

LEADERSHIP MASTERY

How to Challenge Yourself
and Others to Greatness

DALE CARNEGIE
TRAINING

A FIRESIDE BOOK
Published by Simon & Schuster
New York London Toronto Sydney



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The 5 Essential People Skills

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Where have all the leaders gone? There is a vacuum of leadership in the world, in all of our major institutions: government, education, business, religion, and the arts. The crisis has arisen in part because many of those institutions have been reinvented. Life is therefore much more uncertain and leadership hence much more risky. However, most of the leadership crisis has crept up on us because of the incredible technological revolution we're now experiencing. We are told that the scientific method can solve all our problems and that technology can distribute the answers to those problems far more quickly and efficiently than before. A global society connected by the Internet is emerging, yet never have so many people felt isolated from one another. Individuals the world over find themselves disconnected from their roots and unsure of their future. This is because in a world quickly becoming more virtual, the skill of human relations is quickly being lost. Thus, never before has the skill of human relations been more valuable and sought after.

Just about everyone who is anyone has a Web site and an e-mail address. The only way to differentiate yourself and your business is to become exceptionally skilled at leading and persuading others. Think of it. In the previous era of hierarchical organizations, big government, and traditional families, the need for leadership was evident. We knew what the rules were. We needed the leaders to hold us to those rules. However, in an era of flattened organizations, the increasing irrelevance of government, and two-career families, we no longer have a clear set of rules to follow.

What's more, the command-and-control leaders who try to hold us to seemingly irrelevant and arbitrary rules are no longer successful. What's needed is a new type of leader, one who can inspire and motivate others within this virtual world while never losing sight of the leadership principles that never change. Therefore in this cutting-edge book, we'll introduce you to a new type of leader: a leader who is flexible and adaptable. We'll introduce you to an individual who is a servant, not a slave, to his or her partners; a distributor of power, trustworthy, tough, and decisive.

The core philosophy of this book will be taken from the man whose name has become synonymous with influence and human relations, Dale Carnegie.

In the words of Dale Carnegie himself:

And now I've just got time to tell you about a couple of simple tests that you can make to prove to yourself how easy it is to make people like you instantly; here they are. Test one, starting tomorrow morning, you smile at the first five people you see at work every day for a week. I mean a good, broad, genuine smile and a hearty good morning. Test two, pick out just one person every day for a week, one person who has never meant very much to you, and become genuinely interested in him and show that you're interested in him with a smile and some friendly comment. Now two words of warning; be sincere, utterly and eternally sincere. You will just be wasting your time if you pretend to be interested in other people in order to get something out of them. That's foolish as well as wrong, because you'll be found out sooner or later. Why not make those two simple tests yourself and keep a record of the results. Remember if you want to be liked instantly, do as the puppy does: Become genuinely interested in other people and show it.

These human relations principles have made Dale Carnegie a household name for more than fifty years. Throughout this book, you'll read Dale Carnegie's famous leadership principles exactly as he wrote about them in some of his classic works. Principles like these will never change. It is how they are applied that w

change. In the past, an order from the boss may have given the employee enough want. Today leaders must create that want by engaging others in the mission with same the goals but by different processes.——

What's more, you'll learn how the virtual world does not have to become more impersonal. You can use high-tech tools to stay in touch as a leader. Yes, leadership, like any other skill, is not something you are born with. It must be learned. When you have read this book and completed all of the action steps at the end of each chapter, you will possess the most vital skill for succeeding in the new economy: the skill of leadership. The need for this skill will only grow in value as our virtual world expands.

Finally, once you have completed this book you'll no longer ask, "Where have all the leaders gone?" You'll realize that leadership is no longer for the chief executive officer, the president, the general, the boss, or the mom and dad. Leadership is available to each and every one of us at every level of organization, in that society, business, government, or family. Complete this book and discover your full potential. Become a leadership master.

CHAPTER 1

What Leaders Do

Keep your mind open to change all the time. Welcome it. Court it.

—Dale Carnegie

In the chapters that follow we'll be engaged in a very ambitious and extremely important undertaking. It will be of great benefit to you, and also to everyone who comes into your life both personally and professionally.

We'll be exploring a fundamental principle of human behavior. It's the basis of successful companies and even of whole nations and cultures. This is the concept of *leadership*. More specifically, we'll focus on the meaning of leadership in the context of business and entrepreneurial success. We'll see how leaders made the most of prosperous times, and how they survived even severe downturns in the business cycle.

Who are the leaders? What are the leaders made of? Who are the men and women who "made it happen" for themselves and the people around them? How did they overcome obstacles? Where did they discover opportunities? This is critically important information for anyone who aspires to financial success, personal satisfaction, and the sense of accomplishment that comes when potential turns into actuality.

In today's world, the quality of leadership is both respected and revered, but it's also subtly devalued. We celebrate the birthdays of Washington and Lincoln, great leaders of the past, yet we are deeply suspicious of those who occupy leadership positions in the present day. Perhaps it's because we know too much about them in our present media-dominated environment. No one knew what Washington and Lincoln did every day, much less every minute of the day. Incredible as it now seems, Franklin Roosevelt served more than three terms as president without the majority of people even aware that he could not walk.

As a first step toward grasping the real meaning of leadership—and more important, as a step toward becoming an effective leader yourself—your present view of leadership may need to be reconsidered, reinvented, and even reborn. This book will give you the tools for doing that. By making full use of those tools, you can take a big step toward achieving all your personal and professional goals.

This raises a very important point that should be emphasized here at the outset. Our purpose here is something much more than theoretical or intellectual understanding of leadership. You're going to learn what leaders have done so that you can start doing it yourself, right away, in your own life and career. That's *leadership mastery*. It's putting what you learn into action.

This is an extremely ambitious undertaking, and we have some powerful tools to bring it to a successful conclusion. Very simply put, the foundations of our work toward leadership mastery are the insights, writings, and life example of Dale Carnegie. Known the world over as one of the most influential voices in the history of personal development, his lessons are more relevant today than ever before.

We'll be looking at up-to-the-minute issues in today's fast-changing workplace. We'll meet the people who study the organizations, and identify the challenges they face, and that you're facing, on the road to professional success and personal fulfillment.

THE LONGEVITY OF LEVI STRAUSS

Levi Strauss & Co. has been in business for more than 150 years. Over those many decades there have been plenty of peaks and valleys such as the great San Francisco earthquake of 1906, which destroyed the

company showroom and many local businesses.

~~Despite the obvious hardships, the company continued to pay its employees while new buildings were built, and extended credit to its wholesale suppliers whose facilities had also been destroyed. Ethical leadership has always been a core value at Levi Strauss, whether the challenge was a major earthquake or competition from Calvin Klein. In keeping with an “aspiration statement” that the company issued in 1980, managers at Levi Strauss know that they’re evaluated in many other areas besides financial performance.~~

As much as 40 percent of Levi Strauss’s management bonuses are based on measures of leadership ethics, human relations, and effective communication.

IBM: BUSINESS AND BELIEFS

More than twenty years before Levi Strauss created its aspiration statement, Thomas J. Watson, Jr., then the head of IBM, wrote a book called *A Business and Its Beliefs*. Watson knew that one of his most vital responsibilities as a leader was to clarify the core values of IBM. The values he led by made IBM one of America’s truly dominant companies throughout the ’50s, ’60s, and ’70s.

Interestingly enough, years before he wrote the book, Watson foresaw the problems that would almost cause IBM’s downfall when the technological revolution dawned. Thirty years before anyone had ever heard of a blog or a Web site or an e-mail, Watson told an interviewer, “I’m worried that IBM could become a bit of an inflexible organization that won’t be able to change when the computer business goes through its next shift. In fact, that’s exactly what happened after Watson’s retirement. IBM did not fully recover until another leadership master, Louis V. Gerstner, Jr., became chairman and CEO in 1993. And we’ll have much more to say about Gerstner in the chapters that follow.

JOHNSON & JOHNSON: BIG BUT SMALL

Levi Strauss and IBM are big corporations. Johnson & Johnson is as well, but the former leader of the company, chairman and CEO Ralph Larsen, has said, “We don’t view ourselves as one \$20 billion health care company; we see ourselves as 170 small ones.” This puts into practice one of the basic principles of leadership mastery. Larsen had a strong aversion to top-down edicts and directives. “We have a strong history of decentralization,” he told an interviewer. “People are very independent at Johnson & Johnson. You have to convince them of the rightness of your cause. Otherwise not much is going to happen.”

Larsen might have added that once the rightness of the cause has been made clear, a lot of good things can happen year in and year out. Virtually from its beginnings, Johnson & Johnson has been one of America’s most admired companies, as well as one of the most profitable. With Dale Carnegie’s timeless lessons providing the core of our strategy, and with tactics drawn from the example of today’s leadership masters, we are ready to move ahead in our exploration of this vitally important subject.

GATES AND JOBS

The names of two men will always be linked to the technological innovations that transformed our lives in the late twentieth century. It’s hard to believe that Bill Gates and Steven Jobs are now “senior citizens” of the computer age, but it’s the truth. From the start their contributions were very different from one another and they’re still different today. Gates has to some extent withdrawn from the operational side of Microsoft and is concentrating on philanthropic endeavors throughout the world. Steve Jobs, on the other hand, has been a very hands-on manager at Apple Computer. In fact, he’s so involved that shareholders become

extremely nervous at any signs that he might be backing off. Coverage of his recent health issues has demonstrated that.

Later in the book we'll have more to say about these two very strong leaders, who are also equally strong rivals. It remains to be seen which of the two men's legacies will be the more enduring. Perhaps surprisingly, one test of this may be which man was able to disengage more smoothly. We usually evaluate leaders in terms of how much they do, not how they transition to doing less. There's a lesson here: What leaders mean to us changes with time just as the leaders themselves change.

APPLYING THE WISDOM OF JAMES GLEICK

James Gleick, a science writer whose books have introduced readers to the wonders of chaos theory and superstrings, published a volume entitled *Faster*. Gleick discusses the seemingly unstoppable acceleration of all aspects of our lives, from the introduction of e-mail and cell phones to the raising of the speed limits on interstate highways. We have the tools to accomplish things very quickly these days and we've come to expect almost instantaneous results. As we make our way at lightning speed through our new environment, though, we must realize that our approaches, our ideas, and even our vocabularies must also be new.

The word *leader*, for example, can no longer bear any resemblance to the word *boss*. Bosses have subordinates or subjects or followers. Today's true leaders have no followers in the conventional sense of the word. Leadership masters even go a step further by transforming followers into other leaders. For true leadership masters, this process includes not just everyone in an organization, but literally everyone they meet. How does this happen?

For starters it requires personal qualities beyond traditional leadership virtues: qualities like toughness and decision-making ability, flexibility, innovation, and the ability to accommodate sudden change. These traits are now absolutely essential. The image of the leader as a lion tamer with a chair and a whip can no longer work for any extended period of time, if indeed it ever could. So the purpose of leadership mastery is not to show you how to order people around, or to manipulate them with fear of failure or promise of reward. Instead you'll focus on giving people the tools to lead themselves in the direction of what they do best.

Traditionally it's been said that some people are born leaders just as certain wolves or baboons naturally assume dominant positions in their groups. There's a view that certain human beings are simply destined by their genetic makeup to take responsibility and point the way for others. That's one way of looking at it.

But another view says that leaders aren't born, they're made. It's not in the genes. It's in the experience and in the training. This suggests that anybody can be a leader if he or she gets the necessary training and preparation. A person may be in the back of the line today, but with the right kind of attitude, knowledge, skills, and experience, that same person can be out in front of the pack tomorrow.

Which one of these theories is correct? Fortunately we don't really have to answer that question because there's a basic flaw in both possibilities. Each describes leadership as a stage of development we arrive at, whether through heredity or training. However, today the biggest challenge of leadership is not to move from a starting point to a state of expertise beyond anyone else. Rather, today's leader must find a way to keep the mind-set of the starting point no matter how far along the track he or she may have run.

Leadership mastery is about seeing people, environments, and circumstances freshly, as if for the first time. The truth is, we really are seeing everything for the first time because, as James Gleick points out, everything is constantly changing at an ever-increasing rate of speed. In fact, leadership masters are so free of preconceived ideas that they even question the validity of leadership itself (at least in the old-fashioned sense of the word). Great leaders of the past were seen as indispensable to the success of their groups. But today's great leaders realize that no one is indispensable, not even themselves.

It wasn't always that way. Many centuries ago, when Alexander the Great led his armies in conquest of much of the known world, a great battle was about to take place between the Greeks and the forces of the Persian Empire. The Persians had assembled a huge force, one that outnumbered the Greeks by as many as ten to one. On the night before the battle, however, Alexander assembled his troops and declared his absolute confidence that victory would be theirs, regardless of the numbers. He offered three basic reasons that the Greeks would win.

First he said, "Greece was a harsher environment than Persia." Second, because of the demands of simply surviving, let alone creating a great civilization, in Greece, the Greek soldiers were much tougher man-for-man than the Persians, regardless of the numbers. But the third reason for Alexander's confidence was the most important one, the one that he really emphasized to his troops, and the one that inspired them to win one of the most decisive military engagements in the history of the world. "The real difference between our army and the Persians," Alexander said, "is that they have their emperor for a leader and you have me."

In the ancient world there's no doubt that this expression of total confidence in destiny on the part of a leader was an effective strategy. In fact, it may have continued to be effective as recently as the '60s and '70s, although the benefits of this approach were clearly diminishing. Consider this: When George Steinbrenner first gained control of the New York Yankees, his dictatorial style of personal leadership quickly became evident. There was continuous news coverage of his feuds with players and managers such as Reggie Jackson, Billy Martin, and even Hall of Famer Yogi Berra (whom Steinbrenner abruptly fired as Yankee manager only sixteen games into a season).

In those days, Steinbrenner's team continued to win championships despite his overbearing leadership. Then interestingly something seemed to change in the national consciousness. People no longer responded to a rigid military model of leadership based on threat and intimidation. In the case of the New York Yankees, the stream of pennant-winning seasons came to an end until, much to his credit, Steinbrenner formed a new type of relationship with his players and his managers. He gave much more control to and empowered the men on the field. He was much more forgiving of setbacks in their play and their personal lives. As the players experienced these changes, the Yankee team of the late '90s was favorably compared with the greatest baseball dynasties of all time.

Instead of being criticized for his tyrannical despotism, George Steinbrenner was praised for his enlightened leadership. The message is clear: In today's environment, a highly personalized, individually centered, crudely aggressive leadership style is almost never effective, and certainly not over any extended period. Of course there are still people in leadership positions today who take issue with this. There are still authoritarian leaders in every field who still see themselves as generals or cowboys. Some of these old-style leaders can point to very good results over the last year or the last two or three years.

In today's world, however, it is almost impossible for a purely authoritarian style of leadership to remain successful over the long term. People just won't put up with it. And society has changed so that they don't have to.

OLD-STYLE LEADERS CANNOT SURVIVE TODAY

At the height of his leadership days, John D. Rockefeller said,

The ability to deal with people is as purchasable a commodity as sugar or coffee and I will pay more for that ability than for any other under the sun.

Well, exactly what kind of leadership would Rockefeller want to pay for? We've just spoken about the fa

that a high-pressure, high-stress environment is not something that people will accept from a leader today. There's another reason why old-style leaders can't survive today, and it doesn't have anything to do with the pressure they put on other people. It has everything to do with the pressure they put on themselves in a fast-changing, complex, and even chaotic world. There's nothing to be gained by claiming to know all the answers, even if you can fool other people into believing you. There's no way you can fool yourself, and living a lie can be very tiring.

Dealing with people is probably the biggest problem you face, especially if you're in the corporate world. This is also true if you're a housewife, architect, or engineer. Research done under the auspices of the Carnegie Foundation for the Advancement of Teaching uncovered an important and significant fact.

These investigations revealed that even in such technical lines as engineering, about 15 percent of one's financial success is due to one's technical knowledge and about 85 percent is due to skill in human engineering: the personality and the ability to lead people. The individual who has technical knowledge plus the ability to express ideas, assume leadership, and arouse enthusiasm among people is the person headed for higher earning power. That's one piece of the leadership puzzle. Here are some others that today's leaders need:

- *Legitimate authority.* Leaders may be elected, appointed, or simply and spontaneously recognized by the members of a group. In one way or another, all human beings are hardwired for leadership. We may want to lead or we may want to be led—but an instinct for authority exists in all of us.

We look for a person who has a vision, who knows how to communicate it, and who can make that vision our own. Very often this takes place through the medium of forceful language, but communication through action is even more effective. Leaders know how to recognize a moment when the group is ready to receive a message, and leaders take advantage of that moment.

During the Civil War, when the Union Army was in retreat after another unsuccessful incursion into the South, the soldiers suddenly saw their new commander—General Ulysses S. Grant—turn the column around and head back into enemy territory. Grant did not announce what he was going to do. He just did it, which was much more eloquent and effective. This was literally the turning point of the war.

The identity of leader is something much larger than his identity as an individual. He or she is the embodiment of the identity of the group. He or she is the person to whom others look for advice and counsel—and when they receive it, they literally feel as if it had come from within themselves.

Again, a leader's ability to speak well is often an important part of this process. But what's really essential is the leader's inner vision. He or she must be able to forcefully communicate this vision, either by word or deed. Once this takes place, the group is won over and even doubters fall into line. Legitimate authority is conferred.

- *Authentic self-belief.* Leaders genuinely believe in themselves. This is absolutely essential for others to believe in them as well. Leaders think, feel, and know they have the power to rise above challenges and make positive results possible.

Very often this belief in themselves is grounded in the leader's own technical expertise. A great surgeon, for example, feels confident about mentoring medical students because he or she has performed many actual surgeries over the course of a career. But this isn't always true. Some great football coaches never played football. Someone can teach a concert pianist without being able to play the instrument at a professional level. Highly effective leaders may not be very skilled or

talented themselves, but they know how to recognize and inspire those who are.

~~Leaders are generally familiar with all the aspects of their business and understanding how things work. They are aware of what goes on from the front lines to the executive level. This wide perspective, combined with a meticulous attention to detail, allows them to recognize problems and opportunities that other miss.~~

- *Confidence with flexibility.* Strong leaders must be confident in the positions on key issues. They have convictions, not just opinions, especially where matters of integrity are involved. However, they are not stubborn. Leaders have the ability to really listen, which is essential for the ability to change.

Business strategies that work well today might not tomorrow, and a leader must be quick to recognize this. Because the organization will have to adapt, the leader must learn new skills and explore new approaches even before the need arises.

A leader must not lose sight of his purpose or the purpose of those under his charge; if he does, he risks becoming out-of-date and bringing others down with him. Leaders need foresight to bring about change and steer others toward it. They also need to be alert for unexpected turns in the road. The message is clear: Be aware of the landscape, and know how you might need to adjust.

- *Acceptance of risk.* Fear of failure causes many people to avoid taking chances. By itself, this risk aversion is not necessarily a bad thing. But if the benefits of success outweigh the chances of failing, a leader needs to take the chance. When the risk is worth taking, leaders must accept the risk.

Once the risk/benefit determination has been made, leaders must set an example for the rest of the group. If you have analyzed the risk and decided it is worth taking, you need to overcome any mental barriers that might prevent you from becoming a model for the rest of your group. To a large extent, this is a matter of preparation. The better prepared you are, the less risky a situation will be.

- *Determination.* Leaders don't give up without a fight. Successes do not always come easily, but leaders keep trying and trying again until they and their group succeed. At the same time, leaders are aware that not every battle can be won by persistence alone. Some people just don't have the ability to play in the National Basketball Association. Most of us won't be able to be professional opera singers, no matter how much we practice. Those self-limiting situations, however, are relatively few and far between. Leaders know that the vast majority of goals are achievable if the desire is strong enough, and they act accordingly.

As a leader, you will be expected to make hard decisions when others shy away from them. Whether that means letting someone go or making dramatic changes that affect your company, you are the one who must push it through. A wishy-washy leader often fails to get things done and has a tendency to be taken advantage of. Be merciless when the business requires you to be and stick to your decisions.

ACTION STEPS

1. In the space below, write the names of the first three figures who come to mind when you think of the word *leader*. These can be men and women in politics, the arts, or business. They can be from the present or past.

A. _____

B. _____

C. _____

2. Go back into the list you created above, and write out the effective leadership attributes that each possesses.
3. Go through the list of attributes of effective leaders that you created in #2. Put a ✓ beside those that you already possess and an X beside those that you would like to cultivate in yourself. Then create an action plan to develop these skills in yourself. You may want to add to the list as you continue reading the chapters that follow.

CHAPTER 2

Communication and Expectation

Communication is built on trusting relationships.

—Dale Carnegie

Powerful leaders can affect thousands or even millions of individuals. Whether a leader touches only one individual or many, the power that he or she has to change the world can never be underestimated. Consider Annie Sullivan, Helen Keller's wondrous teacher. The focus of her leadership was merely one child, but inadvertently, the work that she did with Helen has affected millions.

Leadership ability doesn't automatically come with the title of manager, supervisor, or team leader. Leadership must be an ongoing learning process. Ask questions, observe carefully, and reassess the use of your resources regularly. Use your strengths, talents, and common sense.

Here are some specifics.

- *Focus on the big picture.* Understand how the work your team performs fits into the productivity, image, and overall success of the company. Plan long-term strategies for your department and communicate them to superiors and staff members. Set realistic and measurable individual and team goals, and communicate your expectations in the context of the big picture.
- *Be ambitious.* Being ambitious doesn't have to mean being cutthroat and aggressive. Use your ambition wisely. You shouldn't climb the corporate ladder by stepping on other people. Know where you want to go in your career and accept opportunities and challenges. Groom potential successors. If you're seen as irreplaceable in your particular position, you will not be promoted.
- *Know yourself.* Recognize your strengths and work on your weaknesses. Never be afraid of asking questions or taking additional training. You don't need to know everything or be the best. If you're weak on detail work, make sure you have people on your team who excel in that. Surround yourself with people who make the company look good, not "yes men" who say only what they think you want to hear.
- *Be decisive.* Plan for the unexpected and nothing will surprise you. If you've thought of the things that could go wrong with a project, you'll be able to make confident decisions on corrective action when necessary.
- *Control stress.* If you feel you have to control something, make it your stress level. As the old saying goes: "Never let them see you sweat." Have confidence in yourself and you'll inspire others to have confidence in you.
- *Accept criticism.* Demonstrate your self-confidence by accepting other people's negative comments without becoming defensive, arrogant, or submissive. Look for something useful and constructive in any criticism and thank the person. Show your professionalism and maturity.

- ~~*Listen.*~~ Always take an interest in hearing others' opinions. Learn what policies or problems hinder your team from doing its job effectively, efficiently, and enthusiastically. Listen carefully to better understand quality of life and work/life balance issues and then encourage employee-driven solutions.
- *Be flexible.* A strong leader doesn't always want or need to be right. Be open to dissenting opinions, other ideas, and new initiatives. If your staff members feel comfortable offering suggestions and are involved in developing and implementing some of them, they will actively look for opportunities to improve the company.
- *Be supportive.* Be patient and work through frustrations regarding people who are less dedicated and driven than you. Always treat your coworkers and staff with courtesy and respect and take an interest in them as individuals. Remember: How you interact with people impacts how you are perceived as a leader.
- *Encourage people.* A strong leader has the ability to inspire and energize. Learn to be a mentor. Concentrate on bringing out the best in people, developing their talents, and encouraging them to use their initiative and judgment.
- *Celebrate success.* Be quick to praise. A handwritten note—on decent paper, not a sticky note—congratulating and thanking an employee for a job particularly well done will earn loyalty. When things go wrong, never criticize an employee publicly. Do it quietly and constructively and, unless you're building a case for dismissal, point out something positive as well. If, in spite of their long hours and imaginative ideas, your work group's project bid was not the winning one, involve everyone in a debriefing and decide together what could be done differently next time. Then review what you've all learned together.
- *Back your staff.* Being a leader doesn't automatically mean people will follow you. You need to show that you're behind them. Understand your team's needs. Whether it's increased training, upgraded tools, new technology, or a shift in duties, be willing to fight for them. You won't always be successful, but it's important that you act as their advocate.
- *Help out.* Pitch in whenever you can, even if it's only for a few minutes. Show them that you understand their challenges, even if you're not experienced at doing their jobs. You'll be better able to clarify expectations and do meaningful performance reviews if you have up-to-date and hands-on knowledge of their duties and responsibilities.
- *Accept responsibility.* The buck stops with you. If a shipment was late or information on a project was incorrect, be ready to take responsibility for your staff's errors, apologize, and take corrective action. Whose fault it was does not matter at this point; deal with the employee responsible for it afterward.
- *Solve problems.* As a leader, you'll need to make difficult, sometimes unpopular decisions. You'll need to manage conflict and help people accept change. Communication is the key. If you are committed to your career, your duties, and your work group, you'll find innovative ways to resolve problems.

- *Lead by example.* Always show your ability to work well with others, no matter how much you might differ in opinions and approaches. Be fair and don't play favorites. Keep negative comments and frustrations to yourself. Maintain a positive attitude, no matter what.
- *Do the right thing.* When you're faced with a decision that goes against your own values, speak up. If you're asked to do something illegal or unethical, refuse. Stand up for yourself and for the rights of your employees or work group.
- *Be honest.* If you cannot live up to a promise, don't make that promise in the first place. When you make a mistake, admit it and apologize. With so much emphasis these days on spin and damage control, you'll impress your superiors, clients, and staff if you're honest.
- *Avoid gossip.* Don't spread malicious rumors or repeat seemingly inconsequential stories about other people. It takes a strong person to say "I don't like talking about someone who's not here," but it shows integrity. Demonstrate and inspire respect and you'll also avoid creating opportunities for anyone to gossip about you.
- *Do your best.* It sounds so simple, doesn't it? Maintain confidentiality, respect others, and be consistent. Always offer your best talents and skills for any project, and you'll earn admiration and respect for your unfailing commitment and integrity.
- *Criticize constructively.* Effective leadership, especially when dealing with another's sense of dignity and pride, takes subtlety, empathy, and tact. Whether practiced by a famous world leader or a prolific and inspiring teacher, the principles and practices that create an outstanding leader remain the same. Begin with praise and honest appreciation. Call attention to people's mistakes, but find a way to do so indirectly. Talk about your own mistakes before criticizing the other person. Ask questions instead of giving direct orders.

Let the other person save face. Praise the slightest improvement and praise every improvement. Be hearty in your approval and lavish in your praise. Give the other person a fine reputation to live up to. Use encouragement. Make the fault seem easy to correct. Make the other person happy about doing the things you suggest.

When communicated correctly, positively directing others toward personal or professional improvement is invaluable.

THE POWER OF GOOD COMMUNICATION

Leadership mastery is a combination of many skills. There is one thing that a leader must be able to do skillfully and articulately. Very simply stated, leaders must be able to communicate. At the outset of this book, it's vital for us to look closely at what's involved in effective communication, about what it is and what it is not.

Communication has always taken many forms. Just in the past few years important new media for communication have emerged. So when we refer to communication we're not limited to speech. We're talking about e-mail and snail mail. We're talking about cell phones and videoconferencing. But even

more avenues for communication emerge, certain basic truths have proven themselves again and again. In fact, many of these principles were identified and explained by Dale Carnegie himself. And he was especially insightful in the area of leadership communication.

Mr. Carnegie found, for example, that effective leaders open many challenging conversations with sincere praise and honest appreciation. Please take special note of the words *sincere praise* and *honest appreciation*. A manager who calls someone into his office, woodenly recites a few words of praise, and then erupts in anger or recrimination will not accomplish very much. As a leader about to initiate a difficult conversation in the business setting, give some thought to what you can honestly say to the other party that conveys respect and appreciation. It doesn't even have to be directly related to the topic at hand. If a manager is going to talk with an employee about meeting deadlines or quarterly goals, the conversation can begin by praising a particularly insightful comment the employee made in a meeting recently. The content of the positive message is relatively unimportant compared to its sincerity and honesty.

Dale Carnegie also realized that sometimes a leader needs to offer constructive criticism. When that becomes necessary it's best to call attention to someone's mistakes indirectly. Sometimes the best way to do this is by referring to a mistake of your own. If you bluntly state that someone has done something wrong and they better not do it again, they're going to react much more strongly to your threatening tone than to the content of what you've said.

If, however, you can identify with the person you're talking to, and show that you too have occasionally fallen short in a similar situation, you'll reduce the level of resistance to the important message you are trying to convey. By allowing people to save face and retain self-respect, a leader can head off the negative feelings that lead to dissension and poor performance.

HOW AND WHEN TO GIVE PRAISE

As careful as a leader should be when administering criticism, you can freely lavish praise almost anywhere and at any time. In fact, even slight improvements in attitude or performance should receive immediate positive attention. This is one of Dale Carnegie's most valuable insights. If we're trying to encourage complex forms of performance from people (and many jobs today are indeed complex and demanding), we shouldn't wait until the task is done perfectly before offering praise and encouragement. When even small signs of improvement or heightened effort appear, that's reason enough for an effective leader to take notice.

Sometimes, in fact, offering praise can be of enormous benefit even before tangible signs of improvement appear. As Dale Carnegie described it, "Providing someone with a reputation to live up to can be the best way of inspiring peak performance." Often when a person has achieved a leadership position, there's a temptation to devalue the capabilities of everyone else. After all, if you're the leader, it must be because you have superior and perhaps unique capabilities, right? This line of thinking can cause you to underestimate the achievements of subordinates.

A GOOD LEADER DELEGATES

Many leaders simply wait too long before delegating power. This not only reduces the efficiency of organizations but also withholds opportunities for growth among people who are ready to make a great contribution. One of the paradoxes of organizations is their relationship to stability and change. On one hand, all complex systems naturally seek to achieve balance. If the temperature is in the nineties, people tend to perspire. This is the body's way of cooling the surface of the skin in an attempt to balance the effects of the high temperature of the air.

In a similar way, organizations that find themselves under stress may become conservative and defensive in their responses, as if the best way to deal with external change is to minimize change internally. Impulses in this direction can cause leaders to consolidate too much power for themselves or to hold on to power too long. To move beyond this limiting mind set, it's important to realize that an affinity for balance is natural only until balance has been achieved. After that, nature begins to move in the other direction, toward innovation and change. So many organizations and so many people manage to achieve leadership positions as a result of their creativity and originality. Often, though, they then seem to forsake the very talents that got them to the top in the first place.

They begin thinking and acting defensively. Once that happens, it is no longer a question of whether they'll lose their leadership positions. It is only a question of when.

In summing up the leadership master's approach to communication, we need to emphasize the importance of putting everything, even criticism, within a proactive, positive framework: a framework that recognizes the universal human need for recognition and appreciation. The leader must understand the true importance of the idea that success is a journey rather than a destination. Success requires continuous innovation and creative thinking. This is especially true when you've already achieved some success, and you are tempted to become conservative and defensive.

EMBRACING NEW IDEAS

Akio Morita built Sony into one of the world's most profitable and innovative companies. In response to a leader's tendency toward conservatism, Morita said, "If you go through life convinced that your way is always best, all the new ideas in the world will pass you by." Not many new ideas passed by Sony under Morita's leadership. His company introduced Japan's first commercial transistor radio, the 3.5-inch floppy disk, and the Walkman. In 1978, Morita came up with the idea of the Walkman when he wanted to listen to opera on long airplane trips. This began the whole portable entertainment revolution, replaced today by the MP3 player and the iPod. A striking instance of creative leadership, the Walkman was developed with a minimum of market research and testing. "I don't believe any amount of research could have predicted its success," said Morita in an interview. "The public doesn't always know what it's possible to do."

Socrates said repeatedly to his followers in Athens, "One thing only I know and that is that I know nothing." We can't hope to be any smarter than Socrates, so we would be wise to quit telling people they're wrong. In the end it pays off. If a person makes a statement that you think is wrong, isn't it better to begin by saying, "Well, now look, I thought otherwise but I may be wrong. I frequently am, and if I am wrong I want to be put right. Let's examine the facts." There's magic, positive magic, in such phrases as "I may be wrong, I frequently am, let's examine the facts."

People often find themselves in careers far removed from what they really hope for and expect. Many feel alienated from their work but they continue, because they don't really see an alternative. That is, until someone offers them a chance to use their talents as they'd really wanted to in the first place. Sometimes it's a leadership master who presents that opportunity, and sometimes they have to discover it for themselves.

Dale Carnegie belongs in the second category. He had trained to become a teacher at a state college in Missouri, yet as a young man he somehow found himself selling trucks in New York City. If that seems like an unlikely turn of events, it's no more unlikely than aspiring novelists who turn into corporate lawyers, or gourmet cooks who become accountants. One day it dawned on Mr. Carnegie that he was living a life totally unrelated to the one he had envisioned for himself. This was a very unsettling realization, but unlike many people, Dale Carnegie decided to do something about it.

The first step he took was quitting his job as a truck salesman. That took some fortitude, but it was

something he had wanted to do for a long time. The next step was a bit more complicated. Mr. Carnegie knew he did not want to sell trucks, and that his training had been in education. He saw that what he really wanted to do was write. As he considered his training and his aspirations, a plan began to form in his mind. Perhaps he could find work as an instructor in adult education classes held at night. He could then have his days free to fashion novels and short stories. It was a good idea but it was not as simple as it seemed.

Mr. Carnegie first applied to the most prestigious institutions of higher learning in the Manhattan area including Columbia and New York University. Both schools, as he later described it, “somehow decided they could get along without me.” Finally a job teaching adult classes on salesmanship and public speaking skills opened up at the night school of the YMCA.

MOTIVATION

We all crave appreciation and recognition and we will do almost anything to get it. However, nobody wants insincerity. Nobody wants flattery. These principles will work only when they come from the heart. We are not advocating a bag of tricks, but are talking about a new way of life. We are talking about changing people. If you can inspire the people with whom you come in contact to a realization of the hidden treasures they possess, you can do far more than changing them. You can literally transform them. Does this sound like an exaggeration? Then listen to these sage words from William James, one of the most distinguished psychologists and philosophers America has ever produced. “Compared with what we ought to be, we are only half awake. We’re making use of only a small part of our physical and mental resources. Stating the thing broadly, the human individual thus lives far within his limits. He possesses powers of various sorts which he habitually fails to use.” Yes, you who are reading these lines possess powers of various sorts which you habitually fail to use; and one of these powers you are probably not using to the fullest extent is your magic ability to praise people and inspire them with a realization of their latent possibilities. Abilities wither under criticism. They blossom under encouragement.

ACTION STEPS

1. Listed below are the nine principles to effective leadership. Go through these principles and put a ✓ by those that you believe you have mastered, and put an X by those that you would like to further develop. Then map out an action plan to integrate them into your leadership communications.
 - Principle One: Begin with praise and honest appreciation.
 - Principle Two: Call attention to people’s mistakes indirectly.
 - Principle Three: Talk about your own mistakes before criticizing the other person.
 - Principle Four: Ask questions instead of giving direct orders.
 - Principle Five: Let the other person save face.
 - Principle Six: Praise the slightest improvement and praise every improvement. Be hearty in your approbation and lavish in your praise.

~~• Principle Seven: Give the other person a fine reputation to live up to.~~

- Principle Eight: Use encouragement. Make the fault seem easy to correct.
- Principle Nine: Make the other person happy about doing the thing you suggest.

2. Dale Carnegie's early beginnings are intriguing. He noted that being a truck salesman neither motivated him nor fulfilled his desires. He decided to focus on his passion, and take a course of action toward that dream. How fulfilled do you currently feel in the work that you do?
3. Are you are using your magical abilities to praise people and inspire them with a realization of their latent possibilities? Write down three "magical" things that you can do to further inspire those around you on an ongoing basis.

CHAPTER 3

Motivation That Empowers

True enthusiasm is made up of two parts: eagerness and assurance.

—Dale Carnegie

We spoke in the previous chapters about communication as the first all-important element of leadership mastery. In this chapter we'll look more closely at the goals that good communication means to accomplish. At the simplest level, of course, there's the straightforward exchange of information. All leaders must provide the necessary, practical tools for accomplishing this objective. They must say what needs to be done, when, and how. It is surprising how difficult even this seems to be for many people. Beneath the surface or between the lines of truly masterful leadership communication, however, there is a deeper purpose. In a word, it's motivation.

A MOTIVATOR VERSUS AN ORATOR

Several years ago an executive retreat was held for senior managers in a Fortune 500 company. On the first day of the retreat there were two brief talks, the first by the chief executive officer, and the second by the chief operating officer of the company. In the intermission after the CEO spoke, there was general admiration in the audience for what he had said and how he said it. There was no doubt that his had been an eloquent and informative talk. Then it came time for the chief operating officer to speak. When he was finished, there was another intermission. This time, no one referred to the eloquence or the volume of information in the talk. Instead everyone in the audience seemed to have the same reaction. They were saying, "We've got work to do. Let's get going."

The difference between those two talks was the difference between oratory and rhetoric (or good public speaking) and genuine motivation. The response to good public speaking is, "What a beautiful speech," whereas the response to an effective motivational speech is, "Let's get to work." The second response is, of course, what leadership masters need to achieve, whether it's in their speeches or in everything else they undertake. Louis B. Mayer, head of MGM Pictures during the golden age of Hollywood, used to appear unannounced on the sets of movies in production. On one occasion he strolled onto a film set and found the director, the cameraman, and the actors all standing around looking worried.

"What's the matter?" Mayer asked. The director said, "Sir, we're having trouble shooting this scene. We're not sure what to do." Mayer turned bright red and thundered, "Well, do anything. If you do something right, we'll use it, and if you do something wrong, we'll fix it. But do something and do it now." What he meant was, get motivated. And simply getting into action is the first step. But leadership masters know there's more to it than that. Motion may be nothing more than spinning your wheels unless it's accompanied by some other very important elements.

ENGAGING THE BODY, HEART, AND MIND

Action may be wasted energy, or even self-destructive in the absence of two other fundamental components. Let's be very clear about this. Real motivation requires action, plus emotion, plus intelligence. To put it another way, motivation must engage the body, the heart, and the mind. Leadership masters can touch a

three of these elements. They can engage us at every level of our lives. In terms of pure technique, motivation can express itself in three basic forms: negative motivation; positive motivation to motivate others; and the unique, highly individualized techniques you need to motivate yourself. It's important for a leadership master to understand all these categories. So let's look at them one by one.

The Pitfalls of Negative Motivation

Although all forms of motivation have their place, negative motivation is the most limited form, which is a bit surprising since it's the approach that many leaders tend to rely on. They rely on it heavily and sometimes even exclusively. This is a big mistake. True, criticism or the threat of punishment can be somewhat effective. The possibility of firing or demoting someone can get his or her attention, but much research has shown that negative motivators have very serious limitations, especially over the long term.

In the past, loudness was often equated with toughness. Stubbornness was equated with superior knowledge. Willingness to argue was equated with honesty. We should all be grateful that those days are coming to an end. As a leader you should make it your business to see that they don't come back. A Midwestern insurance man we'll call Fred is a prime illustration of the problems with old-fashioned, negative motivation. Fred's official title is regional sales manager, but behind his back he's known as the boss who cried wolf. Four times a year, like clockwork, Fred looks at the quarterly sales figures and immediately threatens to fire everyone.

He turns bright red, hits the ceiling, and slams his fist onto his desk. Unfortunately for him, the firm's employees now treat Fred's tirades as pure theater. In fact, they jokingly assign his explosions numeric ratings on their Richter scale. Over the years, more than one representative has gotten tired of the drama and simply jumped ship. This has cost Fred's company some good people. If Fred's negative style was ever effective, that time has long passed. That's the trouble with negative motivational techniques in general.

If you follow through with them, you eventually destroy morale and create enmity within the organization. On the other hand, if you don't follow through, people quickly learn to tune out. Dale Carnegie addressed this issue very clearly. He once said there was only one way under heaven to get anyone to do anything and that is by making the other person want to do it. Mr. Carnegie, of course, was referring to the supreme importance of positive motivation. He went on to say that you could make someone want to give you his watch by sticking a gun in his ribs. You can make your employees give you cooperation at least for a little while by threatening to fire them. But these crude methods have sharply undesirable repercussions.

LEADERSHIP DEVELOPMENT TIPS

Leadership is about behavior first and skills second. People respond to leaders who inspire trust and respect rather than to the skills they possess. In this sense, leadership is different from management, which relies more on planning, organization, and communication skills. Leadership includes management skills too, but leadership's foundation contains qualities such as integrity, honesty, humility, courage, commitment, sincerity, passion, confidence, wisdom, determination, compassion, sensitivity, and personal charisma.

Leadership comes in many different styles. A leader's personal style may be right for certain situations and wrong for others. Others are able to adapt and use different leadership styles for a variety of challenges.

Someone new to a leadership role may feel pressure to lead in a particularly dominant way. Dominant leadership is rarely appropriate, however, especially in well-established organizations. Misreading the situation can cause problems for a new leader. Resistance from the constituents becomes a problem, and

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