

"Now I think, speaking roughly, by leadership we mean the art of getting someone else to do something that you want done because he wants to do it, not because your position of power can compel him to do it, or your position of authority. A commander of a regiment is not necessarily a leader. He has all of the appurtenances of power given by a set of Army regulations by which he can compel unified action. He can say to a body such as this, "Rise," and "Sit down." You do it exactly. But that is not leadership." (Eisenhower Dwight D., n.d.)

But how do you lead? How do you get someone else to do what you want done because he wants to do it? You need to: Look like a leader, Talk like a leader, Act like a leader, Lead.

Look like a leader: 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.

If your shoulders are 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.

Your posture and your facial expression send signals to your subconscious that makes you more like you look. Stand straight, chest out, head up, and smile before any activity. You will be more confident and likable. Followers want to be proud to point out their leader.

Talk like a leader: Don't use filler words like: and, um, err, so, ah This makes your words less believable and less sincere. Toastmasters can help remove the filler words. 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. 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.

Colleagues Brad Owens of Brigham Young University and Dana Sumpter of California State University-Long Beach measured relational energy—the energy you receive when you interact with people who make you feel good when you spend time with them. Through surveys and field studies, the team documented how this energy works and the effect it has on organizations. (Owens, Baker, Sumpter, & Cameron, 2016)

The team started to map energy networks in organizations in 2003, Baker told *R&D Magazine* in an exclusive interview. They found that the more relational energy a leader emits, the better employees on that team perform in terms of productivity, absenteeism, engagement and job retention. (Owens et al., 2016)

Staffers were also found to be more likely to help each other out and volunteer for tasks outside their job description.

“Managers spend so much time managing information and influence,” said Cameron, the William Russell Kelly Professor of Management and organizations, in a statement. “But relational energy trumps both of those by a factor as an outcome determiner. A similar study by this team also found that people who experience relational energy at work have better home lives as well. (Owens et al., 2016)

Act like a leader and lead: My grandfather was the general superintendent of a coalmine. He worked up to general superintendent from being a worker in the mine by self-study and initiative. I asked him how he was able to manage the 3,000 miners that he supervised. He said: “Robert you should say what you do and do what you say.” This requires thinking about what you are going to say before saying anything and then doing what you said. Calvin Coolidge once said: “I never got into trouble for something I did not say. (“Calvin Coolidge Quotes - The Quotations Page,” n.d.) This will gain respect even from those that disagree. If people can depend on what you say, then they know that you do not make idle threats or promises. People want to follow but they need to respect the leader. Eisenhower said: “The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office.” (Eisenhower, n.d.)

Your people can't follow if they do not know the path or the destination. Tell them the strategic plan and the tactical steps. Ask for and listen to suggestions. It is possible to be both firm and humble. Good phrases are: How can we do that? How would that work? What would it do? What are the alternatives? What would we gain? Try to talk to people at their place and allow them to stay in their chair. Get all of the input before committing to a decision. Then stay the course.

There is a famous story about two stone masons that there asked what they were doing. The one said I am shaping this stone so that it can fit into the wall over there. The other said that he was building a cathedral. Eisenhower would have wanted his men to say that they were defeating Nazi evil not that they were taking the next hill. It is important to

have a vision that is not shaping a stone but, it is building a cathedral. This vision when shared then leads to your people seeing that their portion of the mission is important.

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 cannot 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% turnover 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.

No whining or excuses given or accepted. My first employment after the military was as an engineer at Union Carbide. I worked for a good man and a leader, Gene Springman. I was given a project and was needing resources. I went to Gene and said, "Gene, 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.

Expect quality workmanship. The correct phrase is: We need to do better than that. Never see a problem and not take action. It sets a tone of quality and care.

When things go wrong it is an opportunity to show leadership. Do not work on blame assignment. Take charge, delegate collecting data, assign people to stop the bleeding, consult on options then assign people to the long term fix. After a crisis is past collect those involved and do a how do we prevent this and what did we do well and how could it have been better.

Finally, if you are leading employees expect to fire from 5 to 10% a year. Watch for the employees that are pushing the envelope with regard to arriving late, leaving early, producing only the minimum, gossiping, not working on the goals of the organization. Watch out for triangulation where an employee instigates conflict between two others. This is hard to spot and requires diligence to diagnose. It will reveal itself when two employees suddenly have a problem. The Welch system is to divide employees in to the top 20% to reward, the middle 70% to train and coach and the bottom 10% to up or out. When you fire that right person other employees will sometimes say it was about time. I recommend reading the reference (Welch & Welch, 2006)

Have the right attitude. Nobody wants to follow a grump. Smile and project confidence and happiness. Smiling and projecting confidence will give both you and your followers confidence. Do not appear aloof it will turn people off. The Chinese have a saying about those who think that they are important. They call them white eyes. This is referring to people who hold their head up and look over others. You can see the whites of the lower part of their eyes.

This is what Lao Tsu said about leaders that are too arrogant:

From 24: Those who are on tiptoes cannot stand
 Those who straddle cannot walk
 Those who flaunt themselves are not clear
 Those who presume themselves are not distinguished
 Those who praise themselves have no merit
 Those who boast about themselves do not last (English, 1972)

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