

222 LEADERSHIP CHARACTERISTICS

(1997)

DISCOVER THE ROAD TO BECOME A :

*Leader
Beloved
Trusted
Accepted
Valuable
Followed
Proficient
Respected
Successful
Listened to
Appreciated
Exemplified
Professional*

*Change your life in eight hours
(Time needed to read this handbook)*

Author **TALAL KAMAL**

222 LEADERSHIP CHARACTERISTICS



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This is a non – profit handbook. It is prepared to support the effort of everyone trying to achieve a great success in his or her professional career and personal life by becoming an efficient and successful leader. This can be accomplished through better understanding and applying the numerous leadership characteristics as mentioned here.

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PREFACE

I prepared this handbook which contains approximately 222 characteristics of the successful Leader, to help the young and the professionals to understand the behaviors, characteristics and attitudes of the efficient leader, so themselves can become leaders and improve their lives and careers.

This handbook represents a synthesis of ideas for efficient leadership of almost every academic discipline that has been concerned with developing the best effective ways for inspiring, leading and managing the working force.

Efficient leadership is designated for the people who want to take control of their lives, their businesses and their careers.

The efficient leader is someone who is considered conscientious, has a positive self-regard, communicates with openness and trust, highly self-motivated, willing to negotiate with others, is a good role model, and able to blend a heterogeneous group of individuals into an efficient team.

The information in this book is hopefully presented in such a manner to make it more readable, enjoyable and easy to understand.

INTRODUCTION

Nowadays everything is continuously changing, the nature and rules of work is changing. The working people expectations of their employer and their understanding of their obligations is also changing. Therefore, the need for efficient leadership has become very essential for the success and growth of any organization.

In this world there is no reward for good intentions, for best work effort or for over producing. Reward and future are offered only to the ones who continuously follow new courses and utilize innovative thinking to motivate their followers.

Success and growth for any organizations can be achieved through conscientious effort to earn the enthusiasm, initiative, loyalty and the devotion of its employees which can be accomplished by an efficient leader who understands the attitude and the needs of his followers and complement them rather than enforcing rigid policies and inflexible job descriptions or a management style featuring the leader as the center of power, authority and responsibility.

Leaders shall perform their work in the most effective humane way possible by motivating their followers to realize their full potential and find ways to increase the quantity and improve the quality of their work by removing the obstacles that prevent them from doing their jobs.

Blending a heterogeneous group of individuals with divergent interests, values, goals, ambitions, talents and skills into an efficient team is the hallmark of efficient leader.

An efficient team is composed of individual members who are aligned together on mutual goals, highly committed to the team, are able to utilize the unique talents of each team member, have an attitude of cooperation and communicate with openness and trust.

The leader is succeeding when his team members will be able to say: we trust you, we trust your decisions are not going to harm us and will benefit all of us, we trust you are willing to sacrifice your own personal gain for all of us, we will seek your support and advice whenever it is appropriate and that you will do so in an impartial way.

Leadership is more an attitude than a skill. The key to earn enthusiasm, initiative, loyalty and the devotion of hearts, minds and souls of the followers, is a leadership, which utilize an intentional, proactive and conscious sensitivity to every person's desire for dignity and respect.

Leaders shall develop a personal one-on-one connection with individual team members through emphasizing a team work concept. Although, we are not born to be team players, our subconscious places a strong emphasis on self - self worth, self - expression, self - reliance, self - preservation, self - determination and self - interest. Only with disciplined effort we can motivate and encourage people to be in favor of working with others

To be a good leader, you must possess the following characteristics:

- 1) Have and demonstrate a **positive attitude** all the time.
- 2) Set your **mind toward being and staying the best.**
- 3) Have a daily **“To Do List.”**
- 4) Do the job **right** the **first** time and **every** time, avoid rework and waste. If asked to **do the impossible**, do it as **usual**.
- 5) **Be a servant.** The leader is the servant of his followers, you need your team members more than they need you.
- 6) Don't waste time, **hustle while you wait**, don't stand idle, get something done while you wait.
- 7) Encourage the concept that every team member is a **part of the whole** working toward a **goal**, rather than an **individual with a task**.
- 8) You must be willing to work **long hours** and harder than anybody else. Don't anticipate to become a leader or to be able to hold into your position as a leader if you work less than sixty hours per week, (This is third of the time available to everybody per week, $60 / (7 \times 24) = 1/3$).

If you work **40** hours/week, you will become and will remain a **follower**.

If you work **60** hours/week, you will become and remain a **leader**.

- 9) **Leadership** is believing that “ **ALL BELONG TO GOD.**“
Make your spiritual belief the center of commitment to your values and principals. Your daily prayer will renew, strengthen, uplift your spirit and inspire and recommit you to continue serving and contributing. Prayer will give you the strength and will multiply your energies. The greatest self-motivation you can possess is to feel the need for serving and helping others.
- 10) **The most critical and beneficial time on your life** is the **time span between the moment of motivation and your response** to a specific act, goal or quest. How you utilize that time span (**few seconds**) to select the proper response is the difference between success and failure.
- 11) **Love your work** and be passionate about what you do. If you don't, you will get beat by someone who does.
- 12) Constantly **anticipate, analyze** and **keep up** with what's **new, new, new.**
- 13) **Practice, practice** and **practice** to **react** more quickly, **think** more deeply, **understand** more clearly, **stimulate** more positively, **set a course** of action more precisely and monitor progress more closely.
- 14) Consider **obstacles** as **unrecognized opportunities.**
- 15) Utilize the **proper tool** to perform the work. Wrong tool is worse than no tool at all.

- 16) **Listen twice** as much as you **speak**. **True leader** is a **good listener**. Communicate effectively by speaking clearly, being specific and **listening actively** to team members' comments and feedback.
- 17) Utilize management style **“Walking around,”** (Information obtained informally by informal visits). This also will increase your visibility and availability. **“You cannot lead from an office.”**
- 18) **Bad proposal properly presented** is better than **good proposal poorly presented**.
- 19) Be **accountable** for the **quality** of the team's work and decisions.
- 20) **Leadership** is the **science of motivation** derived from a **one-on-one personal interaction** with your superior and team members.
- 21) **Leadership is not something you give yourself or born with**. You get back what you give out. If you want to be a leader then you have to earn it.
- 22) **Leadership** is considering yourself as **a part of a team**, as **a good follower**, and **potential developer** of others, not as an authority who control and direct.
- 23) **Leadership** is a gift and a **responsibility** (Response - Ability), rather than a big ego and just getting on a big power trip.

- 24) **Leadership is mutual influence and understanding** each other. Openness and trust build relationships and increase leadership effectiveness.
- 25) **Leadership** is from the **inside - out**. How you feel inside results in the behaviors which others see. Make a positive change in your feeling to be more resourceful, more diligent, more creative and more cooperative.
- 26) **Leadership** is characterized by **results**, that is by the team members doing the **right things** and **completing the work on time**.
- 27) **Leadership** and learning are **indispensable** to each other.
- 28) **Leadership** is **not management**. Leadership is **selecting** the right things and making a good decisions. Management is **doing** things right and implementing the action for the decision efficiently to achieve success. Therefore leadership and management are inseparable and **always management comes after leadership** and no effective management can be achieved without effective leadership.
- 29) Be **prepared** always. (A half prepared is like a half-baked cake, it falls flat).
- 30) **Don't give up and don't give in** when you are absolutely sure that you are right in accordance with all of the applied rules, procedures and policies, values and principle

- 31) Derive your **power and influence** through **cooperation** rather than **compliance**.
- 32) **Leadership** is **Win - Win resolution** process, where everyone gains and nobody lose.

Win - Win resolution is based on the principal of "There is plenty for everyone," not on power and position.

Win - Win resolution is achieved by trying to look into the problem from the other party point of view and by understanding the needs and concerns of the other party as well as you can.

Win - Win process must be specifically defined. The following are the four basic elements **of Win - Win** process:

- **Character** based on Integrity and maturity and the presence of "Abundance mentality," (There is plenty out there for everyone to share).
- **Relationship** based on trust for each other, focus on thoroughly understanding the issues and resolving them in mutually beneficial way.
- **Agreement** clearly defining the following Items:
Desired result, guideline and parameters, resources, accountability, standards of performance, consequences, rewards or losses.

- 33) To succeed in directing and administering the work force, you must be **less a boss** and **more a first among equals**.
- 34) Concentrate continuously and permanently in the **common focus** necessary for the team success.
- 35) Lead by a **character approach** rather than by a **trick or technique approach**.
- 36) **Sensibly live** in the present, **carefully plan** the future and **flexibly adjust** to changes on the circumstances.
- 37) Recognize the **talent** in team members, in order to assign the right person for the job.
- 38) **Leadership** is always and forever by **example**. Don't offer advice verbally. Offer advice by example. Followers behave and react as follows:
- They see better with their eyes than hearing with their ears.
 - They may misunderstand your advice, but they will never misunderstand how you act and how you behave.
 - They may think the lectures you deliver are wise and true, but they rather learn by observing what you do, not by what you lecture.
 - They prefer you perform the work with them than just showing how and where to start. They will learn how to do it if you let them see it done.

- 39) Satisfy the team members' **personal ego** needs in favor of yours.
- 40) Explain and Clarify to the team the **organization expectations, policies and constraints**. Explain why certain tasks, **policies and procedures** are necessary when possible.
- 41) Gather and investigate all the **facts** before making a decision or taking an action.
- 42) Make decisions and resolves issues of conflicting opinions by **consensus** approach. If conflict not resolved, seek resolution through the escalation process (As predetermined by the organization policies) and in a timely manner.
- 43) Whatever **gets measured gets done**. Therefore, plan, schedule, monitor and measure your work assignment.
- 44) Give your team members your **undivided attention** by removing paperwork, minimizing distractions and holding phone calls when they are discussing matters of importance.
- 45) Practice **soft versus absolute** thinking. Be reasonable, open minded and rational.
- 46) Have a **clear vision** for the future. Possess **creative and innovative** thinking.
- 47) Be an **outstanding performer**.

- 48) Be **thorough, logical** and **analytical**.
- 49) Always verify that all provided information is **approved, accurate** and **complete**.
- 50) You gain more respect by seeing team members on **their turf** when possible instead of in your office.
- 51) **Keep your commitment and promises**. Actions speak louder than words, you can't say one thing and do another. "**No one can outlive a lie.**"
- 52) To perform your work start with the following steps: **organize, communicate, involve, set goals, plan action, implement, enable, assist** and **follow up**.
- 53) **Don't rationalize and justify your mistakes and failures**. Willingly **accept the responsibility** for your own behavior and in instances where you are wrong, admit it. Be willing to say I made a mistake, I was wrong or I need help, when appropriate
- 54) You must be **conscientious, communicator, understanding, responsible, motivator, negotiator, mentor, role model, developer of others, facilitator** and a **good team builder**.
- 55) Have a **high self - esteem** (Be well aware of your strength and weaknesses). Self - esteem is the core of leadership character, it is a function of **performance over expectation**.

- 56) Be **ambitious**, never think any job is too big, and **never say never**.
- 57) Work hard to help the team achieve a **sense of oneness and trust**.
- 58) Make a conscious effort to **recognize good performance** both formally and informally.
- 59) Be **proactive not reactive**. Recognize your responsibility. Initiate behavior and response consciously in accordance with **values** for producing a good quality work rather than to circumstances or **emotions**.

Be **proactive**, always say:

I will look at the alternatives.
 I can choose a different approach.
 I control my own feelings.
 I can create an effective presentation.
 I will choose an appropriate response.
 I choose.
 I prefer.
 I will.
 I am honored to do that.
 It is part of my work.

Don't be **reactive**, never say:

There's nothing I can do.
 I made my mind already.
 I can't take it anymore.
 I won't be allowed to.
 I have to do it.
 I can't.
 I must.
 I will If only.
 I am forced to do that.
 It is somebody else work.

- 60) Commit sincerely to a plan of continuous **professional growth** and **development** for your team members by providing guidance and direction in their careers.

- 61) Use no hurtful deceit, think **innocently** and justly and speak accordingly.
- 62) **Guide** the team to gather and analyze data and formulate solutions.
- 63) Don't allow your **personal motivational needs** affect your perception of what motivates others.
- 64) Never **compromise ethics**.
- 65) Reward **dissent**, as well as encourage it. Whatever momentary discomfort you experience as a result of being told from time to time that you are wrong is more than offset by the fact that **reflective back talk** increases your ability to make good decisions.
- 66) Try to learn more from your **failures** than from your **successes**.
- 67) If you want the best things to happen at work, you have to find ways to be **hospitable** to the difficult team member.
- 68) Be willing to **ask for help** when operating in areas where you have limited skill or knowledge.
- 69) Be courteous, it is often the **little common courtesies** that motivate people in the day-to-day work environment.
- 70) **Judge yourself first** before judging others.

- 71) Be **less dominant** as team members take more responsibility for problem solving.
- 72) Create a greater **sense of purpose** among the team members in order to gain a sense of additional reason for putting the extra effort in.
- 73) Identify and control your **emotion**. **Refrain** from showing anger when you are provoked.
- 74) **Be assertive rather than aggressive**. Resolve conflict without dominating others. Aggressiveness is a weapon for battle. Assertiveness is a skill that uses openness, honesty, and peaceful negotiation to help everyone win.
- 75) Respect others' **dignity**, (Whatever goes around, comes around). If you want dignity, then give it.
- 76) Have insight and a good knowledge of the team member's **unique and personal needs** and **perceptiveness** for security and significance. You can increase your leadership efficiency by understanding the needs of team members.
- 77) Avoid being **too rigid** or **too stable**, stay flexible and stay almost unstable.
- 78) If you want **miracles** to take place, **treat others** the way you would like them to treat you.
- 79) Always plan to meet "**Deadlines.**"

- 80) Be available to provide **assistance** to the team member all the time, especially when you are the only one who has the time to finish an assignment or a task.
- 81) **Avoid prophesying gloom and doom.** If you are pessimist by nature, keep it under wraps when at work. Consistently pessimistic viewpoints drag on energy and productivity and lower the team member's morale.
- 82) Have a high **Self - awareness**, it is the clarity with which you perceive and understand everything that affects your life. Understand the **kind of leadership** that works best for the team members. Spend time on your self, reflecting on what's important, making choices about who you are and how you behave, understand where your ego starts and stops and where it is usefully employed or gets out of control a bit.
- 83) **Integrity** shall be the highest value of your leadership characteristics. If you are caught once, that is one too many times, and you have basically lost all your credibility.
- 84) **Integrity** is the value you place on yourself. It precedes everything else. Open demonstration of integrity is essential. Followers must be whole-heartedly convinced of their leaders' integrity. Integrity is a fine sense of one's obligations. Integrity exhibits itself in the organization's dedication to superior performance, quality, making a contribution to society and in its clear demonstration of respect for its customers and employees.

- 85) **Forgive and forget** the offenses of others.
- 86) Keep a **professional image** all the times. Keep neat and clean appearance all the times. **“Dress for success.”**
- 87) **Dream big always**, but plan, prepare and immediately put your dreams into action.
- 88) Clarify and help the team members fully understand their **tasks** and **ground rules** for **working together**.
- 89) Encourage team members to suggest or **offer input** on agenda items for upcoming meetings and be **receptive** to team members' suggestions.
- 90) Always be open for **advice** and **assistance**. Help the team members get the **resources and data** and always give them **detailed instructions**.
- 91) Know where to **focus** your effort (Set priority).
- 92) Never consider any job too menial, and never have an **attitude** that indicates stress or disgust on your part.
- 93) Bring to the team member's **enthusiasm and willingness** to **share ideas and work** together as one team.
- 94) Encourage team members to **cooperate, resolve conflict, communicate** openly, and **contribute** to the team's task.

- 95) **Yielding is not losing**, if it increases the quantity or quality of work.
- 96) Make conscious effort to catch your team members in the act of **doing things right**. Don't lose focus of what people are doing right.
- 97) Encourage **open and honest communication** and full participation.
- 98) To be a **good leader** you must be a **good follower**, follow **Superior** instructions.
- 99) **Assist** your **Superior** to implement the organization policies, resolve outstanding issues, prepare revisions to work manuals, assist in overseeing and monitoring the development of technical standards and quality plans, assist on project funding matters and in developing agenda items for team meetings.
- 100) Have a good understanding of what are the effective **motivational methods** to utilize with your **Superior** and team members.
- 101) Avoid making any disparaging or **demeaning remarks** about your **Superior** and organization.
- 102) Initiate opportunities to **review your own performance** with your **Superior** and team members.
- 103) Consider your **Superior** as a **resource** to you and a part of your team.

- 104) In **negotiating** with your **Superior**, learn to play to his or her strengths while adjusting to weaknesses.
- 105) **Coordinate** with your **Superior** the pre and post meeting logistics.
- 106) Be **more flexible than to be right**. Know your **Superior** strength and weaknesses so you can complement them.
- 107) Have the **power to choose your response**. What may hurt you, is your response to what happens, not what happens to you.
- 108) Reconcile in your own mind that there is no such thing as **perfect Superior, perfect organization or perfect employees**, therefore, your ability to understand, accept and adjust will be vital to your success and happiness.
- 109) Don't be **pushy, obnoxious or aggressive**. Take the initiative by recognizing your responsibility to do whatever is necessary in accordance with values and correct principles, to get the job done.
- 110) Plan and implement with the **end result always in your mind**, never lose focus of what is the end result of the work task, which you are pursuing.
- 111) To be **successful at work**, you have to be successful first at home with your family and the people in your community.
- 112) Never compromise with **honesty**.

- 113) Have the ability to **harness talents of** your team members.
- 114) Always keep a **sense of humor**.
- 115) Don't fear mistakes - fear only the absence of creative, constructive, and **corrective responses to those mistakes**.
- 116) Speak only of what may benefit others or yourself, avoid **insignificant conversation**.
- 117) Concentrate all abilities and effort on the **task at hand**, not worrying about the next job or promotion.
- 118) Be a **self - starting** leader. Exercise initiative in accomplishing your professional career, **act on situations and opportunities, rather than waiting to be acted upon**.
- 119) To **build trust** with your team members, follow these recommendations:
- Understand the individual.
 - What is important to an individual must be as important to you as the other person is to you.
 - Be sensitive and offer kindness and courtesies no matter how little they are.
 - Always keep your commitments.
 - Create a clear definition of work expectations and results.
 - Be honest, tell the truth always.
 - Have Integrity, keep promises and fulfill expectations.
 - Apologize sincerely when you make a mistake.
 - Commend and praise good work.

- 120) Effective management is **putting first things first**. Putting first things first is the most common characteristic that all successful leaders share. Set, start and complete your priorities first.
- 121) **Communication** is the most important skill of leadership. Be very effective and skillful communicator on writing, reading, speaking and listening.
- 122) Increase your **leadership ability** by continuously pursuing the following:
- Learn from your experience.
 - Seek training.
 - Listen through both your ears and eyes.
 - Enhance your competence and ability to do things.
 - Develop new skills.
- 123) To establish excellent **communication** with your team members, get to know them very well, know their interests, hopes, goals, concerns, back grounds, frames of reference and their perception of you, of their work and of the organization.
- 124) **Never label, stereotype, categorize or prejudge** anyone.
- 125) Effectively listen and concentrate on **substance not style**.

- 126) In conducting and performing any work task, adhere to **simplicity** rather than **complexity**. Also keep the team on track and performing in an **organized** and **timely manner**.
- 127) To perform effectively you must take proper care of your **physical health**, eat the right and healthy kind of food, get sufficient rest, sleep and exercise regularly. Absolutely, definitely avoid smoking, smokers, alcohol, drugs and unnecessary medical prescriptions.
- 128) **Don't judge** anyone based on their past successes or failures.
- 129) Be **empathic listener** by following these steps:

First, listen fully, deeply, emotionally and intellectually with the intent to understand others, then to be understood and to reply. Listen with your ears, eyes and heart. Listen for feeling, for meaning and for behavior. Empathic listening gives you accurate and complete data to work with and to respond properly.

Second, identify the key issues and concerns not positions involved.

Third, determine what results would constitute a fully acceptable solution.

Fourth, identify possible new options to achieve those results.

- 130) Don't be **extremist in your behavior** or work habits, be moderate, give everything its share of attention, time and effort "**Don't make everything all or nothing.**"
- 131) Strengthen your **will - power** and win respect by not making false promises:
- Never make a promise, which you may not keep.
 - Make meaningful promises and commitments.
 - Use self-knowledge and be very selective on making promises.
 - Consider promises as a measure of your integrity and faith on yourself.
- 132) **Overcome restraining forces to issues and problems resolution** by adhering to the following recommendations:
- Exercise self - discipline, control your passions and appetites.
- Conduct your work on the basis of character and competence not on pride and pretension.
- Dedicate your talent and resources to provide services to others not to your ambitions.
- 133) Hold "**Team Improvement Meetings,**" periodically. Determine the **best improvement**, test, implement, monitor the improvement and evaluate its result.

- 134) **Efficient leader security** lies in his initiative, resourcefulness, creativity, will - power, courage, stamina, and self intelligence rather than in the safety and protection of work security or his comfort zone.
- 135) **Don't manipulate or exaggerate your success** at work.
- 136) Be a team member, work selflessly, **never say "what's in it for me ?"**
- 137) The conscientious, successful and effective leader, is the one who utilize power based on **characters and principles** not based on either **coercive** (Fear, big stick approach) or on **utility** (Exchanging services and favors).
- 138) Let **natural and logical consequences** of team members' actions to be way for them to learn responsible behavior.
- 139) Perform services to the team member **anonymously** without expectation of publicity or rewards.
- 140) Inform and teach team members about **values, vision, mission, roles, goals, guidelines and standards**, because neither good example nor close relationship are sufficient.
- 141) Provide information and opinions **without dominating** your team.

- 142) Have **self - confidence**, once you found what you want to do, set goal, then make the decision to pursue that goal relentlessly.
- 143) Avoid utilizing “**Management by objective**,” learn the capabilities of processes. Set criteria, suggest method and procedures.
- 144) Support the team members. It is the team members who **resolve differences** that affects productivity.
- 145) Lose no time, always be employed in something useful, cut off all **unnecessary actions**.
- 146) Create a pleasant atmosphere at work. Employees must feel good in order for them to perform exceptionally.
- 147) Set goals that are **achievable, measurable** and **monitored** regularly.
- 148) Possess and enhance the following abilities and skills **increase your respect, honor and loyalty** among your team members:
- Persuasion
 - Patience
 - Teachableness
 - Kindness
 - Gentleness
 - Acceptance
 - Openness
 - Compassionate Confrontation
 - Consistency
 - Integrity

- 149) Keep thorough and **accurate records**.
- 150) Be highly confident of your intelligence and abilities. Exercise **honest self - appraisal**. Lack of confidence, is like a motor without fuel.
- 151) Be responsible. Because leaders are highly visible, they set examples. Leadership is not rank, privileges, titles, or money, **leadership is responsibility**.
- 152) Have an open dialogue that allows others to **freely express their opinions** without fear of recrimination.
- 153) Avoid **procrastination** because it is the shortest avenue to failure.
- 154) Every **team success** depends upon an established **set of criteria**. Ask yourself the following questions when establishing criteria of your own:
- How will the team reach its goal ?
 - Who will do what ?
 - What standards must be met ?
 - What are the time limits ?
 - How will the team conduct itself with customers
 - and clients ?
- 155) Demonstrate **sincere care** of and for team members.
- 156) **Replace defensiveness with openness**. Stay open and receptive, keep defensiveness from growing into conflict by ensuring that you are nonthreatening in your approach.

- 157) Know when to **quit**.
- 158) Don't pass up a **worthwhile idea**.
- 159) Eliminate jealousy and hard feeling at work by not making a comparison among team members, in reference to their accomplishments.
- 160) When you brainstorm, don't throw out anyone's suggestions. Follow - up in matters where team members make **constructive suggestions**.
- 161) Before you try to change or improve others, you have to **accept them as they are**.
- 162) Make sure that you and your team members understand each other's **true meaning**, so no one jumps to conclusions and **guess incorrectly**.
- 163) Make your team members feel like they have accomplished not only the job goals, but also their own **personal goals**.
- 164) Encourage your team members to give their personal best to provide **exceptional effort**, the effort team members put in, above and beyond just doing their jobs.
- 165) Don't rain on another's parade. **Belittling or disparaging** other's accomplishments brings tension and long lasting resentment. Offer sincere compliments to build team cohesion.

- 166) Place **equal emphasis** on **quality and productivity**.
- 167) Schedule your work activities by utilizing the latest developed **software** for project management (Primavera, Project Planner, etc).
- 168) Have a good ability of **persuasiveness**. You must be skilled on persuasion both inside and outside your work place.
- 169) As you go for **100 percent team participation**, keep everyone's **individual work-styles** in mind. People contribute at different levels.
- 170) Always use "**I did**," don't blame or use "**you did**."
- 171) Be willing to share **personal experiences** with others when it relates to challenges on the job.
- 172) Make an effort to schedule time with your team members just for the purpose of getting to **know them better**.
- 173) Don't try to build or rebuild relationship before **changing conduct** or attitude.
- 174) Always be prepared for the unexpected. Be cautious not paranoid.
- 175) The main principle of leadership is to know how to **motivate** and **influence** others to listen and act accordingly.

- 176) Don't make **assumptions that are not real**.
- 177) Your responsibility as a leader should be in the following order: **define reality**, assign tasks, provide resources serve and thank.
- 178) Committed your self and the team to produce the **highest quality** results and to perform to a level **exceeding expectation**.
- 179) Encourage implementation of **“Total Quality Improvement”** process. Total quality is constant and continuous improvement.
- 180) **Respect other's opinions** even if you don't agree with them.
- 181) You must have the ability to rebound from **adversity** without causing harm to anyone.
- 182) Have **high expectations** for your own achievements.
- 183) You must have the ability to **overcome your personal problems** without affecting work performance.
- 184) Expect excellent result from the performance of your team members. Followers **live up or down to the expectations** of their leader.
- 185) Develop a sense of **optimism** in your role as a leader. Looking to the future with a positive expectation.

- 186) Encourage team members to **find better ways** to perform their jobs.
- 187) Provide your team members with new and **challenging assignments** that require them to broaden their skills.
- 188) Give your team members **constant feedback** so they are continually aware of the work requirements: why, what, where and when and who.
- 189) If a team member **perform poorly**, first check to see if he or she has the necessary skill, adequate tools, sufficient resources or the correct information to perform the work.
- 190) Provide support to your team members when they try something new and **temporarily fail**.
- 191) Be approachable and **open - minded** and encourage feedback on your own actions and behaviors.
- 192) Be consciously aware in your day-to-day communication of others' need for **self-respect**.
- 193) Learn to adopt a style that **asks rather than issuing orders** when directing others.
- 194) Understand that **making errors is human** both in your own actions and the actions of others.
- 195) Recognize your own strengths and **constantly build on the strengths of others**.

- 196) Be kind, generous and courteous. You only **receive what you are willing to give** to others.
- 197) Make an effort to connect with team members on a **personal as well as professional** basis.
- 198) Make a conscious effort to look for opportunities to **delegate more power, responsibility** and **authority** to team members who desire to have greater responsibility.
- 199) Share happiness and congratulate your team members in their **personal important events**, such as their birthdays and anniversaries.
- 200) Strive for **fairness** and consistency in dealing with team members. Treat everyone equally.
- 201) **Consult team members** on a regular basis to determine new goals and objectives.
- 202) Communicate to team member how significant their job is to the **overall performance** of the team.
- 203) When you delegate work, **focus on results not on methods**. Before you delegate work, create mutual understanding and commitment concerning the following requirements and guidelines:
- Desired Result
 - Guidelines
 - Resources
 - Evaluation Process
 - Consequences, rewards and losses

- 204) Know all aspects of your work and develop your **own point of view**.
- 205) Be part of the **solution** not part of the **problem**. Don't say that such and such could not be done, instead concentrate on ways to get things done.
- 206) When you have dreams and aspirations beyond just getting your work done, be **motivated** and **stay motivated**. If at first you don't succeed, try and try again. Don't expect success to be overnight.
- 207) Be **calm under pressure**.
- 208) **Negotiation** is one way a team leader can **provide value-added service** to team members.
- 209) You must understand that while it is the team **uniquely different talents** and **interests** that allow you to work as a team, it is also the reason you must **negotiate** with each other.
- 210) Follow these Five Steps to **Meaningful Negotiation Idea Exchange**:
- You speak first and smile when you speak.
 - Start out with what both of you agree on.
 - Listen actively or use paraphrasing.
 - Build understanding by asking power questions:
what do you think, what do you want.
Don't share your own information first.
(First person that speaks is first person to lose).

211) Have **positive self - concept** and avoid all negatives ones:

Negative ----- Positive

Revengeful	Forgiving
Judgmental	Empathetic
Unreasonable	Tolerant
Pessimistic	Optimistic
Grim	Sense of humor
Dominate	Servant of others
Opinionated	Open - minded
Arrogant	Humble
Suspicious	Trusting
Intimidated	Self assured
Aggressive	Assertive
Reactive	Proactive
Rigid	Flexible

212) Implement **“Total Quality Management”** (TQM) Process:

Total Quality Management is organizing and operating all functions based on quality management principles and concepts to meet and exceed customers needs and expectations. **TQM** is not quality control or quality assurance or management of quality, it is the way to improve the **quality of management**.

The origin and essence of total quality is empathy with team member’s motives and behavior.

Quality Management Principles are:

- Have a clear vision and goal.
- Focus in the customer need (External and internal).
- Maintain the standard of zero defects and errors.
- Use prevention not detection (Inspection) to work toward zero defects and errors.
- Respect and involve all people (Customers and coworkers).
- Implement “plan - do - check - act (PDCA) cycle,” to achieve continuous improvement of all processes and systems.
- Manage by fact, measure processes not people to identify problems and prevent their happening.
- Provide opportunities to increased and constant training on how to do work and to know how to improve it.
- Manage the process to improve the results.
- Encourage hard work and best effort.
- Make workers accountable for the quality of their work.
- Offer Incentive pay.
- Meeting specifications.
- Improve work tools and availability of resources.

Total Quality Management means a continuous improvement in performing tasks. Constant improvement is a value that has to come from the individual himself because it cannot be imposed upon people. So in order to accomplish Total Quality Management, individuals must be **empowered** (Encouraged to be capable of making a good decision and acting upon it). To help individuals to be empowered effectively, they need to be offered the following:

- Definition of what their job is.
- Tasks defined and explained how it is done.
- Immediate and specific feedback shall be provided in a timely manner.
- Resources shall be readily available.
- Trust, recognition and confidence shall be expressed.
- Follow-up actions shall be provided.

In general we can say **Direction, Knowledge, Resources and Support** shall be provided. Additionally, to empower individuals, they must feel that:

- The job belongs to them.
- The job counts for something.
- They are responsible and a part of who they are.
- They know where they stand.
- They have a say in how things are done.
- They have some control over their work.
- They are being listened to.

213) **In order to save time, avoid the following:**

- Socialization
- Negative attitude
- Failure to listen
- Poor Planning
- Poor communications
- Lack of procedures
- Lack of motivation
- Waiting for answers
- Interruptions
- Mistakes (Of others)
- Mistakes (Your own)
- Cluttered work space
- Unnecessary meetings
- Shifting priorities too often
- Conflicting priorities
- Unreal time estimate
- Low morale
- Unwillingness to say no
- Indecision
- Lack of authority
- Lack of delegation
- Over involvement with details
- Junk mail
- Unclear Goals
- Lack of self-discipline
- Peer demands

214) **If offended**, take the initiative and clear it up in a good spirit, not in a spirit of vindication and anger.

215) Utilize the following procedures to **plan, schedule and control** your work:

- Determine scope of work.
- Determine project duration.
- Determine level of detail necessary.
- Determine available resources.
- Determine distribution of work effort.
- Determine project cost and estimate budget.
- Determine participants in and frequency of updates.
- Determine the update output for analysis and presentation.
- Establish baseline (Target) schedule.
- Anticipate change by developing contingency plan.
- Track work progress and actual cost.
- Compare actual progress and cost to target.
- Evaluate performance.
- Forecast, analyze and recommend action.

216) Understand that sincere **negotiation is the foundation of real leadership power**, which resides with the team members.

217) **Avoid argument** for the sake of argument. It is a waste of time. If an argument is going nowhere, resolve it or table it and don't dwell on it. Also don't insist on "being right" at every opportunity.

218) Look for the **hidden agendas** in conflicts.

219) Negotiate and **resolve conflicts** successfully with team members by following these rules:

- Don't negotiate from a position of judgment.
- Don't abuse your power.
- Be hard on the problem and soft on people.
- Separate the people from the conflict.
- Look for options that provide mutual gain.
- Don't be intimidated by conflict.
- Allow team members to save face in resolving conflicts.
- Hear both sides before judging.

220) When facing a **problem**, go through the following steps:

- **Recognize** the problem.
- **Gather** data relative to the problem.
- **List** possible solutions.
- **Test** the possible solutions.
- **Select** best possible solution.
- **Implement** solution.

221) **Avoid anger** when dealing with **difficult people** follows these steps:

- Don't take it personally (Remember the other person is disfunctioning).
- Avoid blaming.
- Don't be self destructive (Over eat, no sleep, worry).
- Don't blame yourself.
- Keep your perspective (It's as important as you make it).
- Avoid stress causers (Caffeine, nicotine, overeat, etc.)

- 222) Deal with difficult team members effectively by possessing **power of knowledge** (You know everything they have and they don't know where you stand).

Use the following Statements During Confrontations with **Difficult People**:

- **Empathic Statements:**

Recognizing the other person's circumstance, but maintaining your own position.

I can see. I realize

I know. (It's been difficult, never I know how you feel).

I understand. (Your complaint, not how you feel).

- **Paraphrasing Statements:**

If I understand you correctly,

So what you mean is,

If I follow you.

It sounds like. Don't say anything after that (for the rest of the story).

Communicate with difficult people according to their styles:

Styles of Difficult People are:

1. The Bull:

Behavior: Aggressive. Why? Insecure.

Strategy:

- Use contrasting emotion (Stay calm with steady paced voice).
- Clarify that you understand what they want.
- Don't say you don't know when they ask a question, instead, say that you will find out for them and ask when will they need the answer by.
- Ask them what they want, Don't tell them.
- Stay relevant and keep both feet to the ground.
- Give them power, it makes them feel better.
- Let them blow up.
- Don't throw other employees for the bait (He did it. Protect each other).

2. Ultra Agreeable:

Behavior: Pleasers, very agreeable (I can do it, no problem).

Strategy:

- Have a follow up system (Baby sit them to be functional, ask them to give you a timetable).
- Assign penalties for missed deadlines.

3. Whiner:

Behavior: Passive (Don't want to be responsible for it).

Strategy:

- Use the five W's:
- What do you mean.
- When did it happen.
- Where is over there
- Why is this happening
- Who did it

4. Time Bomb:

Behavior: Carefully times Bull's Aggressive behavior to benefit himself.

Strategy:

- Acknowledge the bomb went off (I realize you are upset).
- Break the tension by using the right tone of voice (quiet tone).
- Don't get sucked into their game.
- Encourage them to dump their load and ask what else is bothering them [This way you know everything they have and they don't know where you stand (Power of information)].

5. The Fake Know it All:

Behavior: Think they know but they don't.

Strategy:

- Put them in a spot where they can do the least harm.

6. The Stone Wall:

Behavior: Non Communicative (No body language, you don't get anywhere with them).

Strategy:

- Beware of the difference between natural stone wallers and purposeful ones.
- Use open-ended questions (How do you feel about those, questions that can't be answered with a yes or a no)
- Look like you expect something out of them for an answer. If you can't make a decision now, when do you want me to come back.

7. Bump on Log:

Behavior: Unconscientious, don't care (usually people near retirement).

Strategy:

- Nothing you can do.
- Let the rest of the people know that they are not participating.

8. The Procrastinator:

Behavior: Put things off.

Strategy:

- Set time lines.
- Make them responsible for their time lines with your agreement.
- Make to do lists for them.

9. The know-it-all:

Behavior: Usually experts in one or two areas but not all areas.

Strategy:

- Test their knowledge.
- What do you know about this.
- Let them speak their mind (Power of knowledge).
- Tell me how you would handle it.
- Ask them what they think and what their ideas are.

10. The Fox:

Behavior: Back stabbers and Situationists.
Consciously try to disrupt an environment (They figured that they could make things happen by twisting information).

Strategy:

- Don't play with them, come near or have lunch with them.
- Don't try to outfox a fox.
- Expose them.
- Isolate them from the environment or information flow.