

General Eisenhower said, "Leadership is getting a man to do what you want him to do because he wants to do it."

Look like a leader

Talk like a leader

Act like a leader

Lead

Minimum supervision

Keep your head on straight

Look:

Ronald Reagan always wore a suit and tie when he was in the oval office. Dress like a leader when leading and dress like a worker when following. Walk like a leader. Good posture, not bent over, not looking at a cell phone and with a purposeful stride.

Shoulders rolled forward, hands together in front of your crotch, head tipped down. You are now a sheep who needs a sheep dog to tell you where to go. Head up, chest out, hands apart at your side. You are now a sheep dog or wolf. In any case the sheep are going to get in line.

More on the cell phones: Try to avoid speaking to employees on the cell phone. If an employee calls it is best to have them come to you or you go to them. You need face-to-face meetings to maintain and grow professional relationships. I watched a young man kill his company by repeatedly calling his employees on his cell phone.

Talk like a leader:

Don't use filler words like: and, um, err, so, ah

You are the leader and you should be focused on the mission. You are not their friend. Small talk is a negative. Only ask about personal things when they are related to work performance. Asking about a relative is only appropriate when you have been informed that there is a serious problem and you really want to know and have a business reason. Toastmasters can help. Make yourself available to all of your employees. Your door should not be closed. Listen more than speaking. Be a good listener by repeating back what your employees said in your words. It reassures them that you are really listening. Take time to pause and think. Say: "Let me think about that for a moment." Then ask good questions.

Do not tell your employees where you are going and what you are doing. This is particularly true when you take time off. As far as they are concerned when you are not there you are communing with God or are working on the next big project.

No whining or excuses given or accepted.

I worked for a good leader, Gene Springman. I was given a project and was needing resources. I went to Gene and said, " You have given me a project and not the resources" He looked up and said, " Black, anyone can do it with the resources" I then did it without the resources.

#### Act like a leader and lead:

In officer training school, we were given a theoretical job of putting up a flag we were give a Sargent, two airmen, one shovel, a pick, 60 feet of line, a 20 foot flag pole, hardware for the pool and a flag. The only right answer was to say: "Sargent put up the flag." The officer's job is to see that your men are safe, hydrated, fed, and housed. The present work is to be delegated. In some ways leading is the same as being a parent. You must allow your people to make mistakes that are not crippling. Just like you need to allow your children to fall down and skin their knee but you don't let them fall off of a cliff. Your employees should be allowed to make mistakes that do not cause serious damage to the company.

Your job is to communicate the mission, break the mission down into discrete areas delegate the present to your employees and then chart the future. Do not allow employees to delegate up. In the military this is called insisting on completed staff work. As a Captain I would not let a Lieutenant give me something to do. The lieutenant could only ask me for a decision after he had given me an analysis of the options and a recommendation.

The only company secrets should be salaries.

During Ronald Reagan's presidency, a truck loaded with explosives crashed into a barracks in Lebanon where marines were staying killing 241 servicemen. That was a failure of leadership on the part of the officer in charge if these men. If you are running a chemical plant and have not taken action to protect it from a drone then you are a failed leader. If you have not thought of the risks to your business, you are a failing leader. I always said that our company is one bad batch from death.

Decide who works for whom. A man can not have two masters or he will hold to one and despise the other. If it is a two man outfit, decide who is to focus on the present and who is to focus on the future. Strictly use the chain of command.

Those lead best are supervised the least.

Fredric Winslow Taylor founded the school of time and motion study. He called it Scientific Management. It was the ultimate in micromanagement. When Elton Mayo the manager of the Hawthorn plant of Western Electric was experiencing greater than 100 turn over and less than adequate productivity he tried to study the effectiveness of Taylor's techniques. He set up a separate production area and picked at random a small group of employees. He assigned a test coordinator to keep track of the results. They then tried making changes in the work stations including putting them back to the way they were. These changes were communicated to the employees. No matter what they did the production went up and there was no turnover. He then disbanded the test and all of the employees quit. Being special, consulted, with no real supervision and given feedback the best results were obtained.

Keep your head on straight:

Maintain focus on your company's goals.

Leaders keep their emotions intact except for celebrations. Albert Ellis developed Rational Emotional Behavior Therapy (REBT). In short, things happen. Your brain decides what emotion to express and you cling to that emotion. Take charge of your brain and decide negative emotions, like anger, are not appropriate. You can't be angry, upset or depressed and do a good job of deciding what to do next. Keep your analytical brain in charge. Expressing disappointment at an employee's behavior is more effective than expressing anger.

You know that your brain is popping thoughts in and out of your consciousness. The rate that this happens is a good measure of depression. There is an activity called mindfulness. It is paying attention to these thoughts and deciding if they are helpful or not. It will slow down the rate of new thoughts in your consciousness and make for a calmer demeanor and more productive thinking.

Meditation is also useful. In this case we try to clear our mind of the torrent of thoughts that the brain produces. This can be done with a mantra or the Buddhists sometimes use loving kindness meditation. With a mantra, use the mantra to deflect thoughts. I use ABBA as my mantra. With loving kindness, Get comfortable, Close your eyes, Take a breath and notice your breath than think of yourself. Then think may I be filled with loving kindness, may I be safe from inner and outer dangers, May I be well in body and mind, May I live at ease and be happy. think of a close person and go through the same sequence with them, Then think of someone you don't have any good or bad thoughts about and go through the sequence again, repeat with people you have negative thoughts about and finally with all of humanity.

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