

Leadership Guidelines for an Agile Team

Part 3: More Principles

Paul Alfred Elling

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This book is dedicated to my family: my wife, Janelle and my son, Isaac.

Paul Alfred Elling

Introduction

Not enough education is provided to people, including students, about the subject of leadership. It can be considered art and science and has been practiced by people in various situations and organizations throughout the world and through the course of history. Leadership is available to anyone from any walk of life. It is not limited to gender, race, religion, physical attributes, or economic means. Rather, leadership is about galvanizing oneself and others to accomplish something greater than can be achieved by individual efforts. It is the goal of this book to provide guidelines of leadership that can be learned and practiced accomplishing the goals of an organization.

“Leadership can be defined as the art, science, or gift by which a person is enabled and privileged to direct the thoughts, plans, and actions of others in such a manner as to obtain and command their obedience, their confidence, their respect, and their loyal cooperation. Leadership is the profession of the officer in which proficiency can only be obtained through a constant study of leadership principles and practice in applying them in day-to-day relationships with juniors, seniors, and peers. The most successful leaders have a keen understanding of human behavior and know how to get the most from their followers.” (p. 1 – 3, Navy)

“Leadership is not about a position or title, as many young people think. It is about choices you make throughout your life—with the goal of making the situations and places you find better because you were there. Great leadership is not about making the leader look good but about how individuals use leadership in service to others to make the people and groups around them better. Leadership is the art of mobilizing others to want to struggle for shared aspirations.” (p. XV – 1, Kouzes and Posner)

I obtained an MBA in Strategic Leadership from Amberton University because I wanted to learn what it takes to lead. I have learned about leadership from my career experiences as well. What I have realized over time is that learning about leadership happens throughout life as a never-ending process. Members at all levels of an organization can lead. The role of the leader is to define reality and give hope. Followers can be leaders when they embrace their leaders' goals and when they lead by example. Leadership begins when leaders seize opportunities, and it is all about behavior. "A leader is someone who takes responsibility. Leadership is born when we become active rather than passive." (p. 5, Sacks) Leaders must have the courage to be themselves and not someone else. "The core task of leadership is to create the conditions for other people to thrive." (p. 9, Frei and Morriss) "Leadership is the influencing process of leaders and followers to achieve organizational objectives through change." (p. 6, Lussier and Achua)

These leadership books will focus on the intangibles, the fundamentals, and the principles necessary for an Agile team to succeed. The first book will focus on the process, or the building blocks, that are needed. The second book will focus on development, or the fundamental skills, that are needed. The third and fourth books will focus on the principles, or the bedrock, that are needed.

Part 3: More Principles

Chapter 1: Loyalty

Loyalty is a delicate balancing act for leaders: they must be loyal to their organizations and loyal to those that they lead.

Trust

William Marshall

William Wallace

Daniel O'Connell

George Eastman

Chapter 2: Strategy

Strategic is defined as “an integrated, overarching plan of how an organization will achieve its objectives.” (p. 427, Lussier and Achua)

Strategic leadership is defined as “a person’s ability to anticipate, envision, maintain flexibility, think strategically, and work with others to initiate changes that will create a viable future for the organization.” (p. 418, Lussier and Achua) Effective strategic leaders are skilled at the following (p. 419, Lussier and Achua):

- “Anticipating and forecasting events in the external environment that have the potential to impact business performance—they observe from the outside in”
- “Finding and sustaining competitive advantage by building core competencies and selecting the right markets in which to compete”
- “Evaluating strategy implementation and results systematically, and making strategic adjustments”
- “Building a highly effective, efficient, and motivated team of employees”
- “Selecting, developing, and mentoring a talented team of leaders”
- “Deciding on appropriate goals and priorities for achieving them”
- “Being an effective communicator”

The History of Strategy

Decision-making

Abraham Lincoln

Abraham Lincoln used several strategies to work effectively as President of the United States, especially during the precarious time of the Civil War. Lincoln invited people to his office, got out of the office and circulated among the people and the troops of the Union Army. He focused on the Union Army soldiers and visited wounded soldiers at the hospital. Lincoln “toured the Navy yard and fortifications around Washington, and inspected new weaponry, all to obtain accurate knowledge of the working abilities of the armed forces. His open-door policy as president constitutes an exemplary model for effective leadership.” (p. 13 – 15, Phillips) Lincoln was possibly the most accessible president in history, as he rarely turned anyone away. He preferred meeting with his cabinet members individually and preferred to interact with people when they were relaxed in their own environment.

“If subordinates, or people in general, know that they genuinely have easy access to their leader, they’ll tend to view the leader in a more positive, trustworthy light. All [who] claim the personal acquaintance of Mr. Lincoln will agree that he is the very embodiment of good temper and affability. They will all concede that he has a kind word, an encouraging smile, a humorous remark for nearly all [who seek] his presence, and that but few, if any, emerge

from his reception room without being strongly and favorably impressed with his general disposition. Affability, flattery, and a pleasant demeanor allows people to be more relaxed, at ease, and open with their thoughts and feelings.” (p. 18, Phillips)

Lincoln believed that leadership involved building strong alliances through personal relationships. Spending time with others and getting to know them can overcome lots of personal differences and hard feelings. Lincoln’s strategic leadership involved staying in touch with people and helped him gain an advantage that ended up with the Union Army winning the Civil War. A leader must “spend time letting their followers learn that they are firm, resolute, and committed in the daily performance of duty. Doing so gains respect and trust.” (p. 37, Phillips)

Another aspect of Lincoln’s strategic leadership was his emphasis on persuasion rather than coercion. He learned that he could simply imply something or suggest rather than issuing an order. Instead of causing formal grievances, try to persuade subordinates whenever possible. Subordinates desire to think that ideas are their own and that their ideas make a difference. Lincoln believed that it was necessary to convince subordinates that they were friends when he won them to his cause. Additionally, Lincoln empowered people by delegating responsibility. Lincoln conducted frequent meetings with his cabinet members.

“Though Lincoln was decisive, especially in the expansion of executive authority, he almost always rejected coercion as a means of attaining what he desired. Lincoln rejected the dictatorial role by becoming a persuader-delegator in substance style, and philosophy. Lincoln’s clever bargaining, coupled with persistence and personal persuasiveness, allowed him in 1836, at the age of twenty-seven, during his second term in the Illinois legislature to create the plan that moved the capital of the state from Vandalia to Springfield.” (p. 38 – 39, Phillips)

An important leadership strategy practiced by Lincoln was to always act with honesty and integrity. Successful organizations and teams emphasize integrity and trust, and their leaders exhibit these qualities. Lincoln was “one of those leaders who ‘perceive their roles as shaping the future to the advantage of groups with which they identify, and advantage they define in terms of the broadest possible goals and the highest possible levels of morality.’” (p. 54, Phillips) It’s only fair that leaders provide opportunities for success to their subordinates through honesty and integrity. Set goals and emphasize values that subordinates will follow. Furthermore, it’s the duty of the leader to advance the aims of the organization with honesty and integrity as a guiding light.

One strategy that Lincoln employed was to never act out of vengeance or spite. He “granted more pardons than any president had before him—or has since.” (p. 59, Phillips) By not being spiteful or malicious, a leader will gain supporters within an organization to help him or her achieve the goals of the organization. Subordinates follow the example set by the leader. If the leader is kind and courteous, as opposed to petty, his or her followers are more likely to exhibit these positive characteristics as well. Leaders build a good reputation by avoiding vengeance and spite and will cause people to seek them out.

Lincoln was emotionally intelligent and able to handle unjust criticism that would alienate most people. He ignored petty attacks but fought back if they were egregious. One of Lincoln’s tendencies was to write letters that outlined his criticism, but he would refuse to mail them. Instead, he calmed down and saw the lighter side of situations and maintained a sense of humor. Lincoln was also intelligent enough to avoid reading all attacks against him so that he would not be provoked to anger. Rather than responding to slander, Lincoln allowed the truth to become evident. He realized that if he responded even to one false charge, he would have invited even more undue criticism.

It may be surprising, but leaders of teams can embrace the concept of paradox in different situations. “Lincoln showed his mastery of paradox by skillfully providing a rock-solid, stable government as a foundation for the nation’s security, while at the same time personally instituting massive amounts of change. Paradoxes in Lincoln’s leadership style include the following:” (p. 79, Phillips)

- Charismatic yet unassuming
- Consistent yet flexible
- Victim of criticism by civilians, but popular among Union soldiers
- Trusting and compassionate, but also demanding and tough
- Patient and calculating, but also innovative and not opposed to taking risks
- Gave Union generals plenty of time and support, but replaced them as necessary
- Was very decisive and aggressive in making decisions, yet claimed that did not have a policy

If nothing else, Lincoln maintained consistency in his administration, which is something for which leaders of teams can strive. “You must come to grips with the paradox of providing” team members with “security while also encouraging an environment for risk-taking.” (p. 84, Phillips)

Lincoln proved to be a decisive leader and exercised his authority as President of the United States. “Once the Confederates fired on Fort Sumter, Lincoln was provided with the opportunity that justified strong, decisive action ... because it was an act of war ... it provided a constitutional basis for vigorous executive action that had hitherto been lacking.” (p. 89, Phillips) Lincoln had the resolve to make difficult decisions whenever it was necessary, “employing a classic decision-making sequence:” (p. 96, Phillips)

- “Began with an understanding of all the facts that were involved, often obtaining this information himself by venturing into the field”
- “Would also consider a variety of possible solutions and the consequences of each”
- “Would assure himself that any action taken would be consistent with his administrative and personal policy objectives”
- “Would effectively communicate his decision and implement it”

Lincoln always expected that his subordinates would consult with him first before acting.

Sometimes, the strategy of leading by being led is an effective tool to accomplishing goals.

“Frequently, Lincoln would listen to his subordinates’ suggestions and recommendations.

If they made sense, and if their course of action matched his own ideas, he would let them proceed with the knowledge and belief that it was their idea. Leaders get all the members of feuding departments together and compel them to stay together until peace is made.

Lincoln would give credit where credit was due, and, conversely, accept responsibility when things went wrong. If leaders praise good work and encourage more of the same, then, eventually, they will be able to relax and let their subordinates do most of the work.

And all the leader will have to do is guide them in the proper direction. Try not to feel insecure or threatened by your followers. Let your subordinates know that the honor will be theirs if they succeed and the blame will be yours if they fail. When your subordinates come up with good ideas, let them go ahead and try. But monitor their progress. Never forget that your organization does not depend on the life of any one individual. The greatest credit should be given to those in your organization who render the hardest work.” (p. 100 – 107, Phillips)

It's important for leaders to set goals and be results-oriented to motivate people and let them focus on their work. "Lincoln realized that preserving the Union and abolishing slavery had to be accomplished in steps. So, he constantly set specific short-term goals that his generals and cabinet members could focus on with intent and immediacy." (p. 110, Phillips) Have a mission statement to unite your subordinates.

Chapter 3: Business Strategy

According to Howard Schultz, CEO of Starbucks, business leadership involves the following:

- Build a culture that's based on understanding human nature and elevating people.
- Create an environment that is unique.
- Find the right balance between voicing your opinion and increasing your engagement.
- Distinguish your business from your competitor.
- Embrace and invest in innovation, which should be disruptive to the marketplace.
- Lead during a crisis by avoiding hubris and believing that success is not an entitlement, but that it must be earned.

Leaders understand markets and are open to the differences in those markets. Leaders communicate effectively and strategically per the markets in which they are working. Leaders need to formulate strategy with different markets and different people in mind. When planning strategy, leaders do the necessary research to implement the strategy effectively. (Iger)

John D. Rockefeller

Andrew Carnegie

Jack Welch

Bill Gates

Tim Cook

Chapter 4: Military Strategy

Chapter 5: Leadership Lessons from the Civil War

Robert E. Lee

Ulysses S. Grant

Chapter 6: Leadership Lessons from World War II

Winston Churchill

General George S. Patton

Patton said about the Constitution, “I don’t know what a Philadelphia lawyer might say, but I know what I mean by Country. It is the Constitution! ‘Just the greatest document ever written by man,’ according to an English Prime Minister. You know why we serve the Constitution? Simple! Recall what you said when you got your first commission or got a promotion. You take an oath to God to ‘support the Constitution against all enemies foreign and domestic.’ We are fighting for our great Constitution. We are not fighting for any man, president, senator, congressman, nor potentate. This is what I mean by Country.”

Patton said, “A leader is a man who can adapt principles to circumstances.” (p. 13, Patton, Wit & Wisdom)

Patton said, “Generals must never show doubt, discouragement, or fatigue.” (p. 15, Patton, Wit & Wisdom)

Patton said, “Be willing to made decisions. That’s the most important quality in a good leader.” (p. 20, Patton, Wit & Wisdom)

General and President Dwight D. Eisenhower

Dwight Eisenhower was self-disciplined throughout his life, learning the trait from his parents and through the hard work of his youth on a farm, and honed through his dedication to the Army.

General Douglass MacArthur

General George Marshall

George Marshall joined the Virginia Military Institute when he was young to increase his self-discipline. At VMI, Marshall “excelled at anything to do with soldiering and was the unquestioned leader of his class.” (p. 111, Brooks, [The Road to Character](#)) During World War I, Marshall made an impression on General John Pershing, which led to him joining the General Staff at its headquarters in Chaumont. Marshall served as Chief of Staff to FDR. Marshall served as U.S. ambassador to China under President Harry Truman. Marshall also served as Secretary of State under Truman. He implemented the European Recovery Plan, or Marshall Plan, after World War II.

Admiral Chester W. Nimitz

Chapter 7: Management

“You know who the best managers are?” Steve Jobs asked in 1984. “They’re the great individual contributors who never, ever wanted to be a manager, but decide they have to be a manager because no one else is going to do as good a job as them.”

“Management emerged around the turn of the 20th century with the advent of industrialized society.” (p. 16, Northouse) The original primary functions of management included the following:

- Planning
- Organizing
- Staffing
- Controlling
- Seeking order and stability

“Organizations need to nourish both competent management and skilled leadership.

Managers are people who do things right and leaders are people who do the right thing. Leaders and followers work together to create real change, whereas managers and subordinates join forces to sell goods and services.” (p. 17, Northouse)

Examples of Successful Management

Executive Management

“As Peter Drucker observed, when executives set clear priorities and are relentless in doing things one at a time, they are able to accomplish more—and in less time—than others. He added, ‘The people who get nothing done often work a great deal harder.’” (p. 136, Strock, Reagan)

“As Peter Drucker pointed out, the chief executive has quite specific responsibilities that no one else can take on; they cannot be delegated. Most important, he must constantly be in touch with the world outside the organization, making sure results are achieved. He must keep an eye fixed on the future. He must maintain and communicate the organization’s vision, both inside and outside the organization. He must constantly be listening, learning, and updating priorities.” (p. 153, Strock, Reagan)

Managing Oneself

Becoming a Manager

Toyota

Lee Iacocca

Chapter 8: Diplomacy

Diplomacy

Diplomacy serves everybody. Diplomacy must be a win-win and not a zero-sum game.

Diplomacy is about persuading individuals to be part of a group. It is about solving problems, and it takes perseverance. It's essential to respect differences. It's normal to have similar values, but disagreements about policy. Reconciliation is one of the goals of diplomacy. Diplomacy requires calmness, emotional intelligence, and a sense of humor. It's important to be curious when being diplomatic. Knowing another person's language makes it easier to relate to them. It's important to gain an understanding of why people think what they do. Listening is an important part of diplomacy. Listening to others can give you an opening when being diplomatic. "The skills of listening and finding common ground are skills you can use in everyday life." (Rice)

International Relations

Henry Kissinger

Angela Merkel

Chapter 9: Diversity in the Workplace

Diversity is defined as the following: “the inclusion of all groups at all levels in an organization.” Demographics diversity is defined as the following: “any characteristic that serves as a basis for social categorization and self-identification. In a global environment, understanding cultural differences and learning to deal effectively with partners from different cultures is critical.” (p. 394 - 395, Lussier and Achua) Reasons to embrace diversity include the following (p. 396 – 397, Lussier and Achua):

- “Offers a marketing advantage”
- “Helps a company to develop and retain talented people”
- “Cost effective”
- “May provide a broader and deeper base of creative problem solving and decision making”

Diversity in the workplace involves leaders respecting people within their organization and people outside it.

Leaders have the power to be inclusive by doing the following: (p. 4, Brown)

- By being dedicated to the thriving of others
- By honoring and valuing input
- By nurturing purpose in others
- By encouraging authenticity for those who fear the repercussions of being authentic
- By being passionate about challenging obstacles to potential and performance
- By constantly seeking to learn more about what they don’t know when it comes to cultural competency
- By taking a strong stand against bias even in its most subtle forms.

To help leaders transition to being more inclusive and identify their level of inclusiveness, Brown created The Inclusive Leader Continuum: (p. 9 – 10, Brown)

- Unaware: You don't notice that different groups have a much harder time thriving at work.
- Aware: You realize the playing field is not level in the workplace and that you have been blind when it comes to inclusion.
- Active: You are working toward equity and equal opportunities, supporting those with underrepresented or marginalized identities, backgrounds, and experiences.
- Advocate: You are becoming a voice that is capable of transforming biased systems and sparking meaningful, widespread, and scalable lasting change.

"Diversity can create a competitive advantage if managed effectively such that all employees are contributing to the best of their abilities and at their highest potential. Diversity management incorporates programs and practices designed to" (p. 322, Northouse):

- "Improve interaction among diverse people"
- "Make this diversity a source of innovation and increased effectiveness rather than miscommunication, conflict, or obstacles to employees' performance, satisfaction, and advancement"

"A focus on inclusion not only promotes the reduction of negative and problematic processes grounded in discrimination and oppression, but also foster a positive vision of what might replace these undesired behaviors, policies, and systems. Rather than leaders directing followers, inclusive approaches establish norms of active consultation and participation, which drives shared decision making within a team or organization." (p. 323 – 324, Northouse)

“Inclusion is the extent to which individuals can access information and resources , are involved in groups, and have the ability to influence decision-making processes.” (p. 325, Northouse) Inclusive leadership has the following goals (p. 328, Northouse):

- “To create a shared identity among group or organizational members such that everyone feels a sense of belonging”
- “To reduce status differences and ensure that each individual is treated with respect and concern”
- “To facilitate the participation and involvement of all so that everyone has equal voice and input in making important decisions”

“Leader openness to, and respect for, new ideas and feedback facilitates a supportive climate in which followers feel comfortable to offer alternative perspectives and to experiment.” (p. 332, Northouse) To be an inclusive leader, focus on these areas (p. 158 – 159, Dilenschneider):

- “Trust: working with people who have different skillsets who know how to do their jobs and create the expected outcomes”
- “Empowerment: inviting people to work on new things that build skills and stretch their scope”
- “Collaboration: partnering with people to work together who have complementary skills”

Frances Perkins

Frances Perkins witnessed the Triangle Shirtwaist Factory fire. The fire inspired Perkins to do more than just genteel progressive work. The fire caused Perkins to find her vocation. At Mount Holyoke College, Perkins was elected class president her senior year. Mount Holyoke pushed

Perkins to pursue a life of purpose. Perkins joined Hull House in Chicago, which gave “women a new range of service careers, to link the affluent with the poor, and to re-create the sense of community that had been destroyed by the disruptions of industrialization.” (p. 31, Brooks, The Road to Character) Perkins exposed “bogus employment agencies that were luring immigrant women into boardinghouses, sometimes drugging them and forcing them into prostitution.” (p. 33, Brooks, The Road to Character) “Perkins lobbied furiously for a bill to limit the workweek to 54 hours.” (p. 35, Brooks, The Road to Character) “Perkins became executive secretary of the Maternity Center Association, a voluntary organization that sought to lower maternal and infant death rates.” (p. 36, Brooks, The Road to Character) In 1919, Perkins became one of the first female commissioners of New York, the position of Industrial Commissioner.

Perkins became Labor Secretary in President Franklin Roosevelt’s administration. Perkins had the greater good of people in mind. “If Perkins were to join FDR’s cabinet, he would have to commit to a broad array of social insurance policies, massive unemployment relief, a giant public works program, minimum wage laws, a Social Security program for old age insurance, and the abolition of child labor.” (p. 41, Brooks, The Road to Character) Perkins fought for the rights of the people while she was Labor Secretary. She pushed for many of the programs of FDR’s New Deal.

Chapter 10: Servant Leader

“Servant leadership is leadership that transcends self-interest to serve the needs of others, by helping them grow professionally and personally.” (p. 357, Lussier and Achua) “Servant leadership emphasizes that leaders be attentive to the concerns of their followers, empathize with them, and nurture them. Servant leaders put followers first, empower them, and help them develop their full personal capacities. Servant leaders place the good of followers over their own self-interest. Servant leaders demonstrate strong moral behavior toward followers, the organization, and other stakeholders. If inequalities exist, a servant leader tries to remove them.” (p. 253 – 255, Northouse)

The characteristics of a servant leader include the following (p. 255 – 257, Northouse):

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Commitment to the growth of people
- Building community

Behaviors of servant leaders include the following (p. 259, Northouse):

- Conceptualizing
- Emotional healing

- Putting followers first
- Helping followers grow and succeed
- Behaving ethically
- Empowering
- Creating value for the community

A framework for servant leadership includes the following

- Helping others discover their inner spirit
- Earning and keeping others' trust
- Service over self-interest
- Effective listening

“People do not become leaders because they are great. They become leaders because they are willing to serve as leaders.” (Sacks, p. 139)

“The leader’s responsibilities to the individuals are diverse, but include availability of the resources (people and facilities) needed to accomplish the assigned task(s); identification of significant challenging problems to address; assignment of authority and responsibility; and development of employee skills. Leaders have to move from being completely independent to being interdependent so that they can learn from and take advantage of opinions and viewpoints. This transformation from egotist to collaborator to empathizer is leadership maturation.” (p. 39, Hess)

“To be in service of others is to consider and fulfill someone or something’s needs to the best of our abilities, before or in parallel with fulfilling our own. When we are in service of, our intention is to make someone or something better by helping them realize their

potential. When we're in service of people we also speak to and treat them with respect, dignity, and civility. We emotionally connect, collaborate, ask, and listen. We have empathy, and we step into their shoes." (p. 74 – 75, Rometty)

The servant leader "makes altruism the central component of the leadership process and frames leadership around the principle of caring for others." (p. 15 – 16, Northouse)

Mother Teresa

Chapter 11: What Not to Do

Micro-management

Divide and Conquer Management

Withholding Information

Thinking Leadership Is a Position

Playing Favorites

Being Unavailable

Acting Arrogantly, Refusing to Be Conciliatory, and the Big Lie

After the 2020 presidential election, Donald Trump refused to concede the election win to Joe Biden. Trump proceeded to push false election fraud claims. Trump arrogantly tried to persuade Georgia officials to fraudulently find more votes for him despite Biden being the clear winner. Trump encouraged the insurrection at the United States Capitol on January 6, 2021. Trump was impeached for a second time by Congress shortly thereafter. By refusing to be conciliatory

and acting arrogantly, Trump was indicted for his actions and faced legal troubles while trying to run for president again in 2024. A Select Committee was chosen by Congress to study the insurrection in depth. The insurrection was part of the Big Lie put forth by Trump and his associates that he won the 2020 election. The insurrection was the most significant attack on Washington, D.C. since the War of 1812. Despite the attack, “American institutions held. And the courts heard and rejected Trump’s false claims of widespread fraud. But those institutions should not have had to withstand an attack inspired by a chief executive sworn to ‘support and defend the Constitution.’” (p. 325, McMaster)

Legendary journalist Bob Woodward succinctly wrote the following about the January 6 insurrection in his book War:

“As rioters stormed the Capitol on January 6, 2021, President Donald Trump watched on television from his private dining room next to the Oval Office. His supporters climbed the walls of the historic building, shattered windows and attempted to force the front doors open with a battering ram.

“Gallows were being set up outside. ‘Hang Mike Pence. Hang Mike Pence. Hang Mike Pence.’ Trump’s supporters called for the vice president, who had refused to overthrow the certification of Biden’s 2020 election win.

“‘Where is the president?’ Republican House Minority Leader Kevin McCarthy was calling the White House, asking aides to connect him with Trump. McCarthy’s office was being vandalized. House Speaker Nancy Pelosi’s was being ransacked. Supporters took pictures with their feet on her desk. They left a note on her keyboard: WE WILL NOT BACK DOWN.

“Congressional leaders, including McCarthy and Pelosi, had been rushed out by Capitol security and driven to a secure location, Fort McNair, a U.S. Army post a few blocks from the

Washington Nationals baseball stadium. But their staff were still in there, hiding in various offices with the lights switched off, desks barricading the doors.

“President Trump finally got on the phone.

“‘You’ve got to get out and tell these people to STOP! We’ve been run over,’ McCarthy said. He was intense. ‘Someone just got shot.’

“At 2:44 p.m., Air Force veteran Ashli Babbitt was shot and killed by a police officer inside the Capitol as she and others tried to breach a door near lawmakers. Among the rioters were leaders of pro-Trump, far-right militia groups, the Oath Keepers and the Proud Boys, as well as conspiracy theorists from groups like QAnon. What began as a Trump rally had escalated into a violent attack on the constitutional order of the United States.

“‘I’ll put a tweet out or something,’ Trump replied.

“‘They’ve taken over the Capitol!’ McCarthy yelled at him. ‘You’ve got to tell them to stop. You’ve got to get them out of here. Get them out of here. Now.’

“The president seemed not to grasp the gravity of the situation. ‘Well, Kevin, I guess these people are more upset about the election than you are,’ Trump said.

“The FBI later estimated that over 2,000 people entered the Capitol on January 6, 2021. Five people died, 172 police officers were injured, and more than 500 were arrested. The cost of the damage to the historic Capitol building exceeded \$2.7 million.

“It took President Trump *187 minutes* to post a tweet telling his supporters to ‘go home.’

“Two months earlier, Donald Trump had lost the 2020 election to Joe Biden. But he rejected the loss. Instead, he said it was ‘rigged,’ ‘a fraud on the American public,’ and ‘stolen.’

“Even now, 35 years after our interview, Trump was convinced any loss—even a presidential election loss—could be brushed aside if he simply *didn’t fold*.

“At Trump’s ‘Save America’ rally on January 6, he urged his supporters to ‘fight like hell.’

“‘We won this election, and we won it by a landslide.’

“‘We will never give up. We will never concede.’

“‘We are going to the Capitol.’”

Coercive Power

Coercive power “involves punishment and withholding of rewards to influence compliance, fear of reprimands, probation, suspension, or dismissal.” (p. 113, Lussier and Achua) It involves pressure influencing tactics, manipulation, and rash threats.

Toxic Culture

Hasty Decisions

Preventing Organizational Change

Choosing Loyal Followers Over Followers with Expertise and Ability

Early in his second presidential administration, Donald Trump fired several key military personnel, who were experienced and well-respected, including Chairman of the Joint Chiefs of Staff General Charles Q. Brown. Trump replaced Brown with retired Air Force Lieutenant General Dan Caine, who ranked lower than more qualified candidates. Trump has repeatedly shown that loyalty to him is more important than a person's expertise and ability. The firing of several leaders at the Pentagon endangered the lives of Americans. Trump also dismissed several inspectors general, who are supposed to prevent fraud in the federal government. When leaders value loyalty over expertise and ability, they weaken the organization and open up the possibility of failure, unethical or illegal practices, and mismanagement.

Chapter 12: Transformational Leadership

Transformational leadership “is a kind of leadership that affects the level of values of followers. Real or ideal transformational leadership is described as socialized leadership— leadership that is concerned with the collective good. Socialized leaders transcend their own interests for the sake of others.” (p. 15, Northouse) “Transformational leadership is the process a person engages with others and creates a connection that raises the level of motivation and morality in both the leader and the follower. This type of leader is attentive to the needs and motives of followers and tries to help followers reach their fullest potential.” (p. 186, Northouse) Transformational leadership “serves to change the status quo by articulating to followers the problems in the current system and a compelling vision of what a new organization could be.” (p. 348, Lussier and Achua) Transformation leadership is composed of the following:

- Idealized influence
- Inspirational motivation
- Individual consideration
- Intellectual stimulation

Transformational leaders “motivate followers to do more than expected by doing the following” (p. 190, Northouse):

- “Raising followers’ levels of consciousness about the importance and value of specified and idealized goals”
- “Getting followers to transcend their own self-interest for the sake of the team or organization”
- “Moving followers to address higher-level needs”

Transformational leadership factors include the following (p. 191 – 195, Northouse):

- “Concerned with improving the performance of followers and developing followers to their fullest potential”
- Idealized influence
 - “The emotional component of leadership”
 - “Describes leaders who act as strong role models for followers”
 - “Followers identify with these leaders and want very much to emulate them”
 - “These leaders usually have high standards of moral and ethical conduct and can be counted on to do the right thing”
 - “They are deeply respected by followers, who usually place a great deal of trust in them”
 - “They provide followers with a vision and a sense of mission”
- “Results in performance that goes well beyond what is expected”
- Followers “become motivated to transcend their own self-interests for the good of the group or organization”
- Has “a positive impact on followers when followers identify with or find meaning in their work”
- “Transformational leaders can propel followers to even greater levels of success when they have a high-quality relationship based on trust, loyalty, and mutual respect”

“Transforming leaders have a clear vision, which is simple, understandable, beneficial, and energy creating.” (p. 198, Northouse) They become “social architects where they make clear the emerging values and norms of the organization.” (p. 202, Northouse)

Harriet Tubman

Theodore Roosevelt

Franklin D. Roosevelt

When Franklin Roosevelt was growing up, he learned in unorthodox ways, which allowed him to later develop into a transformational leader. Roosevelt honed his decision-making from an early age and usually did not second-guess himself. As Assistant Secretary of the Navy, Roosevelt helped move the Navy forward in a transformative way by building “bigger and better-equipped ships” and reorganizing “the work of the civilian personnel to strengthen the Navy’s readiness for battle.” (p. 61, Kearns Goodwin, Leadership in Turbulent Times) Roosevelt was able to assemble talented and loyal teams.

While Roosevelt was still a young man, he contracted polio, which left him paralyzed. Roosevelt dealt with the ailment with optimism, believing that he would fully recover. From his experience with polio, Roosevelt developed a new sense of humility for others who suffer. Roosevelt’s experience of living with polio caused him to develop a level of humility that was a spiritual transformation. With his own money, Roosevelt built a rehabilitation center in Georgia, that was transformative for people who are disabled.

As Governor of New York, Roosevelt worked to get unemployment insurance passed as legislation. Roosevelt felt that people needed to support one another for the common good.

As President of the United States, Roosevelt “promised that he would put people back to work, provide a sound currency, prevent foreclosures of homes and farms, and ‘put an end to speculation with other people’s money.’” (p. 278 – 279, Kearns Goodwin, Leadership in Turbulent Times) Roosevelt pushed for a “bank holiday”, which would shut down banks for a day in the event of an emergency. He appointed Frances Perkins to the office of Secretary of Labor, making her the first woman to serve in a presidential cabinet. Roosevelt called for a special session of Congress, and involved bankers, when he drafted a bill to confront the Great Depression. Roosevelt managed to get his bill passed through Congress – the famous Hundred Day Congress. He held press conferences to clearly communicate his banking bill to the public. Roosevelt instituted his Fireside Chats to communicate clearly to the press and the American people. He announced that bank deposits would be backed by the federal government. Roosevelt resolved the banking crisis in 1933 with his first Fireside Chat.

Roosevelt pursued the New Deal to combat the Great Depression. With the New Deal, “billions of dollars were appropriated to undertake massive public works, provide direct work relief, ease mortgage distress, safeguard investors, guarantee bank deposits, ensure decent wages, provide collective bargaining, raise agricultural prices, generate public power.” (p. 293, Kearns Goodwin, Leadership in Turbulent Times) Roosevelt created new agencies to deal with the complex problems of the Great Depression. His leadership style in creating the new agencies was the following: “Establish a clear purpose; challenge the team to work out details; traverse conventional departmental boundaries; set large short-term and long-term targets; create tangible success to generate accelerated growth and momentum.” (p. 294 – 295, Kearns Goodwin,

Leadership in Turbulent Times) Roosevelt created the Securities and Exchange Commission (SEC) to regulate the stock market.

Volodymyr Zelensky

Chapter 13: Negotiation

Negotiating is a relationship-building process. One of the goals of a negotiation is to get the other side engaged and involved. Ideally, you can get the other side to talk and present you with your deal. (Voss)

The voice being used during delivery is essential to successful negotiating. An assertive tone of voice is counter-productive, while the accommodator voice should be used about 80% of the time. (Voss)

Ronald Reagan was a successful negotiator during his presidency. Reagan remarked prior to negotiating with Mikhail Gorbachev, “It’s the initial phase of the negotiating process laying the groundwork, setting the agenda, establishing areas of agreement as well as disagreement that pays off in the future. Now, if that’s true of labor and management negotiations here, you can imagine how relevant it is to Soviet-American bargaining sessions; after all, we have a little more separating us than, say, General Motors and the UAW.” (p. 62, Strock) In negotiating with the Soviet Union, Reagan laid the groundwork by calling them the “Evil Empire”. Reagan’s approach to negotiating included the following: “If you got seventy-five or eighty percent of what you were asking for, I say, you take it and fight for the rest later, and that’s what I told some of these radical conservatives who never got used to it.” (p. 70, Strock)

Chapter 14: Coaching, Mentoring, and Teaching

Appendix A: Attributes of Leaders

1. Leaders take the initiative to do things.
2. Leaders lead by setting an example.
3. Leaders have the courage to change things when it is necessary.
4. Leaders must be willing to ask questions and pursue answers to those questions.
5. Leaders maintain goodwill when it is necessary.
6. Leaders instill in workers the kind of drive and creativity and innovative spirit more commonly found among entrepreneurs.
7. Leaders make an effort to communicate effectively.
8. Leaders work to build trust through honesty and integrity.
9. Leaders who aim for perfection can achieve greatness.
10. Leaders come up with several solutions to each problem and select the best one.
11. Leaders express clearly their expectations of others.
12. Leaders set clear objectives.

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