

**YOU'RE A  
LEADER...**

**NOW WHAT?**

**Knowing  
What  
To Do  
Next**

**By Len Fuchs & John Nicholas**

***“People ask the difference between  
a leader and a boss...The leader works  
in the open and the boss in covert. The  
leader leads, and the boss drives.”***

*Theodore Roosevelt  
President of the United States  
1901- 1909*

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## **PREFACE**

### ***Why you should read this book***

You have picked up this book because of your desire to become a leader or develop your leadership skills or assist your organization in developing leaders. You know that leadership is the key to effectiveness and competitive strength in being successful in whatever endeavors you might pursue. This book is a leadership “*How to*” in ten chapters.

As you read the book, you will discover that leadership lies at the center of every job in your organization and that good leadership lies at the heart of problem solving. By institutionalizing leadership you will go a long way toward increasing your and your fellow employees’ leadership abilities.

This book will provide you with the tools required to make leadership part of your everyday process. When you put into practice the principles described in this book, you’ll have taken a big step toward becoming a better leader. People in your organization will notice the difference and will follow your lead.

*Carl G. Schneider*  
*Maj. Gen. USAF (Ret)*

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# 1

## DEFINE THE LEADER YOU WANT TO BE

### AN ESSENTIAL THREE STEP PROCESS

Everyone can stand improvement whether you are a first time supervisor or a CEO or anywhere in between. Often those who don't seek a better way are those who need it most.

In many of the seminars and training sessions I've conducted over the years the most common response has been, "*I wish my boss was here to learn this!*" We can all improve so that the response will be, "*My boss is a good leader and sure does it that way!*"

There are **THREE STEPS** to defining the type of leader you want to be:

<b>1. MAKE YOUR LIST</b>
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Take out pen and paper and make a numbered list that answers the statement, ***“I respond best to the leader who...”***

**Example of a list:**

1. *...takes the time to hear me out and focuses on just our discussion.*
2. *...gives clear and concise instructions and then does not micromanage but gets out of the way and let's me do my job.*
3. *...shows appreciation and gives recognition to people on a regular basis for achievement no matter how small.*
4. *...makes an effort to assign interesting challenges and projects that help people to grow.*
5. *...is more of a coach and a counselor than a boss who I'm comfortable enough to go to with any problem or situation.*
6. *...provides support when delegating jobs to me by insuring that everyone involved knows that I have the authority or the backing that goes along with the responsibility.*
7. *...always does the right thing even when it makes him/her unpopular either up or down the line.*

You get the idea. This list could be shorter or longer depending on the thought and effort you put into it.

**What you have just done is create a plan to follow that defines the type of leader you want to be.** This is

your road map that gets you from where you are now to being recognized as a more *effective leader*.

**Now, print the list on a piece of paper or 3x5 card(s).** Keep it in a place where you have regular access to it. Be sure to include the beginning sentence, ***“I respond best to the leader who...”***

Refer to it regularly especially during “blank” times (while waiting in offices, lobbies, airports). By regularly applying them you will begin to develop a leadership edge (even a slight edge can be powerful) that others cannot help but notice.

***“Did I do this today?”*** That’s the question you should regularly apply to each of the items on your list. Do not let your list remain static. Keep it dynamic by adding, revising, combining and refining it. Yes, I know it takes effort and no one will be looking over your shoulder or giving you a deadline to submit it. You will have to *discipline* yourself on that. Will the results be worth it? ***You bet!***

## 2. DEVELOP YOUR PHILOSOPHY OF LEADERSHIP

It’s not necessary to become the Aristotle of your organization, but it is necessary that you have a leadership credo that you follow consistently. As a young Naval officer I adopted the leadership philosophy of a famous WWII hero, Admiral Arleigh Burke:

- 1. Know your job***
- 2. Take care of your people***



### ***3. Do the right thing***

This is the ***KISS*** principle (*Keep It Simple Stupid*) on steroids. His guidance is applicable to any type of organization. Yes, I revised it slightly to meet current times and different venue (he actually said, “*Take care of your men*”), but the spirit of the philosophy is preserved.

You may run across people in your organization who have a recognized credo that they are not necessarily aware of such as, “***Ready! Fire! Aim!***” (believe it or not sometimes that’s a good approach. I don’t recommend it for now). What I do recommend is that you develop a consistent approach to good leadership for which you will become recognized.

Let’s discuss, “***Know your job.***” That may seem so obvious. But, is it? Don’t misinterpret that to mean that you must be able to do everything better than your staff, have all the answers, never make a wrong decision and never ask for help because that’s a sign of weakness. No, no, no! **Know your job means knowing the broad mission of your area, your specific responsibilities, who can help you get the job done and whether it’s done right and in a timely manner.** That’s a mouthful, but it covers it.

Does the president of a home building company have to know how to frame a home? Does the captain of a Navy ship have to know how to wind a gyro motor? Does a pilot have to know how to perform a six month overhaul on his aircraft? Not necessarily.

**What they must know how to do is set a direction**

**and understand what needs to be done to get there and be sure that they have people who are trained in those areas, well taken care of and are recognized for doing their jobs well.** Now you begin to see the basis of true leadership.

Here's another example derived from observations of successful leaders: *Try it! Fix it! Do it!* Adopt these philosophies or develop your own, but have one that is practical, realistic and applicable on a consistent basis that others will associate with you.

As for, *"Take care of your people"* I once heard of the *"Treat them like dogs"* approach: walk them, feed them, water them, stroke them, talk to them, sing to them...not literally, of course, but you see the idea. Translate this into:

- **Always be visible and available to your staff.**
- **Insure that they get the proper training.**
- **See to it that they are properly "housed" with a proper work station, equipment, lighting.**
- **Go to bat for them, even if it makes you unpopular with senior management.**
- **Make them feel important by sharing company information that let's them know how you are doing.**
- **Immediately squash rumors by keeping them informed.**

- **Post a daily stock quote and progress chart showing your standing toward a goal.**
- **Take opportunities to celebrate successes, even if they are not work related.**

I once had an office staff member who, after I initiated fire extinguisher training for office personnel, came in one morning beaming over an action he took at his apartment complex the night before. A fire erupted in the next door unit. He immediately knew what to do, went into action, pulled the fire extinguisher from the wall, operated it properly, doused the fire and was considered a hero by the other tenants.

We used this as a reason to celebrate in our department; cake, soft drinks and a memo on the bulletin board outlining his heroic action.

Look around, be creative, find reasons to celebrate and let people know you care about them. **Remember, people don't care how much you know, they just want to know how much you care.**

***“Do the right thing.”*** That should become your daily mantra. It works both ways. If taking a necessary action makes you unpopular, then so be it. Not taking a necessary action might maintain your popularity with a few malcontents, but in the long run will demoralize the good people in your group. You are the morale officer, like it or not.

The best way to maintain morale is to **immediately be decisive in unpleasant situations, always being fair and even handed.** Also, when you make a mistake - admit it. ***“I***

*thought I was headed in the right direction, but goofed!”*

Staff will rally around a leader who makes an honest mistake and admits it. That sets the example. You can always expect honest feedback when you create that type of atmosphere.

### **3. BE A PERPETUAL STUDENT OF THE HUMAN CONDITION**

What does that mean? Never stop learning about people. Example: If you want to achieve your goals find out what the goals are of each member of your staff, whether they be further education, skill development in a certain area or a next level position. Develop a concerted effort to help them reach their goals.

Determine how you can help them. By so doing they will help you. It goes the other way too. Find out the goals of superiors and help them reach those, **PROVIDED** that it does not violate any of the precepts discussed here or interferes with leading your own staff properly.

#### **SUMMARY**

- 1. Outline** the type of leadership characteristics that motivate you and adopt and adapt them.
- 2. Make an effort** to let your staff know you care by showing them through actions.
- 3. Take opportunities**, no matter how small, to celebrate successes.

4. **Try to understand** people from their perspective rather than try to force them into being your clone.
5. **Review this material** several times until it becomes ingrained. Practice the steps outlined here. You might be surprised what it will do for your confidence AND how others will begin to recognize your good leadership.



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## EPILOGUE

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### **How much you know and apply measures how far you go!**

You've just been through some straight forward common sense *leadership principles* shared here from first hand *in-the-trenches* experiences.

You must always strive to be a perpetual student, because it *gains you the edge*. The progress of the next five years of your life will be determined by the books you read, the continuing education you seek and the people you associate with. This book was designed to help you in that process.

Focus on *gaining the edge* across the board. You'll *gain the edge* faster by becoming just 1% better in 100 areas rather than trying to be 100% better in just one area.

Keep this book handy as a ready reference. Refer back to it frequently when situations arise that are addressed here. Always remember:

**It's not the static possession of knowledge, but the dynamic flow that makes you valuable; not just job knowledge, but especially knowing how to manage, motivate and lead people.**

You are to be commended for taking this vital step to improve your leadership skills. You now have the tools to move forward to change your life and that of others. □

*Dear Reader*

Your preview of **YOU'RE A LEADER - Now What?** shows a keen awareness of the need to find *rock-solid inside knowledge* sources about how successful leaders do it.

When you order and start this book, *visualize* yourself as a successful leader. Apply these principles and *be exceptional*.

*Click on the Order Button to get started*

**ORDER NOW**