

TRENDING: Do I Have to Sign My Termination or Separation Agreemen...



SEARCH

**Elephants
at
Work**

WORK WITH ME ▾

CAREER ADVICE ▾

JOB SEARCH ▾

LEADERSHIP ▾

INSIDE HR ▾

TRAINING & MEDIA

CONTACT US

NORMAN SCHWARTZKOPF'S 14 RULES ON LEADERSHIP

Posted by Lynn Dessert | May 17, 2010 | Leadership | 3 | ★★★★★

Several years ago I attended a conference where General H. Norman Schwarzkopf was the key note speaker. It is not often that I am impressed or mesmerized by someone's message. This time it was different.

GET LATEST
UPDATES!

SUBSCRIBE TO OUR MAILING LIST

* indicates required

Email Address *

First Name

Last Name



It did not matter that he was talking about his experience in the military. Good leadership is not industry, organizational or company specific – there are no boundaries. The rules or lessons he shares with us provides a compass for growing your personal leadership capabilities.

The follow represents my notes from the conference with some additional commentary.

His key principles represent overarching themes and embody an attitude – they comprise the first four rules.

LEADERSHIP – KEY PRINCIPLES

1. Think of yourself as a leader. Leaders lead people, not systems, processes et al.
2. Character. Requires sense of duty, ethics, morality – it is not a measure of competence. In times of crisis, people pick character to follow. *Have strength of character – a prerequisite to having the courage to do the right thing.*
3. Leadership must be respected, even though not loved. Make it happen and take responsibility. You can delegate authority, and still take responsibility. *It is more important to be respected than to be loved. Leaders do not seek to be pleasing first.*
4. The true rewards of leadership come from leadership itself – not the next promotion or tangible reward. *Do not seek rewards; leadership is its own reward.*

The next eight rules represent the actions of great leadership. Leaders who are active participants and demonstrate what they expect get results.

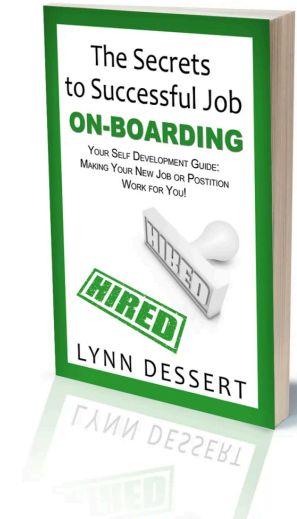
RULES OF LEADERSHIP

Email Format

☐ html

☐ text

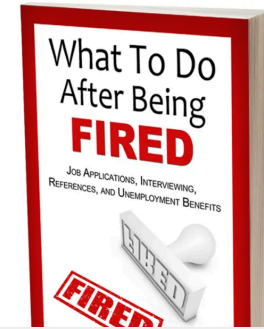
WHEN YOU GET
THE JOB – KEEP
THE JOB



HOW TO GET YOUR
CONFIDENCE
BACK!

1. No organization will get better until leadership admits that something is broken. The prevalent can do attitude must be willing to accept you can't do before you know something has to change.
2. The climate must allow people to speak up.
3. Leaders establish goals for an organization. They must be understood and know their role in reaching the goal. FOCUS is the number #1 goal in the military. The greater the number of goals, the more confusion you get. *Creating focus is the number 1 priority for a leader. Excellent leaders instill focus by creating shared goals that are clear and understood; everyone understands their roles in achieving the shared goals.*
4. Leaders set high standards; they don't accept low standards. They set expectations. People go to work to succeed, not to fail.
5. Leaders set high standards and clarify their expectations. They then expect that people will go to work on achieving these standards.
6. Recognize and reward success – it is infectious. Failure is contagious. *Leaders recognize and reward success. They understand deeply that both successes as well as failure are contagious.*
7. Accept a few mistakes. Provide the latitude to learn. *Leaders accept a few mistakes but also, create the latitude and atmosphere to learn.*
8. Don't tell them how to do the job – simply allocate resources, set standards and the results will exceed your expectations. *Leaders do not deal with how to get the job done, they surround themselves with talent and then allocate resources and remove roadblocks to enable the talent to excel.*

Love the troops. Leaders love their troops and let them know in many ways.



SPEAK YOUR MIND

Lynn Dessert on **Do I Have to Sign My Termination or Separation Agreement?**

Cin on **Do I Have to Sign My Termination or Separation Agreement?**

Diane Douglas on **What to do when your boss wants to fire you**

Josh anderson on **You may think it is personal – and it is probably not**

Carlton on **Interviewing or Job Applications: What do I say if I was fired?**

Most importantly...the final two rules identify if you have what it takes to have managerial courage.

Rule #13

When placed in command, take charge. Even if the decision is bad, you have set change in motion. It is better than being stagnant. *When placed in command, take charge.*

Rule #14

Do what is right. It is a sign of character. *Have strength of character – a prerequisite to having the courage to do the right thing. Do the right thing – have the moral courage to do the right thing.*

SHARE:



RATE:

Lynn Dessert on **Do I Have to Sign My Termination or Separation Agreement?**

Andrea Herrmann on **Do I Have to Sign My Termination or**

< PREVIOUS

NEXT >

You may think it is personal – and it is probably not

Avatar: A lesson in managing innovation risk?

ABOUT THE AUTHOR

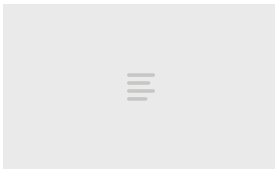


Lynn Dessert

Lynn Dessert is an ICF Master Certified Coach and NLP Coach specializing in Executive and Leadership coaching in Charlotte NC. She works with individuals to accelerate their career advancement and organizations to fast track leadership skill development. Her career eBooks [What To Do After Being Fired](#) and [The Secrets to Successful Job On-Boarding](#) give you a roadmap to DIY. Start your discovery process by contacting her at 704.412.2852 today.

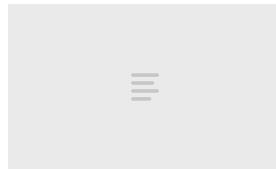


RELATED POSTS



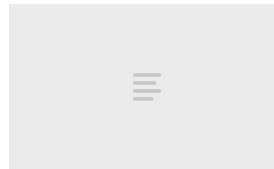
Keeping Your Eye on the Future

October 21, 2009



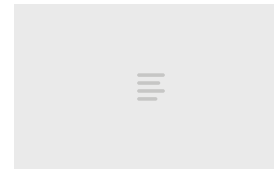
HBDI Gives Insight Into Stress Behavior During Tough Times

March 26, 2009



Meeting Employee Holiday Party Expecations

December 16, 2008



Should innovation be one of your core competencies?

June 24, 2011

3 COMMENTS

Richard Platt on May 22, 2010 at 3:18 pm



Lynn – I too saw General Schwartzkopf at a semiconductor conference, where I was representative for Intel at the time. His speech was as you have here, thank you for putting it all down. I loved that speech, and it really spoke to me throughout my career at Intel, and even now. The General's principles are sound and valuable advice. The one thing that I would add, that to be leader means to be in front, and that at times, can be a lonely place to be. Thanks again for this post. Richard Platt (former NCO US ARMY)

REPLY



Jen Ulrich on May 27, 2010 at 9:44 am

Great article – I'll have to get his book to learn more. Thanks!

REPLY



Roger V. Dollarhide on November 15, 2010 at 5:10 am

I haven't heard anything from Gen. Schwartzkopf regarding his opinions on the current wars in Iraq and Afghanistan. Has anyone asked him for advice?

What does he think of President Obama's conduct of the wars and that of Defense Secretary Gates and General Petraeus?

REPLY

LEAVE A REPLY

Your email address will not be published. Required fields are marked *

COMMENT

Name *

Email *

Website



☐ Notify me of follow-up comments by email.

☐ Notify me of new posts by email.

POST COMMENT

This site uses Akismet to reduce spam. [Learn how your comment data is processed.](#)

© 2007 - 2025 **Leadership Breakthrough, Inc.** | All Rights Reserved

[Site Blogging Information](#) [Privacy Policy](#) [TOC – Terms of Use](#)

