

Citibooks' Tips and Ideas on...

# Leadership

## Volume 1

Published by:

[www.BestManagementArticles.com](http://www.BestManagementArticles.com)

...Business management ideas for your success...

**ENTER**

Copyright 2006 Ismael D. Tabije, Publisher

This e-book may be given away free to all your customers and friends provided no change whatsoever are made herein.

## Table of Contents

1. [What is a Leader?](#)
  2. [Overcome Your Fear of Public Speaking](#)
  3. [10 Ways to Beef up Your Leadership Skills](#)
  4. [10 Tips for Becoming a Great Boss](#)
  5. [Peers and Power Are a Potent Mix](#)
  6. [Leadership: Why Won't They Do What They're Supposed to?](#)
  7. [10 Tips on Learning to Lead](#)
  8. [The Lonely Leader](#)
  9. [Leadership; Its a Matter of Trust](#)
  10. [How Real Women Get Ahead](#)
- Additional articles (online access only)
11. [What Great Supervisors Do Differently](#)
  12. [You are the Supreme Authority](#)
  13. [Thoughts on Empowerment](#)
  14. [Be The Full Jigsaw](#)
  15. [When the Cat's Away - Getting Better Frontline Decisions Without You](#)

[Cover Page](#)

More tips and ideas available at:

[www.BestManagementArticles.com](http://www.BestManagementArticles.com)

...Business management ideas for your success...

# What is a Leader?

*Kevin Dwyer*

Previous [Table of Contents](#) [Next](#)

Leaders are not people who have authority over others. Leaders are not people who subscribe to the tens or hundreds of leadership models as their modus operandi of working. Leaders are not a select group of people with traits handed down through heredity.

Leaders are not even those people who do the right things versus the manager who does things right.

Simply, a leader has followers.

Beyond that definitions of a leader are too broad, too obtuse and the attributes sound too much like a cross between a religious icon and a comic book hero or a cross between a militaristic person and a romanticised version of an elite sportsman to be of use to people aspiring to be leaders.

The types of people I have seen in the community and in business who have been successful leaders, as determined by their followers, have had a wide variety of traits.

Some have been women who regard themselves as a “housewife”, who have taken and excelled at leading a choir, a committee or a club.

Some have been business people with a mastery of a rather technical topic.

Some have been charismatic and of high moral character and some have been charismatic and of a moral character that many have judged to be low.

Some have been strong and lead “from the front”. Some have been quiet yet questioning and preferred to enable their followers to achieve.

What defined them as having been a successful leader are the actions of their followers.

The leaders I have observed have been able to influence groups of people to do things to achieve a result in a more cohesive manner than they would have without the leader present.

Three elements are common to the disparate array of leaders I have observed.

- Trust
- Self-awareness
- Accountability

They have had the trust of the followers. Trust has come in many guises. Through a respect for the leader's humanity, a sense of discipline through a command and control structure, a respect for their knowledge of a subject matter and at times, something approaching the notion of celebrity status.

Trust, in all cases, has been built through an understanding of the needs of the followers. The common thread of the followers has been that they are the people required to get the job done.

It is not the case that the needs of all of the people in the organisation or community have been understood, just enough of those with the skills, knowledge and behaviours required.

Leaders do not have universal following. Far from it, in many cases the level in intensity of loyalty of followers is matched by an equally intense dislike by others. Leaders do not need to lead for “all of the people” in all circumstances.

Self-awareness contributed greatly to those leaders who succeeded over the longest period of time. The leaders who maintained a consistent following even after changing roles in a community or jobs in an organisation or even to a different organisation always understood themselves.

They have understood their limitations and character flaws. This did not stop them being leaders. They did not need to be a comic book hero with every positive virtue man has espoused.

What they did do was to surround themselves with good people that they trusted and to whom they were willing to delegate responsibility, especially in their areas of weakness.

Taking responsibility for their own actions and accountability for their subordinate's actions was common to only the best. These leaders were the ones that lasted the longest through the worst times and the best times in many

different roles and many different organisations.

To summarise, for me, three things determine how many people will follow an individual, for how long, to what level of loyalty:

- The level of mutual trust developed through understanding the necessary follower's needs
- The level of honest own appraisal of the leader's strengths and weaknesses and the willingness to allow others to help overcome the weaknesses through delegation
- The ability and desire of the leader to accept responsibility for their actions and accountability for their follower's actions

Learning to be a leader is a lesson in trial and error. A journey of trying, succeeding and failing that enables the individual to see:

- The patterns of actions that build trust
- The weaknesses they thought were strengths and the strengths they thought were weaknesses
- The patterns of circumstance that will determine when strengths are truly strengths and weaknesses are truly weaknesses
- The powerful message of character behind accepting responsibility and accountability

Leaders are only ordinary people doing things that ordinary people will follow.

Article Source :

<http://www.bestmanagementarticles.com>

<http://leadership.bestmanagementarticles.com>

About the Author :

Kevin is the founder of Change Factory, a company which helps organisations who do not like their business outcomes get better outcomes through changing people's behaviour. To find out more about Change Factory and see more articles visit <http://www.changefactory.com.au>

This article may be reprinted in your website, e-zine or newsletter without the need to ask for permission provided no changes are made in the article and the source and author byline are included in the reprint with all the hyperlinks active.

[Previous](#)  
[Table of Contents](#)  
[Next](#)

More tips and ideas available at:  
[www.BestManagementArticles.com](http://www.BestManagementArticles.com)  
...Business management ideas for your success...

[E-books on Leadership](#)  
[Books on Leadership](#)

# Overcome Your Fear of Public Speaking

*Judith Pearson*

[Previous](#)   [Table of Contents](#)   [Next](#)

"I'm presenting to the shareholders meeting next week and I'm terrified of speaking to groups! Please help me!"

As a counselor and coach specializing in phobias and stress management, I often hear pleas like this one. For many people, public speaking anxiety is very real and very debilitating---posing a detriment to career advancement or to marketing your business.

One way to beat speaking anxiety is to join Toastmasters International. This non-profit organization, founded in 1924, offers a first-rate educational program for speaking and leading with confidence. Toastmasters has helped millions over their platform jitters. You can join the organization through a local club, where you'll find friendly people who have "been there." Toastmasters International has 8700 clubs in over 70 countries. If you can't find a nearby club, Toastmasters International will help you start one in your community or corporation. For more information go to <http://toastmasters.org>.

Confidence alone doesn't make a good speaker. Polished speaking skills come from knowing your subject matter, organizing the material, and practicing your delivery. Toastmasters gives a supportive atmosphere where you can put these skills to work.

I work with my clients on the emotional end of things—overcoming fear and anxiety. Drawing on professional training in Neuro-Linguistic Programming and hypnotherapy, and my own experiences as a speaker and trainer, I use a combination of coaching, relaxation training, mental rehearsal, and guided imagery to help people replace fear with confidence and motivation. Obviously, I can't show you these methods in this article. However, I can give you some easy-to-follow stratagems that should make your next speech a bit easier. Here are ten ways to overcome your fear of public speaking.

1. Give up believing that you have to be perfect.

People fear public speaking because of the embarrassment of making mistakes in front of others. Anxiety over mistakes only makes mistakes more likely. Having anxiety could be the biggest mistake of all! Even professional speakers

occasionally make mistakes. The difference is that they don't consider mistakes major obstacles to success. The secret is to accept that mistakes are going to happen sometimes, and develop the ability to recover from them quickly. Dr. L. Michael Hall, author of *Secrets of Personal Mastery*, advises, "Give yourself permission to be gloriously fallible!" To recover from a mistake, observe it dispassionately, take whatever corrective action is appropriate, regain your composure, focus on what to say next, and get on with it. Dwelling on an error and feeling bad only adds to your confusion. Leave the mistake behind and move forward.

You can't please everyone in your audience. Sure—some listeners may think you are a moron for making a mistake. Some won't even notice it. Others may admire the way you recover so easily. Some may be relieved to know you are human. Some couldn't care less.

Mistakes provide excellent feedback for improvement. Mistakes often promote single-trial learning, so it's almost certain you'll never make the same mistake twice. Ask yourself "What is the worst that can happen if I make a mistake during this speech?" Mistakes do not carry a death sentence.

## 2. Visualize the outcome you intend

People who fear public speaking visualize their upcoming speeches as abysmal failures. They see themselves fumbling clumsily with notes, stammering, turning red, possibly crying, horrifying audiences with their stupidity, and slinking away to live out the remainder of their miserable lives in exile, reviled as a social reject. Psychologists call this method of preparation "negative anticipation."

**STOP IT!** Each time you engage in this mental flagellation, shake yourself out of it. Say "STOP" loudly to yourself. Get your mind out of the failure trap. Sing, whistle, recite poetry, walk around the block, or talk to a friend. You can even make those scary images seem silly and laughable, by imagining your audience in clown costumes, or visualizing past failures backward in fast motion.

In *The Seven Habits of Highly Effective People*, author Steven Covey tells his readers to "begin with the end in mind." Visualize yourself giving that speech the way you intend to. If you anticipate success, you are more likely to get it. Mentally rehearse that you are speaking confidently with a smooth delivery to an appreciative audience. Hear the words coming out of your mouth in a flowing cadence. See yourself with an erect posture, breathing freely and

easily. By visualizing this way, you are programming your mind and body for positive results.

### 3. Prepare Positively

Stop worrying about yourself and get excited about your subject! You have something to say and others want to hear it. If you can, pick a subject you enjoy. Speak on topics you know well. Even if you're delivering dreary statistics about last year's crop failure, put something lively into your speech. Include an anecdote, or a quotation. Bring in the human interest perspective. Practice and preparation are easier if your subject matter is meaningful and/or enjoyable to you. If you think your material is interesting, your audience will catch your enthusiasm and appreciate your sincerity.

### 4. Love your listeners

Once, just before I was about to speak to classroom of 70 students, a colleague asked me, "How can you be so confident will all those people judging you and finding fault with you?" Now there is a defeatist presupposition, if I ever heard one! It had never even occurred to me to think in that way! "I feel confident," I answered, "because I assume my audiences are friendly. I assume they are here because they are interested in what I have to say. I love my audiences and I assume they love me." You get back what you put out---and nowhere is this adage more true than in public speaking. If you want your audiences to like you, you have to like them first.

### 5. Put the past behind you---at least the ugly parts

Some people have speaking anxiety because of a humiliating incident of the past---often in childhood. Such events can be highly traumatizing for children (and not a joyride for adults, either) and can cause life-long, paralyzing fear. If such an incident is the basis of your fear, visit a therapist or counselor who specializes in phobias. Phobias are nothing to be ashamed of. Researchers estimate that 80% of of us have at least one in a lifetime. Contrary to popular belief, many phobias can be cured, usually in three or four therapy sessions. Remember: All good speakers started out as not-so-good speakers. They improved because they resolved to do better the next time.

### 6. Get some rest and avoid hassles

Plan ahead and get a good night's sleep before your presentation. If you have trouble falling asleep, drink some warm milk (yes, it does work), and think

pleasant, relaxing thoughts. It may help to listen to a relaxation tape or soft music, or do some light reading before going to sleep. If you can, clear your calendar of stressful events that could interfere with your ability to concentrate and speak confidently and sincerely. In other words, don't schedule a job interview, a dentist visit, or a meeting with your ex-spouse's lawyer on the same day you are going to deliver that all-important speech!

#### 7. Avoid mood-altering substances

Some people mistakenly think that drinking lots of coffee or alcohol, smoking cigarettes or popping a tranquilizer before speaking will improve their delivery. They do it to pep up or calm down. Mood-altering substances are an emotional crutch you don't need. The problem is that you can't regulate the dosage. You don't know how much is too much. Once it is in your bloodstream, there is little you can do about it. Your relaxation may turn to sluggishness. Your pep may turn to jitters. It's best to avoid these substances altogether.

Eat lightly, or not at all, one hour before speaking. A full stomach can lower your energy level and concentration, because your body is busy digesting food. Any nervousness can make digestion difficult. You don't want a belch or a gurgling stomach interrupting your speech!

#### 8. Look your best

Take care with your appearance. Polish your shoes and comb your hair. Wear attractive, flattering, professional-looking clothing. When you look good, you feel confident. If you aren't sure what looking good is all about, do what professional speakers do. Meet with an image consultant to learn what colors and styles look best on you. Women can get personalized advice on hair and make-up. A good image consultant can tell you how to look fantastic without spending a fortune.

#### 9. Remember to breathe

Anxiety tightens the muscles in the chest and throat. With a restricted airway and insufficient oxygen, your voice can come out as a squeak! Deep breathing, on the other hand, sends oxygen to the lungs and brain and expands the throat and chest, promoting relaxation. As you approach the platform, take a deep breath and relax.

#### 10. Focus on friendly faces

While speaking, maintain eye contact with your listeners. Find friendly faces and focus on them. Smiles and approving nods will give you extra encouragement.

Final Words....

It's ironic that some people are more afraid of public speaking than of driving on the highways. Yet, vastly more casualties and fatalities result from traffic accidents than from public speaking. Fear is a natural survival mechanism. It can motivate us, or stop us in our tracks. In situations that pose a threat to life and limb, fear motivates us to be careful. On the other hand, fear is a problem when it interferes with our goals and achievements. These ten tips will help you progress toward confidence on the platform. Ultimately we succeed when we conduct ourselves according to the rewards we want, rather than the things we fear.

Article Source :

<http://www.bestmanagementarticles.com>

<http://leadership.bestmanagementarticles.com>

About the Author :

Judith E, Pearson, Ph.D. owns and manages Motivational Strategies, Inc., a counseling and coaching practice in Springfield, VA where she specializes in Neuro-Linguistic Programming and clinical hypnotherapy. She is also a freelance writer and speaker. Her web site is <http://www.engagethepower.com>.

This article may be reprinted in your website, e-zine or newsletter without the need to ask for permission provided no changes are made in the article and the source and author byline are included in the reprint with all the hyperlinks active.
---

[Previous](#)

[Table of Contents](#)

[Next](#)

More tips and ideas available at:

[www.BestManagementArticles.com](http://www.BestManagementArticles.com)

...Business management ideas for your success...

[E-books on Leadership](#)

[Books on Leadership](#)

# 10 Ways to Beef up Your Leadership Skills

*Megan Tough*

[Previous](#)   [Table of Contents](#)   [Next](#)

Have you ever heard someone say, “Actually, I have to admit that I think I am really bad at managing other people. My staff all hate me and I'm incapable of doing my job”.

The answer is no, of course. No one says this either because they don't believe it, or because they don't want to appear incompetent. Unfortunately research tells us that from the employees' perspective, there aren't that many terrific managers out there.

What should we take out of this dichotomy? Perhaps at the least, we could all admit to ourselves that there is room for some improvement in the way we lead others. After all, it's not the sort of skill that is easy to get 100% right all of the time. It might just be that we don't specifically know what improvements to make, so here's 10 ways to start:

## 1. Get a reality check.

Finding out what others think of our leadership style can be real eye-opener, and is often the most powerful driver for change. Using a 360 survey where you receive feedback from your staff, peers and manager, gives you some concrete information on a sometimes intangible subject. Use an existing tool (and there are some highly regarded ones out there) or else simply let your staff know that you are seeking feedback from them in order to improve your style.

A word of caution though, your staff may not feel safe in giving feedback if they believe you are going to use it against them, or become defensive about what they say. It's up to you to create a safe environment so they feel comfortable in being open and honest with you.

## 2. Don't use the power of your position to get things done.

If people are questioning why certain things are done, or the logic of decisions, never pull rank in response. A critical component of effective leadership is getting the buy-in from your team and colleagues. You don't get buy-in by telling them that the decision is the right one because you are the boss and you made it. Your team may not always agree with what is being done, but they are

more likely to respect you if you take the time to explain your rationale.

### 3. Don't think of employees as things that need to be controlled or managed.

Instead, give them the latitude to take actions and make decisions. Trust is a vital component of leadership. If you can't trust people to do their jobs well, then you either have the wrong people in the jobs, or you have the right people but you haven't trained them sufficiently. Let them do what they are there to do, without leaning over their shoulders all the time, or demand to know how they spend each minute of their time.

### 4. Listen, listen listen.

If there are unhappy or disgruntled people in your business, you can guarantee that at some stage they've tried to tell you what the problem is. It's likely you weren't listening (or didn't want to listen), or perhaps your initial reaction made the person think twice about bringing the problem to you. Truly listening is one of the greatest skills to develop, regardless of your role. Good listeners are genuinely interested, convey empathy, and want to find out what's behind the conversation. Great leaders are great listeners -without exception.

### 5. Stop providing solutions.

Managers often achieve their positions after being technical specialists, and so will have an opinion or view on how to "fix" situations or problems. They believe that it's faster to tell someone what to do, or do it themselves, than give their employees an opportunity to figure it out. By always providing the answers, managers take away opportunity for their employees to learn and come up with alternative (and potentially better) ways of doing things.

### 6. Always be constructive - always.

Language and communication skills set great leaders apart from mediocre ones. Don't patronise or be critical of others - take complete responsibility for how you are heard. If you catch yourself about to make negative remarks, take a breath and rephrase your words to get your message across without the emotional attachment. Great leaders always find a way to say things calmly and constructively.

### 7. Judge your success by the success of your team.

The true success of a leader can be measured by the success of the people that

work for them. As a manager of others, your prime responsibility is to ensure the success and development of your team. If they are successful, you will automatically be successful. Focus on building their skills and removing obstacles in their way. If you can achieve this, you will see the results in the productivity, motivation and satisfaction of your employees. This in turn filters through to bottom-line results.

8. Don't do things just because they will “look good”.

Nothing is more transparent than managers who make decisions and behave in ways simply to look good to their superiors. If you want to improve as a leader, one of the qualities you need is integrity. The integrity to make decisions because they are right, and the integrity to stand up when you truly believe something is not in the best interests of the business. Whether or not it is in your personal best interests is much less of a consideration.

9. Include humour in your diet.

Nobody likes to work in an environment that is devoid of any fun. People are more productive when they are enjoying themselves. Creating a workplace where fun is permitted and encouraged can make a significant difference, and it's even more effective when the boss participates. It increases team spirit, and encourages people to see you as a person, not simply as the boss.

10. Let people get to know the real you.

Being open about yourself helps to break down the barriers that hierarchy puts in place. When your employees know the person behind the façade, that's when you start to build the foundations of good leadership - trust and respect.

Article Source :

<http://www.bestmanagementarticles.com>

<http://leadership.bestmanagementarticles.com>

About the Author :

Megan Tough is director of complete potential, a leadership and HR consultancy based in Sydney, Australia. At complete potential we understand people - what engages them, what encourages them to perform, and what drives them away. With over 20 years experience working on HR issues in business, our job is to help you make the most of your investment in people. To learn more visit [www.completepotential.com](http://www.completepotential.com)

This article may be reprinted in your website, e-zine or newsletter without the need to ask for permission provided no changes are made in the article and the source and author byline are included in the reprint with all the hyperlinks active.

[Previous](#)

[Table of Contents](#)

[Next](#)

More tips and ideas available at:

[www.BestManagementArticles.com](http://www.BestManagementArticles.com)

...Business management ideas for your success...

[E-books on Leadership](#)

[Books on Leadership](#)

# 10 Tips for Becoming a Great Boss

*Wally Bock*

[Previous](#)   [Table of Contents](#)   [Next](#)

Here are ten tips that tell you what to do if you want to become a great boss. I've added a couple of bonus tips, as well.

1. Manage behavior and performance. Behavior is what people say and do. Performance is the measurable result of work. Forget about managing attitude. Forget about motivating others. Instead, use what you say and do to influence the behavior and performance of the people who work for you.
2. Set clear expectations. Your people can't do what you want if they're not clear about what you want. Learn to give good directions. Check for understanding.
3. Set reasonable expectations. Ideally, you want to set goals that force people to stretch just a little bit, but that are still within their grasp. Try to help your people grow through a series of small wins.
4. Check on performance regularly. That's the only way you'll know how people are doing. Check more frequently on people who are learning a task or who are doing it again after a long layoff. Check less frequently on people who have demonstrated their competence in a task.
5. Give helpful feedback. Do this in four steps. Describe the behavior in non-judgmental terms. Describe the outcome of the behavior. Pause and allow for subordinate reaction and comment. Then determine how things will be different the next time.
6. Keep things interesting. Workers won't stay engaged unless they find their work interesting. Sometimes the work itself has intrinsic interest. But, more often, the way to keep people interested is to help them keep learning and developing.
7. Tell people why their work is important. People want to be part of something that is bigger than they are. Tell them how their work contributes to the team and to team success. Tell them how the performance of the team contributes to the success of the company or how it helps achieve a big goal.

8. Describe and deliver the consequences of performance. Consequences are what happens to people because of their behavior or performance.

9. Positive consequences (like praise) encourage people to continue something new or difficult. Most managers don't use positive consequences enough. Positive consequences should be delivered frequently, but inconsistently. In other words, look for opportunities to praise behavior or performance, but don't praise every good thing you see.

10. Negative consequences (like punishment) encourage people to stop or avoid doing something. Negative consequences should be delivered consistently. In other words, if you tell a subordinate that a certain behavior or performance level will result in a negative consequence, make sure you deliver the consequence if it's justified.

11. Be fair. People perceive a workplace to be fair when consequences and performance match up. A trainee of mine once put this in quasi-Biblical terms: "The just should be rewarded and the unjust should be punished in accordance with their deeds."

12. Give your people the maximum control possible over their work life. Let them make as many basic decisions about their work life as is reasonable and possible. So, what's reasonable?

13. A worker who has the skill to do the job and who regularly pitches in to help (what we call an engaged worker) can be trusted to make more work decisions than a less experienced or less engaged worker. Match your willingness to grant freedom to the worker's ability and willingness to do the job.

**Bonus Tip:** Show up a lot. This is the single defining behavior of great supervisors. When you show up a lot you get to know your people and they get to know you. And every contact is an opportunity for you to coach, counsel, encourage, and correct.

**Bonus Tip:** Play the odds. You can't win them all in management or in life. But you can follow this advice from the American writer Ring Lardner. "The race may not always be to the swift, nor victory to the strong, but that's the way to bet."

There's good news and bad news here. Let's do the bad news first.

## Thank You for previewing this eBook

You can read the full version of this eBook in different formats:

- HTML (Free /Available to everyone)
- PDF / TXT (Available to V.I.P. members. Free Standard members can access up to 5 PDF/TXT eBooks per month each month)
- Epub & Mobipocket (Exclusive to V.I.P. members)

To download this full book, simply select the format you desire below

