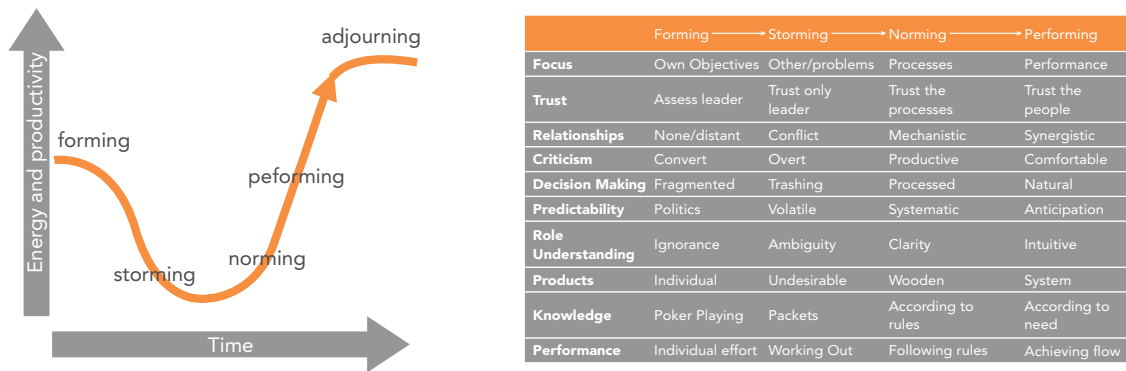
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# GROUP DYNAMICS PROCESS

Because groups are a usual way, and often effective way, to lead an organization, let me say something on creating and leading groups. Bruce Tuckman, is perhaps the best-known theorist on this, he created a work theory of group dynamics. There are many ways of displaying this and I have chosen the diagram below to help you with this. Simply said, groups, composed of individuals, must be gathered, selected and created or formed. After that, because people do not see all things the same way, some so-called storming (a time to test the boundaries of the arrangement) may emerge (people do not know what the task is and how they might interact with each other), related to this means that some negotiations occur to decide what norms will be followed (the cohesiveness of the group beings; new roles and ways begin to emerge and the individual group members “open up” and express their thoughts on where the group can go with the task at hand). Once that occurs the work begins, thus performing; once that happens and the group is near completion, sometime in the future the group end their task and will part way that is, as guided by the leader and individual members that have emerged and learned how to “exercise leadership”, adjourning (sometimes called mourning) this and all group are different for various reasons, but a leader can take this idea and see where the group is to make it move toward a more produce interactional stage since groups follow this same development process often getting to performing. In the beginning stages the leader, often, provides “more direction” and in subsequent stages becomes less “involved” in the process. All this is nice because everyone leaders from the process. Now, you should know that since life is not always as “perfectly controllable” as we would it; these stages, good to know, are what normally happens; but are not rigidly occurring; your group may “return” to a previous stage and “revisit issues” you thought were over. It’s a dynamic theory and you must go, with the “flow” and keep the group on track. In any event its good to have something on mind as to how something like this might work.

What this process suggests is that leaders may emerge from one of the leaders you lead. So, it is important to ensure those individuals that emerge as potential leaders do not stay in the “shadows of the leader.” It is important that you assign them more happening work and not micromanage them; let them learn even from mistakes because the job of the leader is after all to create other leaders; divorce your ego from the notion that you want to “protect your territory,” because it’s a big temptation, and let them become all they can possible be.



**Figure 3** – Last access May 1, 2017, Bing Diagrams on Bruce Tuckman’s Group Forming Stages.

# SOCIAL LOAFING

*“My definition of a leader...is a man who can persuade people to do what they don't want to do, or do what they're too lazy to do, and like it.”*

– Harry S. Truman

Leading and managing groups are critical of would-be leaders. An area that a leader needs to address is, if a group leader is to be successful, is the notion of Social Loafing. We all work in organizations of some types. Social Loafing, a social psychology term, is when people don't put forth as much energy as required of the task or necessary when working on group tasks. The classic example is you need to move a piece of furniture and you invite 4 people to help; two bring it down the long stair case and the other two cheer them on, providing some support from time to time. That is an example of social loafing and happens not just there but at workplaces while creating services or working on “team” or “group” projects. Leadership is required to bring “out the best in all” leadership in this instance is required.

One of the main reasons this may happen is because people may believe that what they are doing at work is not important to the overall success and what they do won't be scrutinized. Essentially some people believe that they can, often, get away with not performing. As a leader realizing when this is happening this is critical thing so you can reroute their efforts or “rotate them” so they “contribute” to the task at hand. You have to get employees “to buy in” and what you are doing as something that is good for them and the organization. When you do not keep in mind that “meaning’ is important to everyone, people “pull back” on the work they do – you must maintain and foster their motivation.

In any event, there is a lot of energy lost due to this sociological concept. Coming back to the everyday example I mentioned about here is how this unfolds. A group of people are carrying a heavy refrigerator up or down a flight of stairs. Some of them may not feel as compelled to carry their fair share in hopes that the effort of everyone else in the group will accomplish the task at hand. The amount of weight to be carried by each person is responsible for is not under strict examination and with the stipulation that as long as the job is done it reasoned that it doesn't matter. Everyone will get credit for bringing up or down the refrigerator; but not everyone worked as hard as they could. This dynamic is at work in all groups or “project groups” you may lead. Every day, at your job, you may not carry refrigerators up a set of stairs, but we do carry big loads of responsibilities and process that are important; as we create products and services and perhaps as we work to get great things for the organization done. When some do not carry their load of work they short change themselves and the organization; products are not the best and learners are not educated in schools, as examples. This is where “perspective” leadership is called for.

The reason I bring this up is that is somethings leaders will need to deal with this. Consequently, there are many reasons why social loafing exists. For some people, I'm sure that's it's because they don't know it. It is an automatic and unconscious response to be a social loafer. Whether it is just pure laziness or general disinterest in the task at hand, people just opt out of doing something – this is where real leadership in regards must come in. I think, and I think you might intuitively agree, that a very big reason for social loafing is that people don't think or feel their work will matter or they may not feel appreciated in the group and when that occurs there is a general disinterest in furthering the success of the organization by those who don't feel appreciated. So, you may be saying to yourself, "wow." Is this place for some leadership? Congratulations that is a good insight if you thought of it. It is a proven management fact that most people just "want to be acknowledged and appreciated by those they work." I know most managers think people just want more want money but there is evidence that money really only "motivates" for a certain time and in certain circumstances. People may realize that more money, at a certain stage "more money" means more taxable income and of course certain professions have a high limit in the salary compensation so a few thousand dollars makes little difference to that person's lifestyle. Some people would prefer time off, or acknowledgements of various types, such as meeting the CEO for lunch or an honorable mention in a newsletter. The real job of the Leaders is to figure out "what motivates who," and keeps them motivated, because what motivates one person may, most likely not or necessarily, motivate another in the team. One size does not fit all in these circumstances. So, it requires work on a leader's part to discover what that motivating factor may be. We also know from Maslow's theory that a "satisfied need" is no longer a motivating force, i.e., that is it will no longer make people work any "more" harder than they already are working. These are some good ideas and concepts to keep in mind. Pay a little interest to people that seem to be slacking off and see the social loafer attitude gradually disappear. Find what an employee needs fulfilling and you discover what might motivate someone in your workforce.

### Human Performance Curve

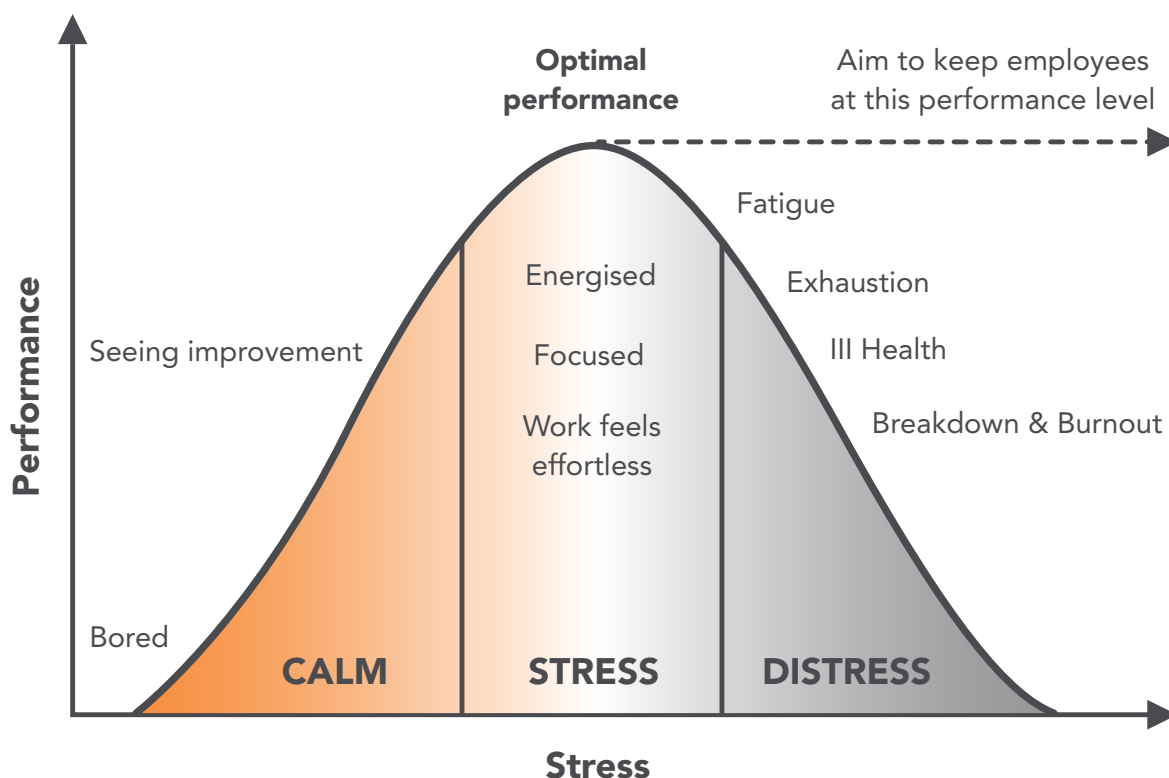


Figure 4 – Last accessed 5/8/2017 on Bing for Optimal Arousal Curve

Let me say something on motivating people. Above, you see a diagram of a theoretical concept on what motivates. Known as the Yerkes-Dodson Law, this suggests that there is a relationship between performance and arousal, i.e., too much increased arousal can help improve performance, but only up to a certain point; too much short-circuits motivation low arousal make people “drift” and not be motivated. The “right amount of tension” is what is required and finding this is both an art and a science. The law was first described in 1908 by psychologists Robert Yerkes and John Dillingham Dodson whom discovered that mild electrical shocks could be used to motivate rats, yes rats, that ran a maze to improve running time (like us when we say we are in the rat race) to run a maze for “a prize” (for rats food pellets and for us humans something far more complex in nature; house and cars, perhaps), but when the electrical shocks, on the rats, became “too strong,” the rats would run in random directions “for cover and to escape the shocks” (sound familiar?). The experiment shows that attention to the task at hand, motivated the rats, but only so far. Rats do get better at this once they “know” or have “learned” which way to go and do so faster after they have various “tryouts” that are successful. We, of course are not rats, but, like rats once we know what we are doing and its pleasant and provides incentives, we remain motivated.

There are, of course, things that “demotivate people,” these of course would be called demotivators. This is part of what has been coined as Herzberg’s Hygiene Factors (more later), some of these things are respectfully: strict workplace rules, management’s constant overseeing eye on their every movement, and the unbending standards operating procedures. Since people feel treated like children they reason why behave like an adult? There are more demotivators than motivators in most work places; look to address them or at least make them less prevalent.

I am sure you can or are beginning to see what your new-found role in the leadership arena is likely to be. Partly, it involves establishing and maintaining good working relationships between you and employees and amongst themselves. And lastly, this happens by setting an example and clarifying communications tone and defining everyone’s role clearly. In this way, everyone has a good understanding of what they are responsible for directing in their workplace. They can thus “manage themselves” better and their work.

Everyone that works in a specific job or industry, once fully trained, knows what needs to be done. This is often called the “rule of the situation.” People, almost instinctually (after some more training) know what should be done. Mary Follet-Parker, famously coined this idea when she said that people do not like to be made to feel like “you are telling them what to do”; people want to feel “like they are working together” or “with you” on whatever endeavor. The thing is to tell them what to do but seeming not to be trying to do just that, but, more moreover, if you guide them in a respectful way, they will do what is “suggested.” What I am saying is that you allow, if it does not matter that much to the process, some flexibility into how something is being done. You guide but do not “lord over” or usurp authority. Of course, this can be more workable now because our employees are far more educated now than in the past. Normally speaking, we have a better educated workforce than in the past. Since there is more complexity to the work we do and consequently there is less time to “manage” or “oversee” (micromanage) constantly what employees are doing, we must rely and in a sense “let go” of some of the work to employees. We must “have faith” in what employees are doing if organizations are to remain vital and competitive. Make sure employee know you have faith in them and their work that is important to leadership.

So, returning briefly to what I have say about social loafing. I believe that the reason that people think they can get away with this is that when employees make good suggestions they are not listened to. And lastly, leaders and other “management” people let them get away with not carrying their work or responsibility load. In a way, we directly reinforced and perpetuate their behaviors and by not challenging these contra-productive behaviors. As we all know from our applied psychology courses, if a behavior isn’t stopped early on then it’s just going to continue or perhaps even increase (try unbending an old tree). I think this an area would-be-leaders would do themselves need to attend, perhaps revert for moment into “managing” to that is why I have brought it up for your consideration. But above all things do not say there.

Having defined who is a Leader and talked about what Leadership is, let move on the talk briefly, and on some myths associated with that Leadership and those in Leadership capacities.

Here they are:

# LEADERSHIP MYTHS

*“People who soar are those who refuse to sit back, sigh and wish things would change. They neither complain of their lot nor passively dream of some distant ship coming in. Rather, they visualize in their minds that they are not quitters; they will not allow life’s circumstances to push them down and hold them under.”*

– Charles Swindoll

There are a few myths related to Leadership and who can become a Leader. I will entertain only the main ones here.

The following are myths associated with being or becoming a Leader:

## **Myth 1: People are born or destined Leaders.**

This is a common but no, generally speaking, people, unless given a title (figure head), are not born leaders, but learn and are created and come to be by virtual of the circumstances or emerge because the law of the social situation calls for it. Leaders more often than not, are created and shaped through experience and education and “shaping.” Not all leaders are created equal. I will say more on this a little later.

Before we move onto the next myth, here is a question for you: What is the difference between a Leader and a Manager? I encourage you to think about this before you read on.

In my mind’s eye, here is some what I think these differences and I show them below are:

- Managers administer; leaders create innovation or innovative ways processes to address a pressing and presented need.
- Managers often maintain “the status quo” by using Standard Operating Procedures (SOPs); Leaders develop new ways of “seeing things” and addressing bigger strategic and visionary issues, concerns, and filling a need or a pressing some needs.
- Managers tend to want to control, a “process”; leaders seek more over “to inspire” those they deal with – move them and to “act” in unison with others to get at whatever the issues are addressed. They “work with” and do not make employees feel like they “work for” them.
- Managers often have “a short-term view” of what is necessary – profit and the deliverables; leaders take a long-term view of situations. Tackling and solving once and for all a business need or concern.

- Managers ask how? Who? What? How? And when questions? Asking questions and although this is important the distinction is that Leaders ask more “What needs to happen?” “Why is it important to happen?” and “How can we make this better for all concerned questions?” They ask questions of why something is accomplished or something is done a certain way knowing and look for ways to be more effective or done in a more efficient way. They ask: “Is there not yet a better or another way?” They look for innovative or alternative ways that have been over looked or simply have not been tried.
- Managers imitate; leaders “instigate” change and more often Leaders more than managers originate new ways of getting things done.
- Managers accept the status quo; leaders challenge it and ask “why not do something different or why can it not be done in another more productive way?”
- Leaders thus can and often are being seen as social and community revolutionaries.

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## Myth 2: Only MBA or those that attend “Executive” Training Programs can be Leaders

This myth says that the only the high leveled schooled people are capable to learn leadership (perhaps from the school of hard knocks). Some people skeptically question whether leadership can in any appreciable way be developed through formal education and study, believing instead it can only be “acquired on job through actual experience” (whatever that is). It is a mistake, however, to think of formal study and learning from experience as mutually exclusive or that these two means to Leadership are not connected or need to be antagonistic. In fact, they often can serve and complement each other. You might have a better turn out if you have the two meeting at a nexus.

So, in summary, on this, let us compare Leaders and Managers, normally (but not all time) the following is a bilateral relationship true:

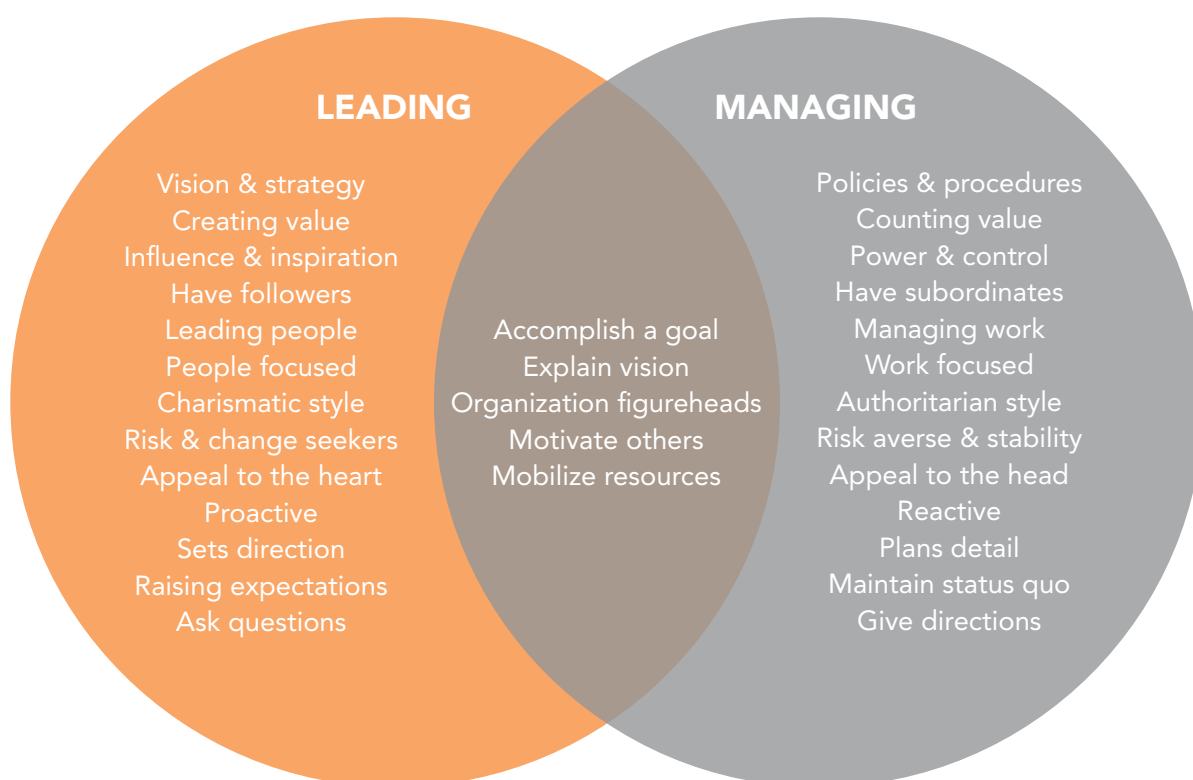


Figure 5 – Last Accessed 4/25/2017 <http://www.bing.com/images> for Leadership and Management search.

**A short comparison**

<b>Leaders</b>	<b>Managers</b>
Develop and inspire trust	Administer
Think long term/strategically	Controls strictly/orders
Ask what and why questions	Think in short terms
Are their own person	Asks what, how and when
Do the right thing	Are good soldiers following
	Does things right as
	Uses SOPs

Suffice to say there are more managers, not just by title, but by action. We, of course, do have more manager but we need more leaders.

# LEADERSHIP – ENHANCING THE LESSONS OF PERSONAL EXPERIENCE

*“Anyway people are unreasonable, illogical and self-centered. Love them anyway. If you do good, people will accuse you of ulterior motives. Do good anyway. If you are successful, you win false friends and true enemies. Succeed anyway. The good you do today will be forgotten tomorrow. Do good anyway. Honesty and frankness make you vulnerable. Be honest and frank anyway. People favor underdogs but follow only top dogs. Fight for some underdogs anyway. What you spend years building may be destroyed overnight. Build anyway. People really need help but may attack you if you help them. Help people anyway. Give the world the best you have and you’ll get kicked in the teeth. Give the world the best you’ve got anyway.”*

– Mother Teresa

The above subtitle suggests that all leaders are and can differ. And they are because they have been shaped by their own experiences due a certain set of circumstances that came upon them. So, leaders are their own person like we could or might say about anyone person in a human development sense. Having said this means that every leader even if the environment and followership characteristics are the same, will be different more overly because of their life experiences (including education).

In general, there are three basic components to leadership what has been referred to: The Catalyst Creator – the Specific Components that make a leader or a person a leader, the nature of the would-be followers and the third component is Environmental or the Situational ingredients at play.

[http://bravozuluconsulting.com/thesis\\_summary.html](http://bravozuluconsulting.com/thesis_summary.html), Lasted Accessed August 11, 2017

So, Leadership involves three intentional elements which interact with each other, namely the Leader, the Followers and the Situation (also known as the Law of the Situation, as provided by Mary Follet-Parker).

Briefly here are some other basic ingredients involved in this process:

<b>Converter – Conduit Leader</b>	<b>Followers Situation Catalyst</b>
Personality	
Position	Values and task
Life Changing Experience	Norms, Stress
General Life/Expertise	Cohesiveness, Environment
Self-Motivated	

**The “all important” approach to “the nature of people” – Theory X and Y – and Z**

There are ways of seeing how people in power may see people or employees. No doubt leading encompasses power. For simplistically sake the view of people in these camps are as follows:

- **Scientific Management/Theory X:** suggests theoretically that people are generally lazy, stupid, and dislike working. Workers from this vantage point are viewed as merely extensions of the machines and machinery that they are operating. Bureaucracy or governness is prime to this approach; the creating of Standard Operating Procedures and adherence to rules is required of all here; where punishment may be delivered, if not adhered to.
- **Human Relations Approach/or Theory Y:** Regards employee needs as having psychologically legitimate needs and those that the organization/corporation would do well to acknowledge responsibly. People are viewed as being motivated by the “nature” and their work; people are viewed as industrious and normally seek workplace challenges. A democratic style of in organization is what happens when this view prevails. People are “prized” as important parts of the human “resources” part of the success equation.
- **Theory Z** as suggest, advanced by Ochi, suggest the “truth” is in the somewhere in the middle” People can be lazy and so on, but if the environment, take into consideration their psychological nature and needs, leading is far more effective. In this instance, what management does it tends to promote (somewhat) stable employment, (somewhat) (perhaps) high productivity, and, most importantly, the purposeful creation high employee morale and satisfaction

# ON FOLLOWERS

Since we have already spoken somewhat about the characteristics embodied in leadership, which often gets the most attention, let us begin to talk about with the nature of those we need, i.e., Followers, i.e., and Followership Styles. Keep in mind you cannot clearly make a “clean cut” between the Leader and Followers because leadership is a composite and in interactional and intertwinedness among these ingredients.

Kelley (1992) believes and suggests that there are 4 main types of followers: Exemplary or Active (possess and use critical thinking and is engaged in the work of the group the conformist (lower level engagement than the previous) and the Pragmatist (average style engagement). Kelley also seems to believe that there are different types of followers that can be described in terms of two basic broad thinking dimensions. One of these dimensions range from independent, critical thinking at one end of the spectrum to dependent, uncritical thinking on the other end. Kelley’s dimensions also address whether people are, importantly, “active followers” or more “passive type followers” to the extent to which they are fully engaged in the work. Unfortunately, active followers do follow and help leaders, but may not be fully be appreciated if they offer ideas the leader does not fully support. Per Kelley, and which most of us might agree with, the best followers are the so-called “self-starters; self-motivators” who take or add “own” the work or are moved to assume task initiative for themselves, whereas the less desirable characteristic is that of being passive, which may at times avoid responsibility, and calling for “more” management or supervision on the part of the leader. Owning the work, in this instance, means you are vested in it and do what needs to be done to see success come. So, we leaders, it would follow, need to actively or purposefully encourage self-starting thinking, behaviors and attitudes in the followers.

Last accessed April 26, 2017

[http://changingminds.org/disciplines/leadership/followership/kelley\\_follower.htm](http://changingminds.org/disciplines/leadership/followership/kelley_follower.htm)

Followers are, well, important in a way and in part because of the need for the diverse perspectives that followers bring. What motivates, followers are in part related to: upbringing and that environment, lack of or having traditional formal education, culture, various ingrained and often not clear values, perception and expectations, their ideas about the nature of people and their role in the work setting, social compacts, emotional state, and national connections, which makes for something that requires continue and open conversations and attentions to individual followers. There are a lot of followers and more of them than would-be-leaders to contend with. Into this, perceived add job satisfaction, openness of the leader-follower relationship, the feedback-loop among them, that need to be considered, by would-be-leaders.

[http://changingminds.org/disciplines/leadership/followership/kelley\\_follower.htm](http://changingminds.org/disciplines/leadership/followership/kelley_follower.htm) – Accessed on April 25, 2017

Since I mentioned satisfaction, below is the Two-Factor theory that is well known on this.

### Two Factor Theory – Herzberg



**Figure 6**

What it suggests is that there are things that make employees either satisfied or not with the state of their employment or not. They can be said to be happy or content with the work, the management and supervision and the nature of the work to work. Factors that do not motivate the so-called “working conditions” (which may be how they are treated psychologically, the physical look of the office or plant or the way work is handled (like too much micromanagement or supervision that provides little or no direction (laissez-faire). As you may be able to easily see that the opportunity and possibility to exercise more “responsibility” and getting “recognition” feature predominately in this; although not for all. The best motivated employees usually seek these work features out and “request” them given an opportunity to do so. These “motivate” but the “dissatisfiers” are bad “supervision”; “working conditions” and “workplace relations.”

This Leader-Follower-Situation-Workplace Environment paradigm, we are speaking of here, is a reciprocal self-feeding dynamic that is influenced by the external social feeder group environment; both which reinforce each other that works.

Using the afforded mentioned dimensions, again Kelley suggests some basic styles of followership, worth mentioning in our discussion, and these respectively are:

- 1) The Alienated Followers who habitually point out all (and mostly only) the negative aspects of the organization to others (as you know we have come to know a lot of this type, right?), hopefully they tell you the “organizational wrongs” thorough out their tenure and before they leave. It is up to leaders to establish who these folks are and engage them for the sake of the person and the organization. They can in fact be of help if you approach them in an open way and ask for what they see that needs to be changed and let them “vent” politely, not defending or pointing out why they are wrong.
- 2) Conformist Followers are the well-known “The yes people” of many organizations. These are only problems in that they just do whatever a person in authority asks them. They are interested in keeping things running well for themselves and not creating any “waves.” They are looking for their self-interested (which is not a bad thing; can you in a way blame them?) other than they do not participate or provide ways to make the work better for all concerned.
- 3) Pragmatist Followers, these are followers who seldom are committed to their group’s work goals, but they may come to learn, for the sake of their own survival, that it is best (from organizational experience) not to make or create challenging waves or the status quo; you will drown otherwise in the organizational juice.
- 4) Passive Followers that display little to none of the characteristics of the exemplary follower. These professionals rely on the leader to do all the “big” picture thinking. They go home and come back when the “bell” rings in the morning week after week.
- 5) The Exemplary Followers present a consistent picture to both leaders, and coworkers of being independent, innovative, and, as required, are often enough (for the sake the organization) willing to stand up, in a politely and professional way, to their superiors because they believe they have a different (perhaps diverse way?) and bring unique perception that will truly benefit all concerned. Surround yourself, if you can, with these.

By the way, these Exemplary Followers are high on the “critical dimensions” of “followership” and this makes them exceeding essential and important to organization’s overall success. Leaders, therefore, would be well advised to look for them, cultivate them, selecting them in hiring and in nurturing “followers-people” who have most of these general characteristics.

Even more important to these followership characteristics is that leaders need to create “the essential work environment conditions” that foster and encourage “these behaviors” in these professionals. That is what a leader works into the working mix that it “creates (whatever the best) the conditions” in which his subordinates can truly and pragmatically thrive. The leader looks and seeks “finding out what these are.” Conditions in which these followers thrive are often different between various types of followers – most followers, without regard to the type of fellowship, look for stimulation and positive change. The famous Hawthorne Lab experiments, suggests that what “motivates” people to have the opportunity do a job and do it well, and good supervision, if you will, that “pays attention to them” (from also the consideration studies). This concept seems to be at the core of moving the followers. This is that they are being “paid positive attention to verses” versus “being watched” by the organizations agents. When you pay attention, people seek to do their best so do given them, as much as possible, your “undivided attention.”

Lastly, on this discussion, the situation is the third critical part of the leadership equation. Even if we were to know all we could know about a given leader, say you, for instance, (which we can never fully come to know) and a given subset of followers (perhaps those you currently lead), leadership effectiveness can and only makes sense only in that specific context and of how the leader and moreover, how followers interact in that given situation. Connecting work duties to these ingredients makes for successful leadership.

Nevertheless, it is important for leaders to understand and accept these three elemental domains of leadership interaction, i.e., how the would-be leader, the followers, and the situation are all important and of as an integral part of the leadership process. Understanding their interaction is necessary before you can draw valid and solid conclusions about the nature of the interaction and what “leadership style” or “intervention” is best “suited for “a certain workplace environment.” When you have these down packed, you have the “right stuff.”

The bad news is that we must face up to the reality that there is just no simple recipe for effective leadership; no magic bullet if you will. But, fear not there are things we can do to optimize our leadership success – that is within our purview and control. I will entertain that below.

## WHAT TO DO?

When we observe a leader's behavior (even when that person may appear neither obviously effective or ineffective to you), you should not automatically come to any conclusion about it, i.e. ask if it is the right or incorrect leadership – but moreover ask “how suited is it to the given situation” and to the nexus of “the task at hand” and “the followers.” I made spoken before to the effectiveness of behavioral context and that of followers. One thing we do know about preparing men and women to be leaders and leader-managers, is that if we can for a moment suspend our judgment, not distinguishing between them, the most effective way we can bring someone up to speed is to “rotate” them through to ever increasing job assignments thus providing them with progressively more challenging work. So, if you want to be successful at being a leader we need to seek for ourselves “new” and “more challenging assignments” for yourselves – those assignments that serve to “stretch” you and make you use and learn skills you have not in the past. The more you gain leading experience the more your “brain” will have resources to draw cognitions from that. Cognitive Psychology calls this “learning;” this serves to create denser interneuronal connections. In long term fashion, we need to craft those same type opportunities for those we oversee or lead.



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You may be, now, asking yourself what role is played, if any, and about formal learning programs, on how these helps in any way to create Leaders? So, what about learning to be a good Leader? It is here where we turn our attention next.

Below are some leadership “theory” thoughts:

### **“He/she is born with it” Trait Theory – Explained**

This psychological theory assumes there are some inherit traits inherent to being a leader. This is the primitive, similar way to explain “from where” does leadership come; it’s the original explanation of leadership and attempts to explain where does leadership come; most of us believe this is the way. It comes from the history and the power possession of royalty, dynasties, elite classes, and “old money” and power. As it turns out years of research trying to find these traits in leaders ends up with disappointing and inconclusive results.

- Psychologist have identified mental capacities and called it “g” for general intelligence. But, it takes more then general intelligence or common sense to a good leader.

There are, however, two main traits that have must be studied and thought to be related, or correlated, to successful Leadership:

- Charisma: the ability to inspire followers to be passionately devoted to “having” and espousing an extraordinary vision or visions (like a prophet that may make a prediction)
- Being a persuasive and elegant speaker (the silver tongue)
- Possessing practical leadership skills (alleviates stress of followers, as an example)

And:

Machiavellianism – The tendency of a person to deceive and manipulate others for personal and especially for social and political gain. There may be, at times, a little of this is all of us – would-be-leaders. It assumes that that people are weak, gullible, and untrustworthy

- People, are seen, to exist to be used and manipulated- to help the leaders get to the position or stature they seek.
- The leader is to be non-emotional – deals with people “at an arms-length” (like most leadership in governments share this view often).

### **Social Determinism**

- Assumes that leaders simply play out roles designed for them by broad social forces  
However, the most recent “developmental” theories focus on:
- Traits and behaviors of the leader
- The characteristics of their followers
- The nature of the situation

### **Contingency Theory**

- Leader effectiveness is assumed to be determined mainly by interaction of leader characteristics and situation and at the particular aspects to the situation (the work culture)
- Person-Oriented – The leader is more effective when and in moderately favorable situations
- Task-Oriented Leader are effective in extremely favorable or unfavorable situations. Success is “contingent” on these factors.

### **Cognitive Resource Theory**

- Interaction of leader’s cognitive abilities (e.g., “emotional: or “social” intelligence, job-related knowledge), job performance, and stress are critical stress at a minimum for leader to be successful

### **Path Goal Theory**

- Focuses on kinds of behaviors that if allowed by leaders help subordinates to achieve personal and organizational goals.
- Directive Leadership (tell them what to do and how)
- Supportive Leadership (help them and work with them)
- Participative Leadership: Workers have input and help with “course-corrections”
- Achievement Oriented: Setting challenging goals and emphasize high level of performance. This requires a mature, self-confident and flexible leader

### **Normative Decision**

This deals with which kinds of behaviors leaders should use to allow their subordinates to achieve personal and organizational goals.

### **Leadership Exchange**

- The relationship affects the leadership process.
- Every follower is different from another
- In-group vs. out-group subordinates

**Leader Expectations**

- Pygmalion Effect: Positive self-fulfilling prophecy
- Golem Effect: Negative self-fulfilling prophecy

Women in leadership positions is also important to consider; as more and more female assume leadership roles. Here is something on this.

- Female managers have recently risen from approximately 24% to 40% in most organizations
- Only 5% of women employed outside the home hold senior management positions
- 74 cents to the USA dollar
- The glass ceiling effect
- Women seem to use more transformational leadership styles; welcome feedback and seem to engage more with workers.

# LEADERSHIP AND EDUCATION

*"The ability to keep a cool head in an emergency, maintain poise in the midst of excitement, and to refuse to be stampeded are true marks of leadership."*

– R. Shannon

Yes, leadership, the evidence, is developed through Education Experience.

Philosophically, if we do not believe that this is remotely true or possible then why would we even be in the field of management or leadership? Why train or get advance management or leadership course work?

What skills will someone seeking to be successful leader most likely need and where can these be found? We can, in fact, learn to be a leader, but we must have the “raw” material in us to be able to rise to that challenge. We need some “g” to work with. We must be somewhat intelligent, have the drive and stamina to succeed.

It is often said that those that lead these individuals must have the “right stuff” to begin to work with. What is the right? This is a good question. Leaders are not just as some think “the brains of an organization.” They are that but you do not need to be an intellectual to be a leader, although, you benefit from having some intellectual capacity. No doubt you must be able to communicate both verbally and in written form, able to interpret accounting and budget records to begin with. All leadership notions of concepts related to these skillsets can and must be learned either at work (on the job training) or at some formal educational forum. There are however some “must haves” or “critical skills” (i.e. the right stuff – that helps the ride be easier). For leaders to be successful they must have some level of thinking and being “logical;” regardless, here is the short list of important things to becoming an effective Leader:

Thinking-Cognitive: This is the organizational ability – both raw “intellectual horsepower” and “mental ability”, i.e., the ability to “think” thought various alternative and potential scenarios – keeping in mind the pluses and minuses of each. Having the ability to make decisions even when there seems to be “too much to keep in mind.” This includes the important ability to articulate a vision and a mission to followers. A “clear” mind is helpful or the ability to “reset your mind” and create other possible “futures” and use other “paradigms.”

Strategic thinking: is required to address especially without regard to the ever present and reconfiguring global business competition.

Analytical ability, especially the ability to sort through the plethora and of diverse, and conflicting sources of information and sort out from all that what is truly important and needs to be attended to.

Here are some few others things that can help this:

- The develop the ability to make solid and air tight “sound decisions.”
- To keep one’s mind and stay “above the fray” in an environment often filled with ambiguity and uncertainty. “Keeping your head” in the thick of the war, so to speak.
- Exceptional interpersonal and organizational communication skills coupled with Emotional Intelligence (as suggested by Daniel Goldman <http://www.danielgoleman.info/>).
- The need and ability to be influential possessing working persuasiveness with various workplace groups that leads to support for the task.
- The ability to manage in an environment of competing diversity demands – effectively managing people from and with different expectations, backgrounds, cultures, genders, generations, and mindsets. Just a point on what is known as expectancy theory. This is the notion that an individual will behave or act in a certain way because they are motivated by that what they expect to be the result of that selected behavior will be. The motivation of the behavior selection is determined by the desirability of the outcome.
- There is useful information on a concept called implicit bias at: <https://implicit.harvard.edu/implicit/>. This is a notion that suggest that we all have some bias that we all may be unconscious of or unwarded of how that relates to how we deal with others, some of these may be unintended effects of how we perceive or feel about others. This unconscious attribution of the qualities of a certain group or person has come to be known as an implicit stereotype. This is often influenced by our upbringing experience, education, family, experience, is a learned response association. This association relates to this association clouding our judgments when it comes to legally protected categories such as race or gender, among a few. Leaders need to be aware of how this effects their decision making and their own “confirmation bias”, a notion that we only see what expected or “want to see” in our mind to be the reality of a situation.
- The ability to get real results by delegating the “less essential” (but not less important) – but essential work to subordinates.
- Developing and training, mentoring and coaching of so-called “subordinates.”

- The ability to “bring it all together” after the work has been delegated (sometime called project management).
- The ability to attract, identify, develop, long-term-wise, and retain critical talented people.
- The ability to build upon your own, and those of the team, strengths to enhance your influence.
- The ability to learn from experience; and metalearning – learning about how you learn.
- Not being afraid to make “mistakes” – we learn from them – just do not do that again!

(Source: Adopted and Enhanced: Barrett, A and Beeson, J. Developing Business Leaders for 2010. The Conference Board, New York (2002)).

### **General Leadership Development**

Now that we agree that Leaders can be created through some formal process and education, work experience and by placing them in “the place of greatest workplace potential;” let us ask and explore and what must a leader do for themselves that no one else can do for them?

Turning to this, here is the short list of what must happen:

- Eliminating any and all (real or perceived) weaknesses.
- Important to this the ability to set higher and ever higher goals for oneself, as a leader. You cannot hope to achieve much without generally having self-confidence and taking important and “calculated” risks (following your gut after you think it all through). If these do not pan out, you will need to recalculate the reasonable and “acceptable” consequences in the event your plans do not materialize as you envisioned that you and others can live with. A fall back, position if you will, need to be “in the works.”
- And when decisions do not go as planned as this may happen, it is important to face up to your mistakes, learn from these and become yet a better leader in doing so. Those that follow respect you more if you do. Face up to the music, subdue your “ego,” cutting your losses”, and move forward.

Leaders also follow other leaders. Look to be mentored or coached or coachable. Coaching is learning something incrementally a bit better. Mentoring is long-term “advice” on how to be when a certain situation presents itself.

- Get yourself a mentor, as well as accept and weight the continual feedback from your people/employees. There are always some to do not mind if you “tag along” in their ride. The best leaders have formal and ongoing mentoring programs that graduate periodically with new entrants coming after them. Doing this ensures you have “ample” leaders waiting on the wings.
- Always and consciously develop those under you – provide, give and support them with the tools to “do the work” without having to constantly having to ask for your “permission.” We live in a world where all forms of education, including business educations, is readily available to those that want it so use that for the benefit of the workplace. Encourage “creative” thinking. Have employee “pitch” ideas that have been thought through; and do not “kill the messenger.”
- Facilitate their work by connecting the right people together that can get the job done; it’s called teambuilding.
- You will also want to survey (formally and informally) your people management strength pland end styles and determine which are unsatisfactory, and look for ways to improve them.
- Get and establish a “devil’s advocate” to keep you honest; a person that without censoring gives you the “bad news” related to what you are doing or the direction you plan on going. It may be one that says: “We tried this and it did not work” that can be helpful; perhaps it need to be done “in some other way.” When asked, Edison said of his many failed experiments that he learned ways that the light bulb and other inventions did not worked in all previous ways. It was not a “waste of time” for him. Edison learned from his mistakes.
- Ultimate success means getting others “wanting” to work for “and with you” in productive ways. Get people to want to work for you by helping them actively get where they want.
- Never accept any of personal weakness or allow it to become something you cannot correct and cure. Sometime you may have to surround yourself with others that make up for your leadership/business weaknesses. Its fine if they are smarter then you!
- Learn the “ins and outs” of budgets, projections, goals and the mastering of these figures is important to the bottom line of the business after all.

Some leaders are uncomfortable with dealing with the “money” of the organization. Recent, national and international, economic business scandals show that leaders cannot relegate or even delegate (Oxley-Sarbanes) the duty to be personally accountable. If you do not feel comfortable or proficient in the business of the budget process you may want to groom or find someone on your “team” who masters that and you can trust. Regardless of this, and how it applies to you, make sure you take the required college in economics, business, leadership, strategic management, or get on the job training and accounting courses. There is no substitute, though, for sitting down and working out the figures of a real business, and seeing in real-life how reality is reflected and portrayed by those numbers.

Other personal strengths that you must build:

- Keep physically fit and exercise if you want to have the needed energy for the work. Put exercise equipment in the office if need be.
- The ability to put maximum effort to a task at hand – you have limited time – work on it until it is done – taking small breaks.
- Work in being self-disciplined and put the time behind your work; encourage others to do the same.
- Plan and put in the needed physical effort behind your goals.
- The difference between a “big shoot” and a “small shoot” is that a “big shoot” keeps on moving forward and getting up even when there is a fall – until the aims are achieved.

## **Review**

Review Collage Checklist:

Here is a Check List of some “things” both Leaders and Managers need to learn and master:

First have:

- Self confidence is your ability to get the work done
- Self confidence is your ability to influence and “move” others
- Learn to calculate and accept moderate risks.
- Develop a belief in your ability to carry out self-appointed and other tasks to your satisfaction and that of followers

Things I must restate to you (and myself) to keep in mind that are important to becoming a Leader:

- Money Management is usually critical to your success
- Acquire knowledge on how to read balanced and financial statements and learn how to access Financial Accounts and track profits and expenditure is a must
- Work on getting regular feedback from employees so you know if you are in the right area of success
- Engage, as much as possible, subordinates in the business of the business

### **On Becoming a Strategist:**

As a leader, you need to focus on the wider issues that may affect your team's effectiveness, as well as the day-to-day business of getting things done. With your team on your side, plan what you want to achieve in a given time frame, and break this down fully into smaller attainable goals and objectives, ensuring that everyone on your team is kept aware of their responsibilities. Motivate and reward achievement of these. Unexpected problems will or may require adjustments to elements of the plan, so always leave, if possible, plenty of room and time for any revision or course corrections. Remember that "ships" turn ever so slowly; and business is often the same. Be thinking all the time about corrective actions – act quickly when you need to.

Keep a checklist of key leadership duties and ensure that you (someone empowered by you) does them.

Always look beyond the details and consider the "big story" or picture. Look at causes that may hinder your success. A cause effect diagram you "sketch" can help.

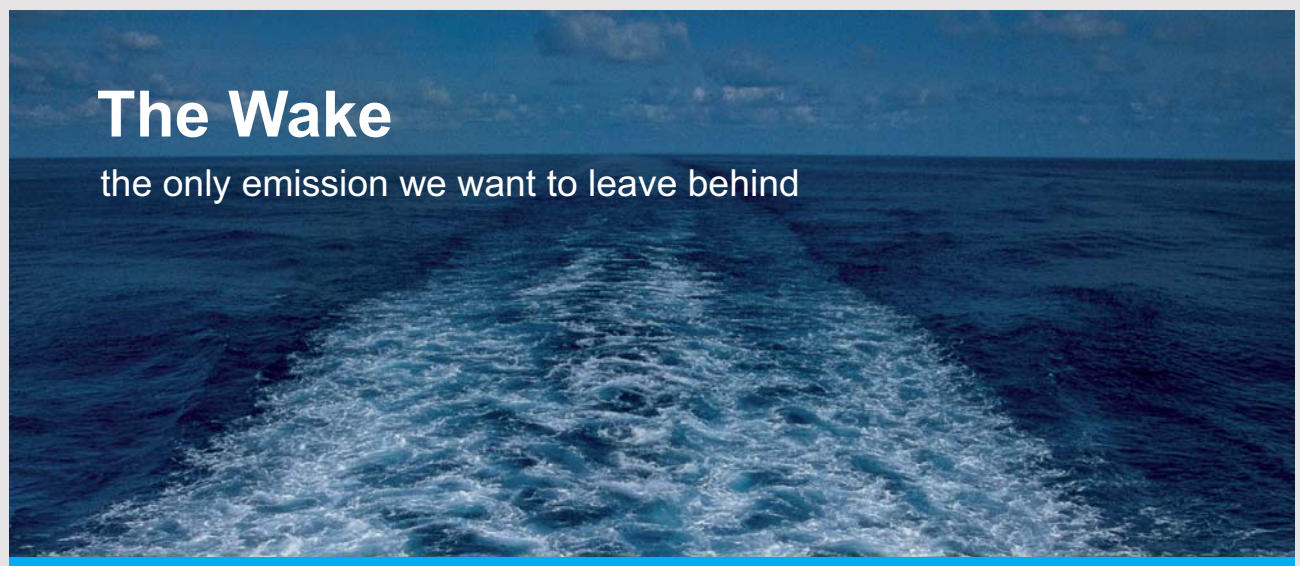
Below is an example of a Cause and Effect diagram. Such can be of some help because you can see and if you have not seen "something" that be a possible cause you add it to your diagram. That always helps.

# ASSESSING LEADERSHIP AND MEASURING EFFECT

*“Leadership is the ability of a single individual through his or her actions to motivate others to higher levels of achievement.”*

– F.G. ‘Buck’ Rodgers

At this stage a question we might ask is: What is the single best work you have ever read about leadership or being a leader?




## The Wake

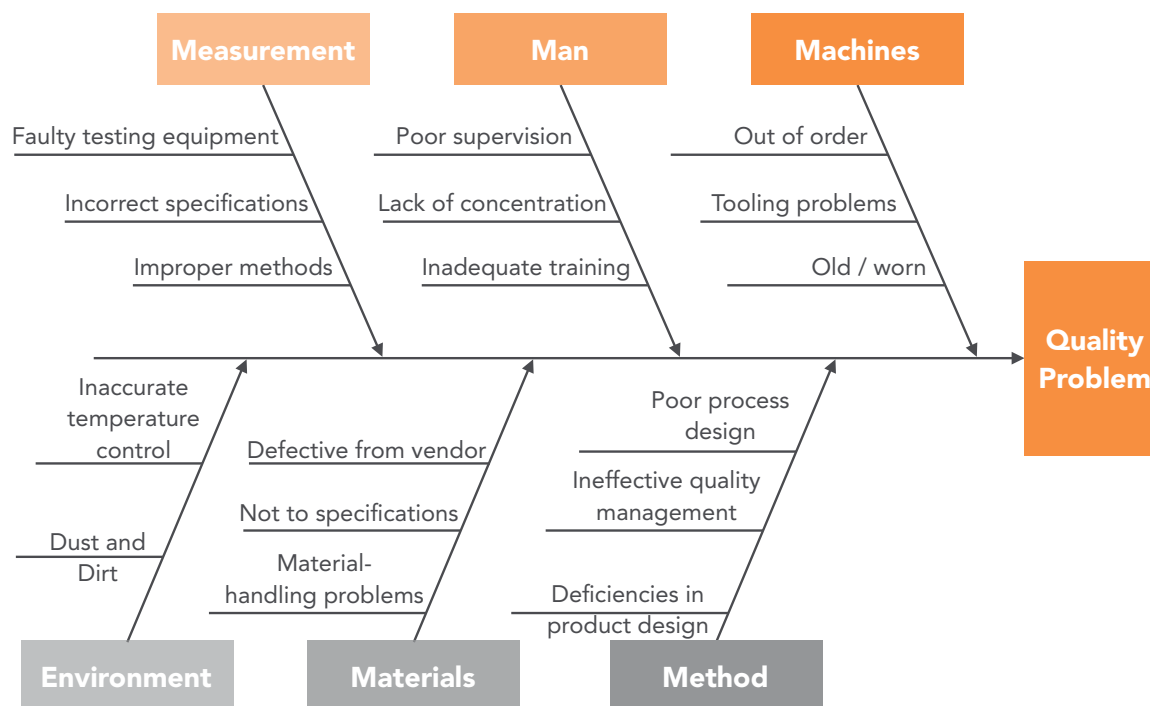
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**Figure 7** – Fishbone and Cause and Effect Diagram Last accessed on April 25, 2017

<http://www.bing.com/images>

I am partial to some of the writings of Mary Parker Follett because she brought new dimensions to the theory and practice of management as one of America's preeminent thinkers about democracy and social (including Unions) organization. Here is a little about her.

Follett was born to an affluent Quaker family in Quincy, Massachusetts. She was forced to take a significant role within the family in her teens when her suddenly father died (and her mother was a person living with disabilities). In 1892 she entered Society for the Collegiate Instruction of Women in Cambridge, Massachusetts (later Radcliff College) where she graduated in 1898 in Economics, Governments Law and Philosophy.

Her ideas continue even to today to challenge thinking about business and civic and especially Labor and Union concerns. Mary Parker Follett occupies a very significant place in the development of thinking and practice around adult workers and informal education. Her contribution can be seen establishing work unions and societies as important contributions to social and the educational domains are also notable. Her ideas around the notions of community, experience and the group, and how these related to the individual and to the political domain in real-time broke new ground – and was is still “far ahead of her time.” She approached organizations as “a group of networks” rather than as hierarchical structures, and attended to the influence of human relations within these subgroups.

Follett looked to encourage face-to-face encounters, which later became some of laws placed into Standard Operating Procedures in business settings and in the development of groups and activities. Diversity, especially female incumbent leaders, was her idea to bring about the vision of community (community means we have many things in “common”; where we spend most of waking hours) Through such looking at behaviors, creativity and learning she focused on “leadership development” because of “the circular effect of power.” This means that various managers, workers, and other stakeholders, in many ways not obviously seen directly influence each other. She spoke of detrimental effect of “coercive power” used to “kingdom building.”

We frequently hear, in leadership conversations, “of the transferring of power,” in order to address labor and work concerns. “Genuine power”, she said “can only be grown”, otherwise “it will slip from every arbitrary hand that grasps it” (Follett, 1924).

I found some of her reading meaningful to success in leadership. You might look her writing up later on.

# THE NOTION OF POWER AND INFLUENCE

The effectiveness of leadership, good or bad, is typically attributed, as I said before, to the leader much more than to the other elements (i.e., employees are not to blame often). Rightfully so, the leader is only one element of leadership

It was said that “Men are nothing; it is the man who is everything... It was not the Roman army that conquered Gaul, but Caesar; it not Carthaginian army that made Rome tremble in her gates, but Hannibal; it was not the Macedonian army that reached the Indus, but Alexander.” So, it is easy to see why the Leadership focus would be on a solitary “men/women.” However, let’s keep in mind that the “environment” plays not a small effect because to be successful, as a leader at say as a food shopping retailer, as an example, does not mean that that person will be, successful at say another food business environment. Perhaps that person will not or may not be successful because of the differing environmental and organizational culture. These may be different experiences, if you will and the skill sets expectations required are for sure different from another: even in the same industry. Knowledge of an industry does not mean success in another setting with in that industry; what is important is “the adjustment” to the new environment.

Having said all this, let’s move to talk about, something alluded to before, what Leaders possess, notably – Power.

Power, is notedly, (strength) vigor, energy, stamina; it’s the act of controlling having, authority, commanding, possessing jurisdiction, dominion, ascendancy, superiority, domination of people and resources, dominance, mastery, control, sway, sovereignty, prestige, the last word, law, warrant. To be “Powerless” is to be to be impotent, feeble, infirm, or weak. We all want “Power” for it brings “power.” Power begets power. Related to this is David McClelland’s idea of the need for achievement (nAch); the need for affiliation (nAff) and the need for power (nPow). In this theory, “self-reports” are used (people complete questionnaires) There is projective test (called the Thematic Apperception Test, as a spin off); where the person creates a “story” of some of the series of pictures and the scoring is how many times the person mentions any of the three constructs. As you might have guessed nAch means you want to see completed projects; nAff seeks out an environment concerns with the quality of social work relations and nPow seeks to have control of what is done and people. It sure is good to know which you are. We speak now to Power.

So how do leaders get it, have or take hold of it, and do followers give it to them? Can such a thing as seemingly as trivial as the arrangement of furniture (the environment's effect on leadership) in an office can affect perceptions of another person's power? That is a good question. One vivid and interesting example comes from John Ehrlichman's (in a 1982) book called: *Witness to Power*. Ehrlichman described his first visit to J. Edgar Hoover's office at the Department of Justice. He noted that Hoover took every opportunity to reinforce the image that Hoover had long been one of the most powerful men in Washington, D.C. After a long wait and walk, finally, Ehrlichman reached Hoover's smaller office, which Hoover dominated from an impressive chair and desk that stood on a dais about six inches high. Ehrlichman was instructed to take a seat on a lower couch, and Mr. Hoover, as you might expect, peered down on Ehrlichman from his own loftier and intimidating place. The point is that often, but not all the times, our own stylized power rituals are usually so second nature we aren't conscious of them. Yet there is a "dance" or "flow" (self-determination if you will) of power relations among humans. The following are some examples of the ways power is expressed nonverbally in humans:

- Staring at people or employees – In American society, and in some others societies, is a disrespectful thing because person of lower status are not expected to stare at a superior; though superiors are often not bound by a similar restriction. Children are for example taught not to stare at a parent's face when they are "getting a talk to." In some cultures, to stare at is an invitation to confrontation. And it's an interesting comment on the power relationship between sexes that, in research studies on gender roles, women are more likely to avert their gaze away or not look directly at men than vice versa. Men, "men of power," "feel free" to often touch people of lower status; people of lower status almost never touch the more powerful (or are not allowed unless the more powerful deems it acceptable).
- Pointing – Children are also taught that "it's not nice to point." However, adults rarely correct each other for pointing because more than mere etiquette, pointing seems to be a behavior that is acceptable for high status figures or those attempting to assert some form of dominance. An angry boss, may as example, point his/her index finger "mildly" accusingly at an employee; few employees who wanted to keep their jobs would respond in kind. The same restrictions apply to frowning. Subordinates normally "smile nicely" at bosses. They normally are concerned with, and do not want bosses, to retaliate sometime in the future. Bosses forget often this truth about how others may indeed feel toward them.

- In addition, to what was said above on Touching-Invading another person's space by touching the person without invitation is acceptable when one is of superior status, but not when one is of subordinated status. It's acceptable, for example for bosses or teachers, or people "with perceived power" to put a hand on an employee's or a student's shoulder, but not vice versa. The disparity also applies to socioeconomic status where affluent people are more likely to touch a person of lower socioeconomic status than vice versa (just watch television to see ample examples of who touches who). This is important because touching can become a problem, just see how many sexual harassment cases come up year after year to the courts. Leaders need to be concerned that they do not "touch inappropriately."
- Interrupting – Virtually all of us have interrupted others, and we have all been interrupted ourselves. Again, however, the issue is who was interrupting whom; higher-power or status persons are normally not interrupted. Vast differences in frequency or behaviors also exist between the sexes in North America, and elsewhere, even when we say "we have come along way" where studies almost always show that males, by big margins, interrupt much more frequently than women do. Something to think off if women are to be afforded "leadership" status.
- The acceptance or Significance Principal (see more below on this) can be used to understanding to empower and motivate people to reach their potential. Power begets power and we all like to "be seen" with the more powerful people. The powerful also practice what is known as "impression management" that is they make sure only "the good in them is known or published." A lot of energy is spent on this not by just the power but by you and I! Everyone has "skeletons in their closets" and would prefer them to stay there. If you happen to have some hidden bones, I recommend you let the light of day hit them and you provide a good explanation of these and how they will not effect your leadership work. To not do so invites "conjecture" and most people are good at that.
- Corner office and access to "information"; who talks to who and when and universally seen as having power. Other "bennies," like cars, credit cards, special training, cell phones, and the like signal higher status.
- Although lower level employees do not have some of the above reference benefits, they can be powerful in other ways as they: can have "the most profound knowledge" of a process; they can be subject matter experts; hold "union" power; have longevity; ne highly educated in an important field requires long education and or mentorship, et al; established contacts and or connections within the organization

# WHAT IS THE SIGNIFICANCE PRINCIPLE?

Basically, this is a driving force in humans that centers in the desire for social acceptance, understanding, appreciation, and recognition. The need for significance is such a powerful part of our personality that it motivates us to identify with success and just as powerfully motivates us to avoid failure and conflict. To become a Significance Builder, we should check our attitude. Who in your world would benefit if you regularly recognized their significance? Your customers? The clerical staff? Subordinates at work? Your own boss? Our Family members? The person in the car in front of you? The check-out clerk at the supermarket? Probably a lot of people can be listed. But knowing something about the importance of the significance principle is a simple matter. Living with it and applying it productivity as a guide and being aware of its many applications, is yet another story. To consistently apply it, you will need to honestly assess your behaviors and attitudes. To help you and I do this, here is a list of ten qualities values by most true builders of significance. “Meaning” as espoused by noted psychiatrist Victor Frankl, and others like Porter, Rogers and Maslow, suggest how important this is to humans; without meaning people are going through the motions of living. However, anyone that has a reason to live, well, has reason to “keep on keeping on.” It provides extrinsic and intrinsic rewards; provides for social interaction, social purpose and symbolic. “Where do you work?” And, “What do you do?” are frequent questions that related to our “work life.” This is the “significance paradox;” something leaders and managers must nurture even though they may see such things as a “business downtime.”

# SIGNIFICANCE LEADERSHIP BUILDING ELEMENT:

Here are some other thought that may be helpful.

- Practice humility (often, known as servant leadership).
- Proactively work to focus on others.
- Practice integrity and look to not do good but “do right things” verses “doing things right”.
- Deal positively with conflict; it is an opportunity to make a good difference in some way or fashion.
- Live the significance paradox.
- Openly and purposefully encourage others (let others see you doing the good things or “greater good things”).
- Symbolism is not small thing; use ceremony or use “formal functions” to recognize others’ significance. Again, Victor Frankl, noted Psychoanalysis said that “significance” is perhaps the most motivating factor in our lives; that provides “meaning.” Rollo May is also one that says that we live lives full of anxiety and existential angst (which is different from stress). There is good stress and this is what leaders provide. Good stress brings out the best in people and provide meaning to live by.
- Commit to personal accountability (be an example).
- Actively work to right “pass wrongs.”
- Be committed to ongoing excellence; strive for it.

It is up to each of us, as Leaders in potential, to adopt attitudes of significance builders and choose to act in ways that affirm the value and dignity of others we lead and work. Whether in a boardroom or a loading dock, people need to hear directly or indirectly the message: “I recognize your unique qualities. You matter and are valuable. You are someone here.”

# LEADERSHIP, VALUES AND WORKING PREFERENCES

“He that thinks he leads...and has no one following him...only is only taking a walk.”

– John Maxwell

Much has been said in recent years about “new styles of leadership” that oppose top-down, autocratic leadership. They come with new labels such as like participatory management, the “flat” (right-sized) organizational style, democratic leadership, or the model which I prefer to call servant leadership. I would say servant and not being subservient.

A source book on this different kind of leadership is *Servant Leadership*, by Robert K. Greenleaf. The book is subtitled, “A journey into the Nature of Legitimate Power and Greatness.” Here this process of “servant” is defined as follows:

“An authority deserving one’s allegiance is that which is freely and knowingly granted by the led to the leader in response to, and in proportion to, the clearly evident servant stature of the leader.” Furthermore: “Those who choose to follow this principle will not casually accept the authority of existing institutions”. These Leaders are “chosen as leaders because they are proven and trusted as servants” (Greenleaf, 1977). This is in contrast to the usual way of seeing this; that leaders “do the choosing

In 1960, Douglas McGregor published the now famous article titled: *Human Side of Enterprise*, in which he outlined what become known as “Theory X versus Theory Y Leadership Style”. Basically, McGregor believed that people really were committed to doing their best work in organizations, and looked for ways to appropriately integrate their own efforts into “ownership of the goals of the organization”. McGregor rode the wave of that changing attitude in society that espoused the notion of Theory Y leadership model. This is based on respect for individual workers, and gave more participation in their own supervision and direction, with less rigid direction and control in the hands of their supervisors’ organizational goals would be achieved better if managers exercised autocratic authority.

McGregor began what I see as the healthy trend toward “servant leadership” in the business setting and helped move organizations toward “a mutually beneficial model” of leadership. You may not fully realize this as you now read this but, this theory has had a noticeable impact on the foundation of a lot of popular management leadership approaches which have drawn heavily on motivational theory. Theory Y, generally says that, that work can be enjoyable and workers can be best when trusted to find the ways and motivate themselves in their work. Workers should be allowed to a large extent allowed to be self-direct and have some self-control their tasks. Respect and trust is at the heart of this Leadership style.

Theory X focuses on the tactics of strict control and direction through the exercise of tight iron-clad authority. Theory Y, on the other hand, focuses look to the integration of personal goals with the success of the enterprise.

Below is a short, but, fuller explanation of these ideas.

### **Theory X**

Inherent in this theory are the following assumptions:

- Work is inherently, unacceptable, and distasteful to most people.
- Most people are not considered to be ambitious, having little desire for responsibility, and prefer to be directed by others.
- Most people have little capacity for creativity in solving organizational problems.
- Motivation occurs only at the physiological and safety levels.
- Most people must be closely controlled and often coerced to work, over and over, and to achieve organizational goals.

### **Theory Y**

Inherent in this theory are the following assumptions:

- Work is as natural as play, if the conditions are right and favorable.
- Self-control is often indispensable in achieving organizational goals.
- The capacity for creativity in solving organizational problems is widely distributed in the population with good results.
- Motivation occurs at the social, esteem, and self-actualization levels, as well as physiological and security levels.
- People can be self-directed and creative at work if properly motivated.

Here is yet more interesting ideas from Theorist Hersey and Blanchard.

## Hersey and Blanchard

An alternative to the top-down attitude or “hand-up” approach leadership style, bring us to Hersey and Blanchard’s notion which I will summarize below.

Leaders will often find that they need to adapt their style in order to work with employees better as it pertains to their development style (or “maturity”), based mostly on how motivated, ready or willing the follower is to perform required tasks (that is, generally their competence and motivation).

There are essentially four leadership styles suggested (known as S1 to S4) that match the development levels (known as D1 to D4) of the given followers.

The four styles suggest that leaders should put greater or less focus on “the task” in question and/or “the relationship nature” of between the leader and the follower.

This approach is commonly called, for obvious reasons, Participatory Management. The Leader gives the group of workers or members the privilege of input before moving on a course of action. This, of course, is a lot managerially “messier” and more time-consuming but serves to better motivate and inspire people.

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Facilitator Styles the Leader – Here you see your role as that of a facilitator. Here leaders move the process forward by means of process and processing based “on feedback” that helps the people with the dynamics in achieving the work well and in more creative fashion. This makes it possible for those who work with and for you to be successful. You are there “to empower others” for effective work. You “give” them what they need to “get the job done.” Have you heard that before?

Democratic leadership: Here we build a leadership team within and despite employing a democratic process that enables the group to have a vital role in the nature and direction of their organization.

In the Flat organizational characteristics: You end up viewing yourself as side-by-side or leading the charge, but not as being on the top of a giant organizational pyramid.

### **The Maestro and People**

My intention, throughout our current discussion, has always been to arrive at human contact without enforcing authority. A musician, after all, is not a military officer. What matters most often in leadership is human contact with out that no motivation happens. The great mystery of music making, for instance, requires the “making” of real friendship among those who work together task of music making brings them together, but what sustain them is human contact among them. “Every member of the orchestra knows I am with him and her in my heart. Carol Maria Giulini Conductor, Los Angeles Philharmonic, quoted in Bennis and Nanus, Leaders, 1985.

### **Leadership Traits**

I believe that by improving our “people skills,” i.e. improving our interpersonal and human side management style, and the “way” and “how we work” with others far more effectiveness emerges which by default develops better leadership traits in all concerned: the leader and so-called follower. In a recent Wall Street Journal survey of more than 2,000 corporate recruiters conclude that: “Interpersonal communications and other so called soft skills are what corporate recruiters crave most, but find most elusive in graduate programs.

Did you get that? Communication skills? Interpersonal skills? People skills are a basic job skill that can make or break a leader. That’s what leadership recruiters are looking more than anything else when they seek to fill “management” (which may emerge as leaders on the “human side”) slots. Sure, you say and I agree with that but, that recruiters are seeking the “hard” skills, too – the difference is more people do have these skills, but lack good “people skills.” The day-to-day work of the process of most work can in fact be taught to most people, leading, supervising, managing effectively, is another matter.

Are these interesting findings, isn't it? People who can get things done through others—those, if they are someone who can motivate, those who “are liked,” if you will – that will be followed – and who get along well with, above others who cannot, stand the best chance at becoming effective leaders in the workplace (and the best chance at getting the leadership type jobs in the first place).

Want to be a great leader? Want to succeed in your career? The word is out – that interpersonal skills, are critical to this. At work, in the home, at church, around the neighborhood and just about every place else, these skills can make or break your ability to get things done. There is no doubt that “emotional intelligence” can and is useful; it not just being gregarious, but being in touch with your own feelings, controlling and helping and understanding others, so you can be of help in the workplace.

Emotional Intelligence (EI/social intelligence) as it has come to be known is indispensable to leadership and to leadership success. This involves the control of one's emotions while working with people and gauging the emotional state of those that work for and with you. To do this and do it well is a big part of what success look like. It's not all but a big part of leading effectively.

Here, I have compiled, a list of powerful practices that will improve your leadership life and of course the lives of those around you:

- Don't complain about workers (at least not often): It's been said (and rightly so) that we shouldn't bother complaining much (it does not help matters). Don't complain. It doesn't get you very far because people tend to react negatively to this type of toxic talk. Instead, work to craft and offer potential solutions when you identify problems, or say nothing at all. Come with potential solutions – the more the better.
- Smile often – Check out that “mug” (face) in the mirror. Do you usually have a “no” face or “yes” face? Does your expression tell the world to stay away and leave you alone or are you friendly and approachable?
- Listen, Listen and Listen some more, closely and actively: Make a real effort to listen to everything that's being said to you (even the unsaid stuff). Concentrate on listening rather than letting your mind wander. Talk less than those you work with – let them tell you what is needs and gauge what shall be done.
- Make people feel important: Lack of affirmation and respect may be reaching epidemic proportions in “our narcissistic society”. People, everywhere, seem to be starving to hear that they're important and relevant to the work done that is how you “make friends” and “influence people;” a good book read by the same title by Dale Carnegie

- Show your appreciation: Gratitude, we are told, is a cousin of affirmation
  - Talk about the people's interests as much as you can
  - Remember everyone's name – and use that, it a sweet thing for someone to know your name
  - Use self-depreciating humor on yourself: Don't hesitate to make fun of yourself
  - Focus on your similarities: Lots of research is witness to what might already be obvious to you: we're more likely to be influenced by people who seem are similar
  - "Create social relaxation" – create an environment where people are relaxed in your presence and feel comfortable talking to you
  - Talk, from time to time, about your own mistakes – you are only human. You might be a perfectionist, but you're not perfect. If you want to get somebody to listen to you about mistakes they're made, start by identifying your own. Mistakes help you learn even if they are "costly" to you
  - Don't assume you're always right because you are the boss
  - Apologize when you are wrong. Just say do it. Go ahead. It won't kill you after all
  - Don't interrupt when someone is speaking: And never complete their thought for them either (it's harder than you think)
  - Never say to anyone "you're wrong": Think about how you felt the last time someone said those exact words to you
  - Don't communicate when you're angry or "hungry" (starving and tired)
  - Separate the person from the decision. Put "time" between the talk and the bad decision
  - Make personal self-examination a habit: Ask yourself; "Am I using these skills daily?" In what ways, can I improve? Where can I improve? What's working and what's not?
  - Practice these skills. People skills are like any other skills. The more you use them, the more adapt you become. So, if you are serious about "perfecting" your people skills, there's no shortcut. It takes time and effort, but worth the wait

### **Leadership Behavior**

The Leader sets the example. What people see is well what they see, the way you behave, your reactions to others and the work done. You often become the same type of leader as a leader you value.

Here is an interesting quote: "Whether in the Army or in civilian life, the other people in the organization take their cue from what the leader does (and) not from what the leader says, but what the leader does" – Colin Powell. So, true.

Leaders can learn from others. Every successful singer has a singing coach, and top singers often give master classes, Writers have editors. The principle is just the same for leaders. You learn better leadership skills by being coached, and you develop those further by coaching others and asking for reasonably “challenging goals.”

### **Improving Skills**

Successful leaders actively and continually assess their own performance and look for ways to improve and extend their skills. A great deal can be learned by simply observing others whose behavior appears to get results paired up with such success and shadowing them. A mentor may provide informal guidance and give you ideas of what is needed, or you may choose a more formal avenue of learning, such as attend a training program or college courses.

### **Using Formal Training**

Even leaders with years of on-the-job experience can benefit from some formal training that provides with them with an opportunity to get away from day-to-day activities, and provide a fresh perspective (like a leadership retreat). Use training to keep abreast on current trends and to brush up on or acquire specific skills. Do not wait to be asked-assess your strengths and weaknesses ask for feedback, perhaps a 360 evaluation. Training is a good thing so I encourage you to enroll in courses that match your needs and goals. Take advantage of your colleagues’ expertise in specific areas to broaden your own skills. You can learn a great deal from people with an in-depth knowledge of their field.

### **Coaching Others**

Training others provide a valuable source of education in the skills needed to become an effective leader, such as communicating, clearly giving instructions, getting feedback, delegating effectively, motivating, and developing people. When you can teach someone something, you understand that a lot better. Always ask for feedback from those you are coaching they can provide useful insights into your own performance that would otherwise not get. Share your experience and expertise with other people to help you to clarify your own attitudes beliefs and priorities, and to analyze your own performance. Use any time spent coaching your staff to discover their needs and what motivates them and how they respond to your leadership style. Develop skills in other people to enable you to delegate some of your tasks, leaving more time available for you to spend on activities that will improve your own skills as a leader.

Use coaching sessions to learn as well as teach.

Set an example to your staff by being trainable yourself.

Raising Standards – learn new skills, develop existing ones, and use your knowledge and experience to benefit colleagues. In this way, you will improve all-around performance.

Here is how this notion works:

Learning---leads to-----Coaching-----leads to-----Raise Performance

### **Giving Support**

Unfortunately, trust can be difficult to build and it is easy to lose as well. This is partly because people, often, start with a distrustful mind-set. As a leader, you need to work hard at earning trust, fostering that trust by showing loyalty, and supporting your team fully.

### **Some Points to Remember**

- If promises are made, they should always work to keep them or explained why you are not able to do so
- Going behind people's backs is never good and ill-advised, unethical; you should not give yourself permissions to do this. People's memory is long and 'stories' about what you did wrong or how you wronged someone will be told.
- People should be kept fully informed of anything that might directly affect them.
- Performance should be judged and rewarded fairly.

### **Building Trust**

No one believes the adage of: "Trust me, I will not steer your wrong."

Leaders must prove themselves trustworthy by word and deed over and over, and then go on to prove themselves all over, again. Even then, a few people will continue to believe that you have a hidden agenda, no matter how many assurances and reassurances they receive from you. Start from the assumption that you are trustworthy and can be trusted. Then, if you are honest and keep your promises, and play fair with people, if you do this, they will trust you.

## **Looking after People**

If you look like you are up to something, you probably are, even if you are not aware of it. People are often good judges of character. They must do so to survive. Taking care of people is your prime duty as their leader. In the workplace, that involves seeing that working conditions are as pleasant as possible and that sensible requests for changes or improvements are dealt with sensitivity. With individuals, it often means working as to resolve the presenting issue or concern as a chief welfare officer. Be prepared to make exceptions to help people in trouble, and do not hesitate if you suspect problems to approach employees. It is important not to allow situations to worsen. Lead by walking around something called “managing by walking around.” Unattended things or processes get worst (it’s called entropy or eventual chaos) and things, people or processes, does not get better, if left alone. Ask if something is wrong and, if it is, act and do not stop acting until the task is resolved. I recommend that you do not take credit for solving a problem; give that to the employee that brought it to you.

## **Imparting Confidence**

Achievement builds confidence. People may doubt their ability to achieve a difficult target. When the target is met, or surpassed, their feelings about themselves will undoubtedly improve. It is worthwhile to reinforce these feelings by celebrating individual and team contributions, using presentations or some other media. If mistakes occur, professionally point them out, but do not undermine or ridicule the person or the team. Such feedback should be given “in private.” Conscientious workers will be harder on themselves than you might think – they have to live with their failures everyday of their lives – much like you have to; employee have a “need to achieve.” When all is said, and done they will say “look at what we did.”

Loa Tzu said: “A leader is best when people barely know he exists, when his (or her work) is done, his (her) aim is fulfilled, they will say: ‘We did it ourselves.’” That is the effect we want to have on those that we work and lead.

Last accessed from [www.brainyquote](http://www.brainyquote) on Lao Tzu. Search for Loa Tzu.

In the same line A worthwhile saying from book author Tom Peters reads as follows: “Leaders don’t create more followers; they create more leaders.”

## **Providing Backup**

The most important support a leader can give his employee is psychological support and costs also nothing:

Loyalty. If you expect loyalty give it. In confrontations with outsiders or customer, support your colleagues so far as the facts will allow. Any reprimand or disciplinary action should take place in a private office that no one should be able to stand next to the door and listen in. This is between leader and staff member, and not something to be done in front of third parties, other colleagues or someone that supervises them.

Material backup is also vital. Giving people equipment, tools, and other resources they need to perform an excellent job is no less than they deserve. Being seen to fight for resources on their behalf, moreover, will strengthen trust and loyalty.

# MOTIVATION, SATISFACTION AND PERFORMANCE

## The Ideal Supervisor

Let's assume that supervisors lead; because they do. Here's a general profile of the ideal leader-supervisor. When supervisors are asked to identify what routinely they "feel are the ten major functions of an effective supervisor," and to rank the functions in order of importance, they normally come up with a list that looks something like this:

- Delegates authority in areas affecting their work.
- Consults with subordinates before making decisions pertaining to their job responsibilities.
- Gives employees the reasons for implementing decisions.
- Doesn't play favorites.
- Praises excellent work.
- Reprimands subordinates who fail to observe the proper chain of command relationships or do the work as prescribed.
- Never reprimands or disciplines in front of coworkers.
- Encourages employees to offer their opinions and criticisms on supervisory policies.
- Listens attentively to employees' explanations before placing blame in disciplinary situations.
- Accepts reasonable explanations, not excuses.
- Obeys all the rules that subordinates are expected to also obey.
- Does not take advantage of the workplace, the policies in place or those entrusted to work for them.
- Prepare others for greater responsibility.
- Is emotionally balanced.
- Develop human skills.
- Has and develops "political" skills.
- Diagnosis situations and provides corrective actions, as appropriate.

Of course, we would all agree that these are all; but do we do these as leaders and managers; are there examples we can point to?

Based on particulate and accessed last on 4/25/27:

<http://bookboon.com/blog/2013/12/11-essential-qualities-skills-great-supervisors/>

“Leadership is the ability to recognize the special abilities and limitations of others, combined with the capacity to fit each one into the job where he will do his best.”

– J. Oswald Sanders

### **Establishing the Vision**

Human beings normally find it easier to look back rather than forward or we would not worry so much about things that never materialize as badly as we envision. But effective and inspirational leadership begins with the long view. Establishing a vision of where you want to be in the long term, and your visionary zeal will emerge and it will emerge to inspire others to also look forward to the and a future with you. A vision is an aim for the future – at any level, from team, to department, to organization. To develop a vision, define what you are aiming to achieve in the future, and compare it with where you are now. This is often called applying “gap theory”. Map out what you will need to bridge the gap be it extra staff or training to purchasing new technology or needing to hiring someone, like a consultant, who can get you to speed. As leader, you must consider all the necessary steps to achieve and bring about the vision. Remember that sometimes ideas look good in your mind or paper, but not in real life. And do not forget to get “buy in” for would-be followers.

### **Recognizing Attitudes**

The Visionary Leader sees the benefits of change, and has the courage and energy to carry out change despite obstacles that might present themselves.

A Pragmatist – Will accept innovation, but only after it has been evaluated and proved to work by somebody else. It’s often call pragmatic incrementalism or living in reality.

A Conservative – Resists change and are creative only in inventing excuses for rejecting the new.

Any organizational personal complement can be broken down into some main categories: the visionaries, the pragmatists, and the conservatives. The last group “leads” the opposition to change while pragmatists are followers rather than leading. But leaders need these different type people to make a run of it. The pragmatist’s interest is in proof, facts, and figures and the conservative’s attachment to abiding values and accumulated experience. But both need to be animated by visionary’s strong results-based leadership. Involving pragmatists and conservatives in plans for change may take over “time and work,” to make them more ready to share vision. This is harnessing leadership diversity. Having mentioned diversity, it is a well-known thing that the more “diverse” your team is, often the better your work results will be and namely because different perspectives make for a good process, product, workplace, and work climate; it challenges us to bring out the best in what we do. This is true in organizations as well as in nature. Look at all the diversity in the plant world, animals, insects, fish, and yes, the people of the world. Diversity of thinking and being is a good thing or God would not have made so many diverse environments, people or things.

Anyway, visions need to be expressed “as statements” and need to be communicated formally; and revised when the environment changes and the vision is no longer relevant. This provides for “a shared” and “clearly articulated vision” and a shared and acceptable understanding of the long term aim and the principles underlying it. The question when creating such a statement, is to ask yourself or if anybody who is to implement and exercise it reads would they be able to extract a practical understanding from it for the business you are in, where your leadership aims going, and how it is getting to get your team there. That requires a triple focus: on the customers, on the people who serve the customers and the constantly improved performance that makes that service excellent. Ensure that you apply that focus in ways that are different to and better than the competition. That is unlikely to be the case if your statement reads much like everybody else’s. Become the strongest critic of your own vision.

# STRENGTHENING VISION STATEMENTS

## Weak Vision Statements

Below is will find some vision statements that may help you create some of your own.

I have seen: I challenge you to create some good vision statement for yourself. Be here are a few weak ones.

- “We have a strong people orientation and demonstrate care for every employee in the company.”
- “We sustain a strong results orientation coupled with a prudent approach to our business.”
- “Our aim is to be the biggest and best in our market.”

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Questions raised by these statements are as follows:

- What does “people orientation” mean in real practice?
- What kind of “care” are we talking about?
- What does “results orientation” really mean in practice?
- What is “prudence” about?
- What do “biggest and best” actually mean to customers or those we service?
- On what criteria are these visions applied?

These statements do not identify what, how and when exactly it is being delivered. The statements are valuable, but these statements are not “SMART,” i.e., specific in nature and focus; measurable and: meaningful to both customers and the organization, attainable, reasonable or relevant to the work and targeted; the clearer story or picture that people see in their mind the better you will be with this.

### **Strong Vision Statements**

Here are a few vision statements I consider strong one:

- “We will lead and out do local suppliers in share, product/service quality, value, customer satisfaction, and good conduct by being different and measurably better.
- “Strategies, policies, and implementation are designed for and by our people, who ally themselves with suppliers to achieve high customer ratings.
- “We invest and innovate to double real bottom line revenues every three years, while raising operating profits, cash flow, giving added value, and sharing the rewards with our employees.”

I always tell people to write their vision down on paper. Write down your ambitions, and revise them periodically. If your vision seems unattainable simply intensify your efforts.

It may be that your vision is a long-term vision you can attain in a few quarters or in a year so make sure you plan to revise it later on in the near future.

A vision is after all where you expect to be when you or the how the organization grows up. A vision moves from “where you are at” to “where you want to go and be.”

Keep vision and mission wording brief, clear, and prescriptive. I have talked to many people about this, many tell me that they have never written their vision down on paper or they are really not sure of what their vision in life is or their vision concerning work, family, their religious spiritual or life, in general. Do write your vision down. In conclusion on this topic, I will keep on emphasizing about how important it is to write down their vision because vision and our life workplace mission are intertwined.

Today, our communities and workers hunger for leadership. We as individuals are looking for someone who will step up to the challenge and guide us through the rocky and precarious points in life. We have called on such people as presidents to lead us in our great nations, Popes and other religious professionals to head up our spiritual growth, and teachers to nurture our minds. We call upon CEOs to create great business empires to lead us the land of “milk and honey.” This could be you!

It is always human nature, even animal nature, to look for someone to follow for many reasons here are a few:

- We are too scared or feel inadequate to lead ourselves
- We look to those with strong skills that we don't possess or
- We have been given the chance or tried to be a leader.

In my own opinion, there are people who have the propensity (not necessarily born) to be leaders, but if “the right environment emerges” or is created, they might step up because “greatness has been thrust upon them,” because they then have the opportunity to “exercise leadership.” So, these emerge because “for a time such as this” requires leadership. Even though followers, by far outnumber the leaders, we need them and they are from those that other leaders “emerge.” It is Ok to “follow;” but, do not forget that those that lead often must also follow.

In our desperation for leadership, humans can resort to other alternatives who possess much strength, sometimes things that are not good for us. Considering the lack of leadership people can be drawn to things they think can help. But do more harm than actual good. Leaders have power to do good and do bad – I do not have to tell you that, however you should still “do good.”

How we now turn our attention to problem solving because when it is all said and done, leaders deal with problems more than anything else. I will say something on the topic and importance of problem solving for leaders so I venture to make up for that in the remaining pages. Problems are issue that come up that need to be dealt with; they should be defined clearly. In many area of life if you ask a question and it's not the "right question" you get answers to it but it may not be the answer you need to the question, that may have been ill defined.

A computer programmer has an algorithm, an architect drafting tools, a doctor his scalpel and stethoscope and a leader has people and problem solving in their toolbox.

### **The Secret of My Success**

The cat is out of the bag here are a few things that contributed to the secret to my success – you must set goals – attainable SMART goals – to be successful. Learning to do this requires that you:

<b>GOAL SETTING</b>	
<b>KNOW HOW TO SET ATTAINABLE GOALS</b>	<b>LEARN TO BENCH MARK -WHY REINVENT THE WHEEL WHEN WE ALL KNOW IT IS ROUND?</b>
<b>THAT ARE HIGH ENOUGH TO STIMULATE EXCEPTIONAL BUT WITHIN ACHIEVEMENT RANGE</b>	<b>ORGANIZATION IN YOUR OWN</b>
<b>OTHER INDUSTRIES TO SEE EFFORT BUT ARE STILL WITH IN IMPROVEMENTS CAN BE MADE</b>	<b>WHERE AND WHAT</b>
<b>SELF-DETERMINATION</b>	
<b>THE SITUATION THAT YOUR DESTINY</b>	<b>FORM LONG RANGE AIMS FOR</b>

**AND THAT OF THE BUSINESS IS IN**

**ORGANIZATION**

**YOUR HANDS AND NOT OF  
SOME EXTERNAL FORCE**

**OR IN THE HANDS OF SOME  
OTHERS OUTSIDE FORCES**

**THE ABILITY TO RECOGNIZE AND**

**LEARN FROM YOUR MISTAKES**

**EXAMINATIONS OF RECENT  
DECISIONS AND ACTIONS**

**FAILURES WHILE ANALYZING**

**THE LESSONS OF YOUR SUCCESS  
COMPETITIVE**

**TAKE EVERY OPPORTUNITY TO STUDY**

**WINNERS**

**THE WILL TO WIN AND TAKE DEFEAT  
AS A CHALLENGE AND NOT DISASTER**

**COUPLED WITH THE PERUSE  
OF GREATNESS**

**CORPORATE AND INDIVIDUAL.**

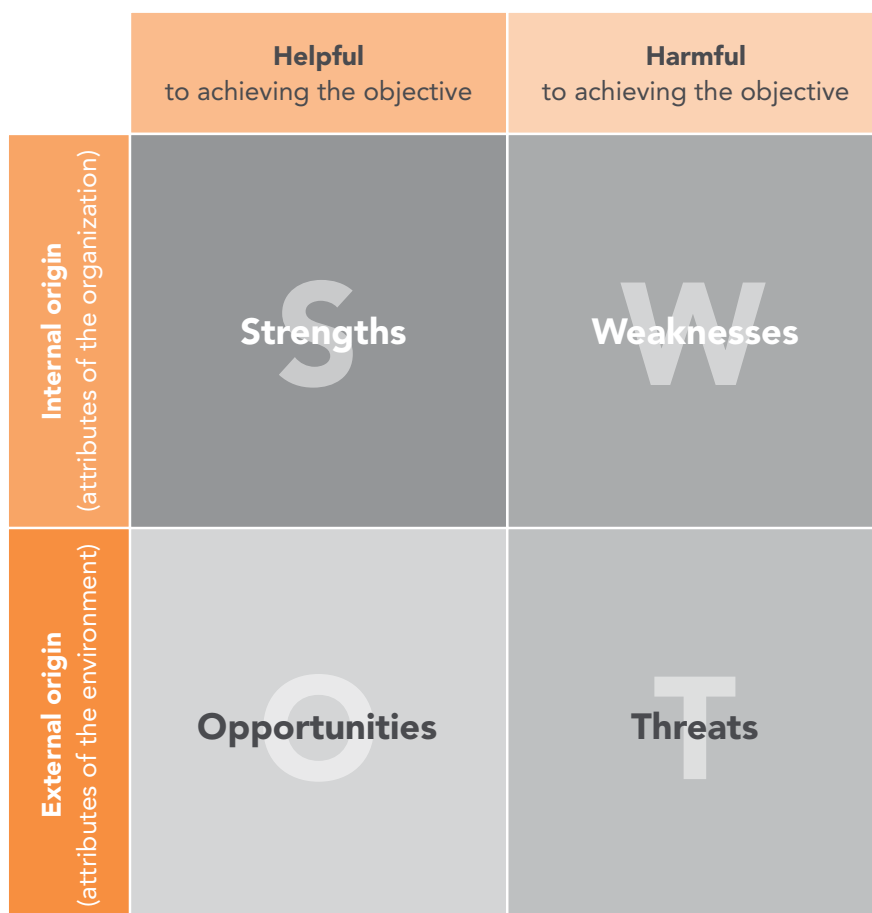
**HAVE PERSONAL STANDARDS**

# LEADERSHIP TOOLS OF THE TRADE

The Nature of Problem Solving – The SWOT Analysis is a useful way of seeing what can be done in problems solving; it's a well know process for problems solving is the SWOT Analysis.

Problem solving involves handling to the best of your abilities the environment with its vicissitudes and constant flux. A useful way of looking and analogizing tool for this is the SWOT Diagram, as depicted below.

This SWOT (Strengths, Weaknesses, Opportunities and Threats) diagramed below, is well known and useful, when it comes to classic in problem solving. It allows problem solvers, i.e. Leaders in this case, to outline the most important work place relativity environment assessment.



**Figure 8** – Last accessed April 25, 2019; Bing diagrams <http://www.bing.com/images/search> for SWOT.

I recommend you become familiar with this simple but very useful diagram. It outlines the 4 usual and prevalent circumstances that are possible and are ever present when viewing an organization's objective-goal action taking status. You have certain inalienable posture strengths. This is can serve as a catalyst for movement and taking on environmental treats. There is the Strength to Threats that need to be balanced and must be overcome, or tipped in a certain direction, if you are to harass forward movement and capitalize on opportunities that you can leverage or overcoming inherent or structure weakness.

So, we now have come full circle and know what Leadership is supposedly to be or "look like" – if that is to be of any use to us who move organizationally people and products to the end user. You see leadership, organizational development and problem solving are three facets of successfully leading.

The SWOT Analysis (also sometimes known also as TOWS analysis) is a powerful technique for understanding your Strengths and Weaknesses, and for looking at the Opportunities and Threats you face. This analysis provides a "on deck view" of the "current" and "future" future situations. Use it often as time and circumstances change. It can help create a "future organizations" and personally your "future self."

Even if you are not in any direct economic competition, as often nonprofits and government find themselves, this analysis can help you uncover and identify opportunities that you are well placed to take advantage of.

By understanding the weaknesses of your organization/business, you can manage and eliminate or at least mitigate threats that would otherwise catch you unawares. It is also good to know what the organization is poised to do well.

The SWOT analysis is carried out in a diagram of four boxes with each having one of the four designations.

Here is a way this can be used If you are able I would gather my decision-making people in a small group and ask them to "speak out load"...brainstorming (a process where no judgment is cast on your free-flowing ideas) and explore the following SWOT notions:

## Strengths

- What advantages do we have or have on our competition?
- What process or business service (s) do we do far better than anyone else?
- Is there some part of the business process or cycle we have cornered? Objectively speaking how and why is this a reality? (Always go with your strong hand)
- What unique resources do you personally have access to?
- What do people see as (y)our organizations strengths?

Consider this from an internal perspective and from the point of view of your customers be as realistic as you can be: It's far too easy to fall prey to "the not made here syndrome."

Here are some questions you want to entertain or consider if this is an area you may feel a sense of vulnerability.

- What could you improve?
- What should you avoid?
- What weaknesses do people see?
- Again, consider this from an internal and external basis: Do other people seem to perceive weaknesses that you do not see? Be realistic now, and face any unpleasant truths as soon as possible. Be a "sooner"; the sooner the better!

## Opportunities

This is the good news quadrant

- Where are, the good opportunities facing you in the near future?
- What are the interesting trends coming your way?

Useful opportunities can come from such things as:

- Changes in technology, new technology that needs your services
- New government policy related to your field or area
- Services that will be required, in the near future, that only you can deliver
- A position change of government policy
- Other positive events and changes in your organization
- A useful approach to looking at opportunities is to look at your strengths and ask yourself whether these open any new opportunities.

## **Weaknesses**

This is usually seen as the bad news. But is it good news because you see your limitations and when you do you can step up to the challenge and change this and move it to the strength quadrant. You can shore up your circumstances.

Alternatively, look at organizational challenges and your weaknesses and ask yourself whether you could open up opportunities by dealing with them, deemphasizing them in an objective fashion or eliminating/mitigating them in some way. Remember if they are weakness or potential breaches in your hull, face up to it and begin addressing it.

Here are some potential weaknesses that if looked at can turn to organizational opportunities:

- Lack of budgeted monies or cash flow
- The brain trust is leaving organization (retirements or inexperience staff)
- Service and competition from others in the organization
- Section or your personal lack of political clout
- Poor planning
- No infrastructure exists for your plan

And finally:

## **Threats**

These are the Goliaths we face:

- What obstacles do you face today or in the near future?
- Are the required specifications for your role/job, business process or services changing in any way?
- Is technological change threatening your position?
- Is your budget slated to be cut?
- Could any of your weaknesses seriously threaten your work?
- Carrying out this analysis can be illuminating – both in terms of pointing out what needs to be done, and puts your problems into the correct perspective.

Threats can be seen as opportunities if have the right mind set.

Strengths and weaknesses are most often internal happenstance that effects your organization.

Opportunities and threats often relate to external factors.

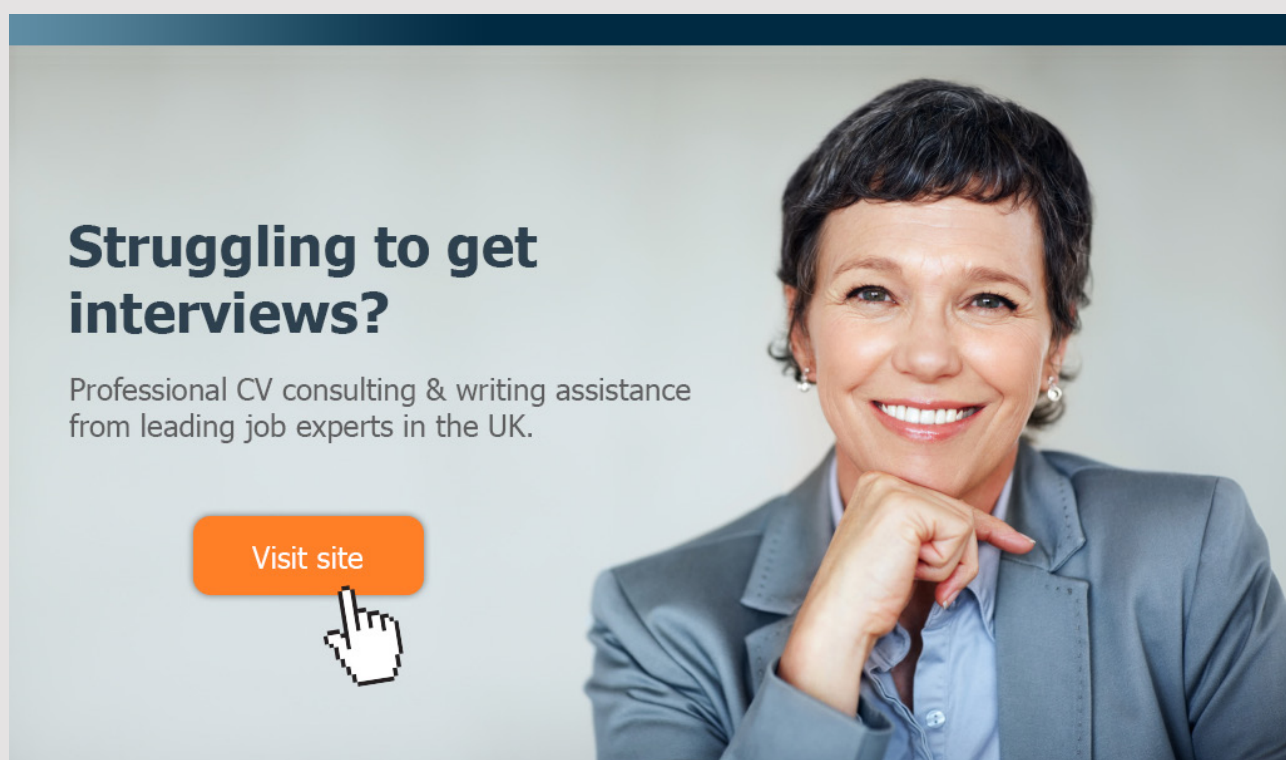
(Note: For this reason, the SWOT Analysis is sometimes called an Internal-External Analysis and the SWOT Matrix is sometimes called an IE Matrix Analysis Tool)

Keep in mind that you can also apply SWOT Analysis to any competition (internal and external).

Here is a potential Activity to learn this process: Have lead-managers apply to their business process or unit the SWOT process by identify each component of the SWOT. You may be surprised on one's strengths are overlooked or over emphasized.

### Flow Charting


Another way to tack a problem is to flow chart. This method can identify where a potential “breakdown” can be. It also shows you the usual “course” a process takes. Peter Senge has done a good job, elsewhere, in identifying how a decision made by one manager inadvertently impacts another program area. That is why when we speak of organizations we speak or “systems” and of this from “The Fifth Discipline: The Art and Practice of The Learning Organization” (Peter Senge, 1990). It's worth reading and more will be said below.




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Getting back to Flow Charting, originally is process was used in computer science programming. Flow Charts is an easy-to-understand process with established and agreed upon diagrams. These diagrams show how each step in a process follows and fits together. This makes them useful tools for communicating how any business process works.

These charts can help with providing:

Symbols are connected one to the other by arrows, showing the flow of the process.

Flow charts are meant to communicate – they need to be simple if you are to be understood.

The example below shows part of a simple flow chart (below) which helps incoming phone calls to the correct department in a company:

Flow Charts Points to make:

To draw a flowchart, you will need to brainstorm the tasks and decisions made during a process, and write them down in logical and sequential order.

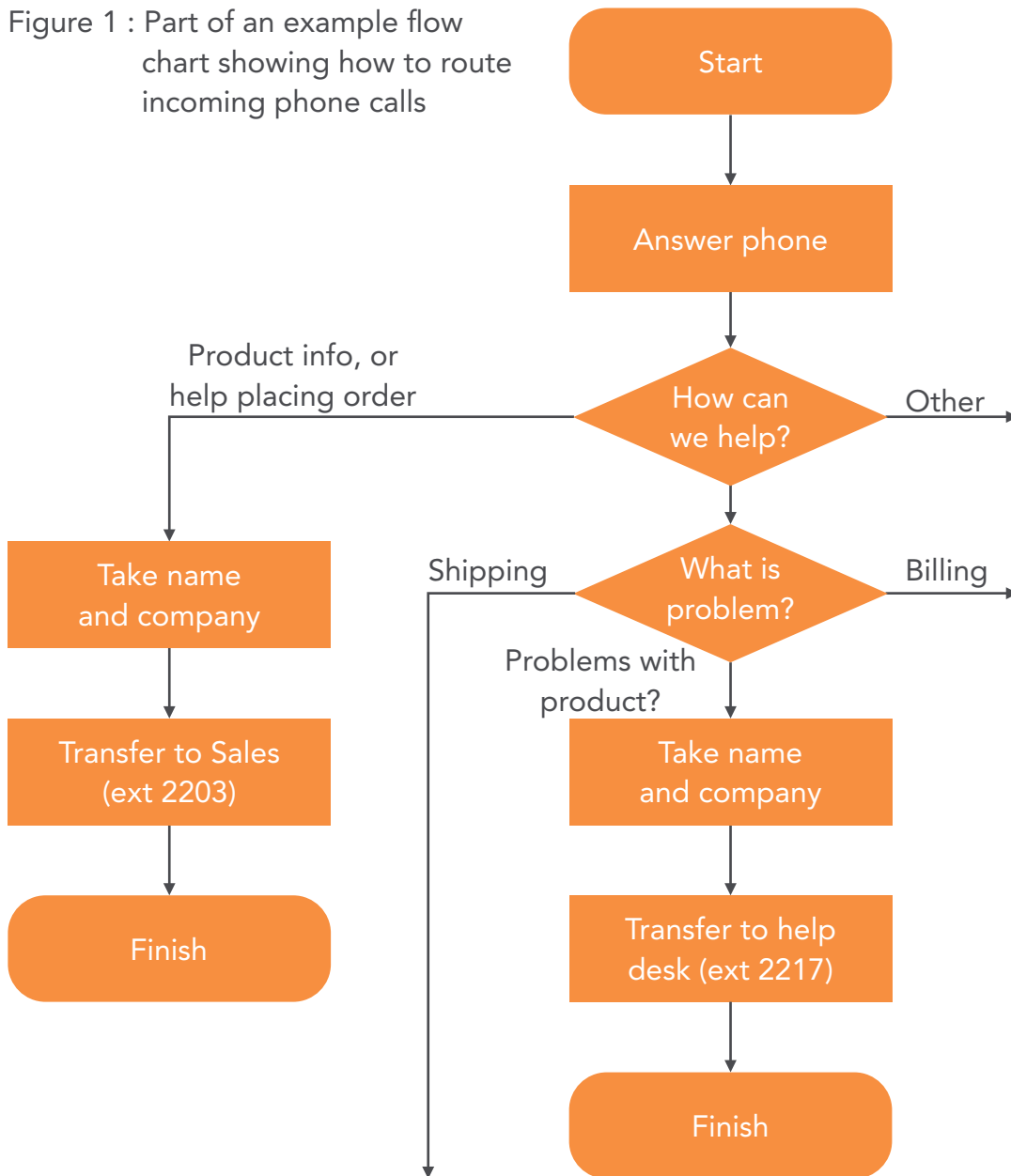
Map these out in flow chart format using the appropriate symbols for the start and end of a process, for all actions to be taken and for decisions to be made.

(Note: you will want to get a write up with what each symbol's meaning, i.e. Diamond means a decision is made)

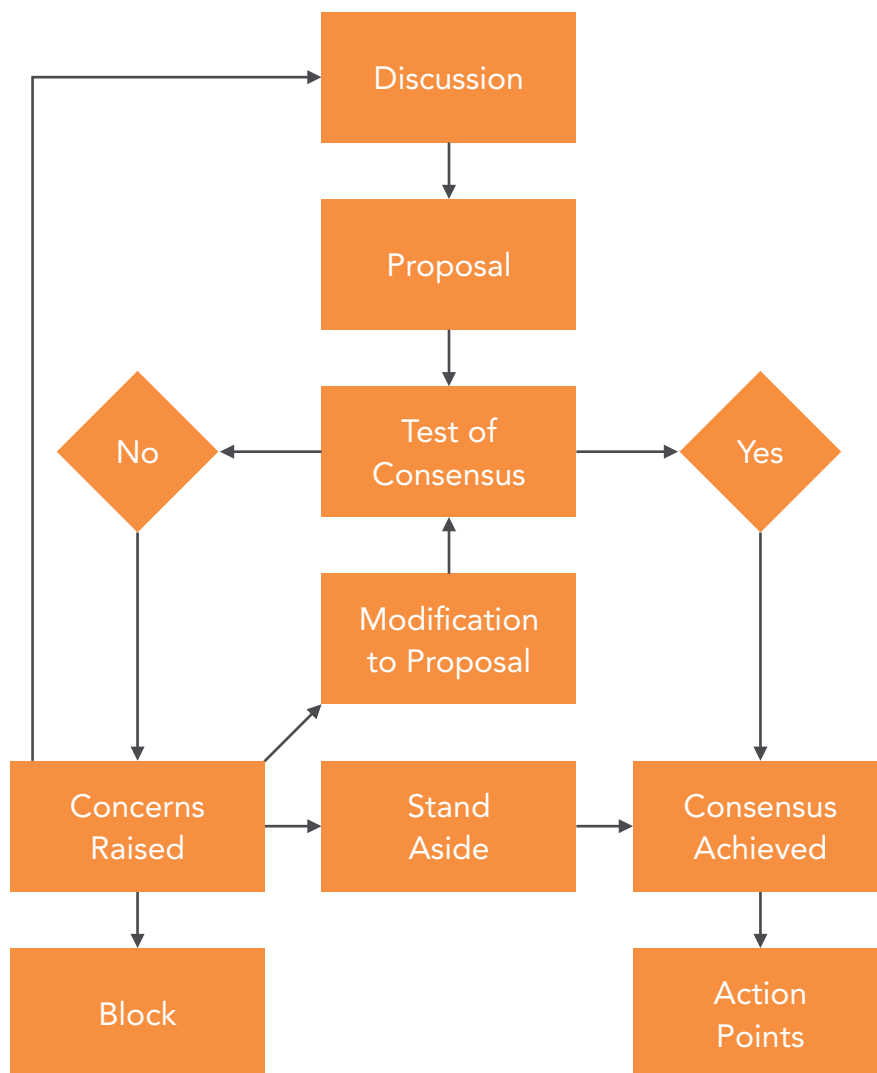
Finally, challenge your flow chart to make sure that it's an accurate representation of the process, and that that it represents the most efficient way of doing the job.

Here is the simple example:

Figure 1 : Part of an example flow chart showing how to route incoming phone calls



**Figure 9** – Last Accessed: April 25, 2017 on Flow Charts  
 Source: <http://www.bing.com/images> Search for Flow Chart.



**Figure 10** – Last Accessed: April 25, 2017 On Flow Charts  
 Source: <http://www.bing.com/images>

### Explaining How Flow Charts are deciphered:

Define and analyze business processes;

Offer a step-by-step picture of the process for analysis, discussion, or communication; and

Provide a visual depiction of a process, to see how to make improvements to it eliminating the “fear of the big picture”.

Offer a flow chart example to those “learners’ and trainees” you want to help with this.

Most flow charts are made up of three main types of symbol:

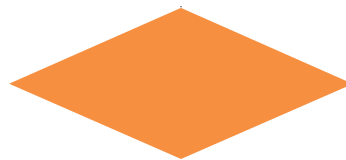
Elongated circles, which signify the start or end of a process;



Rectangles, which show instructions or actions/behaviors; and



Diamonds, which show decisions that, must be made



**Figure 11**

Within each symbol, write down what the symbol represents. This could be the start or finish of the process, the action to be taken, or the decision to be made.

An activity you may wish to entertain is to look at some issue, you need to “understand better” and have you and others create a flow chart of it and discuss and refined it with the group.

# FORMAL RISK ANALYSIS AND RISK MANAGEMENT

Almost everything we do in today's workplace involves a degree of risk of some kind: Risk management is an important thing for managers and supervisors to have a handle on.

You might ask employees to share what risks they see in their units.

Here are a few examples:

- Customer attitudes or habits change,
- Untrained employees,
- New internal or external competition appears,
- Factors outside your control materialize like freezes or smaller budgets.

Potential Issues:

Formal risk analysis and risk management can help you to assess these risks and decide what actions to take to minimize disruptions to your plans.

## Using this Tool:

Here we define risk as “the perceived extent of possible loss,” because different people will have different views of the impact of a specific risk – what can be a small risk for one person may be unthinkable to another.

Formula for calculating risk:

Here, below, is formula for you. There are only two main things you need to keep in mind:”

Risk = Probability of event (percentage) × Cost of Event (money and/or time)

Identify Risk-Creating Cost and Threats

And once you have identified the threats you face, to work out the likelihood of the threat being realized and to assess its impact.

Estimate the probability of the event occurring, and to multiply this by the amount it will cost you to set things right – this is the value for the risk. This is a guess-estimate.

Once you have worked out the value of risks you face, you can start to look at ways of proving leadership and providing management support for them. When you are doing this, it is important to choose cost effective approaches

Risk may be managed in several ways:

Existing resources are your counter risk. This may involve improvements to your existing business process and systems, perhaps changes in responsibilities, improvements of internal controls.

You may decide to accept a certain amount of risk, but choose ways to minimize its overall effects if it happens. A good contingency plan normally entails taking action, acting immediately, with the minimum of project control if you find yourself in a crisis management situation. Contingency plans are part of any Business Continuity Planning (BCP) or Business Continuity Management (BCM).

Your risk analysis should give you a basis for deciding whether to bring in any additional resources.

Once you have carried out a risk analysis and management exercise, carry out at regular timed-intervals reviews of all these items. These may involve formal reviews (like any Organizational Internal Vulnerability Assessment Controls).

Risk analysis allows you to examine the risks that you may be subject to in the future. It is theoretically based on a structured approach to thinking about threats.

Risk analysis forms the basis for risk management and crisis prevention. Risk management involves adapting the use of existing resources, contingency planning and good use of new resources.

### Risk Analysis

Human Capital – Loss of individuals

Operational – from disruption to essential services, supplies and operations to essential assets

Reputation – from loss of employee confidence, or damage to reputation

Procedural – from failures of accountability, internal controls, fraud

Project – risks of cost; work jobs taking too long, service quality lacking

Budget and Financial – not funded

Technical – inappropriate use or lack of technology to get job done

Natural Causes – closures, accidents, employee sickness, damage to supplies

Political – from pressures and changes in tax collection, public opinion, government policies

Estimate Risk:

Managing Risk:

- Benchmarking
- By using existing assets  
Contingency Planning
- By cultivating and investing in new resources

### **Systems Thinking**

Regarding organizations and problem solving, The Fifth Discipline: The Art and Practice of The Learning Organization, Peter Senge (1990), leadership and management expert, asserts that “we learn best from experience, and that often we never directly experience the consequences of many of our most important decisions” i.e., the problems we attempt to solve. This is good to know, especially when you are or may not be seeing the fruits of your labor. It seems that proposed changes take effect “slowly.” A dramatic change, you make, means you may not see it come to full fruition.

People tend to think that cause and effect are near to each another, these often are not. Thus when faced with a problem, it is the solutions that are close/easiest that we may focus upon – actions and solutions that produce improvements in a relatively short time span; however, these short-term improvements often involve very significant long-term costs to the organization or unit. And even more importantly, our actions may have ramifications that are felt “far into the future and sometimes at a great distance from us.” We may have left the organization before the effects of our leadership actions are felt. This is because organizations do not move like cars but like large stream boats – ever so slowly through the waters. For example, cutting back on training and development of staff can bring very quick budgetary cost savings, but can severely damage the long-term viability the organizations’ “capacity” to fulfill its vision and mission. Terminating seasoned people to hire younger people means a significant amount of time will take place before they are able to do what the seasoned people could.

Organizational Development expert Peter Senge, and we, advocates the use of systems maps – diagrams that show the key elements of systems and how they connect.

No treatment of leadership is complete without speaking to motivation. Below is a well know idea on this.

### Two Factor Theory – Motivation Theory

#### Two Factor Theory – Herzberg



Figure 12

Per Herzberg's theory people are influenced by two major factors: Satisfaction and psychological growth are a result of motivation factors. Dissatisfaction is normally a result of a of hygiene factors. Hygiene Factors are (they do not necessarily motivate) below are some of these:

- Some or little “perceived” Pay for Work
- Lack of fringe (health, dental, time off) Benefits
- Bad working Relationship with co-workers
- The physical and surrounding environment
- The nature and quality of Supervisor-Employee Relations

Some Motivators are:

- Achievement at work; Successful Completions of projects
- Recognition for the Work
- Good senses of Work Identity – feeling like you are a part of something bigger than you
- Provide with “real” greater responsibility and allowed to be a contributing member
- Seeing a future and promotional opportunities and advancement
- Experiencing personal and psychological growth potential

### **McGregor's Theory X and Theory Y**

Its worth re-mentioning that in Mc Gregor's theory, we treat other people (employees) as we “see them to be,” in our own mind. In Theory X and Y, management (you and I) assumes employees are inherently lazy and will do what ever they can to avoid work if they can get away with it. Because of these fact workers need to be closely supervised and comprehensive systems of controls developed to keep them focused on working. A hierarchical structure is needed so there is adequate control and oversight.

Per this theory employees will show little ambition without an enticing incentive program and will avoid responsibility whenever at all possible. You need to “stay” on your employees.

Historically, many managers and not a few leaders have tended to subscribe to Theory X, in that they take a rather pessimistic view of the employees they work with. How you view people often dictates how you treat them and if you trust them in doing the work well.

### Theory X:

On the other hand, a Theory X manager believes that his or her employees do not really want to work, that they would rather avoid responsibility. The bottom line of this thought is that Theory X managers naturally adopt authoritarian styles and use various amounts of threat, coercion, command and control strategies such as, intimidations and punishment because they believe this “is the way” people work and can be to motivated. This may have worked when the general populous was uneducated and had little understanding of what work was and could offer them. Times have changes and many people I work with are at least as smart as I am (some more then I!).

### Theory Y

In this theory management assumes employees truly and seek, think and want and enjoy working. From this perspective, employees are seen as ambitious, self-motivated, nature and willing to accept greater responsibility, and exercise self-control and self-direction. Your role, here is, in motivating and allowing people and the process to flourish and “flow.” It is believed that employees enjoy their mental and physical work activities. This theory suggests that employees have the desire to be imaginative and creative in their jobs but they must be given a chance. There is an opportunity for greater productivity by giving employees the freedom to be their best. This notion just sounds good to most people and employees.




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A Theory Y – management and leadership believe that, given “the right conditions,” most people will want to do well at work and that there exist is a pool of unused creativity in the workforce. They believe that the satisfaction of doing a good job is itself a strong motivation in and of itself. A Theory-Y Manager will work on remove as many and any unnecessary “barriers” that prevent workers from full work participation. With this expectation, we make work the most “fun.” Take point of and male it can be can be.

### **Combination – Theory Z**

Theory Z focuses on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job. According to Dr. William Ouchi, its leading proponent, Theory Z management tends to promote stable (close to life-long employment) employment, high productivity, and high employee. It’s a model that, he said, blended the best of Eastern and Western management practices. This theory is an offshoot of Demings ideas. Some of it ingredients are creating:

- **A Strong Company Philosophical-Culture:** The company philosophy and culture needs to be understood by “everyone” and embodied (in heart and mind) by all they need to individually “believe (have faith) in the work being done.”
- **Long-Term Staff Development and Employment:** Measures and programs are in place to develop all employees. Employment is considered by both leaders and workers as a long-term proposition, with periodic promotions is steady and measured. This makes for loyal employees.
- **Consensus in Decisions:** Employees are encouraged and expect to be part of all or most of “solutions” created by the organization; you are an important part of that process.
- **Concern for the Happiness and Well-Being of Workers:** Generally, the organization shows real and not “make believe” sincere concern for the health and happiness of its employees. Family is a part of that all this programming.
- **Informal Control with Formalized Measures:** Employees are empowered to perform tasks the way they see fit with management allowing that with, generally, “a hand off approach.”
- **Individual Responsibility:** The organization recognizes teams more the “one individual”.

Another interesting idea comes from Deming. He is the authored idea of Total Quality Management (TQM); which led to Continuous Total Quality Management, among other things and idea. Below are the ideas points:

## **W Edward Deming's 14 Points – Total Quality Management (TQM) – Deming's 14 Points**

Deming offered fourteen key principles for management for transforming business effectiveness.

In summary, these are:

- Create constancy of purpose for the improvement of product and service, with the aim to become competitive, stay in business, and provide jobs.
- Adopt a new philosophy of cooperation (a so-called win-win) in which everybody wins and put it into practice by teaching it to employees, customers and suppliers.
- Cease dependence on mass inspection to achieve quality. Instead, improve the process and build quality into the product in the first place.
- End the practice of awarding business on the basis of price tag alone. Instead, minimize total cost in the long run.
- Move toward a single supplier for any one item, based on a long-term relationship of loyalty and trust.
- Improve constantly, and forever, the system of production, service, planning, of any activity. This will improve quality and productivity and thus constantly decrease costs.
- Institute training for skills.
- Adopt and institute leadership for the management of people, recognizing their different abilities, capabilities, and aspiration. The aim of leadership should be to help people, machines, and gadgets do a better job. Leadership of management is in need of overhaul, as well as leadership of production workers.
- Drive out fear and build trust so that everyone can work more effectively.
- Break down barriers between departments. Abolish competition and build a win-win system of cooperation within the organization. People in research, design, sales, and production must work as a team to foresee problems of production and use that might be encountered with the product or service.
- Eliminate slogans, exhortations, and targets asking for zero defects or new levels of productivity. Such exhortations only create adversarial relationships, as the bulk of the causes of low quality and low productivity belong to the system and thus lie beyond the power of the work force.
- Eliminate numerical goals, numerical quotas and management by objectives. Substitute leadership.
- Remove barriers that rob people of joy in their work. This will mean abolishing the annual rating or merit system that ranks people and creates competition and conflict.
- Institute a vigorous program of education and self-improvement.
- Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job.

Accessed Last on April 25, 2017: <http://asq.org/learn-about-quality/total-quality-management/overview/deming-points.html>

What Deming’s charge is to us is the we can “create better futures” and “future selves.”

The final idea I will float your way is the Tannenbaum Schmitt continuum of leadership behavior. Its continuum in which the so-called leader relinquished the decision-making power to employees allowing for them to become leaders in their own rights It moves from “selling” your ideas and thoughts to allowing employee great responsibility to do the work with less and less oversight. Now that is leadership!

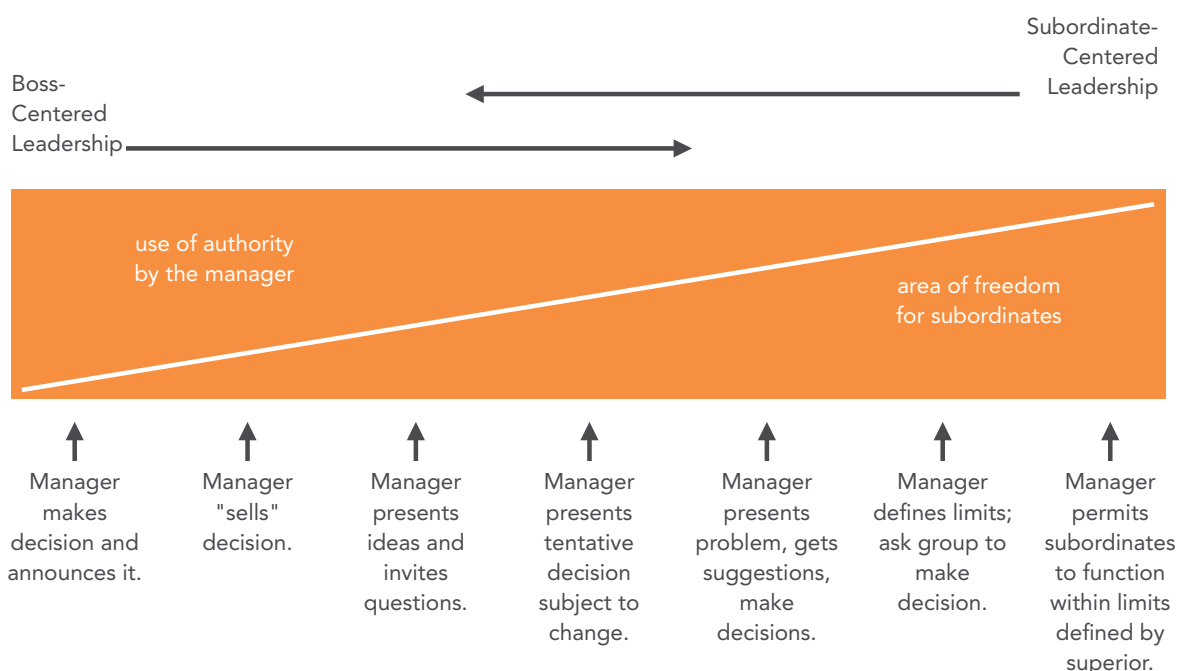


Figure 13

**Conclusion:**

So, we have come full circle you are now reasonable prepared to lead and be led. You are now prepared with some theory thoughts and ideas, and so you do not have to feel like you need to reinvent to the wheel. You also can now understand better any readings on leadership and its related topic organizational development. I encourage you to do some of that as time allows read other leadership books. I provided some links to the internet which is perhaps one of easiest way to find further information on the topics discussed. There are excellent websites on leadership and not a few video talks on the topic that may be helpful to you in your leadership journey.

You have taken the giant step to lead. Congratulations to you.

# SOME SELECTED RECOMMENDED AND SUGGESTED READINGS

I included other resources in the text of the book, but below are some more I found useful good reads.

Carnegie, Dale, *How to Win Friends and Influence People*, Pocket Books, 1998

Covey, Steven, *The Seven Habits of Highly Effective People* Publisher Free Press; Simon and Schuster) 1989

*Flow: The Psychology of Optimal Experience* (Harper Perennial Modern Classics) Publisher: Harper Perennial Modern Classics, 2008

Goleman, Daniel, *What Makes a Leader* and his website: <http://www.danielgoleman.info/topics/emotional-intelligence/>

Heifetz, Ronald, *Leadership Without Easy Answers* 1st Edition by Publisher: Harvard University Press, 1998

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Ott, Steven, *Classics in Organizational Behavior*, Wadsworth, 1989

Peal, Vincent, *The Power of Positive Thinking Norman*, Simon and Schuster, 1952

Senge, Peter, *The Fifth Discipline: The Art & Practice of The Learning Organization*, Published March 21st 2006 by Crown Business (first published 1990)

Tannenbaum, *The Group in Organizations*, Social Psychology, 1966

Taylor, Fredrick, *The Principals of Scientific Management*, Scientific Management, Harper, 1947