

Leadership Skills To Learn

These leadership principles are adapted from the U.S. Military's Guide on Principles of Leadership.

Why do I need to learn leadership skills?

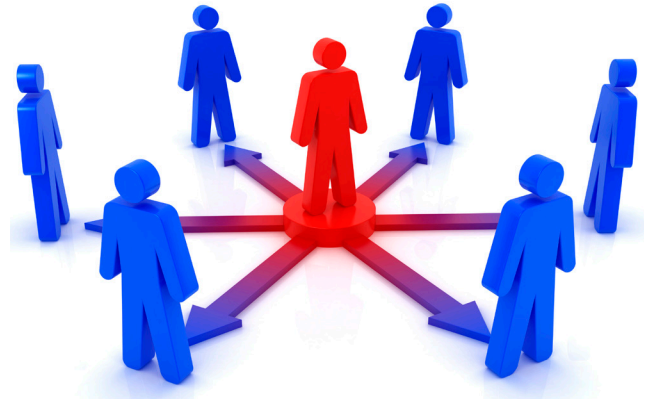
The highest paying jobs in most career areas are jobs as manager. Managers need five years of work experience in the career area before earning a promotion to supervisor, then manager. Leaders are made, not born.

A person learns how to be a leader by: **1) Self-study** or learning about one's strengths and weaknesses;

2) Education such as reading about leadership skills;

3) Training such as practicing leadership skills with the help of a mentor or teacher; **4) Experience** such as practicing leadership skills.

It is worth your time and effort to understand, learn, and practice leadership skills, so after five years in a job, you may be prepared for a promotion to supervisor, then manager.



What is leadership?

Leaders **influence (make)** workers want to work together as a team towards a goal, and **control the company** to operate in a **cohesive** (sticking together), **logical** (making sense), and **harmonious** (getting along) way.



How does "Boss" differ from "Leader"?

The position of boss gives a person the right to give orders to workers to do what needs to be done. The position of leader is different because leaders "inspire"

(make) others to **want** to do the work that needs to be done.

The best bosses are leaders. Workers may obey a boss; but workers will do higher quality work for a manager who is a leader, and not just a boss.



What makes workers want to follow a leader?

Workers want to follow a leader because of: **1) What the leader is** (values, beliefs, trustworthiness; ideas); **2) What the leader knows** (about the job and about handling workers and conflict); **3) What the leader does** (actions are respectful, directions are clear, and discipline is fair).

Four Parts of Leadership: Leader must think about four things before starting to lead.

- **Think about situation:** What is it the project that needs doing? How can it best be done? Which tools and equipment are needed? Is the budget adequate?
- **Think about leadership needed:** What can I do to motivate workers to work as a team in this project?
- **Think about the followers:** What are the personalities of the workers? What instructions do new hires need — and experienced workers need? What may be the personality conflicts among the workers?
- **Think about communication:** What verbal (talking) communication is needed? What information do workers need to do a good job? What can I say to help workers to work together as a team? What other communication is needed? Does my body language (way I act) set the example for workers?

Adapted from Marines Corps/Navy Guide on Principles of Leadership)

Men and women who received military training to learn leadership skills are offered good paying jobs as managers in the civilian work world.



15 PERSONALITY TRAITS NEEDED BY LEADERS

1. Know Yourself & Seek Self-Improvement. Evaluate your personality to know your strengths and weakness. Improve your weaknesses (such as figuring out ways to handle angry workers and personality conflicts). Know how to write letters, make speeches, and make PowerPoint presentations.

Why needed: Leaders need to know themselves so that they know where to make improvements.

2. Know the Jobs: TECHNICALLY know skills used and how equipment used & TACTICALLY know ways of doing the jobs. Leaders must understand what workers are required to do such as skills needed to do jobs, equipment used, and ways jobs are done. Leaders spend time with expert workers to learn. **Why needed:** Workers respect a manager who knows about the jobs workers are required to do.

3. Justice. Give rewards and punishment according to the situation. Rewards and punishments must be given impartially (without favoring one person over another) and consistently (always the same). **Why is justice needed:** Justice gains the trust and respect of workers and keeps discipline.

4. Judgment. Ability to weigh facts and possible courses of action in order to make good decisions.

Why needed: To weigh the pros (advantages) and cons (disadvantages) before making good decisions earns the respect and agreement of workers.

5. Tact. Tact is the ability to say and do the right thing at the right time. Tact gives leaders the ability to deal with others in a way than avoids conflicts. **Why needed:** Leader's use of tact, and requiring workers to use tact, will teach workers to talk and act in a good way that does not create bad feelings. Example: Managers with tact will talk about mistakes to a worker in private rather than in front of other workers.



6. Integrity. Showing good character by being truthful, honest, and fair.

Why needed: A leader's word is his emotional bond with workers. Honest leaders who keep promises will earn respect and loyalty from workers.

7. Enthusiasm. Leader's actions that show interest and joy in performance of duty. **Why needed:** Leader's interest and optimism (positive attitude) will teach workers to have interest in their jobs and positive attitudes about the company and its products.

8. Physical Bearing (body language). Creating a good impression in posture (how you stand and sit), appearance (clothes you wear), and personal actions (how you move). **Why needed:** Ability to look, talk, and act like a manager is needed to inspire and guide workers even if manager does not feel well that day.

9. Unselfishness. Think of workers first. **Why needed:** The quality of looking out for your workers' needs ahead of your own is the essence (most needed quality) of leadership. Workers need to know that they will not be used for a manager's selfish reasons.

10. Loyalty. Faithfulness to company. Think and speak good words about the company and its products. **Why needed:** Workers need a role model to understand why to appreciate (like) the company and think good about company's products.



11. Endurance. Energy needed to endure fatigue (tiredness), stress, and hardship. **Why needed:** Leaders **inspire workers to do good work** by working along side workers during busy times (busy sales in stores and lunch rushes in restaurants).

12. Courage. Mental and emotional skills that helps the manager to proceed with calmness and firmness in an emergency or disaster. **Why needed:** Workers respect and follow a manager who can make good decisions and give clear directions under stressful and crisis situations.

13. Communication: Leaders give workers verbal and written information to promote efficiency (a good job) and morale (good feelings). **Why needed:** Workers who get information feel that they are part of the team. Rumors stop when managers replace rumors with the truth.

14. Share Trust. Leaders train workers to act as supervisors of projects. **Why leaders need to share trust:** a) Allows good workers to practice their leadership skills. b) Inspires all workers to work hard and so that they can be the next worker selected for supervisor and leadership training.

15. Set the Example. Manager who set high standards of conduct for themselves, can request high standards of conduct from workers. **Why needed:** Workers reflect (copy) the leader's personality. If the leader's personality is good, the reflection is good and business is successful.

QUICK CHECK:

1. a) What is the highest paying job in most career areas? b) How many years of experience are needed before promotion to manager?
2. List 4 ways to learn how to be a leader.
3. a) What do leaders influence workers to do? Define: b) cohesive. c) logical. d) harmonious.
4. Explain how a manager who is a boss is different from a manager who is a leader.
5. List 3 things that make workers want to follow.
6. List the 4 things leaders must think about before starting to lead.
7. Why is it needed for leaders to know themselves?
8. a) Explain what leaders need to "technically" and "tactically" know. b) Why is this needed?
9. Why is justice needed in a leader?
10. a) Define judgment. b) Why is judgment needed?
11. a) Define tact. b) Why do leaders need tact? c) Give one example of a manager's tact.
12. What do honest leaders who keep promises earn?
13. What will leader's optimism teach workers?
14. a) What are 2 other words for "physical bearing"? b) Why is physical bearing needed?
15. What is the "essence" of leadership?
16. To show loyalty, what do you think and speak?
17. Why is endurance needed in a leader?
18. Why is courage needed in a leader?
19. When do rumors stop?
20. Give 2 reasons why leaders need to "share trust."
21. a) When can managers demand high standards from employees? b) What do employees reflect?
22. Of the 15 leadership skills: a) List 3 that you think you can do in a job now. b) List 3 that you need to learn to become a better leader.