

# **PRINCIPLES OF LEADERSHIP**

**Dr. Kenneth Meadors**

# **SYLLABUS**

## **Principles of Leadership**

1. Principle of Influence.
2. Principles of Priorities and Integrity.
3. Principle of Effecting Positive Change.
4. Principle of Problem-Solving.
5. Principle of Proper Attitude.
6. Principle of Developing People.
7. Principle of Vision.
8. Principle of Self-Discipline.

### ***Final Exam***

Your final grade will depend upon the following:

- 1) Grades on assigned Study Guides.
- 2) Grade on Mid-term Exam.
- 3) Grade on Final Exam.
- 4) Attendance.

# LESSON ONE

## "Introduction to Principles of Leadership"

### Ability to Lead Brings Success

- 1) The key to success in any endeavor is the ability to lead others successfully.
- 2) Everything rises and falls on leadership.
- 3) The effectiveness of your work will never rise above your ability to lead and influence others.
  - 1) You cannot produce consistently on a level higher than your leadership.
  - 2) Your leadership skills determine the level of your success--and the success of those who work around you.
  - 3) If team is losing, coach replaced.

### Leadership Can Be Taught

- 1) Leadership is not an exclusive club that one is born into. The traits that are the raw materials of leadership can be acquired.
- 2) "Were any great men born in this village?" "Nope, only babies."
- 3) Leadership is developed, not discovered. The truly born leader will emerge; but, to stay on top, leadership characteristics must be developed.

### Characteristics of "Leader Managers" in contrast with "Managers."

- 1) Leader managers are long-term thinkers who see beyond the day's crisis and the quarterly report.
- 2) Leader managers' interests in their companies do not stop with the units they head. They want to know how all of the company's departments affect one another; they are constantly reaching beyond their specific areas of influence.
- 3) Leader managers put heavy emphasis on vision, values, and motivation.
- 4) Leader managers have strong political skills to cope with conflicting requirements of multiple constituents.
- 5) Leader managers don't accept the status quo.

Management is the process of assuring that the program and objectives of the organization are implemented. Leadership has to do with casting vision and motivating people. People don't want to be managed; they want to be led. The carrot always wins over the stick. You can lead your horse to water, but you can't manage him to drink.

If you want to manage somebody, manage yourself. Do that well and you'll be ready to stop managing and start leading.

- Knowing how to do a job is the accomplishment of labor.
- Showing others is the accomplishment of a teacher.
- Making sure the work is done by others is the accomplishment of a manager.
- Inspiring others to do better work is the accomplishment of a leader.

## **“Leadership and Influence”**

### **Many definitions of leadership**

- 1) Leadership is influence.
- 2) AHe who thinketh he leadeth and hath no one following him is only taking a walk.”
- 3) Leadership is the ability to obtain followers.
- 4) Most people define leadership as the ability to achieve a position, not to get followers.
  - 1) Those who possess the “status” of a leader often experience the frustration of few followers.
  - 2) Those who lack the proper titles may not see themselves as leaders and therefore don't develop their leadership skills.

### **Insights about Influence**

- 1) Everyone influences someone.
  - 1) Sociologists say that even the most introverted individual will influence ten thousand other people during his or her lifetime.
    - i) Each of us is both influencing and being influenced by others.
    - ii) In some areas we are leading; others we are following.
  - 2) The prominent leader of any group is quite easily discovered.
    - i) If an issue is to be decided, who is the person whose opinion seems most valuable?
    - ii) Who is the one others watch the most when the issue is being discussed?
    - iii) Who is the one with whom people quickly agree?
    - iv) Most importantly, who is the one the others follow?
- 2) We never know who or how much we influence.
  - 1) Think of the little things or people who influenced you in a powerful way.
  - 2) AThere have been meetings of only a moment which have left impressions for life, for eternity.
  - 3) Everyone of us continually exerts influence, either to heal, to bless, to leave marks of beauty; or to wound, to hurt, to poison, to stain other lives.
- 3) The best investment in the future is a proper influence today.

- 1) Not an issue whether you influence someone; what kind of an influencer will you be?
  - 2) Make a difference tomorrow by becoming a better leader today.
- 4) Influence is a skill that can be developed.
- 5) The APower Triangle designed to help leaders get ahead.
- 1) Communication.
  - 2) Recognition.
  - 3) Influence.

You start to communicate effectively; this leads to recognition and recognition leads to influence.

## Levels of Leadership

- 1) **Position.**
  - 1) The basic level of leadership.
  - 2) Only influence is that which comes with a title.
  - 3) A person may be "in control" because he has been appointed to a position. He may have authority. Leadership is more than having authority; more than technical training and following the proper procedures. Real leadership is being the person others will gladly and confidently follow.
  - 4) A real leader knows the difference between being the boss and being a leader.
    - i) The boss drives his workers; the leader coaches them.
    - ii) The boss depends upon authority; the leader on goodwill.
    - iii) The boss inspires fear; the leader inspires enthusiasm.
    - iv) The boss says "I;" the leader, "Awe."
    - v) The boss fixes the blame for the breakdown; the leader fixes the breakdown.
    - vi) The boss knows how it is done; the leader shows how.
    - vii) The boss says "Ago;" the leader says "let's go!"
  - 5) Characteristics of a "Positional Leader."
    - i) Security based on title; not talent.
      - (1) "That's alright son, be glad I wasn't a second lieutenant."
      - (2) The higher the person's level of true ability and the resulting influence, the more secure and confident he becomes.
    - ii) This level is often gained by appointment.
      - (1) All other levels are gained by ability.
    - iii) People will not follow a positional leader beyond his stated authority.
      - (1) They will only do what they have to do when they are required to do it.
      - (2) Low morale present.
      - (3) When leader lacks confidence, followers lack commitment.
      - (4) "You don't even know your way to the Post Office."
    - iv) Positional leaders have more difficulty working with volunteers, white collar workers,

and younger people.

- (1) Volunteers don't have to work; no leverage from positional leader.
  - (2) White collar workers used to participating in decision-making and resent dictatorial leadership.
  - (3) Baby boomers unimpressed with symbols of authority.
- 6) The longer you stay here, the higher the turnover and the lower the morale.

## 2) **Level 2: Permission**

- 1) Leadership is getting people to work for you when they are not obligated. Will only happen when you climb to second level of influence.
- 2) People don't care how much you know until they know how much you care.
- 3) Leadership begins with the heart, not the head.
- 4) It flourishes with a meaningful relationship, not more regulations.
- 5) Lead by interrelationships.
- 6) Not pecking order, but people development.
- 7) Time, energy, focus placed on the individual's needs and desires.
- 8) People who are unable to build solid, lasting relationships will soon discover that they are unable to sustain long, effective leadership.
- 9) You can love people without leading them, but you cannot lead people without loving them.
- 10) Relationships involve a process that provides the glue and much of the staying power for long-term, consistent production.

## 3) **Level 3: Production**

- 1) On this level, things begin to happen. Morale is high; needs are being met; goals are being realized.
- 2) Problems are solved with minimum effort.
- 3) On the relationship level, people get together just to get together; on the "results" level, people come together to accomplish a purpose.

## 4) **Level 4: People Development**

- 1) A leader is great, not because of his or her power, but because of his or her ability to empower others.
- 2) Success without a successor is failure.
- 3) A worker's main responsibility is doing the work himself; a leader's main responsibility is developing others to do the work.
- 4) Loyalty to the leader reaches its highest peak when the follower has personally grown through the mentorship of the leader.
  - i) At level 2, the follower loves the leader.
  - ii) At level 3, the follower admires the leader.

- iii) At level 4, the follower is loyal to the leader.
- iv) You win people's hearts by helping them grow personally.
- 5) The core of leaders who surround you should all be people you have personally touched or helped to develop in some way; when that happens, love and loyalty will be exhibited.

#### 5) **Level 5: Personhood.**

- 1) People follow because of who you are and what you represent.
- 2) Very few have arrived at this level. Requires a lifetime of proven leadership to reap the rewards that are eternally satisfying.

### **Climbing the Steps of Leadership**

- 1) *The higher you go, the longer it takes.*
- 2) *The higher you go, the higher the level of commitment.*
  - 1) Greater commitment is demanded not only from you, but from the other individuals involved.
  - 2) When either the leader or the followers is unwilling to make the sacrifices a new level demands, influence will begin to decrease.
- 3) *The higher you go, the easier it is to lead.*
  - 1) Level 2: Focus on liking you.
  - 2) Level 3: Focus on liking what you do for the common good.
  - 3) Level 4: Focus on liking you personally.
  - 4) Each level climbed by the leader and the followers adds another reason why people will want to follow.
- 4) *The higher you go, the greater the growth.*
  - 1) Growth can only occur when effective change takes place.
  - 2) Change will become easier as you climb the levels of leadership.
  - 3) As you rise, other people will allow and even assist you in making needed changes.
- 5) *You never leave the base level.*
  - 1) Each level stands upon the previous one and will crumble if the lower level is neglected.
  - 2) If you move from a permission (relationships) level to a production (results) level and stop caring for the people who are following you and helping you produce, they might begin to develop a feeling of being used.
- 6) *If you are leading a group of people, you will not be on the same level with everyone.* Not all people will respond the same way to your leadership.
- 7) *For your leadership to remain effective, it is essential that you take the other influencers within the group with you to the higher levels.*
  - 1) The collective influence of you and the other leaders will bring the rest along.
  - 2) If this does not happen, divided interest and loyalty will occur within the group.

## **Conclusions on Influence**

- 1) Know what level you are on at this moment.
  - 1) Will be on different levels with different people.
  - 2) Need to know which people are on which level.
  - 3) If the biggest influencers within the organization are on the highest levels and are supportive of you, then your success in leading others will be attainable.
  - 4) If the best influencers are on the highest levels and not supportive, then problems will soon arise.
- 2) Know and apply the qualities needed to be successful at each level

### **Level 1: Position/Rights**

- 1) Know your job description thoroughly.
- 2) Be aware of the history of the organization.
- 3) Relate the organization's history to the people of the organization (in other words, be a team player).
- 4) Accept responsibility.
- 5) Do your job with consistent excellence.
- 6) Do more than expected.
- 7) Offer creative ideas for change and improvement.

### **Level 2: Permission/Relationships**

- 8) Possess a genuine love for people.
- 9) Make those who work with you more successful.
- 10) See through other people's eyes.
- 11) Love people more than procedures.
- 12) Do "win-win" or don't do it.
- 13) Include others in your journey.
- 14) Deal wisely with difficult people.

### **Level 3: Production/Results**

- 15) Initiate and accept responsibility for growth.
- 16) Develop and follow a statement of purpose.
- 17) Make your job descriptions and energy an integral part of the statement of purpose.
- 18) Develop accountability for results, beginning with yourself.
- 19) Know and do the things that give a high return.
- 20) Communicate the strategy and vision of the organization.
- 21) Become a change-agent and understand timing.
- 22) Make the difficult decisions that will make a difference.



#### **Level 4: People Development/Reproduction**

- 23) Realize that people are your most valuable asset.
- 24) Place a priority on developing people.
- 25) Be a model for others to follow.
- 26) Pour your leadership efforts into the top 20 percent of your people.
- 27) Expose key leaders to growth opportunities.
- 28) Be able to attract other winners/producers to the common goal.
- 29) Surround yourself with an inner core that complements your leadership.

#### **Level 5: Personhood/Respect**

- 30) Your followers are loyal and sacrificial.
- 31) You have spent years mentoring and molding leaders.
- 32) You have become a statesman/consultant, and are sought out by others.
- 33) Your greatest joy comes from watching others grow and develop.
- 34) You transcend the organization.

#### **Recommendations**

- 1) Spend one hour a month with the top five influencers, individually, building a relationship with them.
- 2) Spend two hours a month with the top influencers as a group, developing them.
- 3) Review the characteristics of each of the five levels of leadership and pick out three that you are weak in and need to develop.

## LESSON TWO

### “Principles of Priorities and Integrity”

Two things most difficult to get people to do: to think and to do things in order of importance.

Thinking ahead and prioritizing responsibilities marks the major differences between a leader and a follower:

- 1) Practical people know how to get what they want.
- 2) Philosophers know what they ought to want.
- 3) Leaders know how to get what they ought to want.

**Success:** *The progressive realization of a predetermined goal.*

The discipline to prioritize and the ability to work toward a stated goal are essential to a leader's success.

### The Pareto Principle (20/80 Principle)

- |               |   |
|---------------|---|
| 1) Time.      | 20 percent of our time produces 80 percent of the results.        |
| 2) Products   | 20 percent of the products bring in 80 percent of the profits.    |
| 3) Reading    | 20 percent of the book contains 80 percent of the content.        |
| 4) Job        | 20 percent of our work gives us 80 percent of our satisfaction.   |
| 5) Speech     | 20 percent of the presentation produces 80 percent of the impact. |
| 6) Donations  | 20 percent of the people will give 80 percent of the money.       |
| 7) Leadership | 20 percent of the people will make 80 percent of the decisions.   |
| 8) Picnic     | 20 percent of the people will eat 80 percent of the food!         |

Every leader needs to understand the Pareto Principle in the area of people oversight and leadership. Twenty percent of the people in an organization will be responsible for 80 percent of the company's success.

- 1) Determine which people are the top 20 percent producers.
  - 2) Spend 80 percent of your “people time” with the top 20 percent.
  - 3) Spend 80 percent of your personal developmental dollars on the top 20 percent.
  - 4) Determine what 20 percent of the work gives 80 percent of the return and train an assistant to do the 80 percent less effective work. This “frees up” the producer to do what he/she does best.
  - 5) Ask the top 20 percent to do on-the-job training for the next 20 percent.
- We teach what we know; we reproduce what we are. Like begets like.

## **How to determine top 20 percent of influencers:**

- 1) Make a list of everyone in your organization.
- 2) Ask yourself this question about each individual: "If this person takes a negative action against me or withdraws his or her support from me, what will the impact likely be?"
  - 1) If you won't be able to function, then put a check mark next to that name.
  - 2) If the person can help you or hurt you, but cannot make or break you in terms of your ability to get important things done, then don't put a check mark next to that name.
  - 3) When you get through, you should have checked about 20 percent of the original list.

It's not how hard you work; it's how smart you work.

A man was told that if he worked the very hardest he could he would become rich. The hardest work he knew was digging holes, so he set about digging great holes in his backyard. He didn't get rich; he only got a backache. He worked hard but he worked without any priorities."

Organize or agonize. A life in which anything goes will ultimately be a life in which nothing goes.

## **Prioritizing Assignments**

- 1) High Importance/High Urgency. Tackle these projects first.
- 2) High Importance/Low Urgency. Set deadlines for completion and get these projects worked into your daily routine.
- 3) Low Importance/High Urgency. Find quick, efficient ways to get this work done without much personal involvement. If possible, delegate it to a "can do" assistant.
- 4) Low Importance/Low Urgency.
  - 1) This is busy or repetitious work such as filing.
  - 2) Stack it up and do it in one-half hour segments every week.
  - 3) Get somebody else to do it; or don't do it at all.
  - 4) Before putting off until tomorrow something you can do today, study it clearly. Maybe you can postpone it indefinitely.

## **Choose or Lose**

The question is not, "Will my calendar be full?" but "Who will fill my calendar?" If we are leaders of others, the question is not "Will I see people?" but "Who will I see?"

## **Evaluate or Stalemate**

"Decide what to do and do it; decide what not to do and don't do it."

## Priority Process

- 1) What is required of me? What do I have to do that no one but me can do?
  - 1) These things must be put high on the priority list.
  - 2) Failure to do them will cause you to be among the unemployed.
  - 3) Distinguish between what you have to do and what can be delegated to someone else.
  
- 2) What gives me the greatest return?
  - 1) The effort expended should approximate the results expected.
  - 2) Three common problems of many organizations:
    - i) Abuse: Too few employees are doing too much.
    - ii) Disuse: Too many employees doing too little.
    - iii) Misuse: too many employees are doing the wrong things.
  
- 3) What is the most rewarding?
  - 1) Our best work occurs when we enjoy it.
  - 2) Find something you would gladly do for nothing.
  - 3) Learn to do it so well that people would be happy to pay you for it.

Success in your work greatly increased if the 3 R's (Requirements, Return, Reward) are similar.

## Priority Principles

- 1) Priorities never "stay put." To keep priorities in place:
  - 1) Evaluate: Every month review the 3 R's.
  - 2) Eliminate: Ask yourself, "What am I doing that can be done by someone else?"
  - 3) Estimate: What are the top projects you are doing this month and how long will they take?
  
- 2) You cannot overestimate the unimportance of practically everything.
  - 1) William James said that the art of being wise is "the art of knowing what to overlook."
  - 2) Too many are living for the wrong things.
  - 3) Sociological Study of elderly over 95 years of age: "If you could live your life over again, what would you do differently?"
    - i) If I had it to do over again, I would reflect more.
    - ii) If I had it to do over again, I would risk more.
    - iii) If I had it to do over again, I would do more things that would live on after I am dead.
  - 4) "Planned neglect." Deliberately neglecting everything else to accomplish a task.
  
- 3) The good is the enemy of the best.
  - 1) Most people can prioritize when faced with right or wrong issues.
  - 2) Challenge arises when we are faced with two good choices.
  - 3) How to break the tie between two good options.

- i) Ask your overseer or coworkers their preference.
  - ii) Can one of the options be handled by someone else? If so, pass it on and work on the one only you can do.
  - iii) Which option would be of more benefit to the customer? (Keeping the door locked so people can't come in to get it dirty).
  - iv) Make your decision based on the purpose of the organization.
- 4) You can't have it all. Ninety-five percent of achieving anything is knowing what you want.
- 5) Too many priorities paralyze us.
- 1) Story of lion tamer: Four-legged stool. In the attempt to focus on all four, a kind of paralysis overwhelms the animal, and it becomes tame, weak, and disabled because its attention is fragmented.
  - 2) If you are overloaded with work, list the priorities on a separate sheet of paper before you take it to your boss and see what he will choose as the priorities.
  - 3) All true leaders have learned to say No to the good in order to say Yes to the best.
- 6) When little priorities demand too much of us, big problems arise.
- 1) "The reason most major goals are not achieved is that we spend our time doing second things first."
  - 2) Story of 300 whales who died pursuing sardines. "The small fish lured the sea giants to their death...They came to their violent demise by chasing small ends, by prostituting vast powers for insignificant goals."
- 7) Time deadlines and emergencies force us to prioritize.
- 1) Parkinson's Law: If you have only one letter to write, it will take all day to do it. If you have twenty letters to write, you'll get them done on one day.
  - 2) The week before vacation may be our most efficient time in our work!
  - 3) When time pressure mounts or emergencies arise, we become effective (doing the right things).
  - 4) Efficiency is the foundation for survival; effectiveness is the foundation of success.
- 8) Too often we learn too late what is really important.
- 1) "Flying-W, Suzy-Q, Bar-J and the Lazy-Y." "Where are the cows?" "They didn't survive the branding."
  - 2) An infant is born with a clenched fist; a man dies with an open hand. Life has a way of prying free the things we think are so important."
  - 3) "Nobody on his death bed ever said, 'I wish I had spent more time on my business.'"

## **Maintaining Integrity**

## What Is Integrity?

**Integrity:** "The state of being complete, unified."

- 1) When we have integrity, our words and our deeds match up.
- 2) I am who I am, no matter where I am or who I am with.
- 3) The White House, the Pentagon, Capitol Hill, the church, the sports arena, the academy, even the day care center have all been hit hard by scandal. In every case, the lack of credibility can be traced back to the level of integrity of the individuals within those organizations and institutions.
- 4) A person with integrity does not have divided loyalties, nor is he or she merely pretending.
- 5) People with integrity are "whole" people; they can be identified by their single-mindedness.
  
- 6) People with integrity have nothing to hide and nothing to fear. Their lives are open books. A
- 7) A person of integrity is one who has established a system of values against which all of life is judged"
- 8) Integrity is not what we do so much as who we are. Who we are determines what we do.
- 9) All are faced with conflicting desires.
  - 1) We struggle daily with situations that demand decisions between what we want to do and what we ought to do.
  - 2) Integrity is the factor that determines which will prevail.
  - 3) Integrity establishes the ground rules for resolving these tensions.
  - 4) It determines who we are and how we will respond before the conflict even appears.
  - 5) Integrity is the total of what we say, think, and do as a whole person. Permission is never granted for one of these to be out of sync.
  - 6) Integrity binds our person together and fosters a spirit of contentment within us.
    - i) It will not allow our lips to violate our hearts.
    - ii) When integrity is the referee, we will be consistent; our beliefs will be mirrored by our conduct.
    - iii) There will be no discrepancy between what we appear to be and what our family knows we are, whether in times of prosperity or adversity.
    - iv) Integrity allows us to predetermine what we will be regardless of circumstance, persons involved, or the places of our testing.
- 10) Socrates: "The first key to greatness is to be in reality what we appear to be."
  - 1) Too often we try to be a "human doing" before we have become a "human being."
  - 2) To earn a trust, a leader has to be authentic. The words and the music must match.
- 11) Eighty-nine percent of what people learn comes through visual stimulation, 10 percent through audible stimulation, and 1 percent through other senses. So it makes sense that the more followers see and hear their leader being consistent in action and word, the greater their consistency and loyalty.
- 12) What people need is not a motto to say, but a model to see.
- 13) The more credible you are the more confidence people place in you, thereby allowing you the privilege of influencing their lives.

## Why Integrity Is So Important

### 1) **Integrity builds trust.**

- 1) Subordinates must be able to trust that their boss will act in good faith toward them.
- 2) Lack authority because lack integrity.
- 3) Cavett Roberts: "If my people understand me, I'll get their attention. If my people trust me, I'll get their action."

### 2) **Integrity has high influence value.**

- 1) Emerson: "Every great institution is the lengthened shadow of a single man. His character determines the character of the organization."
- 2) Will Rogers: "People's minds are changed through observation and not argument." People do what people see.
- 3) Survey of 1,300 senior executives: Integrity is the human quality most necessary to business success.
- 4) R. C. Sproul: Story of Jewish boy who grew up in Germany. Father switched to Lutheran faith because it would be good for business. Boy disillusioned; bewildered and confused. Deep disappointment gave way to anger and intense bitterness that plagued him the rest of his life. Wrote a book that he thought would change the world. He described religion as the "opiate for the masses." He committed the people who followed him to life without God. His ideas became the norm for the governments of nearly half the world's population. Name? Karl Marx. The history of the twentieth century significantly affected because one father let his values become distorted.

### 3) Integrity facilitates high standards.

- 1) Leaders must live by higher standards than their followers.
- 2) John D. Rockefeller, Jr.: "I believe that every right implies a responsibility; every opportunity, an obligation; every possession, a duty."
- 3) Too many people are ready to assert their rights, but not to assume their responsibilities.
- 4) It is priceless to find a person who will take responsibility, who will finish and follow through to the final detail--to know when someone has accepted an assignment that it will be effectively, conscientiously completed.
- 5) What limits people is lack of character. When the character of leaders is low, so are their standards.

### 4) **Integrity results in a solid reputation, not just image.**

- 1) Image is what people think we are. Integrity is what we really are.
- 2) "Here lies John Smith, a politician and an honest man." "A Good heaven! Isn't it awful that they had to put two people in the same grave!"
- 3) Those who work harder on their image than on their integrity don't understand when they suddenly fall.
- 4) The Great Wall.

- i) During the first hundred years of the wall's existence, China was invaded three times. Not once did the barbaric hordes break down the wall or climb over it.
  - ii) Each time they bribed a gatekeeper and then marched right through the gates.
  - iii) The Chinese were so busy relying on walls of stone they forgot to teach integrity to their children.
- 5) Thomas Macauley said, "The measure of a man's real character is what he would do if he would never be found out."
  - i) Life is like a vise. At times it will squeeze us.
  - ii) At those moments of pressure, whatever is inside will be found out.
- 5) **Integrity means living it myself before leading others.**
  - 1) We cannot lead anyone else further than we have been ourselves.
  - 2) There are no shortcuts when integrity is involved. Eventually truth will always be exposed.
  - 3) "In quality control, we are not concerned about the product. We are concerned about the process. If the process is right, the product is guaranteed." The same holds true for integrity; it guarantees credibility.
- 6) **Integrity helps a leader be credible, not just clever.**
  - 1) Trust is the conviction that the leader means what he says.
  - 2) It is a belief in something very old-fashioned called "integrity."
  - 3) A leader's actions and a leader's professed beliefs must be congruent or at least compatible.
  - 4) Effective leadership is not based on being clever; it is based primarily on being consistent.
  - 5) Sincerity does not have to be advertised; insincerity cannot be hidden, disguised, or covered up, no matter how competent a manager may otherwise be.
  - 6) Each of us, eventually, is recognized for exactly what we are--not what we try to appear to be.
  - 7) Ann Landers: "People of integrity expect to be believed. They also know time will prove them right and are willing to wait."
- 7) **Integrity is a hard-won achievement.**
  - 1) Integrity is a result of self-discipline, inner trust, and a decision to be relentlessly honest in all situations in our lives.
  - 2) In today's world, strength of character is a rare commodity. As a result, we have few contemporary models of integrity.
  - 3) We have become a nation of imitators, but there are few leaders worth imitating.
  - 4) For most Americans, the word conjures up ideas of prudishness or narrow-mindedness.
  - 5) Integrity is antithetical to the spirit of our age.
  - 6) The craving need of the moment supersedes consideration of values that have eternal significance.
  - 7) "When wealth is lost, nothing is lost; when health is lost, something is lost; when



character is lost, all is lost.”

A conviction is a belief or principle that you regularly model, one for which you would be willing to die. What are your convictions?

You will only become what you are becoming right now.

## LESSON THREE

### “Principle of Positive Change”

Change the leader, change the organization. Everything rises and falls on leadership. Not easy to change leaders. Leaders resist change as much as followers do. Unchanged leaders equals unchanged organizations. People do what people see.

#### Profile of a Leader in Trouble

- 1) Has a poor understanding of people.
- 2) Lacks imagination.
- 3) Has personal problems.
- 4) Passes the buck.
- 5) Feels secure and satisfied.
- 6) Is not organized.
- 7) Flies into rages.
- 8) Will not take a risk.
- 9) Is insecure and defensive.
- 10) Stays inflexible.
- 11) Has no team spirit.
- 12) Fights change.

Niccolo Machiavelli: “There is nothing more difficult to take in hand, more perilous to conduct or more uncertain in its success, than to take the lead in the introduction of a new order of things.”

A Middle Eastern mystic: AI was a revolutionary when I was young and all my prayer to God was, 'Lord, give me the energy to change the world.' As I approached middle age and realized that my life was half gone without my changing a single soul, I changed my prayer to: 'Lord, give me the grace to change all those who come into contact with me, just my family and friends, and I shall be satisfied.' Now that I am an old man and my days are numbered, I have begun to see how foolish I have been. My prayer now is: 'Lord, give me the grace to change myself.' If I had prayed for this right from the start, I would not have wasted my life.”

Effective teaching comes only through a changed person. The more you change, the more you become an instrument of change in the lives of others. If you want to become a change agent, you also must change.

William A. Hewitt, Chairman of Deere and Co.: “To be a leader you must preserve all through your life the attitude of being receptive to new ideas. The quality of leadership you will give will depend upon your ability to evaluate new ideas, to separate change for the sake of change from

change for the sake of men.”

## **The Leader as Change Agent**

- 1) Leader must be out front to encourage change and growth and to show the way to bring it about.
  - 1) Know the technical requirements of the change.
  - 2) Understand the attitude and motivational demands for bringing it about.
- 2) When failure to change results, it is because of inadequate or inappropriate motivation, not from lack of technical smarts.
  - 1) A manager usually will be more skilled in the technical requirements of change; whereas the leader will have a better understanding of the attitudinal and motivational demands that the followers need.
  - 2) Once change is begun, skills of manager needed to maintain change.

## **A Historical Account of Resistance to Change**

- 1) Resistance to change is universal. It invades all classes and cultures. It seizes every generation by the throat and attempts to stop all forward movement toward progress.
- 2) Many well-educated people, after being confronted with truth, have been unwilling to change their minds.
  - 1) For centuries people believed that Aristotle was right when he said that the heavier an object, the faster it would fall to earth. No one stepped forward for nearly 2000 years when Galileo summoned learned professors to Leaning Tower of Pisa. The professors denied what they had seen. They continued to say Aristotle was right.
  - 2) With his telescope, Galileo proved the theory of Copernicus, that the earth was not the center of the universe; the earth and the planets revolve around the sun. When he tried to change people's beliefs, he was thrown into prison and spent the rest of his life under house arrest.

## **Why People Resist Change**

- 1) The change isn't self-initiated.
  - 1) People don't like the idea of being manipulated or feeling like pawns of the system.
  - 2) Wise leaders allow followers to give input and be a part of the process of change.
- 2) Routine is disrupted.
  - 1) Habits allow us to do things without much thought.
  - 2) Change threatens our habit patterns and forces us to think, reevaluate, and sometimes unlearn past behavior.

- 3) Change creates fear of the unknown.
  - 1) Change means traveling in uncharted waters, and this causes our insecurities to rise.
  - 2) Therefore, many people are more comfortable with old problems than with new solutions.
  - 3) During a service, some plaster fell from the ceiling of a church and hit the chairman of the board.
    - i) We will build a new church.
    - ii) We will build a new church on the same site as the old one.
    - iii) We will use the materials of the old church to build the new one.
    - iv) We will worship in the old church until the new church is built.
  - 4) Some people are open to change as long as it doesn't inconvenience them or cost anything.
- 4) The purpose of change is unclear.
- 5) Change creates fear of failure.
  - 1) The greatest mistake a person can make is to be afraid of making one.
  - 2) Too many people fearing that failure is their thing, hold tenaciously to whatever they feel comfortable with and continually resist change.
- 6) The rewards for change don't match the effort change requires.
  - 1) People will not change until they perceive that the advantages of changing outweigh the disadvantages of continuing with the way things are.
- 7) People are too satisfied with the way things are.
  - 1) Swiss watch company.
  - 2) Henry Ford and the Model T.
- 8) Change won't happen when people engage in negative thinking.
  - 1) Regardless of the present, the negative thinker finds disappointment in the future.
  - 2) Sign.
    - i) Don't look--you might see.
    - ii) Don't listen--you might hear.
    - iii) Don't think--you might learn.
    - iv) Don't make a decision--you might be wrong.
    - v) Don't walk--you might stumble.
    - vi) Don't run--you might fall.
    - vii) Don't live--you might die.
    - viii) Don't change--you might grow.
- 9) The followers lack respect for the leader.
  - 1) If followers don't like leader, their look at change will not be objective.
  - 2) "You've got to love them before you can lead them."
  - 3) When you love your followers genuinely and correctly, they'll respect and follow you

through many changes.

- 10) The leader is susceptible to feelings of personal criticism.
  - 1) Cessation of program designed by leaders may lead to feelings of personal rejection.
  - 2) Four stages every organization must go through.
    - i) Create.
    - ii) Conserve.
    - iii) Criticize.
    - iv) Change
  
- 11) Change may mean personal loss.
  - 1) "How will this change affect me?"
  - 2) Three groups.
    - i) Those who will lose.
    - ii) Those who are neutral.
    - iii) Those who will benefit.
  
- 12) Change requires additional commitment.
  - 1) When change is about to happen, we all look to see how it will affect our time.
  - 2) Increased change will be fine if it does not increase my time commitment.
  - 3) One half of knowing what you want is knowing what you must give up before you get it.
  - 4) When the cost of change is time, many will resist the change.
  
- 13) Narrow-mindedness thwarts acceptance of new ideas.
  - 1) Sixteen hundred people belong to the International Flat Earth Research Society of America.
  - 2) To 100-year old man: "I'll bet you've seen a lot of changes in your lifetime." The old man replied, "Yep, and I been agin' err one of em."
  
- 14) Tradition resists change.
  - 1) How many people does it take to change a light bulb? Four. One to change the bulb and three to reminisce about how good the old light bulb was.
  - 2) Cornfield's Law: Nothing is ever done until everyone is convinced that it ought to be done, and has been convinced for so long that it is now time to do something else.
  
- 35) The wrong decision at the wrong time = disaster
- 36) The wrong decision at the right time = mistake
- 37) The right decision at the wrong time = unacceptance
- 38) The right decision at the right time = success

People change when they hurt enough they have to change; learn enough they want to change; receive enough they are able to change. The leader must recognize when people are in one of these three stages. In fact, top leaders create an atmosphere that causes one of these three things

to occur.

## The Evolutionary Process of Change

**Change can be seen as either:**

- 1) Revolutionary (Something totally different from what has been).
- 2) Evolutionary (a refinement of what has been).

Usually easier to present change as a simple refinement of “the way we've been doing it” rather than something big, new, and completely different.

When a proposal for change is introduced in the organization, people fall into five categories in terms of their responses:

- 3) Innovators are the dreamers. They are the originators of new ideas and generally are not acknowledged as leaders or policy makers.
- 4) Early adopters are those who know a good idea when they see it.
- 5) Middle adopters are the majority. They will respond to the opinions of others. Generally they are reasonable in their analysis of a new idea, but inclined to maintain the status quo. They can be influenced by the positive or negative influencers of the organization.
- 6) Late adopters are the last group to endorse an idea. They often speak against proposed changes and may never verbally acknowledge acceptance. Generally they will adopt it if the majority demonstrates support.
- 7) Laggards are always against change. Their commitment is to the status quo and the past. Often they try to create division within the organization.

## The Evolutionary Process of Successful Change

- 1) **Ignorance.** No unified direction or sense of priorities is felt among the followers. They are “in the dark.”
- 2) **Information.** General information is given to the people. Initially the ideas for change are not embraced.
- 3) **Infusion.** The penetration of new ideas into the status quo may cause confrontations with apathy, prejudice, and tradition. The general tendency is to focus on problems.
- 4) **Individual Change.** The “early adopters” begin to see the benefits of the proposed change and embrace them. Personal convictions replace complacency.
- 5) **Organizational Change.** Two sides of the issue are being discussed. Less defensiveness and more openness concerning proposed changes can be observed. The momentum shifts from anti-change to pro-change.
- 6) **Awkward Application.** Some failures and some successes are experienced as the change is

implemented. The learning process is rapid.

- 7) **Integration.** Awkwardness begins to decrease and the acceptance level increases. A growing sense of accomplishments and a secondary wave of results and successes occur.
- 8) **Innovation.** Significant results create confidence and a willingness to take risks. The result is a willingness to change more rapidly and boldly.

As step 8 is taken, the organization as a whole is more willing to go through the process again. The major effect of the process develops as the majority of the organization is exposed repeatedly to the new idea.

- 1) First Exposure: "I reject that thought because it conflicts with my preconceived ideas.
- 2) Second Exposure: "Well, I understand it, but I can't accept it."
- 3) Third Exposure: "I agree with the idea but have reservations as to its use."
- 4) Fourth Exposure: "You know, that idea pretty well expresses the way I feel about the subject.
- 5) Fifth Exposure: "I used that idea today. It's terrific."
- 6) Sixth Exposure: "I gave that idea to someone yesterday. In the truest sense of the word, the idea now belongs to me."

## **Creating a Climate for Change**

Human behavior studies show that people do not basically resist change; they resist "being changed." This section will emphasize how to create an atmosphere that will encourage others to be changed. Unless people are changed, change will not happen.

- 1) The leader must develop a trust with people. The more people trust the leader, the more willing they will be to accept the leader's proposed changes.
- 2) The leader must make personal changes before asking others to change. "Great leaders not only say what should be done, they show it"
- 3) Good leaders understand the history of the organization.
  - 1) The longer go without change, more effort introducing it will require.
  - 2) If changes have been rejected in past, more likely to in future.
  - 3) Successful changes in the past prepare people to readily accept more changes.
  - 4) "Don't take the fence down until you know the reason it was put up." Important to know what happened in the past before making changes for the future.
- 4) Place influencers in leadership positions.
  - 1) Leaders are going somewhere and they are able to persuade other people to go with them.

- 5) Check the change in your pocket.
  - 1) Everyone given a certain amount of "change" (emotional support in the form of bargaining chips) at the beginning of a relationship.
    - i) If relationship weakens, leader gives up "change" until it is possible for him to become bankrupt with the organization.
    - ii) If the relationship strengthens, leader receives "change" until it is possible for him to become rich with the organization.
  - 2) The more change in pocket, more changes that can be made in lives of people.
- 6) Good leaders solicit the support of influencers before the change is made public.
- 7) Develop a meeting agenda that will assist change. Every new idea goes through three phases.
  - 1) It will not work.
  - 2) It will cost too much.
  - 3) I thought it was a good idea all along.
- 8) Encourage the influencers to influence others informally.
  - 1) Major changes should not surprise people.
  - 2) A "leadership leak" done properly will prepare the people for the formal meeting.
  - 3) Leadership leaks should be planned and positive, preparing the people for the meeting where the change will be formally presented.
- 9) Show the people how the change will benefit them. Change should be for benefit of people, not leader.
- 10) Give the people ownership of the change.
  - 1) Openness by the leader paves the way for ownership by the people.
  - 2) Without ownership, changes will be short-term.

## **How to Offer Ownership of Change to Others**

- 1) Inform people in advance so they'll have time to think about the implications of the change and how it will affect them.
- 2) Explain the overall objectives of the change--the reasons for it and how and when it will occur.
- 3) Show people how the change will benefit them. Be honest with the employees who may lose out as a result of the change.
- 4) Ask those who will be affected by the change to participate in all stages of the change process.
- 5) Keep communication channels open. Provide opportunities for employees to discuss the change. Encourage questions, comments, and other feedback.
- 6) Be flexible and adaptable throughout the change process. Admit mistakes and make changes where appropriate.
- 7) Constantly demonstrate your belief in and commitment to the change. Indicate your confidence in their ability to implement the change.



## **Change Will Happen**

- 1) Nothing stays the same except the fact that change is always present.
- 2) Keeping current with the changes and relating them to the organization is a constant challenge for the leader.

*Not all change is improvement, but without change there can be no improvement.*

*It's never too late to change.*

- 3) In the end, it is important to remember that we cannot become what we need to be by remaining what we are.
- 4) When you're through changing, you're through.

### *Story of Alfred Nobel*

- 1) Invented dynamite.
- 2) When his brother died, newspaper accidentally printed Alfred's obituary. Described dead man as one who became rich by enabling people to kill each other in unprecedented numbers.
- 3) Shaken by assessment, Nobel resolved to use his fortune from then on to award accomplishments that benefited humanity.

## LESSON FOUR

### “Principle of Problem Solving”

#### Problems Give Meaning to Life

An eagle's only obstacle to overcome for flying with greater speed and ease is the air. Yet, if the air were withdrawn, and the proud bird were to fly in a vacuum, it would fall instantly to the ground, unable to fly at all. The very element that offers resistance to flying is at the same time the condition for flight.

The main obstacle that a powerboat has to overcome is the water against the propeller, yet, if it were not for this same resistance, the boat would not move at all.

The same law, that obstacles are conditions of success, holds true in human life. A life free of all obstacles and difficulties would reduce all possibilities and powers to zero. Eliminate problems and life loses its creative tension.

- 4) The problem of mass ignorance gives meaning to education.
- 5) The problem of ill health gives meaning to medicine.
- 6) The problem of social disorder gives meaning to government.

Monument in Enterprise, Alabama: “In profound appreciation of the boll weevil and what it has done to herald prosperity.”

Young man to older man: What is life's heaviest burden? “Having nothing to carry.”

#### Many Outstanding People Have Overcome Problems in Their Lives

- 1) Paul's writings from prison.
- 2) Paul Bunyan's *Pilgrim's Progress* from jail.
- 3) Abraham Lincoln from abject poverty.
- 4) Booker T. Washington, George Washington Carver, Martin Luther King, Jr. from racial discrimination.
- 5) A study of three hundred highly successful people, people like Franklin Delano Roosevelt, Helen Keller, Winston Churchill, Albert Schweitzer, Mahatma Gandhi, and Albert Einstein, reveals that one-fourth had handicaps, such as blindness, deafness, or crippled limbs. Three-fourths had either been born in poverty, came from broken homes, or at least came from exceedingly tense or disturbed situations.
  - 1) They refused to hold on to the common excuses for failure.
  - 2) They turned their stumbling blocks into stepping stones.
  - 3) They realized they could not determine every circumstance in life but they could

determine their choice of attitude toward every circumstance.

- 6) Dolly Parton: "The way I see it, if you want the rainbow you gotta put up with the rain."
- 7) The only problem you have is the one you allow to be a problem because of your wrong reaction to it.
- 8) Problems can stop you temporarily, but you are the only one who can do it permanently.
- 9) If I can't do something about a problem, it's not my problem; it's a fact of life.

Counseling: People who come for counseling are not necessarily the ones with the most problems. They were the ones who were problem conscious and found their difficulties stressful. Fix their problems, and they go out and find others.

## **Recognizing a Problem before It Becomes an Emergency**

**Great leaders usually recognize a problem in the following sequence:**

- 1) They sense it before they see it (intuition).
- 2) They begin looking for it and ask questions (curiosity).
- 3) They gather data (processing).
- 4) They share their feelings and findings to a few trusted colleagues (communicating).
- 5) They define the problem (writing).
- 6) They check their resources (evaluating).
- 7) They make a decision (leading).

## **Principles**

- 1) You can judge leaders by the size of the problems they tackle.
  - 1) The size of the person is more important than the size of the problem.
  - 2) Big people will handle big issues effectively.
- 2) Solve task-problems quickly; people-problems will take longer.
  - 1) Problems never stop, but people can stop problems.
  - 2) Suggestions for producing problem-solvers:
    - i) Make a time commitment to people. Those who never take time to develop people are forced to take time to solve their problems.
    - ii) Never solve a problem for a person; solve it with them. Take that individual through the sequence that has already been given for recognizing a problem.
  - 3) Problems should be solved at the lowest level possible. President Eisenhower to President Kennedy: "You'll find no easy problems ever come to the President of the United States. If they are easy to solve, somebody else has solved them."
    - i) Climbing the ladder of leadership means that fewer but more important decisions will be made.
    - ii) Every decision becomes a major decision.

## What Is Needed to Effectively Solve Problems

- 1) The right attitude.
  - 1) Positive thinking does not always change our circumstances, but it will always change us.
  - 2) When we are able to think right about tough situations, then our journeys through life become better.
- 2) The right action plan.

## The Problem-Solving Process

- 1) **Identify the problem.** Many attack the symptoms instead of the real problem.
- 2) **Prioritize the problem.** Never try to solve all the problems at once. Line them up one-by-one.
- 3) **Define the problem.**
  - 1) Ask the right questions. Two words should govern questions: trends and timing.
  - 2) Talk to the right people.
    - i) Beware of authorities with a we-now-better attitude. These people have blind spots and are resistant to change.
    - ii) Creativity is essential for problem-solving.
  - 3) Get the hard facts. "Once the facts are clear, the decisions jump out at you."
  - 4) Get involved in the process.
- 4) **Select people to help you in the problem-solving process.**
- 5) **Collect problem causes.** List all the possible causes of the problem by asking what caused the problem and how the problem can be avoided in the future.
- 6) **Collect problem-solving solutions.** List as many solutions to a problem as possible.
- 7) **Prioritize and select the "best" solutions.**
  - 1) Which solution has the greatest potential to be right?
  - 2) Which solution is in the best interests of the organization?
  - 3) Which solution has momentum and timing on its side?
  - 4) Which solution has the greatest chance for success?
- 8) **Implement the best solution.**
- 9) **Evaluate the solution.**
- 10) **Set up principles or policies to keep problems from recurring.**

## Teach People to Think and Decide for Themselves

- 1) Never allow others to think you always have the best answers. This will only make them dependent upon you.
- 2) Ask questions. Help people to think through the entire process of their problem.
- 3) Become a coach, not a king.
  - 1) A coach brings out the best in others, helping them to reach deep down inside and

discover their potential.

2) A king only gives commands.

4) List their solutions on paper. Integrate your ideas with theirs until they have ownership of them.

5) Ask them to decide on the best solution to their problem.

6) Develop a game plan.

7) ask them to take ownership and responsibility for the game plan. Let them set up a time frame and accountability process.

## LESSON FIVE

### “Principle of Proper Attitude”

#### “Importance of Attitude”

**The one thing you probably admire the most in others is their attitude.**

**Leadership has less to do with position than it does with disposition.**

- 1) The disposition of a leader will influence the way the followers think and feel.
- 2) Great leaders understand that the right attitude will set the right atmosphere, which enables the right responses from others.

**Our attitudes are our most important assets.**

- 1) Life is 10 percent what happens to us and 90 percent how we react to it.
- 2) Attitude is number one reason for firing an employee.
- 3) Carnegie Institute analyzed records of ten thousand persons and concluded that 15 percent of success was due to technical training; 85 percent due to personality.
- 4) Expectations has a great deal to do with our attitudes.
  - 1) Example of professors who were given special students.
  - 2) Achieved 20-30 percent higher than others in group.
  - 3) Confession of principal: Not best teachers; not best students.
- 5) How we handle our feelings.
  - 1) Attitudes cannot stop our feelings, but they can keep our feelings from stopping us.
  - 2) People with emotional problems are more prone to accident.
  - 3) One out of every five victims of fatal accidents had a quarrel within six hours before his or her accident.
- 6) A person with a bad attitude not likely to be a continuous success.
  - 1) Once our minds are “tattooed” with negative thinking, our chances for long-term success diminish.
  - 2) We cannot continue to function in a manner that we do not truly believe about ourselves.

### Success

If you think you are beaten, you are.  
If you think you dare not, you don't.  
If you'd like to win but think you can't,  
It's almost certain you won't.  
Life's battles don't always go  
To the stronger or faster man,

But sooner or later, the man who wins  
Is the man who thinks he can.

- 7) We are responsible for our attitudes.
  - 1) Adjustment of our attitudes is a lifelong project.
    - i) The pessimist complains about the wind.
    - ii) The optimist expects it to change.
    - iii) The leader adjusts the sails.
  - 2) The greatest day in your life and mine is when we take total responsibility for our attitudes. That's the day we grow up.
  - 3) No matter what you think about your attitude, it shows on your face.
  
- 8) It's not what happens to me that matters but what happens in me.
  - 1) A happy person is not a person with a certain set of circumstances, but rather a person with a certain set of attitudes.
  - 2) Happiness is not a condition.
    - i) When things are going great, they're happy.
    - ii) When things are going bad, they are sad.
  - 3) Victor Frankl in Nazi concentration camp: "The one thing you cannot take away from me is the way I choose to respond to what you do to me. The last of one's freedoms is to choose one's attitude in any given circumstance."
  - 4) C. S. Lewis: "Every time you make a choice you are turning the control part of you, the part that chooses, into something a little different from what it was before. And taking your life as a whole, with all your innumerable choices, you are slowly turning this control thing either into a heavenly creature or into a hellish one."
  
- 9) The leader's attitude helps determine the attitudes of the followers.
  - 1) Leadership is influence. People catch our attitudes like they catch our colds--by getting close to us.
  - 2) The action of a leader multiplies in reaction because there are several followers.
    - i) To a smile given, many smiles return.
    - ii) Anger unleashed toward others results in much anger returned from many.
  - 3) The Four-Minute Mile Barrier.
    - i) Greeks had lions chase the runners, thinking that would make them run faster.
    - ii) Decided impossible to run a mile in four minutes.
    - iii) For 1000 years everyone believed it.
      - (1) bone structure all wrong.
      - (2) wind resistance too great
      - (3) inadequate lung power.
    - iv) Roger Bannister broke the four-minute mile.
      - (1) 37 other runners broke the four-minute mile in next year.
      - (2) Two years later, 300 broke the barrier.
      - (3) Few years ago, thirteen out of thirteen runners in a single race broke the barrier.

The man who finished dead last would have been regarded as having accomplished the impossible.

- 4) You can accomplish your goals if you set them.

Practicing psychologists list five areas needing significant appraisal when employees are being considered for executive promotion.

- 1) Ambition.
- 2) Attitudes toward policy.
- 3) Attitudes toward colleagues.
- 4) Supervisory skills.
- 5) Attitudes toward excessive demands on time and energy.

## **How to Change Your Attitude**

### **Six Stages of Attitude Change**

(This is a general plan for attitude self-improvement).

- 1) Identify problem feelings.
- 2) Identify problem behavior.
- 3) Identify problem thinking.
- 4) Identify right thinking.
- 5) Make a public commitment to right thinking.
- 6) Develop a plan for right thinking.
  - 1) A written definition of desired right thinking.
  - 2) A way to measure progress.
  - 3) A daily measuring of progress.
  - 4) A person to whom you are accountable.
  - 5) A daily diet of self-help materials.
  - 6) Associating with right thinking people.

### **The following steps will increase the probability of your success:**

- 1) Resolve. Are right conditions accompanied with a red-hot desire to pay the price necessary for needed change? If so, the resolve is strong and success is possible.
- 2) Reframe.
  - 1) Dennis Waitley: "Winners in life think constantly in terms of I can, I will, and I am. Losers, on the other hand, concentrate their wailing thoughts on what they should have done or what they didn't do.
  - 2) If we don't like our performances, then we must first change the picture.
  - 3) Reframing your attitude means: I may not be able to change the world I see around me,



but I can change the way I see the world within me.

- 3) Reenter.
  - 1) As you begin changing your thinking, start immediately to change your behavior.
  - 2) Begin to act the part of the person you would like to become.
  - 3) Take action on the behavior you admire by making it your behavior.
  - 4) Forget motivation--just do it!
  - 5) John Bruner: "Motivation is like love and happiness. It's a by-product. When you're actively engaged in doing something, the motivation to keep on doing it sneaks up and zaps you when you least expect it."
  - 6) Harvard psychologist Jerome Bruner: "You're more likely to act yourself into feeling than feel yourself into action. So act! Whatever it is you know you should do, do it."
- 4) Repeat.
  - 1) Paul Meier: "Attitudes are nothing more than habits of thought, and habits can be acquired. An action repeated becomes an attitude realized."
  - 2) Two things to help change attitude:
    - i) Say the right words, read the right books, listen to the right tapes, be with the right people, do the right things, pray the right prayer.
    - ii) Do number one every day, not just once or only when you feel like it.
- 5) Renewal. The more negative thoughts are weeded out and replaced by positive ones, the more personal renewal will be experienced.

## LESSON SIX

### “Principle of People Development”

The one who influences others to follow only is a leader with certain limitations. The one who influences others to lead others is a leader without limitations.

Andrew Carnegie: “No man will make a great leader who wants to do it all himself or to get all the credit for doing it.”

Guy Ferguson: “To know how to do a job is the accomplishment of labor;  
To be available to tell others is the accomplishment of the teacher.  
To inspire others to do better work is the accomplishment of management;  
To be able to do all three is the accomplishment of true leaders.

The more people you develop, the greater the extent of your dreams.

Cannot do the job alone.

### Principles for People Development

Success in developing others will depend on how well I accomplish each of the following:

- 1) Value of people. This is an issue of my attitude.
- 2) Commitment to people. This is an issue of my time.
- 3) Integrity with people. This is an issue of my character.
- 4) Standard for people. This is an issue of my vision.
- 5) Influence over people. This is an issue of my leadership.

### Successful people developers:

- 1) Make the right assumptions about people.
- 2) Ask the right questions about people.
- 3) Give the right assistance to people.

### Right Assumptions about People

Your assumptions about people are what allows one to continually motivate and develop them. An assumption is an opinion that something is true. Your assumption about people largely determine how you treat them. What you assume about people is what you look for. What you look for is what you find. What you find influences your response. Negative assumptions about

others will stimulate negative leadership of them. Positive assumptions will stimulate positive leadership of them.

- 1) Assumption: Everyone wants to feel worthwhile.
  - 1) Develop your skills in making other people feel important.
  - 2) No higher accomplishment than to help person be useful and find satisfaction and significance.
  - 3) Napoleon Bonaparte knew every officer in his army by name. He never missed an opportunity to inquire about a soldier's home town, wife, and family. Since every officer felt Napoleon's personal interest in him--proved by his statements and questions--it is easy to understand the devotion they all felt for him.
  
- 2) Assumption: Everyone needs and responds to encouragement.
  - 1) People are more productive under a spirit of approval than under a spirit of criticism. Encouragement is oxygen to the soul.
  - 2) Encouragement brings out the best in people.
  - 3) Victor Frankl: "If you treat people to a vision of themselves, if you apparently overrate them, you make them become what they are capable of becoming. You know, if we take people as they are, we make them worse. If we take them as they should be, we help them become what they can be...If you say this is idealism--overrating man--then I must answer, 'Idealism is the real realism, because you help people actualize themselves'"
  - 4) People tend to become what the most important people in their lives think they will become.
  - 5) Try to say something positive and encouraging in first 60 seconds of conversation.
  - 6) In describing what makes a great baseball manager, Reggie Jackson said that a great manager has a knack for making ball players think they are better than they think they are. He forces you to have a good opinion of yourself. He lets you know he believes in you. He makes you get more out of yourself. And once you learn how good you really are, you never settle for playing anything less than your best."
  
- 3) Assumption: People "buy into" the leader before they "buy into" his or her leadership.
  - 1) Too often expect people to be loyal to the *position* of a leader instead of the *person* who occupies that position.
  - 2) People are not motivated by organizational charts, they respond to people.
  - 3) The first thing a leader must declare is not authority because of rights, but authority because of relationships.
  - 4) People do not care how much you know until they know how much you care.
  - 5) You have to give loyalty down before you can expect loyalty up.

Columbus was a great salesman. He had to see what was an utterly ridiculous idea to others.

- 6) There was absolutely no market for a transatlantic voyage. Hundreds of years of tradition and superstition guaranteed there would never be one.
- 7) Although Columbus had made sea voyages as a passenger, he had never been the captain

of a ship.

- 8) Columbus was a foreigner (an Italian) living in Portugal and then in Spain.
- 9) Columbus did not have sufficient money to fund such an adventure.
- 10) His price was not cheap. In addition to needing ships and support, Columbus had a long list of personal demands:
  - i) A 10 percent commission on all commerce between his discoveries and the mother country.
  - ii) A title--Admiral of the Ocean Sea.
  - iii) The permanent position of governor of all new territories.
  - iv) All of his honors and rights passed on to his heirs.
- 11) Remarkably, he made the sale and did it on his own terms!
- 12) He was propelled by a single-minded passion, wholeheartedly believing he could reach Asia by crossing the Atlantic. Even though his belief was wrong, it gave him the stamina, conviction, and confidence to convince others. And he never stopped selling.
- 13) He was persistent. Seven years appealing to King John of Portugal. Seven more years appealing to Ferdinand and Isabella of Spain.

People must buy into you before they buy into your dreams.

High morale in an organization comes from having faith in the person at the top.

- 4) Assumption: Most people do not know how to be successful.
  - 1) Most people think success is luck.
  - 2) Success is the result of planning. It happens where preparation and opportunity meet.
  - 3) Most people think success is instantaneous.
    - i) Success is a process.
    - ii) It is growth and development.
    - iii) It is achieving one thing and using that as a stepping stone to achieve something else.
    - iv) It is a journey.
  - 4) Once the leader has proven to be successful and shown an interest in helping others achieve success through the organization, that leader will have loyal followers who are willing to develop and grow.
- 5) Assumption: Most people are naturally motivated.
  - 1) People begin an endeavor with a desire to participate, but are often demotivated and then must be re-motivated to participate.
    - i) Kids starting to school.
  - 2) The true secret of motivation is creating an environment in which people are free from the influences that de-motivate.

## **What Motivates People?**

- 1) Significant contributions. People want to join in a pursuit or cause that will have lasting impact. They need to see that what they are doing is not wasted effort, but is making a contribution.
- 2) Goal participation. People support what they create. Being part of the goal-setting process is motivating and it allows people to feel needed.
- 3) Positive dissatisfaction.
  - 1) Dissatisfied people are highly motivated people, for they see the need for immediate change.
  - 2) They know something is wrong and often know what needs to be done.
  - 3) Dissatisfaction can inspire change or it can lead to a critical spirit; it can lead to apathy or stir one to action.
- 4) Recognition.
  - 1) People want to be noticed.
  - 2) They want credit for personal achievements and appreciation for their contributions.
  - 3) Personal accomplishment is motivating, but it is much more so when someone notices the accomplishment and gives worth to it.
- 5) Clear expectations.
  - 1) People are motivated when they know exactly what they are to do and have the confidence that they can do it successfully.
  - 2) No one wants to jump into a task that is vague or a job whose description is uncertain.
  - 3) When delegating responsibility, be sure to give the necessary authority to carry out the task.
  - 4) People perform better when they have some control over their work and their time.

## **What De-Motivates People?**

- 1) Belittling people.
  - 1) Public criticism and cutting conversations, even in jest, can hurt.
  - 2) Belittling can destroy a person's self-esteem and self-confidence.
  - 3) If you have to give criticism, remember that it takes nine positive comments to balance one negative correction.
- 2) Manipulating people.
  - 1) No one likes to feel maneuvered or used.
  - 2) Manipulation tears down the walls of trust in a relationship.
  - 3) We gain more by being honest and transparent than we do by being cunning and crafty.
  - 4) Build people up through affirmation and praise.
- 3) Being insensitive to people.
  - 1) Make people your priority. They are our greatest resources.
  - 2) Take time to know and care about them.
  - 3) Be responsive in conversation, never appearing preoccupied with self or in a hurry.

- 4) Stop talking and develop the art of really listening.
- 5) Quit thinking of what you will say next, and begin to hear, not only what they say, but how they feel.
- 4) Discouraging personal growth.
  - 1) Growth is motivating, so encourage your staff to stretch.
  - 2) Give them opportunities to try new things and acquire new skills.
  - 3) Should not feel threatened by achievements of others, but should be very supportive of their successes.
  - 4) Allow your staff to succeed and fail.
  - 5) "If you grow, we all benefit."

### **Successful People Developers Ask the Right Questions about People**

- 1) Am I building people or am I building my dream and using people to do it?
  - 1) People must come first.
  - 2) Difference between manipulation and motivation.
    - i) Manipulation is moving together for *my* advantage.
    - ii) Motivation is moving together for *mutual* advantage.
- 2) Do I care enough to confront people when it will make a difference?

### **The Ten Commandments of Confrontation**

- 1) Do it privately, not publicly.
  - 2) Do it as soon as possible.
  - 3) Speak to one issue at a time. Don't overload a person with a long list of issues.
  - 4) Once you've made a point don't keep repeating it.
  - 5) Deal only with actions the person can change. If you ask the person to do something he or she is unable to do, frustration builds in your relationship.
  - 6) Avoid sarcasm. Sarcasm signals that you are angry at people, not at their actions, and may cause them to resent you.
  - 7) Avoid words like *always* and *never*. They usually detract from accuracy and make people defensive.
  - 8) Present criticisms as suggestions or questions if possible.
  - 9) Don't apologize for the confrontational meeting. Doing so detracts from it and may indicate you are not sure you had the right to say what you did.
  - 10) Don't forget the compliments. Use what I call the "sandwich" in these types of meetings:  
Compliment--Confront--Compliment
- 3) Am I listening to people with more than my ears; am I hearing more than words?

## Am I a Good Listener?

Give yourself four points if the answer to the following questions is *Always*; three points for *Usually*; two for *Rarely*; and one for *Never*.

- \_\_\_\_\_ Do I allow the speaker to finish without interrupting?
- \_\_\_\_\_ Do I listen "between the lines;" that is, for the subtext?
- \_\_\_\_\_ When writing a message, do I listen for and write down the key facts and phrases?
- \_\_\_\_\_ Do I repeat what the person just said to clarify the meaning?
- \_\_\_\_\_ Do I avoid getting hostile and/or agitated when I disagree with the speaker?
- \_\_\_\_\_ Do I tune out distractions when listening?
- \_\_\_\_\_ Do I make an effort to seem interested in what the other person is saying?

Scoring:        26 or higher: You are an excellent listener.  
                  22-25: Better than average score.  
                  18-21: Room for improvement.  
                  17 or lower: Get out there right away and practice your listening.

- 1) What are the major strengths of this individual?
  - 1) Individuals who has to continuously work in areas of personal weakness instead of personal strengths will not stay motivated.
  - 2) Reassign them to work in areas of strength, and you'll see a dramatic increase in natural motivation.
- 2) Have I placed a high priority on the job?
  - 1) People tend to stay motivated when they see the importance of the things they are asked to do.
  - 2) Five most encouraging words in an organization: "It will make any difference."
  - 3) Five most discouraging words in an organization: "It won't make any difference."
- 3) Have I shown the value the person will receive from this relationship?
  - 1) People tend to stay motivated when they see the value to them of the things they are asked to do.
  - 2) Considering all that you give to your relationship versus all that you're getting from it, who is getting the better deal?
    - i) I am getting a better deal. This can produce complacency and ingratitude.
    - ii) The other person is getting a better deal. This can produce resentment.
    - iii) We are getting an equally good deal. This usually produces mutual respect and motivation.
  - 3) Three axioms of the Equity Factor.
    - i) People evaluate relationships by comparing what they give to a relationship with what they get from it.
    - ii) When what people give does not equal what they get, they feel distress.
    - iii) People who feel distress because they give more than they get will restore equity.

This becomes a negative. Do you commit here?

## **Successful People-Developers---Give the Right Assistance to People**

- 1) I need to work out their strengths and work on their weaknesses.
  - 1) Question not "How hard does this person work?" but "How much does this person accomplish?"
  - 2) May never get to do what they do best.
  - 3) The person loses because of lack of opportunity and lack of job satisfaction; the organization loses because it wastes some of its most valuable assets.
- 2) I must give them myself.
  - 1) You can impress people from afar, but you can impact them only up close.
  - 2) List all the people you spent thirty minutes with this week.
    - i) Did you initiate the time or did they?
    - ii) Did you have an agenda before the meeting?
    - iii) Was the meeting for the purpose of relationships, counseling, communication, or development?
    - iv) Was it a win-win meeting?
    - v) Was it with the influential top 20 percent or the lower 80 percent?
- 3) I must give them ownership.
- 4) I must give them every chance for success. My responsibility as a leader is to provide assistance for those who work with me by giving them:
  - 1) An excellent atmosphere to work in. It should be positive, warm, open, creative, and encouraging.
  - 2) The right tools to work with. Do not hire excellent people to do excellent work with average tools.
  - 3) A continual training program to work under. Growing employees make growing companies.
  - 4) Excellent people to work for. Develop a team. Coming together is the beginning. Working together is success.
  - 5) A compelling vision to work toward. Allow your people to work for something larger than themselves.

## **People Development Principles**

- 1) People development takes time.
  - 1) It is better to train ten people to work than to do the work of ten people, but it is harder.
  - 2) "The man who goes along can start the day. But he who travels with another must wait until the other is ready."



- 2) People skills are essential for success.
  - 1) Companies that go along successfully have leaders who get along with people.
  - 2) When asked what one single characteristic is most needed by those in leadership positions, most chief executives of major companies replied, "The ability to work with people."
  - 3) Teddy Roosevelt: "The most important single ingredient to the formula of success is knowing how to get along with people."
  - 4) John Rockefeller stated that he would pay more for the ability to deal with people than any other ability under the sun.
  - 5) Results of a study of 105 successful executives:
    - i) They admitted their mistakes and accepted the consequences, rather than trying to blame others.
    - ii) They were able to get along with a wide variety of people.
    - iii) They had strong interpersonal skills, sensitivity to others, and tact.
    - iv) They were calm and confident, rather than moody and volatile.
  
- 3) Be a model other can follow.
  - 1) Number one motivational principle in the world: *People do what people see.*
  - 2) Followers will never go any further than their leader.
  - 3) People's minds are changed more through observation than through arguments.
  
- 4) Lead others by looking through their eyes. The development of people is more successful when I:
  - 1) Listen well enough to lead through their eyes;
  - 2) Relate well enough to communicate with their hearts;
  - 3) Work well enough to place tools in their hands;
  - 4) Think well enough to challenge and expand their minds.
  
- 5) Leaders must care for people before they can develop them.
  - 1) Of 16,000 executives studies, the thirteen percent identified as "high achievers"
    - i) Tended to care about people as well as profits.
    - ii) Viewed subordinates optimistically.
    - iii) Sought advice from subordinates.
    - iv) Listeners.
  - 2) Average achievers
    - i) Concentrated on production.
    - ii) Listened only to superiors.
  - 3) Low achievers
    - i) Were preoccupied with their own security.
    - ii) Showed a basic distrust of subordinates' abilities.
    - iii) Did not take advice from subordinates.
    - iv) Avoided communication and relied on policy manuals.

- 6) People developers look for opportunities to build up people. J. C. Stachle, after analyzing many surveys, found that the principal causes of unrest among workers are actions good leaders can avoid. They are listed in the order of their importance.
  - 1) Failure to give credit for suggestions.
  - 2) Failure to correct grievances.
  - 3) Failure to encourage.
  - 4) Criticizing employees in front of other people.
  - 5) Failure to ask employees their opinions.
  - 6) Failure to inform employees of their progress.
  - 7) Favoritism.
  
- 7) The greatest potential for growth of a company is growth of its people.
  - 1) In a survey of workers across the United States, nearly 85 percent said they could work harder on the job. More than half claimed they could double their effectiveness if they wanted to.
  - 2) According to William J. H. Boetcker, people divide themselves into four classes:
    - i) Those who always do less than they are told.
    - ii) Those who will do what they are told, but no more.
    - iii) Those who will do things without being told.
    - iv) Those who will inspire others to do things.

# LESSON SEVEN

## “Principle of Vision”

### Four Vision-Levels of People

- 1) Some people never see it. (They are wanderers).
- 2) Some people see it but never pursue it on their own. (They are followers).
- 3) Some people see it and pursue it. (They are achievers).
- 4) Some people see it and pursue it and help others see it. (They are leaders).

### Personal Ownership of a Vision

- 1) Look within you: what do you feel?
- 2) Look behind you: what have you learned?
- 3) Look around you: what is happening to others?
- 4) Look ahead of you: what is the big picture?
- 5) Look above you: what does God expect of you?
- 6) Look beside you: what resources are available to you?

### Successful leaders see on three levels:

- Level 1. Perception: Seeing what is now with the eyes of reality.  
Level 2. Probability: Seeing what will be with the eyes of discernment.  
Level 3. Possibility: Seeing what can be with the eyes of vision.

### Understanding What Hinders a Vision--Level 1

- 1) Limited leaders.
- 2) Concrete thinkers.
- 3) Dogmatic talkers.
- 4) Continual losers.
- 5) Satisfied sitters.
- 6) Traditional lovers.
- 7) Census takers.
- 8) Problem perceivers.
- 9) Self-seekers.
- 10) Failure forecasters.

Setting the Proper Environment--Level 2

Opening Eyes to Possibilities--Level 3

**Qualities of winners:**

- 1) Winners are less sensitive to disapproval and rejection--they brush it off.
- 2) Winners think "bottom line."
- 3) Winners focus on the task at hand.
- 4) Winners are not superstitious--they say, "That's life."
- 5) Winners refuse to equate failure with self-worth.
- 6) Winners don't restrict thinking to established, rigid patterns.
- 7) Winners see the big picture.
- 8) Winners welcome challenge with optimism.
- 9) Winners don't waste time in unproductive thought.

**The successful level 3 leader will see on three levels:**

- 1) The Perceptible Level: What is now seen--the eyes of reality. A leader listens on this level.
- 2) The Probable Level: What will be seen--the eyes of discernment. A leader leads on this level.
- 3) The Possible Level: what can be seen--the eyes of vision. A leader lives on this level.

## LESSON EIGHT

### “Principle of Self-Discipline”

In the lives of great men, the first victory they won was over themselves. Self-discipline with all of them came first.

The Greek word for self-control comes from a root word meaning “to grip” or “take hold of.” This word describes people who are willing to get a grip on their lives and take control of areas that will bring them success or failure.

John Maxwell: “Discipline in the beginning of life is the choice of achieving what you really want by doing things you don't really want to do. After successfully doing this for some time, discipline becomes the choice of achieving what you really want by doing things you now want to do!”

If you cannot lead yourself, how can you lead others? Leaders can never take anyone any further than they themselves have gone.

### The Process for Developing Personal Discipline

- 1) Start with yourself.
  - 1) More potential leaders fail because of inner issues than outer ones.
  - 2) A sign in one office: “If you could kick the person responsible for most of your troubles, you wouldn't be able to sit down for weeks.”
  - 3) “When we are foolish, we want to conquer the world. When we are wise, we want to conquer ourselves.”
- 2) Start early.
  - 1) When you do the things you ought to do when you ought to do them, the day will come when you will do the things you want to do when you want to do them.”
  - 2) Hard work is the accumulation of easy things you didn't do when you should have.
  - 3) “What you are going to be tomorrow, you are becoming today.”
  - 4) Benjamin Franklin: “It is easier to suppress the first desire than to satisfy all that follow it.”
- 3) Start now.
  - 1) John Hancock Field: “All worthwhile men have good thoughts, good ideas, and good intentions, but precious few of them ever translate those into action.”
  - 2) Abraham Lincoln: “I will get ready and then perhaps my chance will come.”

- 3) Too often the disciplines have not been developed and an opportunity is missed.
- 4) Organize your life.
  - 1) When you are organized, you have a special power.
  - 2) You walk with a sure sense of purpose.
  - 3) Your priorities are clear in your mind.
  - 4) You orchestrate complex events with a masterful touch.
  - 5) You move smoothly from one project to the next with no wasted motion.

### **John Maxwell's Top Ten List for Personal Organization**

- 1) Set your priorities.
  - 1) Two difficult things to get people to do:
    - i) Do things in order of importance.
    - ii) To *continue* doing things in order of importance.
  - 2) "William Gladstone: AHe is a wise man who wastes no energy on pursuits for which he is not fitted; and he is wiser still who from among the things he can do well, chooses and resolutely follows the best."
- 2) Place priorities in your calendar.
- 3) Allow a little time for the unexpected.
- 4) Do projects one at a time.
- 5) Organize your work space.
- 6) Work according to your temperament.
- 7) Use your driving time for light work and growth.
  - 1) Carry book in car.
  - 2) Listen to tapes.
  - 3) Carry a staff person to discuss business and develop a closer relationship.
- 8) Develop systems that work for you.
- 9) Always have a plan for those minutes between meetings.
- 10) Focus on results, not the activity.
  - 1) Work where you are the strongest 80 percent of the time.
  - 2) Work where you are learning 15 percent of the time.
  - 3) Work where you are weak 5 percent of the time.

### **Steps toward Responsibility**

- 1) Be responsible for who you are.
  - 1) Psychologist visited prison. "Why are you here?"
    - i) I was framed.
    - ii) They ganged up on me.
    - iii) It was a case of mistaken identity.

- iv) It was not me--it was somebody else.
- 2) One of Abraham Lincoln's favorite stories. Man murdered both parents, and when he was sentenced, he begged for mercy on the grounds that "he was an orphan."
- 2) Be responsible for what you can do.
  - 1) It is rare to find a person who will be responsible, who will follow through correctly and finish the job.
  - 2) When half-finished assignments keep returning to your desk to check up on, obviously someone is failing to take hold of the reins of responsibility.

I am only one,  
 But still I am one.  
 I cannot do everything,  
 But still I can do something;  
 And because I cannot do everything  
 I will not refuse to do the  
 something that I can do.

- 3) Be responsible for what you have received.
  - 1) John D. Rockefeller, Jr.: "I believe that every right implies a responsibility; every opportunity, an obligation; every possession, a duty."
  - 2) Winston Churchill: "It's not enough that we do our best; sometimes we have to do what's required."
  - 3) Jesus: "Everyone to whom much is given, from him much will be required."
  - 4) Freely receive, freely give.
- 4) Be responsible to those you lead.
  - 1) Great leaders never set themselves above their followers, except in carrying out responsibilities.
  - 2) When the game is on the line, great leaders always take responsibility for leading their teams to victory.
- 5) Accept accountability.
  - 1) Plato: "The unexamined life is not worth living."
  - 2) Success and power have often crowded out of the leader's life a willingness to become accountable to others.
  - 3) Leaders in all areas of life are increasingly falling before the public because of this problem. Why?
    - i) Human nature cannot handle unchecked power.
      - (1) Abraham Lincoln: "Nearly all men can stand adversity, but if you want to test a man's character, give him power."
      - (2) Those with power tend to make its preservation their first concern. Naturally oppose any changes in the forces that have given them this power.

- (3) George Bush in 1989 Inaugural prayer: "For we are given power not to advance our own purposes nor to make a great show in the world, nor a name. There is but one use of power and it is to serve people."
- ii) Leaders can easily be separated from their people.

Hubert Humphrey: "There is no party, no Chief Executive, no Cabinet, no legislature in this or any other nation, wise enough to govern without constant exposure to informed criticism."

- 6) Develop integrity. Five tangible ways a leader can demonstrate integrity daily.
- 1) I will live what I teach.
  - 2) I will do what I say.
  - 3) I will be honest with others.
  - 4) I will put what is best for others ahead of what is best for me.
  - 5) I will be transparent and vulnerable.
- 7) Pay now, play later.
- 1) Complete goals before leisure or play.
  - 2) Vince Lombardi: "I firmly believe that any man's finest hour--this greatest fulfillment to all he holds dear--is that moment when he has worked his heart out in a good cause and lies exhausted on the field of battle--victorious."
- 8) Become character driven instead of emotion driven.
- 1) Teddy Roosevelt: "Ninety percent of the work is done in this country by people who don't feel well."
  - 2) It is not doing the things we like to do, but doing the things we have to do that causes growth and makes us successful.
  - 3) Luciano Pavarotti: "Do you know the hardest thing about being a singer? It is to sacrifice yourself every moment of your life, with not one exclusion. For example, if it is raining, don't go out; eat this, do this, sleep ten hours a day. It is not a very free life. You cannot jump on a horse. You cannot go to swim."
  - 4) Successful people are willing to do what unsuccessful people are not willing to do.
  - 5) Good character is more to be praised than great talent.
    - i) Talent may be something we're born with.
    - ii) Character is built piece by piece; by thought, choice, courage, and determination.