

A photograph of the Mount Rushmore National Memorial in the background, showing the four large stone faces of the presidents. The sky is a clear, bright blue. In the foreground, there are dark green pine trees.

BITS & PIECES

on **LEADERSHIP**

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LEADERSHIP

The best leaders . . . almost without exception and at every level, are master users of stories and symbols.

TOM PETERS
Business writer

The happiest people don't necessarily have the best of everything. They just make the best of everything.

ALMOST NOTHING is more helpful in dealing with people than a sense of humor. Now, a sense of humor doesn't necessarily mean a knack for telling jokes. Rather, it means the ability to take some setbacks and still see that the world has not come to an end.

If you can keep from taking a situation or

yourself too seriously, you'll get much better results. If you don't take yourself too seriously, there are always things in any situation



that are still amusing, that you can still smile about. And a smiling, cheerful leader invariably wins more cooperation than a grim or gloomy one.

If all you do in a crisis is add to the heat and confusion, people will soon lose respect for your abilities under pressure. But if you can maintain your sense of proportion and humor when the world seems to be falling apart, people who rely on you will show their appreciation in better work and greater loyalty.

Yes, some problems are serious—but there's nothing to be gained by exaggerating their importance. Get in the habit of taking

yourself and your problems less seriously. Learn to smile at yourself and the world as well. You'll get better results—and actually have more good things to smile about—when you do.

One nice thing about telling a clean joke is there's a good chance that no one has heard it before.

When you come to a fork in the road, take it.

YOGI BERRA

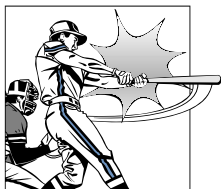
Hall of Fame Baseball player in his address to the graduates of Montclair State University upon receiving an Honorary Doctorate of Humanities

CAN YOU IMAGINE a major league baseball player leading the league in making the most errors . . . in being struck out the most times . . . in hitting into the most double plays—and still being voted Most Valuable Player for that year?

It happened. In 1942 Joe Gordon did all

those things yet still won the MVP award that season in the American League.

What's the business lesson in this? Joe Gordon's case shows that even though you (or others) have faults, you can overcome them and be recognized for your good points.



If you really want to do something, you'll find a way; if you don't, you'll find an excuse.

The Seven Deadly Sins

Truth, if it becomes a weapon against persons.

Beauty, if it becomes vanity.

Love, if it becomes possessive.

Loyalty, if it becomes blind, careless trust.

Tolerance, if it becomes indifference.

Self-confidence, if it becomes arrogance.

Faith, if it becomes self-righteous.

ASHLEY COOPER

Writer

Heredity is nothing but stored environment.

LUTHER BURBANK (1849-1926)

Agriculturist

Benjamin Franklin's method of persuading others to his point of view took patience and endurance. It assumed that people are won over slowly, often indirectly. If you don't win the bargain today, Franklin would say, go after it again tomorrow—and the next day.

Here are some of Franklin's bargaining tips:

1. Be clear, in your own mind, about exactly what you're after.

2. Do your homework, so that you are fully prepared to discuss every aspect and respond to every question and comment.

3. Be persistent. Don't expect to "win" the first time. Your first job is just to start the other person thinking.



4. Make friends with the person with whom you are bargaining. Put your bargain in terms of his or her needs, advantages, and benefits.

5. Keep your sense of humor.

The true test of a first-rate mind is the ability to hold two contradictory ideas at the same time.

F. SCOTT FITZGERALD (1896-1940)

Writer

SOME OF THE BEST COMPANIES today have turned themselves upside down. They've found that the old top-down pyramid style management chart doesn't work. So they've flipped the pyramid over, giving employees more say in what goes on. And it works, as evidenced in improved sales and earnings.



Interested in inverting the pyramid in

your operation? Here are some tips:

- Challenge employees to come up with their own better ways to do their jobs. You may be surprised at how valuable some of their suggestions are.

- Seek out ideas from everyone, not just those who have a direct involvement with the job. Sometimes good ideas come from unlikely sources.

- Treat employees with honesty and respect. Don't dictate to them if they are not going to have their ideas enacted. Explain the reasons that underlie a decision or policy.

- Spread authority around. If the largest part of the pyramid is to be at the top, the top people should have authority.

At one auto plant any worker who sees a problem can shut down the whole assembly line until the problem's resolved. By giving employees more control like that over their work environment and more involvement in running their jobs, you tap into a valuable source of ideas and productivity—and that pays off for everyone.

When someone gets something for nothing, someone else gets nothing for something.

THE BOSS always scheduled the weekly staff meeting for 4:30 on Fridays. When one of the employees finally got up the nerve to ask why, she explained: “I’ll tell you why—I’ve learned that’s the only time when none of you seem to want to argue with me.”

The thing I hate about an argument is that it always interrupts a discussion.

G.K. CHESTERTON (1874-1936)
Writer

“**L**IFE is a place of service,” Leo Tolstoy said. “Joy can be real only if people look upon their life as a service and have a definite object in life outside themselves and their personal happiness.”

If you’re not enjoying your work, you should either change your attitude or change your job. And since a job change is probably the less desirable alternative, in changing

your attitude you should look for ways to serve others while doing your job.

Mountains appear more lofty the nearer they are approached, but great leaders resemble them not in this particular.



LADY MARGUERITE BLESSINGTON (1789-1849)

Writer

FEW BUSINESS LEADERS get to be highly recognized names in the world at large or even in the broadest business community like the team of William Hewlett and David Packard. In 1938 they pooled \$538 to found their namesake Hewlett-Packard in a rented garage. Hewlett focused his energy on leading the technology side of the now \$31 billion high-tech leader. Packard, who died at 83, wrestled with managing the day-to-day operation.

Many believe that David Packard's chief legacy may be his management style. His employees awarded him a M.B.W.A.

Degree—“Master By Walking Around”—for the legwork expended in his belief that upper management should remain close to workers.

The “HP Way” also strived to maintain a small company atmosphere even as the workforce expanded to 100,000. Employees were allowed freedom, and internal competition was encouraged, while working toward a shared objective.

Packard’s commitment to employees was also legendary. In 1990 he came out of semi-retirement to help manage a sweeping corporate overhaul that successfully averted the job losses that subsequently hit many other high-tech companies.

The thinking behind that 1990 effort can be tracked back to HP’s beginnings, about which Packard said: “We weren’t interested in the idea of making money. Our idea was, if you couldn’t find a job, you’d make one for yourself.”

The two hardest things to handle in life are failure and success.

FINDING A BRIGHT SPOT in the ominous task known variously these days as “rightsizing” or “workplace reengineering” isn’t easy. But one consultant brought in to help remaining managers through the process of reducing the workforce while maintaining productivity added a contemporary twist to the old classic.

“What does the optimist say about the glass and the water?” he asked.

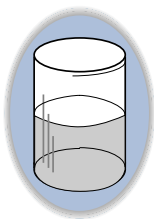
“It’s half full,” was the reply.

“And what does the pessimist say?” he queried.

“It’s half empty.”

“And what does the process reengineer have to say about it?”

Silence—until the consultant revealed the new additional answer: “Looks like you’ve got twice as much glass as you need there.”

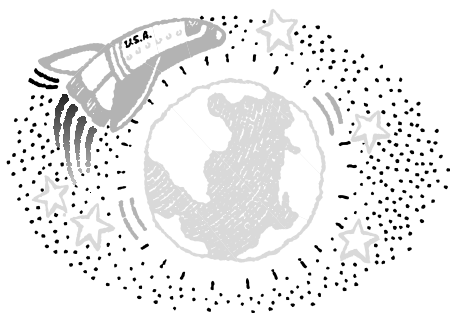


There is a rule in sailing where the more maneuverable ship should give way to the less maneuverable craft. I think this is sometimes a good rule to follow in human relations as well.

DR. JOYCE BROTHERS
Psychologist

The pessimist may be right in the long run, but the optimist has a better time during the trip.

“AS A GOOD EXAMPLE of how top management can set an agenda,” says American television correspondent Charles Osgood, “business school professors sometimes point to John F. Kennedy’s call in the early 1960s that America should put a man on the moon by the end of the decade.



“There were lots of problems that would have to be solved—technical, political, and money problems—but Kennedy didn’t try to solve them all in advance. All he did was set a definite timetable. He left it to others to work out how it was going to be done.”

And it was done. Neil Armstrong took his “giant leap for mankind” before the decade was over.

No matter what your industry, give your employees the leadership they need to get started—a goal and a timetable—and you have a good chance of obtaining your objective. Like reaching the moon, tell them what they’re aiming for and when it’s supposed to be done. Then let them get to it.

To break a bad habit, drop it.

He was a bold man who first ate an oyster.

JONATHAN SWIFT (1667-1745)

Writer

WORK is of two kinds: First, altering the position of matter at or near the earth’s surface relative to other matter. Second, telling other people to do so.

BERTRAND RUSSELL (1872-1970)

Mathematician and philosopher

Don't be afraid to take a big step if one is indicated. You can't cross a chasm in two small jumps.

DAVID LLOYD GEORGE (1863-1945)
British Prime Minister

WHERE DO YOU GO when you have a question that needs an answer these days? The Internet, of course.

Here are some questions found on the Internet and published in the *Write File Quarterly*, Woodville, Ontario, Canada:

Why do you need a driver's license to buy liquor when you can't drive and drink?

Why isn't phonetic spelling spelled the way it sounds?

Why are there interstate highways in Hawaii?

If you're in a vehicle going the speed of light, what happens when you turn on the headlights?

Why is it when you transport something by car it's called a shipment, but when you

transport something by ship it's called cargo?

Why is it that when you're driving and looking for an address, you turn down the volume on the radio?

ON THE WALL of my room when I was in rehab was a picture of the space shuttle blasting off, autographed by every astronaut now at NASA. On the top of the picture it says, "We found nothing is impossible." That should be our motto.

CHRISTOPHER REEVE
Actor

You're never as old as you're going to get.

Some doctors say that cheerful people resist disease better than grumpy ones. The surly bird catches the germ.

GREAT MINDS discuss ideas,
average minds discuss events,
small minds discuss people.

ADMIRAL HYMAN RICKOVER (1900-1986)
U.S. Navy

ENGLISH INVENTOR Michael Faraday conceived and built the first electric motor, then tried to get the backing of Prime Minister William Gladstone.

Gladstone wasn't impressed with the crudely made invention.

“What possible good is it?” asked Gladstone.

Faraday's reply changed Gladstone's attitude: “Some day you'll be able to tax it.”

The difference between genius and stupidity is that genius has its limits.

Questions are never indiscreet. Answers sometimes are.

OSCAR WILDE (1854-1900)

Writer

*We are all of us all the time
Coming together and falling apart.
The point is, we are not rocks.
Who wants to be one anyway,*

*Impermeable, unchanging,
Our history already played out.*

JOHN ROSENTHAL
Insisting On Love

Love at first sight is easy to understand. It's when two people have been looking at each other for years that it becomes a miracle.

ALTHOUGH its setting is Scotland in the 13th century, the movie *Braveheart* has earned kudos and box office success—including an Academy Award—the world around.

Why? Mel Gibson, the Australian-raised American who produced, directed, and starred in the movie as the Scottish leader William Wallace, told *The London Observer* that such stories of ancient heroism are an effort “to raise ourselves above the normal level of things. There is a sense of something higher in all of us. I don’t care who you are.”

What meaning does this hold for the executive/employee relationship? The movie script provides some of the answer.

After routing the opposing force of 50,000 in the first battle of Stirling, the newly-knighted Wallace, Gibson's character, delivers this lecture on the responsibilities of rank to Robert the Bruce, whose policies as Scottish king were to set the country on its way to a new prosperity:

“What does it mean to be noble? Your title gives you claim to the throne of our country. But men don't follow titles. They follow courage! Just lead them to freedom, and they will follow you.”

Glory is fleeting, but obscurity is forever.

NAPOLÉON BONAPARTE (1769-1821)

French emperor

THE HISTORY BOOKS are full of stories of gifted persons whose talents were overlooked by a procession of people until someone believed in them. Albert Einstein was four years old before he could speak and seven before he could read. Isaac Newton did poorly in grade school. A newspaper editor fired Walt Disney because he had “no good

ideas.” Werner von Braun failed ninth-grade algebra. Haydn gave up on making a musician of Beethoven, who seemed a slow and plodding man with no apparent talent.

There is a lesson in such stories: Different people develop at different rates, and the best motivators are always on the lookout for hidden capacities.

ALAN MCGINNIS

Bringing Out The Best In People
Augsburg Fortress Publications

Maybe if we did a better job of listening, history wouldn't have to repeat itself.

There is only one thing about which I am certain, and that is that there is very little about which one can be certain.

SOMERSET MAUGHAM (1874-1965)

Writer

TOM KITE, former U.S. Open champion golfer, consults regularly with sport psychologist Dr. Bob Rotella. And in Kite's "Golf News & Notes" column, he reports a golf tip

that golfers and nongolfers alike can apply off the course as well—in business and personal situations:

“You can only play one hole at a time. That’s the first step toward how to think like a pro. An important key to a successful game is staying in the present. Here are a few ways



Doc and I recommend to help you focus on your game and keep you from getting ahead of yourself:

- “Resist the urge to add it up. If you anticipate your score, you’ll be distracted from the task at hand. Avoid thinking about breaking a personal record or blowing a lead.
- “Focus. Concentrate on hitting great

shots rather than worrying about bad ones or what others will think if you miss. Visualize the ball going to your target. If your mind wanders, take a moment to refocus and start over again.

- “Keep your mind on the hole you’re playing. Don’t worry about the shot you just missed, or how you’re going to play the 18th. Taking care of the present lets the future take care of itself.”

Even a stopped clock is right twice every day. After some years it can boast of a long series of successes.

MARIE VON EBNER-ESCHENBACH (1830-1916)

HOLD FAST the time! Guard it, watch over it, every hour, every minute! Unregarded it slips away like a lizard, smooth, slippery, faithless. Hold every moment sacred. Give each clarity and meaning, each the weight of thine awareness, each its true and due fulfillment.

THOMAS MANN (1875-1955)
Writer

COMMUNICATING a sense of personal power comes from a belief that you can reach your goals in your own way. Powerful people empower others and encourage others to express themselves openly. You communicate a sense of personal power by developing these traits:

Authority. Authority is inner confidence—a trust in your skills and abilities. It comes from the inside, from an attitude of “I can do that. I deserve success.” This attitude radiates outward as you assert your rights, honestly ask for what you want and need, and develop a willingness to give to others and yourself.



Assertiveness. Assertive behavior is active, direct, and honest. It communicates an impression of self-respect and respect for others. By being assertive, we view our wants, needs, and rights as equal with those of others. An assertive person wins by influencing, listening, and negotiating so that

other people choose to cooperate willingly.

Accessibility. The powerful person is a master networker. Good networking increases your visibility and gives you a valuable circle of people from whom you can give and receive support and information. Imagine yourself as the hub of a wheel surrounded by spokes of contacts.

Image. You communicate power through your image. Do you project an image consistent with strong leadership? Stand tall and walk proudly, remembering that you have value as a person. When you meet others, make direct eye contact and keep your handshake firm and friendly. Clearly state who you are and what you do.

Communication habits. Take deep breaths to project a firm voice. Avoid slang, jargon, and vocal hesitations that can hinder effective communication. Use only the body movements and gestures necessary to make your point, no more. Learn how to write clearly and succinctly.

PATRICIA HADDOCK
Leadership Skills for Women
Crisp Publishing

Since when do you have to agree with people just to defend them from injustice?

LILLIAN HELLMAN (1905-1984)

Writer

“LIFE IS A GAMBLE,” a Mother Cabbage told her offspring, Brussels Sprout. “You have to weather storms and drought. You have to fend off animals, bugs, mold, and rot. But if you hang in there, you’ll grow.”

“I’ll try,” said the little Sprout. “But how long does this take. When should I stop growing?”

“As with any other gamble,” said Mother Cabbage. “Quit when you’re a head.”

It is an endless and frivolous pursuit to act by any other rule than the care of satisfying our own minds in what we do.

RICHARD STEELE (1672-1729)

Writer
