

Leaders do the right things.



“Reputation is made in
a moment. Character is
built in a lifetime.”

—James Leggett

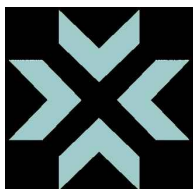
CHARACTER

Lots of people can get the job done. Industry, science, education—each profession has its stellar achievers. Personal competence is not a rare quality these days. Newspapers and professional journals chronicle the personal best of these dedicated men and women. But personal *character* is becoming rather elusive. Like the biblical Esau, some professionals have traded the inheritance of their reputations for the pottage of dollars and cents. They've become day traders, bartering the wealth of the eternal for the pittance of the temporary.

"If it's worth doing, it's worth doing right," the ancient leadership adage demands. But leaders of character are more concerned with *doing the right* thing than they are in *doing things right*. Right methods without right motives are shallow at best and evil at their worst. In the end, the great leader is not the person who can simply get the job done. It is the person who knows how to link motives with methods.

Leadership that makes a difference includes a personal willingness to do the right thing. It makes tough choices—moral choices, spiritual choices, ethical choices, right choices.

**Leaders make everyone
feel valuable.**



“A great man shows his
greatness by the way he
treats little men.”

—Thomas Carlyle

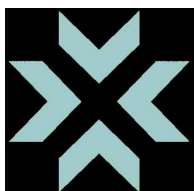
AFFIRMATION

Leaders understand that every member of their team has an innate need to be valued, recognized, included. Each team member is a star in the leader's eyes. Consequently, everyone on the team is treated with the respect afforded a volunteer, no matter what their pay scale is. Leaders are the first to recognize the achievement of others. They are lavish with handshakes and smiles, diligent with dialogue and encouragement, noteworthy in their note writing. They understand that a "spoonful of sugar" makes even the mundane and tasteless tasks of their subordinates more tolerable.

Leaders also understand the importance of a name. They realize that personal *attention* begins with a personal *salutation*. To them, coworkers are not anonymous entities, valued only for their contribution. They are valued friends. True leadership seeks to affirm the individual worth of colleagues and associates. It lets them know that they truly belong—that they are more than nine-to-five residents in some netherworld of carpeted cubicles.

Effective leaders have come to realize that a pat on the back has enough force to propel an associate toward excellence.

**Leaders know what to
do next.**



“Leadership is calculated
risk-taking.”

—Ted Ward

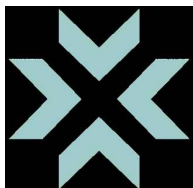
FORESIGHT

A chess master never thinks only of the next move. He is thinking three, four, or five moves ahead. Leaders do the same thing. Their vision is cast well into the future. And that future is as familiar to them as it can be to the finite mind. They have dreamed dreams of that place. They have planted and built their hopes there. They have already envisioned a completion in that future.

Leaders aren't that enthused about short trips. They are on a long journey of excellence. And they know that journey is made of individual steps, each firmly planted in uncharted territory.

In one sense, they never arrive. When one phase of a project is completed, they instantly move to the next. When a goal is achieved, they roll out the new one. No problem is ever the end of the road. No achievement is ever the top of the hill. There is always that next step—the step already dreamed in their heart; the step planned for, prayed for, and provided for, because of the far-reaching vision.

Leaders grow leaders.



“You’ve got to have great athletes to win, I don’t care who the coach is. You can’t win without good athletes, but you can lose with them.

This is where coaching makes the difference.”

—Lou Holtz

MENTORING

You can always spot an A-level leader. How? He or she will have A-level subordinates. Those who follow them will have some of their skills, some of their determination, and some of their vision. True leadership is contagious. People catch it, and it germinates in their spirits.

You can spot B-level leaders just as easily. They'll probably have C-level subordinates. B-level leaders are intimidated by the potential of others. They are micromanagers, keepers of the keys who prevent the unlocking of someone's potential. Their own insecurity covers over the blossoming of visionaries like a heavy woolen blanket.

A-level leaders are not threatened by great potential. In fact, they look for it, seek it, recruit it, and develop it. It thrills them. It drives them on to even greater accomplishments. They've discovered the secret of excellence. They have realized the great possibility—that they can multiply their work by developing and training their associates to reach their full capability.

A great leader will not be a leader of followers. He or she will be a leader of leaders.

Leaders network with other leaders.



“I not only use all the brains
that I have, but all that
I can borrow.”

—Woodrow Wilson

NETWORKING

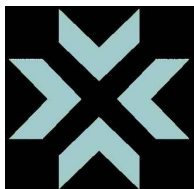
Leaders know the facts of life: First, most of the productivity comes from a cadre of effective people; second, most of the decisions in an organization are made by a handful of respected leaders; third, the pipeline to achievement is learning to recognize those circles of influence and seeking to penetrate them.

The process is important. Aspiring leaders make it a point to identify the leaders in an organization. Who is making a mark on the corporation? Whose ideas generate the interest of others? Whom do the associates gravitate toward? Once that circle of influence is identified, the aspiring leader seeks to form a spiritual network.

They work with the circle members, investing time and effort in helping them reach their goals. They share information with them, insights that eventually will be reciprocated. And most important, they learn from them. They copy their best, and they sort out their worst through filters of character and spiritual commitments.

Networking—great leaders have learned the truth in the old maxim, “It’s not only *what* you know, but *who* you know that counts.”

Leaders are visionary.



“Anyone can steer the ship,
but it takes a real leader
to chart the course.”

—George Barna

VISION

Leaders not only have an eye on the horizon, they can see just beyond it. Their firm grasp of the present is based on their never-ending hope for the future. They can deal with things as they are because they have dreamed of what they can be.

They have a vision. “Without it,” the Scriptures say, “people perish.” One of the marks of leadership is the ability to look beyond the immediate to a better, brighter tomorrow. For example, leaders look at vacant land and see a thriving business. They see a skeletal framework and envision a skyscraper. They meet with a casual acquaintance and anticipate a future partnership.

Leaders are not satisfied with the status quo. They have an inner desire for the next level. Time and inconvenience are mere pawns to be moved toward the ultimate capture. Leaders imagine a future that is better than the present—and they look for ways to make it happen.

Leaders are not that interested in what’s happening *now*. They’re more interested in what’s happening *next*.