

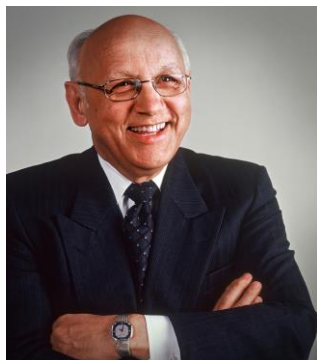


## Caswell **CORPORATE COACHING** Company

*Making good companies even better - worldwide*

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# Leadership



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Bill Caswell is an experienced coach of CEOs and senior executives around the globe. The author of 14 books, Bill has penned the 12-book series *The Respect Revolution* written, by a CEO for CEOs, as a guide to getting your company to *Excellence* and keeping it there.

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*There are so many papers and ideas about leadership – including many from this author, that I think it is time to capture the essence of leadership in a helpful way within a few sentences. Here goes!*

### **The Sign of a Good Leader**

If we start with the results first, it is not so easy to learn. “A good quarterback engineers a lot of touchdowns” does very little to prepare the aspiring athlete for that role. Nevertheless, here is what the young executive must aspire to: “A good leader is in awe of the reporting staff.” I will elaborate shortly.

### **Manager or a Leader**

First, let’s put away the silly argument about managing and leadership. A manager is one who oversees a group of people to achieve certain ends. A good manager has ‘leadership’ as one of the tools in the managing tool kit. Specifically, leadership is about setting a course and getting people to assist in achieving that course with enthusiasm.

### **How to attain that Managing and Leadership Stature**

It is not easy to manage; it takes courage, empathy, nurturing, tolerance, hard work and intelligence. Let’s look them over:

**Courage** is about telling it as it is, especially if one of the team members is not pulling a fair weight or a client is jerking the team around. Confront the issue right away, fairly, factually and without emotion.

**Empathy** is about realizing that people are people. No one sets out to be a bad employee, so if you have a ‘bad apple’, you must look at your own contribution to the situation (and have the courage to do so). It also means you have to care about the person’s concerns and not trivialize the employee’s issues – even though they may not seem very weighty to you. Listen fully to the obstacles that the employee sees and, as a team of manager and worker, set out to overcome that obstacle. We call this the ‘team-of-two’, consisting of the manager and the employee. Each setback must be looked at as a team-of-two problem: “What are we going to do to overcome this obstacle before us?” There is no room for blame in good management. But there must be clear targets, clear lines of authority and clear consequences for failure.

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**Nurturing:** We ask the question of our book #9 of the nearly 3,000-page *Respect Revolution* series: “Are you *Feeding or Starving the Organization?*” If you nurture your employees, you are feeding them. If you ignore the employees to leave them to continually fend on their own, you are starving them – that is, starving them of the essential nurturing that would encourage them to grow. As a manager you must nurture each and every employee. One essential is having weekly meetings with your team. Your objective is fairly simple: you need to nurture the employee to become a manager someday, perhaps to replace you as you move up the ladder, but definitely nurture those people to grow in their jobs and in their lives.

**Tolerance:** In other papers, articles and seminars, we have repeatedly made that point that all people must not be painted with the same brush. There are clear temperamental differences. You must find out what those are and adopt the situation for each and every difference, even those completely opposite to your own. Once, while giving a seminar, one of the students – an experienced executive – said that she was going to build a dream team, picking out individuals of her company all known to achieve results in a timely way. It looked pretty good on paper until another student asked: Who among those will do the highly detailed work? Who of that dream team will create new innovative products? Who among that results-oriented group will have the patience to listen to employees’ personal concerns? The answer was none of them. The executive laughed at herself, admitting that the dream team was just like her; they had only the temperamental trait of getting things done. It would take no time at all for the dream team to implode. The New York Rangers in the 1990’s repeatedly built dream hockey teams full of stars with all its excess cash but always failed to make the playoffs, let alone getting near the prized Stanley Cup. That is, we have to pick those who are different from ourselves and tolerate (and benefit from) those differences. It is only with tolerance that we can put each individual on a path uniquely good for that person. Then the individual will excel; you will be impressed; YOU WILL BE IN AWE OF THAT PERSON.

**Hard work and Intelligence** are about having the determination to put all the above together in a meaningful way and never giving up.

Good luck,

Bill

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