

*The
Leader
· In You ·*

**HOW TO WIN FRIENDS,
INFLUENCE PEOPLE AND SUCCEED
IN A CHANGING WORLD**

**DALE
CARNEGIE
& ASSOCIATES, INC.
STUART R. LEVINE, CEO, & MICHAEL A. CROM, VP**



POCKET BOOKS
New York London Toronto Sydney

Want to Take Charge?

Read What Business Leaders Say About ***THE LEADER IN YOU***

“Nothing in this book is complicated, mysterious, or difficult. But it can make you a leader in a complicated, difficult, and sometimes mysterious world. Leadership is the key to success.”

—Burt Manning, Chairman and CEO
J. Walter Thompson

“Following the Dale Carnegie tradition, this book shows how easy and simple it is for people to develop the gift of effective leadership that most were born with. It’s must reading for today’s business people who want to turn uncertainty into career success.”

—Dr. Irwin L. Kellner, Chief Economist
Chemical Banking Corp.

“An unparalleled opportunity to learn from the best: true champions from all fields sharing their personal stories and proven strategies for success. I give this book a *perfect 10!*”

—Mary Lou Retter

“Leadership is the ability to get people to do the right things at the right time with conviction and enthusiasm. Inspiring, readable, and enormously useful, *THE LEADER IN YOU* shows how to develop your leadership potential, no matter what your present job may be.”

—Laurent Bosson, President and CEO
SGS-Thomson Microelectronics, Inc.

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For our children—Jesse Levine, Elizabeth Levine, and Nicole Crom, whose fathers were far too distracted for far too long

And for our wives—Nancy Crom, whose supportive spirit never faded, and Harriet Levine, whose energy and organizational genius helped bring this book to life

INTRODUCTION

The Human-Relations Revolution

Keep your mind open to change all the time. Welcome it. Court it. It is only by examining and reexamining your opinions and ideas that you can progress.

—DALE CARNEGIE

As the twenty-first century approaches, the world is undergoing enormous change, a process of great upheaval and great possibility. In just a few short years, we have witnessed the dawn of postindustrial society, the advent of the information age, the rush to computerization, the birth of biotechnology, and not the least of these changes, the human-relations revolution.

With the end of the cold war, the business environment has grown dramatically more intense. Competition has become more global and more energized. And technology races on. No longer can businesses safely ignore their customers' wants and needs. No longer can managers simply issue orders and expect them to be mindlessly obeyed. No longer can personal relationships be taken for granted. No longer can companies be less than obsessed with constant quality improvement. No longer can so much human creativity go so scandalously untapped.

To survive in the years to come, successful organizations—in business, in government, in the nonprofit world—will have to undergo a profound cultural change. Their people will have to think quicker, work smarter, dream wilder, and relate to each other in very different ways.

Most important of all, this cultural change will require a whole new breed of leader, a leader quite unlike the bosses most of us have worked for and some of us have perhaps become. The day has long since passed when a company could be run with a bullwhip and a chair.

The leaders of tomorrow will have to establish a real vision and a sense of values for the organizations they wish to lead. These leaders will have to communicate and motivate far more effectively than did leaders of the past. They will have to keep their wits about them through conditions of near-constant change. And these new leaders will have to mine every ounce of talent and creativity that their organizations possess—from the shop floor to the executive suite.

The roots of all this upheaval can be traced back to the decades that followed World War II. In the postwar years American companies seemed to prosper almost regardless of what they did. The economies of Europe and Asia were hobbled by the war's destruction, and the world's developing countries were not much of an economic factor yet. Big American-based companies, backed by big labor and big government, set the standards for everyone else. It wasn't that these companies were so beautifully run. They never really had to be. With their steep hierarchies, their rigid job descriptions, and their we-know-best attitudes, they cruised right through the middle years of the century—fat, happy, and as profitable as could be.

What lovely cocoons these companies provided for their employees! A job with a decent corporation was for many people a job for life—not so different from the civil service, but with a better salary and sweet fringe benefits.

Layoffs? Who ever heard of layoffs for people who wore suit jackets or dresses to work? Maybe for factory workers, but definitely not for the managerial set. People spoke often about “the ladder of success” and that's how they would progress in their careers, one rung at a time, neither slower nor faster than the

people above or below. In hindsight we see that those were the days of easy affluence; eventually they had an end.

While America was enjoying the fruits of the postwar era, the Japanese were thinking ahead. The economy was destroyed, much of their basic infrastructure was in ruins, and that was just the beginning of what the Japanese had to overcome. They also had a worldwide reputation for producing cheap, shoddy goods and delivering second-rate customer service.

But after all the hardship they had suffered, the Japanese were ready to learn from their mistakes. So they went out and hired the best advisors they could find, among them Dr. W. Edwards Deming, a statistician who had worked in the United States Army's quality control office during the war.

Deming's message to the Japanese: Don't try to copy the intricate structures of big American corporations. Instead, Deming and others advised, build a new kind of Japanese company—a company dedicated to employee involvement, quality improvement, and customer satisfaction—and work to unite all the employees behind those goals.

It didn't happen overnight, but the Japanese economy was reborn. Japan became a leader in technological innovation, and the quality of Japanese goods and services soared. With this new spirit in place, Japanese firms didn't just catch up with their foreign competitors. In many important industries, the Japanese rolled right past. It didn't take long for their approach to begin spreading around the globe—to Germany, to Scandinavia, across the Far East, and along the Pacific Rim. America, unfortunately, was one of the last to catch on. This delay proved costly.

Slowly, imperceptibly at first, America's cruise of easy affluence was running out of gas. Through the 1960s and the 1970s, the roar of the postwar economy was loud enough to drown out the occasional sputters, but the hints of trouble grew increasingly hard to ignore.

Oil got expensive. Inflation and interest rates shot up. And competition wasn't coming only from the reinvigorated Japan or Germany anymore. Dozens of other countries overseas, little blips on the economic landscape, suddenly arrived at the cutting edge of technology with newly sharpened competitive skills. Before long they too were capturing major market shares from General Motors, from Zenith, from IBM, from Kodak, and from other slumbering corporate giants.

By the mid-1980s the growing trouble was becoming difficult to contain. Real estate took a tumble. Corporate debt and the national deficit ballooned. The stock market started doing peculiar things. The nagging recession that settled over the early 1990s showed once and for all how different the world had grown.

For the people caught in the middle, all this change seemed to arrive at white-knuckle speed. If companies weren't undergoing a corporate merger or acquisition, they were restructuring or taking a dip in the chilly waters of bankruptcy court. There were firings. There were layoffs. The change was brutal. It was swift. And it wasn't just blue-collar anymore. Professionals and executives all across the white-collar ranks were coming face to face with a narrowing future, and they were not quite sure what to do.

Predictably, change of this magnitude and speed has very much affected how people feel about themselves and their careers. From one end of the economy to the other, it has produced unprecedented waves of dissatisfaction and fear.

Some people have placed their faith in technology, figuring the world can simply invent its way out of this current state of affairs. And there's no denying the contribution that technology can make.

"I can walk into my office in New York and use the exact same data that someone in Japan is using—exactly the same moment," says Thomas A. Saunders III, general partner at Saunders Karp & Company, a private merchant bank. "We're connected to the same data system, twenty-four hours a day. People

everywhere in the world are hardwired together in a communications network that is far more sophisticated than anyone envisioned. Capital markets and currency markets are beyond government control. And I don't need a newspaper to tell me anything about any of those markets."

"What you see are the profits of evolution at work, increasing the potential so that more can be done in a shorter period of time," says Dr. Jonas Salk, medicine's great researcher. "We've got more people collaborating at greater distances, so at this point more is possible in a shorter period of time than a hundred years ago. The more resources you have, the more means you have to progress."

"Remember when computers first appeared?" asks Malcolm S. Forbes, Jr., editor-in-chief of the business magazine that bears his family's name. "They were feared instruments of Big Brother. Television was feared to be an instrument of propaganda. But thanks to high technology, they've had the opposite effect. The computer became smaller and much less of a mainframe. Power grew astronomically, so you weren't tied down anymore."

"The microchip is extending the reach of the human brain the way machines extended the reach of the human muscle in the last century. Today software is becoming the slabs of steel. Fiber optics and digital screens are becoming the railroads and the highways for transportation, and so information is raw material."

"Now," Forbes goes on, "you can do your messaging and your computer work on a little two-pounder on your lap—and do it anywhere you can find a plug or a satellite." The result? More people have more access to more information. "People can see what's happening in the rest of the world," Forbes concludes. "It's a very democratizing influence."

The fall of the Berlin Wall, the disintegration of the Soviet bloc, the uprisings in China, the struggles for democracy in Latin America and the Caribbean, the ongoing industrialization of the developing world—these changes signal a new industrial freedom and a new recognition that the world is a community. Even one of these changes has been pushed along by wider access to communication technology.

Striking images of this change are now routinely beamed around the world. Chinese students waving English-language banners for the cameras. Saddam Hussein—and for that matter, the American Joint Chiefs of Staff—both followed the progress of the Persian Gulf War on CNN.

But technology alone is never enough in difficult times. Just because the means of communication are readily available doesn't mean that people have learned to communicate well. Far too often today, they haven't. This is one of the ironies of modern times: the great capacity to communicate, the great failure to do so. What good is all this information if people don't know how to share it?

Not long ago the Graduate School of Business at Harvard University conducted a survey of its students, alumni, and recruiters. Given the pressing need for communication today, the results should come as no surprise. "What we are finding," says Harvard business school professor John A. Quelch, "is a large measure of satisfaction with the technical competence of the graduating students."

These bright young people can crunch numbers, analyze markets, and devise business plans, but when it comes to teaching human-relations skills, Harvard is stepping up its efforts. "That seems to be the area where improvements are needed," Quelch observes. "Oral and written communication, teamwork, and other human skills."

Yet those are exactly the skills that will go farthest in determining the success of these young business leaders.

Sure, technological sophistication will still be important as the world races ahead, but that is just the price of admission to the new business arena. In the end the winners and losers will not be divided by their bytes and RAMs. The winners will be the organizations with smart and creative leaders who know how to communicate and motivate effectively—inside the organization and out.

"Good human-relations skills have the ability to change people from managing others to leading others."

says John Rampey, director of management development at Milliken & Company, a leading textile manufacturer. People can learn to move “from directing to guiding, from competing to collaborating, from operating under a system of veiled secrecy to one of sharing information as it’s needed, from a mode of passivity to a mode of risk taking, from one of viewing people as an expense to one of viewing people as an asset.” They can learn how “to change lives from resentment to contentment, from apathy to involvement, from failure to success.”

No one ever said these skills would come naturally, and frequently they do not. “It isn’t that easy to know how to provide superior human relationships,” says Burt Manning, chairman of J. Walter Thompson Company, the worldwide advertising firm. “There are a few people who do it instinctively. But most people have to be educated. They have to be trained. It takes as much training—and as much sophistication—as it does to be an engineer in a car company and to design a better piston.

“Those companies that can create a cadre of human beings who act in a way that advances the company’s cause are going to beat the other guy,” Manning says. “Those are the companies that understand that service and human relationships are going to be a huge differentiator in success.”

Dale Carnegie didn’t live long enough to see the days of easy affluence give way to the days of explosive change. And he never witnessed the arrival of this new human-relations revolution. But long before anyone had ever heard the terms *corporate vision*, *employee empowerment*, or *quality-improvement process*, Carnegie was pioneering some fundamental human-relations concepts that lie at the center of those important ideas.

Carnegie arrived in New York City in 1912, a young man from northwest Missouri trying to figure out what to do with his life. He eventually landed a job at the 125th Street YMCA, teaching public speaking to adults at night.

“At first,” Carnegie wrote many years later, “I conducted courses in public speaking only—courses designed to train adults, by actual experience, to think on their feet and express their ideas with more clarity, more effectiveness, and more poise, both in business interviews and before groups.

“But gradually, as the seasons passed, I realized that as sorely as these adults needed training in effective speaking, they needed still more training in the fine art of getting along with people in everyday business and social contacts.”

So Carnegie broadened his course to include some basic human-relations skills. He had no textbook, no official syllabus, no published course guide. But he had built a growing list of practical techniques for getting along in the world, and he was testing those techniques every day.

“Look at things from the other person’s perspective,” he told his students. “Give honest and sincere appreciation. Become genuinely interested in others.” He showed his students how to weave these basic human-relations principles into the fabric of their lives.

In the beginning, Carnegie just scribbled his rules on three-by-five-inch cards. Soon those cards were replaced by a leaflet, which was replaced by a series of booklets, each one larger than the last. After fifteen years of painstaking experimentation, Carnegie gathered up all his human-relations principles and put them in a book. *How to Win Friends and Influence People*, which appeared in 1936, was Dale Carnegie’s straightforward guide to dealing successfully with others.

The book took off. Thirty million copies later, *How to Win Friends* was one of the best-selling books in the history of the written word. It has been translated into several dozen languages, and it is still selling today.

Carnegie formed a company, Dale Carnegie & Associates, Inc., to spread his human-relations message, and he found an eager audience around the world. He appeared regularly on radio and television. He taught others how to teach his course, and he wrote two more human-relations books, *The Quick and Easy Way* and

Effective Speaking and *How to Stop Worrying and Start Living*, best sellers both. Even Carnegie's death in 1955 did not impede the spread of his ideas.

Today the Dale Carnegie Course is offered in more than a thousand cities and towns across America and in seventy other countries. Each week another three thousand people enroll. The Carnegie organization has now grown to the point that it custom designs training programs for more than four hundred of the Fortune 500 firms.

With each new generation, the Carnegie message has shown an uncanny ability to redefine itself to meet the needs of a changing world. Communicating effectively with other people, motivating them to achieve, discovering the leader inside everyone—these were the primary focus of Dale Carnegie's insight. With the world in its current state of turmoil, his time has again arrived. In the pages that follow, Carnegie's human relations principles are applied to the unique set of challenges people face today.

These principles are basic and easy to understand. They demand no special education or technical skills. What they require is practice and a genuine willingness to learn.

Are you prepared to challenge some long-standing views of the world? Are you ready to manage your relationships with greater ease and success? Would you like to increase the value of your most precious possession, the people in your personal and professional life? Are you willing to find and release the leader in you?

If so, read on. What comes next might just change your life.

Finding the Leader in You

Charles Schwab was paid a salary of a million dollars a year in the steel business, and he told me that he was paid this huge salary largely because of his ability to handle people. Imagine that! A million dollars a year because he was able to handle people! One day at noontime, Schwab was walking through one of his steel mills when he came across a group of men smoking directly under a sign that said No Smoking.

Do you suppose that Charles Schwab pointed at the sign and said, "Can't you read?"

Absolutely not, not that master of human relations.

Mr. Schwab chatted with the men in a friendly way and never said a word about the fact that they were smoking under a No Smoking sign.

Finally he handed them some cigars and said with a twinkle in his eye, "I'd appreciate it, boys, if you'd smoke these outside."

That is all he said. Those men knew that he knew that they had broken a rule, and they admired him because he hadn't called them down. He had been such a good sport with them that they in turn wanted to be good sports with him.

—DALE CARNEGIE

Fred Wilpon is the president of the New York Mets baseball team. One afternoon Wilpon was leading a group of school children on a tour of Shea Stadium. He let them stand behind home plate. He took them into the team dugouts. He walked them through the private passage to the clubhouse. As the final stop of his tour, Wilpon wanted to take the students into the stadium bull pen, where the pitchers warm up.

But right outside the bull pen gate, the group was stopped by a uniformed security guard.

"The bull pen isn't open to the public," the guard told Wilpon, obviously unaware of who he was. "I'm sorry, but you can't go out there."

Now, Fred Wilpon certainly had the power to get what he wanted right then and there. He could have berated the poor security guard for failing to recognize such an important person as himself. With a dramatic flourish, Wilpon could have whipped out his top-level security pass and shown the wide-eyed children how much weight he carried at Shea.

Wilpon did none of that. He led the students to the far side of the stadium and took them into the bull pen through another gate.

Why did he bother to do that? Wilpon didn't want to embarrass the security guard. The man, after all, was doing his job and doing it well. Later that afternoon Wilpon even sent off a handwritten note, thanking the guard for showing such concern.

Had Wilpon chosen instead to yell or cause a scene, the guard might well have ended up feeling resentful and no doubt his work would have suffered as a result. Wilpon's gentle approach made infinitely more sense. The guard felt great about the compliment. And you can bet he'll recognize Wilpon the next time the two of them happen to meet.

Fred Wilpon is a leader and not just because of the title he holds or the salary he earns. What makes him a leader of men and women is how he has learned to interact.

In the past people in the business world didn't give much thought to the true meaning of leadership. The boss was the boss, and he was in charge. Period. End of discussion.

Well-run companies—no one ever spoke about "well-led companies"—were the ones that operated in almost military style. Orders were delivered from above and passed down through the ranks.

Remember Mr. Dithers from the *Blondie* comic strip? "BUM-STEAD!" he would scream, and you would know. Dagwood would come rushing into the boss's office like a frightened puppy. Lots of real-life companies

operated that way for years. The companies that weren't run like army platoons were barely run at all. They just puttered along as they always had, secure in some little niche of a market that hadn't been challenged for years. The message from above was always, "If it ain't broke, why fix it?"

The people who had responsibility sat in their offices and managed what they could. That's what they were expected to do—to "manage." Maybe they steered the organizations a few degrees to the left or a few degrees to the right. Usually they tried to deal with whatever obvious problems presented themselves, and then they called it a day.

Back when the world was a simpler place, management like this was fine. Rarely visionary, but fine, as life rolled predictably along.

But mere management simply isn't enough anymore. The world is too unpredictable, too volatile, too fast-moving for such an uninspired approach. What's needed now is something much deeper than old-fashioned business management. What's needed is *leadership, to help people achieve what they are capable of, to establish a vision for the future, to encourage, to coach and to mentor, and to establish and maintain successful relationships.*

"Back when business operated in a more stable environment, management skills were sufficient," says Harvard business school professor John Quelch. "But when the business environment becomes volatile, when the waters are uncharted, when your mission requires greater flexibility than you ever imagined would—that's when leadership skills become critical."

"The change is already taking place, and I'm not sure all organizations are ready for it," says Bill Makahilahila, Director of Human Resources at SGS-Thomson Microelectronics, Inc., a leading semiconductor manufacturer. "The position called 'manager' may not exist too much longer, and the concept of 'leadership' will be redefined. Companies today are going through that struggle. They are realizing, as they begin to downsize their operations and reach for greater productivity, that facilitative skills are going to be primary. Good communication, interpersonal skills, the ability to coach, model, and build teams—all of that requires more and better leaders.

"You can't do it by directive anymore. It has to be by influence. It takes real 'people skills.'"

Many people still have a narrow understanding of what leadership really is. You say, "leader" and they think *general, president, prime minister, or chairman of the board.* Obviously, people in those exalted positions are expected to lead, an expectation they meet with varying levels of success. But the fact of the matter is that leadership does not begin and end at the very top. It is every bit as important, perhaps more important, in the places most of us live and work.

Organizing a small work team, energizing an office support staff, keeping things happy at home—those are the front lines of leadership. Leadership is never easy. But thankfully, something else is also true: Every one of us has the potential to be a leader every day.

The team facilitator, the middle manager, the account executive, the customer-service operator, the person who works in the mail room—just about anyone who ever comes in contact with others has good reason to learn how to lead.

To an enormous degree their leadership skills will determine how much success they achieve and how happy they will be. Not just at work, either. Families, charity groups, sports teams, civic associations, social clubs, you name it—every one of those organizations has a tremendous need for dynamic leadership.

Steven Jobs and Steven Wozniak were a couple of blue-jeans-wearing kids from California, ages twenty-one and twenty-six. They weren't rich, they had absolutely no business training, and they were hoping to get started in an industry that barely existed at the time.

The year was 1976, before most people ever thought about buying computers for their homes. In those days the entire home-computer business added up to just a few brainy hobbyists, the original "computer

nerds.” So when Jobs and Wozniak scraped together thirteen hundred dollars by selling a van and two calculators and opened Apple Computer, Inc., in Job’s garage, the odds against their smashing success seemed awfully long.

But these two young entrepreneurs had a vision, a clear idea of what they believed they could achieve. “Computers aren’t just for nerds anymore,” they announced. “Computers are going to be the bicycle of the mind. Low-cost computers are for everyone.”

From day one the Apple founders kept their vision intact, and they communicated it at every turn. They hired people who understood the vision and let them share in its rewards. They lived and breathed and talked the vision. Even when the company got stalled—when the retailers said no thank you, when the manufacturing people said no way, when the bankers said no more—Apple’s visionary leaders never backed down.

Eventually the world came around. Six years after Apple’s founding, the company was selling 650,000 personal computers a year. Wozniak and Jobs were dynamic personal leaders, years ahead of their time.

It’s not just new organizations, however, that need visionary leadership. In the early 1980s, Corning Incorporated, was caught in a terrible squeeze. The Corning name still meant something in kitchenware, but that name was being seriously undermined. The company’s manufacturing technology was outmoded. Its market share was down. Corning customers were defecting by the thousands to foreign firms. And the company’s stodgy management didn’t seem to have a clue.

That’s when Chairman James R. Houghton concluded that Corning needed a whole new vision, and he proposed one. Recalls Houghton: “We had an outside consultant who was working with me and my new team as our resident shrink. He was really a facilitator, a wonderful guy who kept hammering on the quality issue as something we had to get into.

“We were in one of those terrible group meetings, and everybody was very depressed. I got up and announced that we were going to spend about ten million bucks that we didn’t have. We were going to set up our own quality institute. We were going to get going on this.

“There were a lot of different things that put me over the top. But I am fast to admit, I just had a gut feeling that it was right. I had no idea of the implications, none, and how important it would be.”

Houghton knew that Corning had to improve the quality of its manufacturing and had to speed up delivery time. What the chairman did was take a risk. He sought advice from the best experts in the world—his own employees. Not just the manager and the company engineers. Houghton brought in the line employees too. He put a representative team together and told them to redesign Corning’s entire manufacturing process—if that’s what it took to bring the company around.

The answer, the team decided after six months of work, was to redesign certain plants to reduce defects on the assembly line and make the machines faster to retool. The teams also reorganized the way Corning kept its inventories to get faster turnaround. The results were astounding. When Houghton launched the changes, irregularities in a new fiber-optics coating process were running eight hundred parts per million. Four years later that measure fell to zero. In two more years delivery time was cut from weeks to days, and in the space of four years Corning’s return on equity nearly doubled. Houghton’s vision had literally turned the company around.

Business theorists Warren Bennis and Burt Nanus have studied hundreds of successful organizations, large and small, focusing on the way in which they are led. “A leader,” the two men write, “must first have developed a mental image of a possible and desirable future state of the organization. This image, which we call a vision, may be as vague as a dream or as precise as a goal or a mission statement.” The critical point Bennis and Nanus explain, “is that a vision articulates a view of a realistic, credible, attractive future for the organization, a condition that is better in some important ways than what now exists.”

Leaders ask: Where is this work team heading? What does this division stand for? Who are we trying to serve? How can we improve the quality of our work? The specific answers will be as different as the people being led, as different as the leaders themselves. What's most important is that the questions are asked.

There is no one correct way to lead, and talented leaders come in many personality types. They are loud or quiet, funny or severe, tough or gentle, boisterous or shy. They come from all ages, any race, both sexes and every kind of group there is.

The idea isn't just to identify the most successful leader you can find and then slavishly model yourself after him or her. That strategy is doomed from the start. You are unlikely ever to rise above a poor imitation of the person you are pretending to be. The leadership techniques that will work best for you are the ones you nurture inside.

Fred Ebb is a Tony Award-winning composer whose hit Broadway shows include *Cabaret*, *Kiss of the Spider Woman*, *Chicago*, and *Zorba*. Frequently, young songwriters come to Ebb for professional guidance. "I always tell them to follow the advice that Irving Berlin had for George Gershwin," Ebb says.

It seems that when Berlin and Gershwin first met, Berlin was already famous and Gershwin was just a struggling young composer working on Tin Pan Alley for thirty-five dollars a week. Impressed by Gershwin's obvious talent, Berlin offered the young man a job as his musical secretary at almost triple what Gershwin was earning writing songs.

"But don't take the job," Berlin advised. "If you do, you may develop into a second-rate Berlin. But if you insist on being yourself, someday you will become a first-rate Gershwin."

Gershwin stuck with Berlin, of course, and American popular music reached new heights. "Don't try to imitate others," Ebb tells his protégés. "Never stop being yourself."

Often what this requires is figuring out who you really are and putting that insight thoughtfully to work. This is so important it's worth a bit of quiet reflection. Ask yourself the question in a straightforward way: What personal qualities do I possess that can be turned into the qualities of leadership?

For Robert L. Crandall, one of those qualities is a keen ability to anticipate change. Crandall, the chairman of AMR Corporation, piloted American Airlines through an extremely turbulent era in the air travel business.

Olympic gymnast Mary Lou Retton got a big boost from her natural enthusiasm. She leapt out of a small town in West Virginia and landed in the hearts of people everywhere.

In the case of Hugh Downs, the veteran ABC newsman, one of these leadership qualities was his down-to-earth humility. Downs managed to build a huge career for himself in the highly competitive business of broadcasting and still remain a gentleman.

Whatever those qualities are for you—a dogged persistence, a steel-trap mind, a great imagination, a positive attitude, a strong sense of values—let them blossom into leadership. And remember that actions are far more powerful than words.

Arthur Ashe was a world-class tennis player and a world-class father—a true leader in those and other realms. He too believed in leading by example.

"My wife and I talk about this with our six-year-old daughter," Ashe said in an interview just before his death. "Children are much more impressed by what they see you do than by what you say," he said. "Children at that age certainly keep you honest. If you have been preaching one thing all along and all of a sudden you don't do it, they're going to bring it right up in your face."

"I tell her it's not polite to eat with your elbows on the table. Then after dinner I'm putting my elbows up. She says, 'Daddy, your elbows are on the table.' You have to be man enough, or woman enough, to say 'You're right,' and take your elbows down. In fact, that's an even stronger learning experience than her hearing it. It means that she did listen in the past. She understands it. And she recognizes it when she sees

But it takes actions, rather than mere words, to accomplish that.”

~~A leader establishes standards and then sticks to them. Douglas A. Warner III, for instance, has always insisted on what he calls “full transparency.”~~

“When you come in to make a proposal to me,” says Warner, president of J. P. Morgan & Co. Incorporated, “assume that everything that you just told me appears tomorrow on the front page of the *Wall Street Journal*. Are you going to be proud to have handled this transaction or handled this situation in the way you just recommended, assuming full transparency? If the answer to that is no, then we’re going to stop right here and examine what the problem is.” That is a mark of leadership.

Well-focused, self-confident leadership like that is what turns a vision into reality. Just ask Mother Teresa. She was a young Catholic nun, teaching high school in an upper-middle-class section of Calcutta. But she kept looking out the window and seeing the lepers on the street. “I saw fear in their eyes,” she said. “The fear that they would never be loved, the fear they would never get adequate medical attention.”

She could not shake that fear out of her mind. She knew she had to leave the security of the convent, go out into the streets, and set up homes of peace for the lepers of India. Over the years to come, Mother Teresa and her Missionaries of Charity have cared for 149,000 people with leprosy, dispensing medical attention and unconditional love.

One December day, after addressing the United Nations, Mother Teresa went to visit a maximum security prison in upstate New York. While inside she spoke with four inmates who had AIDS. She knew once that these were the lepers of today.

She got back to New York City on the Monday before Christmas, and she went straight to City Hall to see Mayor Edward Koch. She asked the mayor if he would telephone the governor, Mario Cuomo. “Governor,” she said, after Koch handed her the phone, “I’m just back from Sing Sing, and four prisoners there have AIDS. I’d like to open up an AIDS center. Would you mind releasing those four prisoners to me? I’d like them to be the first four in the AIDS center.”

“Well, Mother,” Cuomo said, “we have forty-three cases of AIDS in the state prison system. I’ll release forty-three to you.”

“Okay,” she said. “I’d like to start with just the four. Now let me tell you about the building I have in mind. Would you like to pay for it?”

“Okay,” Cuomo agreed, bowled over by this woman’s intensity.

Then Mother Teresa turned to Mayor Koch, and she said to him, “Today is Monday. I’d like to open this on Wednesday. We’re going to need some permits cleared. Could you please arrange those?”

Koch just looked at this tiny woman standing in his office and shook his head back and forth. “As long as you don’t make me wash the floors,” the mayor said.

THE FIRST STEP TOWARD SUCCESS IS IDENTIFYING YOUR OWN LEADERSHIP STRENGTHS.

Starting to Communicate

Theodore Roosevelt's children adored him, and they had good reason to. An old friend came to Roosevelt one day in distress. His young son had left home and gone to live with his aunt. The boy was wild. He was this and he was that. And the father claimed that no one could get along with him.

Roosevelt said, "Nonsense. I don't believe there's a thing wrong with the boy. But if a boy with spirit can't get the right sort of treatment at home, he'll go some place else to get it."

Several days later Roosevelt saw the boy and said, "What's all this I hear about your leaving home?"

"Well, Colonel," said the boy, "every time I go to Dad he explodes. He's never given me a chance to tell my story. I'm always wrong. I'm always to blame."

"You know, son," said Roosevelt, "you may not believe it now, but your father is your best friend. You are more to him than all the rest of the world."

"That may be, Colonel Roosevelt," the boy said, "but I do wish he'd take some other way of showing it."

Then Roosevelt sent for the father, and he began to tell the father a few shocking truths. The father exploded just the way the boy described. "See here," said Roosevelt. "If you talk to your boy the way you've just been talking to me, I don't wonder he left home. I only marvel that he didn't do it before. Now you go and get acquainted with him. Meet him halfway."

—DALE CARNEGIE

Nothing could be easier than failing to communicate. Condescending, contradicting, berating, demeaning, treating other people as if "I am the boss, and you just work here"—until recently these were widely accepted forms of human interaction inside some of the largest and best-known companies in the world. "Barking rights" were thought to be a natural prerogative of executive positions, along with an office window and a two-hour lunch. Families, schools, and other organizations unfortunately followed suit.

For years loudness was equated with toughness. Stubbornness was equated with superior knowledge. Argumentativeness was equated with honesty. We should all—supervisor and employee, parent and child, teacher and student—be grateful those days are finally coming to an end.

Jerry Greenwald, former vice chairman of Chrysler Corporation, compares the old corporate method of communication to a trickle-down version of that childhood game, telephone. "If two teenagers live next door to each other and they have something to sort out between them, one crosses the lawn, and they talk it out. If they were two people in two departments of a corporation, the teenager would tell his older brother, who would tell his mother, who would tell his father, who would go next door and tell the father of the other teenager, who would tell the other teenager's mother, and finally the other teenager would get the message and say, 'What was the guy next door trying to tell me?'

"We're trying to break all that down at Chrysler," Greenwald explained while he was still at the auto company. "If you are an operator in a plant and you need to tell someone three hundred feet at the other end of the plant to change something so you can do your job better, go over and tell him. Don't tell your foreman to tell your superintendent to tell his superintendent so that six months from now the other person will still be trying to figure out what you wanted to change."

More and more people, in businesses and elsewhere, are beginning to understand how important good communication really is. The ability to communicate well is what lights the fire in people. It's what turns great ideas into action. It's what makes all achievement possible.

Communicating well is not terribly complicated—not in theory, anyway. Communicating, after all, is something every one of us does every day in our personal lives. We've all been communicating since the early days of childhood. At least we think we have. But true communication, effective communication, is

fact relatively rare in the adult world.

~~There's no secret recipe for learning to communicate well, but there are some basic concepts that can be mastered with relative ease. Here are the first steps to successful communication. Follow them and you will be on your way.~~

1. Make communication a top priority.
2. Be open to other people.
3. Create a receptive environment for communication.

No matter how busy you find yourself during the work day, *you absolutely must make time to communicate*. All the brilliant ideas in the world are worthless if you don't share them. Communication can be accomplished in many ways—in meetings, in face-to-face sessions with colleagues, just walking down the hall, or stopping at the water cooler, or spending half an hour in the company lunchroom. What's most important is that communicating never stop.

Robert Crandall has a big conference room down the hall from his chairman's office at AM Corporation, the parent company of American Airlines. Every Monday he spends much of his day in there listening and talking to people from all parts of the company. "Yesterday morning," Crandall said not long ago, "we had the senior officers and eight or ten or twelve other people from three or four levels in the company in there, and we were doing a very complicated analysis.

"We're trying to understand whether or not this hub-and-spoke system that we constructed has become economically indefensible as a consequence of the way the industry is changing. When we created this particular pattern of hubs and spokes, the world looked one way, and now it looks a different way. That had an effect on how passengers flow across the system. It's also had an effect on pricing. The consequence is that we are not at all sure that the hub-and-spoke system remains viable. Determining that is very complicated.

"It takes an enormous amount of data. So we spent three and a half hours yesterday, in the course of which there were many different points of view expressed and a lot of talking back and forth and a good deal of intense feeling all around. Anyway, we finally sent people away with three or four supplemental assignments, and they'll come back in a couple of weeks with the additional data. Then we'll sit down and talk some more. 'Is what we are doing wrong? And what can we do differently that has the probability of working?' That's how we eventually hope to find our way out of these dilemmas."

The benefits here are twofold: Crandall gets the input of knowledgeable people and they get to help create the future vision of American Airlines. That's fundamental to the development of trusting relationships.

Communication doesn't have to happen in big conference rooms. Some of the best corporate communication occurs in seemingly informal ways. Walter A. Green, the chairman of Harrison Conference Services, Inc., uses a technique he calls his "one-on-ones."

"Unfortunately," Green says, "in organizations we have structures. We have a president, vice president and all these other levels. One-on-ones are a way of overcoming that. These are off-the-record conversations—usually at lunch—where I meet with anyone in the organization I care to meet with. It's a chance for me to stay in touch with what's important to them. How do they feel about the company? How do they feel about their jobs? I'd like to learn something about them as individuals. I like to become more human to them, and I like them to ask me questions about the company. All of that is easier one-on-one." As a result of these conversations, Green's vision for the company begins to grow.

Douglas Warner, the J. P. Morgan president, has brought this practice of direct communication into the

old-line bank. “We literally walk around, walk through the inner floor,” Warner says. “Go down and see some people. Get out of the office, go to other places instead of insisting that everybody come here.”

Several times a week Warner or his top assistant has coffee with thirty or forty of Morgan’s top people. “Eyeball-to-eyeball communication, direct and informal,” in Warner’s words. Even a bank like Morgan has discovered the usefulness of these simple chats. The same theory is applied inside the executive suite. “As part of all that, the managing directors of the firm, three hundred-odd people, would be invited to a large room every day for lunch—the ones who are in New York and the ones who are visiting from overseas. That way there’s a real forum every day.”

David Luther, corporate director of quality at Corning, Incorporated, describes this process at his organization: “I use the term bottom trawling, going to the bottom of the organization and asking, What’s really going on? What are people worried about? What are they saying? What are they up against? What can you do to help?”

The need for effective communication doesn’t stop at the office door. It extends to the home, to the school, to the church, even to the halls of science. Any place where people meet with people, communication is key.

It used to be that research scientists could spend their whole lives in the laboratory, single-mindedly searching for the truths of the natural order. But those days are gone. In today’s competitive world, even scientists need to listen and talk.

“Many scientists don’t know how to effectively communicate what they are doing,” says Dr. Ronald M. Evans, an eminent research professor at the Salk Institute for Biological Studies. “They know what they are doing. They have a pretty good idea of why they’re doing it. But they have difficulty putting that into perspective, transmitting the ideas outside the laboratory. It’s a major limitation at many levels. To obtain funding, you have to convince people that you’re doing something that’s important.”

When Lee Iacocca first went to work at the Ford Motor Company, he discovered the same limitation among many automobile designers and engineers: “I’ve known a lot of engineers with terrific ideas who had trouble explaining them to other people. It’s always a shame when a guy with great talent can’t tell the board or committee what’s in his head.”

Without mastery of that very basic human skill—the ability to talk and listen to others—members of a company, a school, or a family can’t thrive for long.

Things had gotten frenetic around the Levines’ house. The children were getting older. That meant playdates, birthday parties, Little League games, gymnastics classes, Brownie troops, religious instruction—and more carpool trips for Harriet than anyone could count.

Stuart had a job he loved, but the travel was grueling and it kept him away from the family more than he would have liked. That left Harriet at home with Jesse and Elizabeth, who were terrific kids but were getting more independent by the day.

“Jesse and Elizabeth were watching far too much television,” Harriet recalls, “and they weren’t reading nearly enough. We barely had time to communicate.”

Before things got really out of hand, the Levines all sat down together one night and came up with a plan. They would form a family council, they decided. Every Sunday after dinner they would gather around the kitchen table and talk in a calm way about whatever was on their minds. “The idea was to have a regular forum for family communication, every week, no matter what,” Harriet explains.

The family council began dealing with issues large and small. Are the kids getting in their half hour of reading before television? Is Stuart going to be back in town for the soccer game? When is Harriet going to stop serving that same chicken dish?

At the end of the meeting the children would be given their weekly allowances. “Everyone is supposed

participate, and no one ever gets in trouble—as long as they tell the truth.”

~~The biggest mistake managers used to make—besides thinking that all wisdom flowed from them—was failing to understand that communication absolutely has to be a two-way street. You have to share your ideas with others and listen to theirs. That’s step number two: *Be open to other people—above, below, and beside.*~~

Publilius Syrus, the Roman playwright, recognized this fact of human nature two thousand years ago. “We are interested in others when they are interested in us,” Syrus wrote.

If you can show your colleagues you are receptive to their ideas, they’re more likely to be receptive to yours—and to keep you honestly informed about the things you need to know. Show that you care about the future of the organization and that you care as much about them. And don’t limit those displays of concern to your coworkers. Communicate the same genuine caring to your customers and your clients too.

At Saunders Karp & Company, merchant banker Thomas A. Saunders III spends his professional life looking for growing companies to invest his clients’ funds in. He’s an expert at spotting business gems. Nothing impresses Saunders more than a company that really knows how to communicate with its customers.

He recently paid a visit to a wholesale jewelry company in Lafayette, Louisiana. He spent a day touring the company’s facilities. But all it really took was five minutes in the telemarketing room for Saunders to recognize a first-string communications success.

“They handled their customers very efficiently on the phone, and the quality of the service was extremely high,” Saunders said. “They didn’t seem to make any mistakes. It was just bing, bing, bing, ‘You want this? . . . Yes, we have that in stock. . . . You want two of those, fine. . . . You want three of those, fine. . . . Yes, we have them. . . . No, you have to back-order that. . . . May I suggest a substitution? . . . Yes, well, you look on page six hundred of our catalog, there’s a mounting . . .’ Boom. ‘Thank you very much.’ It was over in fifteen seconds. Unbelievable.”

The average call took fifteen seconds, and the average customer went away thrilled. Who wouldn’t put money in a company like that?

It’s easy to become isolated from customers and colleagues, especially for those people who rise in an organization. But no matter how high you get, communication still has to run in all directions, talking and listening, up, down, and around the chain of command.

Ronald Reagan wasn’t called the Great Communicator for nothing. Throughout his long political career he made it a point to listen and talk to the people he served. Even when he was president, Reagan continued to read constituent mail. He would have his White House secretaries give him a selection of letters each afternoon. At night he would take them up to his quarters and write out personal replies.

Bill Clinton has put the televised town meeting to much the same use: keeping himself informed about how people are feeling and showing people that he cares about them. Even if he doesn’t have solutions for all the problems they bring up, there Clinton is, listening, connecting, articulating his own ideas.

There’s nothing new about any of this. Abraham Lincoln took a similar approach more than a century ago. In those days, any citizen could petition the president. Sometimes Lincoln would ask an aide to respond, but frequently he would answer the petitioners personally.

He took some criticism for that. Why bother when there was a war to be fought, a union to be saved? Because Lincoln knew that understanding public opinion was an essential part of being president, and he wanted to hear it firsthand.

Richard L. Fenstermacher, executive director of North American auto operations marketing at Ford Motor Company, is a firm believer in that. “My door’s open,” he’s constantly telling his people. “If you’re walking up the hall and you see me in there, even if you just want to say hi, stop in. If you want to bounce an idea off me, do it. Don’t feel you have to go through the managers.”

That kind of easy interaction doesn't happen by accident. That's where rule number three comes into play: *Create a receptive environment for communication.*

It's a basic fact about communicating with people: they won't say what they think—and won't listen receptively to what you say—unless a foundation of genuine trust and shared interest has been laid. You can be insincere. How you really feel about communication, whether you're open or not, comes through loud and clear, no matter what you say. “You know right away if somebody is approachable or if they're not,” Olympic gymnast Mary Lou Retton has said. “When you get that feeling, you can read a person in nonverbal communication and body language. You know when somebody is standing in the corner and saying, ‘Hey, I don't want to be talked to.’ ”

How can you avoid sending that message? Be open, like people, and let them know you do. Follow Retton's advice: “Being down-to-earth and humble is extremely important. I just try to put people at ease. Everybody's the same. I think everybody is on a certain level, whether you are the CEO of a company or a salesperson. It's just a different job.” That's what creating a receptive environment is all about: putting people at ease.

It used to be easier than it is today. Television announcer and former baseball great Joe Garagiola remembers how much one-on-one contact there used to be between the players and the fans: “When we used to come off the field and go to our homes after the games, we would ride the subways with the same fans who were in the stands a few hours earlier.

“It wasn't uncommon for one of the fans to say, ‘Hey, Joe, why did you swing at that third strike? Why didn't you let it go?’ Now there isn't the same personal connection between the fan and the players other than reading about whether or not he's signing a six- or a seven-million-dollar contract.”

Ray Stata, the chairman of Analog Devices, Inc., a manufacturer of high-performance integrated circuits, learned the importance of taking a personal interest from his friend Red Auerbach, the long-time president of the Boston Celtics.

Stata recalls, “When he would talk about leadership, he often used the phrase, ‘I love my people.’ I considered that a real prerequisite to leadership. And they have to know it. So if you have an environment where people genuinely believe that at the end of the day they can trust in your interest and concern about their well-being, then you have created relationships that have more meaning to them.” Then, and only then, will the ground be appropriately prepared for communication.

Don't expect this to happen without some work.

Several years ago Corning's David Luther was trying to convince a union leader to embrace the quality improvement program that the company was trying to start. Luther made his pitch, talking on and on about what he thought was a very convincing way about the importance of quality improvement. This program was going to improve life for both management and labor, Luther promised the union man. But the labor leader clearly wasn't buying a word of what Luther had to say.

Luther recalls, “He got up and he said, ‘Give me a break. That's baloney. You guys, that's a scam. It's better than most of your scams, but it's a scam. All you're trying to do is get more out of the workers here.’ ”

They kept talking, though. “He came around a little,” Luther says, “but I didn't convince him, and I came to the conclusion that I could never talk my way into his trust. I could only demonstrate that I deserved it. So I said, ‘I'm going to be back next year with this, and I'm going to be back the year after that, and I'm going to be back the year after that. I'm going to keep coming back with the same stuff.’ ” And Luther kept coming back.

His message took several years to sink in, and first he had to show he could be trusted on some small issues. He had to show he was listening to their concerns as well. But in the end Luther had the patience

let the message take hold, and Corning's unions became real partners in the quality-improvement program.

One last thing to remember: *Once people do take the risk of telling you what they think, don't punish them for their openness. Do nothing—absolutely nothing—to discourage them from taking the risk of communicating again.*

“If an employee makes a suggestion that I don't agree with, then I have to be very delicate about the way in which I tell them I don't agree,” says Fred J. Sievert, chief financial officer of the New York Life Insurance Company. “I want to encourage them to come back to me the next time and make another suggestion. Now, I told some of the people on my staff that I may disagree with them ninety-nine times out of a hundred, but I want them to keep coming to me with their views. That's what they get paid for. The one time out of a hundred is going to be of value, and I'm not going to view them as any weaker because I disagree with them the other times.”

One in a hundred. That may not sound so impressive, but great fortunes have been made on odds less certain than that. That's why listening and sharing ideas is so important.

The truth of the matter is that communication is both a skill and an art. It's a process worth thinking about and practicing more than most people do. It sometimes involves showing personal vulnerability by putting your ideas on the line. You're sharing with others and asking them to share with you. That's not always easy. It takes work and time. Techniques have to be acquired and practiced constantly. But take heart. Practice does make perfect, or very nearly so.

Kuo Chi-Zu is the chief prosecutor in Taipei, Taiwan, and a tremendously compelling public speaker. But he wasn't always so comfortable talking in front of a group. As a rising young prosecutor, Chi-Zu was always being invited to address local organizations. He said no to the Rotary. He said no to the Lions. He said no to Junior Achievement. He was so frightened of the prospect of appearing in public—as many people are—that he turned every invitation down.

“Even if I were just attending a meeting,” he remembers, “I always selected the seat at the far corner. And I almost never said a single word.”

He knew this fear was slowing the progress of his career—not to mention keeping him awake at night with fits of anxiety. He knew he had to get a grip on his communication problem.

Then one day Chi-Zu was invited to speak at his old high school, and he recognized at once that this was his opportunity. He had, after all, made great effort over the years to maintain a strong relationship with the school and with its students and graduates. If there was any audience he could trust—and that would be open to what he had to say—this was the one.

So he agreed to appear, and he prepared himself as well as he could. He chose a subject he knew a tremendous amount about and cared deeply for: his job as a prosecutor. He built the speech around real-life examples. He didn't memorize. He didn't write out the words. He just walked up to the front of the school auditorium and spoke as if he were addressing a room full of friends, which he was.

The speech was a great success. From the podium he could see the eyes in the audience riveted on him. He could hear the people laughing at his jokes. He could feel their warmth and support, and when he was finished speaking, the students rose to their feet for a robust standing ovation.

Chi-Zu learned some valuable lessons about communication that day: how communication takes a certain openness and a trusting environment, what dividends successful communication can pay. Chi-Zu didn't stop there. He became a favorite on the Taipei lecture circuit and was quickly catapulted into the chief prosecutor's job.

He was finally learning to communicate.

COMMUNICATION IS BUILT ON TRUSTING RELATIONSHIPS

Motivating People

Even as a boy Andrew Carnegie discovered the astonishing importance that people place on their names. When he was ten years old, he had a father rabbit and a mother rabbit. He awoke one morning to discover that he had a whole nest full of little rabbits and nothing to feed them.

What do you suppose he did? Well, he had a brilliant idea. He told half a dozen boys in the neighborhood that if they would go out every day and pull enough dandelions and grass and clover to feed the rabbits, he would name the rabbits in their honor. The plan worked like magic, and here is the point of the story.

Andrew Carnegie never forgot that incident. And years later, he made millions of dollars by using the same technique in business. He wanted to sell steel rails to the Pennsylvania Railroad. J. Edgar Thomson was president of the railroad then. So Andrew Carnegie, remembering the lesson he had learned from his rabbits, built a huge steel mill in Pittsburgh and called it the J. Edgar Thomson Steel works.

Now let me ask you a question. When the Pennsylvania Railroad needed steel rails after that, where do you suppose J. Edgar Thomson bought them?

—DALE CARNEGIE

Paul Fireman needed a highly motivated work force. Fireman, chairman of Reebok International, made a promise that was unusually bold. In two years' time, Fireman vowed, Reebok would overtake Nike market share.

Fireman didn't bribe or threaten or cajole the people who worked for him. He led them to motivation. He showed the employees he was willing to take risks, encouraging them to do the same. He built an innovative product-development program and funded it generously. He vowed to spend whatever it took—whatever—to hire the world's top sports figures as Reebok spokespeople. Fireman talked and lived a new Reebok vision, twenty-four hours a day.

"You need to build an enrollment," he explains. "I don't think you can dictate that to people. I don't think you can tell people, 'Go. March. Do this.' What you need to do is to take the time to enroll people on your thinking, your vision, your dream, your fantasy, whatever it is you're doing. Enroll them. It takes time. It takes effort. It takes continual reinforcement. But you don't dictate. You enroll.

"If you enroll one person, then you have a metamorphosis. You change someone, and that person becomes able to enroll ten people. They become able to enroll a hundred people. People thought that my goal was outrageous. But after the second, third, fifth, tenth, twentieth, and thirtieth days, they saw that it was not a statement. It's a way of life.

"It's like the old cowboy movies where the hero was going to make the final battle against the villain and rescue the heroine," explained Fireman. "As the hero was riding on his white horse, with one other guy next to him, a person joined in from the right. Then ten more from the left. And they keep going until finally, at the end of the thirty seconds, there are seven hundred people riding, dust flying, and they're on their way to the final shot.

"You can't wait until you call everybody up and say, 'Will you join me at River Creek?' You make them want to come along. You ride. You go. And you just suck everybody else with you. The music rises. And you find that when you get there, whether you needed seven hundred or nine hundred, the point is that you're riding. And they want to ride along." You've got to make them want to ride along.

It's a leader's job to foster those feelings. "We are in this together." "We are part of a team." "What we do is valuable." "We're the best." That is the soil that real motivation grows in.

Sure, everyone wants a paycheck, an end-of-the-year bonus, a stock plan, and a great benefits package.

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