General Pre-Writing –

I will be writing about Mr. Peters, the coach of the First Robotics Competition (FRC) team 2783 – the Engineers of Tomorrow.

Generally, he follows the following aspects of a Level 5 Leader from Good to Great –

* Getting the ‘Right’ People –
  + Personal Experience or Example –
  + Good to Great Citations -
    - “The good-to-great leaders began the transformation by first getting the right people on the bus (and the wrong people off the bus) and then figured out where to drive it.” – p88
    - “The key point of this chapter is not just the idea of getting the right people on the team. The key point is that “who” questions come before “what” decisions— before vision, before strategy, before organization structure, before tactics. First who, then what—as a rigorous discipline, consistently applied.” – p88
    - “Spending time and energy trying to ‘motivate’ people is a waste of effort. The real question is not, ‘How do we motivate our people?’ If you have the right people, they will be self-motivated. The key is to not de-motivate them. One of the primary ways to de-motivate people is to ignore the brutal facts of reality.” – p123
  + Forbes Article Citations –
    - “Speaking of which, good leaders also know how to rally a team behind their vision and goals. Rather than micromanage or withdraw, they inspire and motivate a trusted team toward a shared vision.”
    - “I’ve found some of the most effective leaders I work with listen and analyze far more than they talk, and sometimes they only ask one or two high-impact questions in a meeting to move the conversation forward.”
  + Gov.uk Article Citations –
    - “A good leader will put a lot of effort into building the right team around him or her. You need people you trust, who are on your side, who challenge and are honest with you and whose judgement you respect. You need to be able to depend on their support when the going gets tough. Being a leader can feel lonely and exposed: so you need to have your support systems in place to help you through the harder times.”
* Debate and Forum as a means of reaching the best solution –
  + Personal Experience or Example –
  + Good to Great Citation –
    - “A primary task in taking a company from good to great is to create a culture wherein people have a tremendous opportunity to be heard and, ultimately, for the truth to be heard.” – p122
    - “Creating a climate where the truth is heard involves four basic practices: 1. Lead with questions, not answers. 2. Engage in dialogue and debate, not coercion. 3. Conduct autopsies, without blame. 4. Build red flag mechanisms that turn information into information that cannot be ignored.” – p122
  + Forbes Article Citations –
    - “Moreover, good leaders are not afraid to delegate and empower other people, because they know they’re stronger with a team on their side.”
    - “While some leaders try to turn their weaknesses into strengths, I’ve found the most successful ones instead focus on owning and honing their natural talents. Rather than try to be an expert in everything, they become a specialist in a select few areas and then empower others to own their own fabulousness.”
  + Gov.uk Article Citations –
    - “Trust your instinct. If it doesn’t feel right, the chances are it isn’t right. I’m a great believer in the power of the subconscious, given time, to steer us to the right answers. That’s why I often prefer to have a couple of discussions before taking a difficult decision, even if that slows down the process. It helps give me certainty about what I think, and it helps the wider leadership group understand each other’s point of view and build consensus. The end result is a better decision with better buy-in.”
* Matching the Hedgehog Concept – “Being a good Alliance member”
  + Personal Experience or Example –
  + Good to Great Citation –
    - “The key is to understand what your organization can be the best in the world at, and equally important what it cannot be the best at— not what it “wants" to be the best at. The Hedgehog Concept is not a goal, strategy, or intention; it is an understanding.” – p158
    - “The ‘best in the world’ understanding is a much more severe standard than a core competence. You might have a competence but not necessarily have the capacity to be truly the best in the world at that competence. Conversely, there may be activities at which you could become the best in the world, but at which you have no current competence.” – p158
    - “Good-to-great companies set their goals and strategies based on understanding; comparison companies set their goals and strategies based on bravado.” – p158
  + Forbes Article Citations –
  + Gov.uk Article Citations –
    - “In leadership, people and relationships are more important than tasks. Tasks do matter, but the main role of a good leader is to motivate and inspire other people to do the tasks well. You need to know how to delegate and be the leader of other leaders. The leader is the conductor of the orchestra, not the first violin.”
    - “You have to set a vision. That requires a clear sense of purpose, a clear sense of direction and a clear picture of the destination. You need to be able to explain in terms that people understand and support what you want to achieve, why you want to achieve it, how you will go about it and how everyone will know when you get there.”

Parts about other leadership literature –

Introduction –

Body –

Conclusion –