

1. Consider the other person's situation. Put yourself in his shoes, so to speak. Remember, his interests, income, intelligence, and background may differ considerably from yours.
2. Now ask yourself, "If I were in his situation, how would I react to this?" (Whatever it is you want him to do.)
3. Then take the action that would move you if you were the other person.

LEADERSHIP RULE NUMBER 2:
THINK: WHAT IS THE HUMAN WAY
TO HANDLE THIS?

People use different approaches to leadership situations. One approach is to assume the position of a dictator. The dictator makes all decisions without consulting those affected. He refuses to hear his subordinates' side of a question because, down deep perhaps, he's afraid the subordinate might be right and this would cause him to lose face.

Dictators don't last long. Employees may fake loyalty for a while, but unrest soon develops. Some of the best employees leave, and those remaining get together and plot against the tyrant. The result is that the organization ceases to function smoothly. This puts the dictator in a bad light with *his* superior.

A second leadership technique is the cold, mechanical, I'm-a-rule-book-operator approach. The fellow using this approach handles everything exactly according to the book. He doesn't recognize that every rule or policy or plan is only a guide for the *usual* cases. This would-be leader treats human beings as