

The Art of Leadership

FOURTH EDITION
THE ART OF LEADERSHIP
GEORGE MANNING | KENT CURTIS

Part 5—Leadership Principles

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Karl Menninger on Loyalty

“Loyalty doesn’t mean that I agree with everything you say or that I follow your will in blind obedience.

Loyalty means that we share the same values and principles, and when minor differences arise, we work together.

Then together, we go forward.”

5-2

Harry Truman On Followship

“I want people around me who will tell me the truth as they see it. You cannot operate if you have people around you who put you on a pedestal and tell you everything you do is right. Because that can’t be possible.”

5-3

Napoleon Wrote:

“An army’s success depends on its size, equipment, experience, and morale . . . and morale is worth more than all of the other elements combined.”

5-4

What % of your job is:

Work

Play

Hell

100%

5-5

The Experience of Flow Combines Challenge and Skill

LOW SKILLS | HIGH SKILLS

HIGH CHALLENGE

LOW CHALLENGE

ANXIETY | FLOW | BOREDOM

APATHY

5-6

THE CONCEPT OF "FLOW"

In all fields of work, when we are challenged by something we are truly good at, we become so absorbed in the flow of activity that we lose consciousness of self and time.

5-7

WHAT IS IT LIKE TO BE IN A STATE OF FLOW?

- a clear and present purpose distinctly known
- immediate feedback on how well one is doing
- supreme concentration on the task at hand as other concerns are temporarily suspended
- a sense of growth and being part of some greater endeavor as ego boundaries are transcended
- an altered sense of time that usually seems to go faster

5-8

Raising Employee Morale

- Pay and reward systems.
- Job autonomy and discretion.
- Support services.
- Training.
- Organizational structure.
- Technical and physical aspects.
- Task assignments.
- Information and feedback
- Interpersonal and group processes.

5-9

WORK MORALE, CUSTOMER SERVICE, and the ROLE OF THE LEADER



Herb Kelleher



Colleen Barrett

5-10

10 Leadership Tips to keep Morale High and Performance Up

1. Be predictable.
2. Be understanding.
3. Be enthusiastic.
4. Set the example.
5. Show support.

5-11

10 Leadership Tips to keep Morale High and Performance Up

6. Get out of the office.
7. Keep promises.
8. Praise generously.
9. Hold your fire.
10. Always be fair.

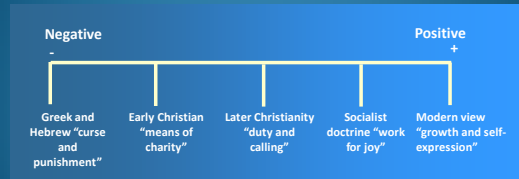
5-12

Eight Points to keep Morale High in the Leadership Ranks

1. create a one-team attitude;
2. cut red-tape and reduce paper work;
3. recognize jobs well done;
4. provide career development;
5. keep people informed;
6. emphasize quality over quantity;
7. pay sufficient wages based on merit; and
8. treat all people fairly.

5-13

The Changing Meaning of Work



5-14

THE IMPORTANCE OF WORK

If you had enough money to live as comfortably as you would like for the rest of your life, would you continue to work?

Worker would continue to work	71.5%
Worker would not continue to work	28.5%

71.5% of American workers would continue to work, even if they did not need the money.

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Intrinsic factors necessary for work satisfaction

1. variety and challenge
2. opportunity for decision making
3. feedback and learning
4. mutual support and respect
5. wholeness and meaning
6. room to grow

5-16

Extrinsic factors necessary for work satisfaction

1. fair and adequate pay
2. job security
3. benefits
4. safety
5. health
6. due process

5-17

"If there be any kindness I can show or any good I can do for any fellow human being, let me do it now . . . for I shall not pass this way again."

—William Penn



5-18

Hawthorne Study Findings

- 1) Productivity is affected by human relationships.
- 2) A supportive leadership style has a positive influence on productivity.
- 3) Workers tend to set their own standards for acceptable behavior and outputs.

5-19

Twelve Principles and Techniques for Good Human Relations

1. Agree upon goals.
2. Be on the lookout for competitive behavior.
3. Listen to understand.
4. Avoid absolute statements.
5. Admit mistakes.
6. Involve people.

5-20

Twelve Principles and Techniques for Good Human Relations

7. Use decision making by consensus.
8. Live up to agreements.
9. Draw a continuum line.
10. Be alert to selling or winning strategies.
11. Respect differences.
12. Think positive.

5-21

Guidelines for Handling Complaints

- Keep cool, calm, and collected.
- Listen patiently without interrupting.
- Accept and acknowledge the person's point of view.
- Ask questions to fully understand the problem and to fully understand what the person wants.

5-22

Guidelines for Handling Complaints

- Fully discuss possible solutions. Explain clearly what can and cannot be done.
- Reach closure.
- Genuinely thank the person for speaking up.
- Follow through.

5-23

Attitudes about People

THE PESSIMISTIC POLE (-)

People are:

- selfish and uncooperative
- power-hungry and materialistic
- aggressive and sex-driven
- possessive and warlike

THE OPTIMISTIC POLE (+)

People:

- value goodness over evil
- are inclined toward reason and mutual support
- have a natural tendency toward cooperation
- seek affection and are naturally capable of development

5-24

McGregor's Prescriptions for an Enlightened Workplace

- The practice of "inclusion" versus "exclusion."
- Mutual satisfaction of individual needs and group goal.
- Leadership influence that relies on openness, honesty, and working through differences.
- A conception of humanity that is optimistic


5-25

McGregor's Prescriptions for an Enlightened Workplace

- "Respect for the individual."
- A belief that human goodness is innate, but that it can be thwarted by a dysfunctional environment.
- The importance of free individuals to have courage to act and accept responsibility for consequences.

5-26

Peter Drucker on Teams



"Organizations years hence will bear little resemblance to typical company, circa 1950. Traditional departments will serve as guardians of standards, as centers for training and assignment of specialists. They won't be where the work gets done, that will happen largely in task-focused teams."
 - Peter Drucker, over 60 years ago.

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The Community Zoo

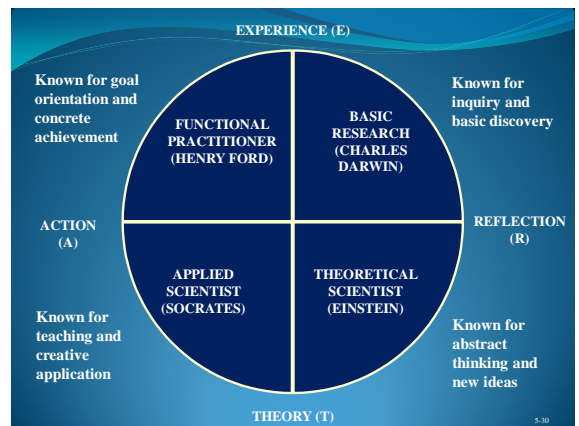
- ELEPHANT** - Elephants always remember the bad things, so *utilize this talent by asking, "What could we have done differently?"*
- ROOSTER** - Tell roosters to be quiet until the timing is right. Roosters need attention, so *give it to them by giving them those announcements.*
- PARROT** - The parrot is like the rooster, but with lots of color, so *put them in PR.*
- RABBIT** - Rabbits are full of energy, so *give them something to do.* Also, have meetings with an agenda or they will jump from topic to topic.
- HOUND DOG** - Hound dogs are loyal and they lie by the fire, so *remind them of the group's purpose, give them a scent, and say, "Let's go."*
- ALLIGATOR** - Alligators usually won't bother you unless provoked; then they snap your leg off. If possible, *work around the sensitivities and sore spots of alligators.*
- SNAKE** - The only agreement is that snakes are wiggly and can be dangerous, so, *beware of snakes.*

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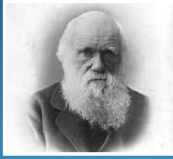
The Community Zoo

- OSTRICH** - The ostrich avoids, avoids, avoids. . . sticking its head in the sand to deny reality. The ostrich won't pay attention until touched personally, so *touch them personally. Then they will move fast.*
- LEMMING** - Lemmings don't think for themselves. Conformity is their nature, so *be sure they are hanging out with the right crowd and going in the right direction.*
- LION** - The lion wants to be king. Recognition and the chance to influence events are especially important to the lion, so *give him importance.*
- TURTLE** - Turtles don't go anywhere until they stick their necks out, so *ask for ideas and reward risk-taking behavior.* Appreciate their talent for persistence and survival.
- MONKEY** - Monkeys are very smart, but what they like to do is play, so *make work play.* Capitalize on their natural tendencies to be creative and solve problems by turning work into a challenge and a chance to have a good time.
- BUZZARD** - Buzzards won't initiate work, but they pick on everyone else's bones, so *channel buzzards to handle important details that can't be overlooked.*

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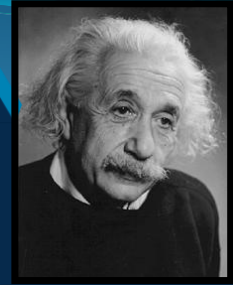
CHARLES DARWIN



"My mind seems to have become a kind of machine for grinding general laws out of large collections of facts."

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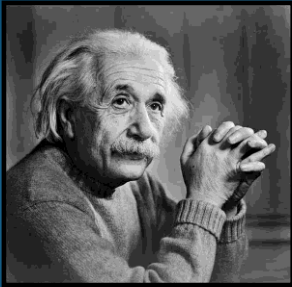
Albert Einstein



"Physical concepts are free creations of the human mind, and are not, however it may seem, uniquely determined by the external world."

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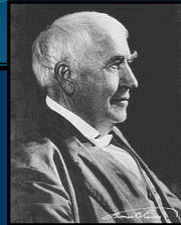
Albert Einstein



"Saving the world in one hour requires 55 minutes thinking and 5 minutes doing."

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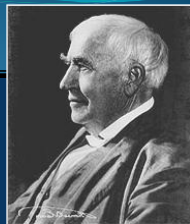
THOMAS EDISON



"The only invention I can really claim as absolutely original is the phonograph," explained Edison. "I'm an awfully good sponge. I absorb ideas from every source I can and put them to practical use. Then I improve them until they become of some value. The ideas that I use are mostly the ideas of other people who don't develop them themselves."

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THOMAS EDISON



"Success is *one percent* inspiration and *ninety nine percent* perspiration."

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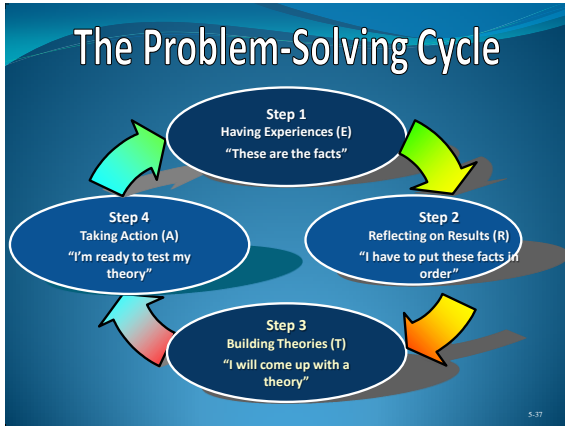
Henry Ford



He had never learned to deal with theories, and when confronted with one, he would scuttle back to the facts like a rabbit to its hole.

What he knew he had learned by experience, and if he learned more, it would be in the same manner.

5-36



TEAM DYNAMICS

Teams on the Way Down	Teams on the Way Up
People shield those in power from grim facts, fearful of penalty and criticism for shining light on the harsh realities.	People bring forth unpleasant facts—"come here, man, this is ugly"—to be discussed; leaders never criticize those who bring forth harsh realities.
People assert strong opinions without providing data, evidence, or a solid argument.	People bring data, evidence, logic, and solid arguments to the discussion.

5-38

TEAM DYNAMICS

Teams on the Way Down	Teams on the Way Up
The team leader has a very low questions-to-statements ratio, avoiding critical input and/or allowing sloppy reasoning and unsupported opinions.	The team leader employs a Socratic style, using a high questions-to-statements ratio, challenging people, and pushing for penetrating insight.
Team members acquiesce to a decision yet do not unify to make the decision successful, or worse, undermine the decision after the fact.	Team members unify behind a decision once made and work to make the decision succeed, even if they vigorously disagreed with the decision.
Team members seek as much credit as possible for themselves yet do not enjoy the confidence and admiration of their peers.	Each team member credits other people for success yet enjoys the confidence and admiration of his or her peers.

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TEAM DYNAMICS

Teams on the Way Down	Teams on the Way Up
Team members argue to look smart or to improve their own interests rather than argue to find the best answers to support the overall cause.	Team members argue and debate, not to improve their personal position, but to find the best answers to support the overall cause.
The team conducts "autopsies with blame," seeking culprits rather than wisdom.	The team conducts "autopsies without blame," mining wisdom from painful experiences.
Team members often fail to deliver exceptional results, and blame other people or outside factors for setbacks, mistakes, and failures.	Each team member delivers exceptional results, yet in the event of a setback, each accepts full responsibility and learns from mistakes.

5-40

- ## Teams on the way up:
- address the truth
 - use evidence based problem solving
 - emphasize two-way communication
 - have a one-team attitude
 - show mutual respect
 - are cause-focused
 - are learning centered
 - accept responsibility
- 5-41

- ## Eleven Time-Tested Practices for Creating a Successful Team
1. Show enthusiasm for the work of the group.
 2. Make timely decisions based on agreed upon goals.
 3. Promote open-mindedness, innovation and creativity by personal example.
 4. Admit mistakes and uncertainties.
 5. Be flexible in using a variety of tactics and strategies.
 6. Have persistence.
- 5-42

Eleven Time-Tested Practices for Creating a Successful Team

7. Give credit to others for the team's accomplishments.
8. Keep people informed about progress and problems.
9. Keep promises and follow through on commitments.
10. Train for success.
11. Put others first and self last.

5-43

Eight Characteristics of a High Performance Team

1. competent team members;
2. a clear, elevating goal;
3. a results-driven structure;
4. unified commitment;
5. a collaborative climate;
6. standards of excellence;
7. external support and recognition; and
8. principled leadership.

5-44

STAGES IN THE LIFE OF A GROUP

Forming
Group Characteristics:

- Caution
- Excitement
- Anxiety
- Low Performance

1

Storming
Group Characteristics:

- Conflict over task
- Conflict over Structure
- Conflict over influence
- Increased skills and knowledge

2

Norming
Group Characteristics:

- Agreement on roles and tasks
- Agreement on norms of behavior
- Increased cohesiveness and morale
- Increased productivity

3

Performing
Group Characteristics:

- Good communication and teamwork
- Individual commitment
- High morale and group pride
- High Team Performance

4

DEVELOPMENT OVER TIME

5-45

Eight Symptoms of Groupthink

Symptom 1: Illusion of Invulnerability
 Symptom 2: Belief in the Inherent Morality of the Group
 Symptom 3: Rationalization
 Symptom 4: Stereotypes of Out-Groups
 Symptom 5: Self-Censorship
 Symptom 6: Direct Pressure
 Symptom 7: Mindguards
 Symptom 8: Illusion of Unanimity

5-46

Three Rules for Successful Team Building

1. Be Real.
2. Be Honest.
3. Take time.

5-47

Team Exercise

Directions: Complete the following, first individually, then as a group.

1. What are the positive and negative forces impacting our team?

<p>List Positive Forces (+) People and Events that are Helping the Team Succeed</p> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p style="text-align: center;">→ → →</p> </div>	<p>List Negative Forces (-) People and Events that are Reducing Team Success</p> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p style="text-align: center;">← ← ←</p> </div>
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2. Prioritize positive and negative forces by checking or circling the most important ones that need to be changed.
3. What could/should be done to increase positive forces (+) and decrease negative forces (-) for team success: Who should do what by when?

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