

LEADERSHIP

WHAT IS LEADERSHIP?

Leadership is everything that you do that makes those under you have confidence and respect in your ability and want to do your bidding.

(US. Navy)

The following definition is about right -the capacity and the will to rally men and women to a common purpose, and the character which will inspire confidence.

(Field Marshal Viscount Montgomery)

You know what makes leadership? It is the ability to get men to do what they don't want to do and like it.

(Harry Truman, U S President)

Leadership is the quality that enables a man to think out what he wants to do, and his ability to persuade others to do it. Success is the bridge between. Once men are satisfied that their leader has it in him to build for victory, they no more question.

(Lord Moran in 'Anatomy of Courage")

Leadership needs 'fire in the belly'.

(Duke of Edinburgh)

CAN LEADERSHIP BE LEARNT?

One cannot teach leadership -it can only be learnt. The responsibility for learning rests upon the student. How much a participant receives from a leadership course will depend on how much he gives to it. 'Training for leadership' is partly a misnomer, unless it is taken to mean 'self-training'. Much depends on the individual making his own attempt to 'grow in stature',

At Sandhurst the 'walls' of leadership are provided but it is up to the individual to 'roof these foundations with his own principles, standards and methods.

(Royal Military College)

The real school of leadership is general culture. Through it the mind learns to educate itself. There has been no illustrious captain who did not possess taste and feeling for the heritage of the human mind.

(Charles de Gaulle)

During my White House years, I offered an assistant a job with more responsibility , He replied -"I'm a No 2 man, but I am not a No 1 man', The world always needs competent No 2 men, also good No 3, No 4 and No 5 men.

Yet I would urge any young man with ambition never to be too hasty in concluding that he does not have the stature for top leadership. Often I have seen a man who had doubts about his own resources rise to the occasion and perform with great competence when the opportunity finally came.

(President D Eisenhower).

The hallmark of an educated man is that he does not know all the answers.

(Socrates)

WHAT MAKES A PERSON A LEADER?

A good leader, in terms of Aristotle the Greek philosopher, must have three things. 'ETHOS' -moral character, the source of his ability to persuade; 'PATHOS' -the ability to touch feelings, to move people emotionally; 'LOGOS' -the ability to give solid reasons for an action, to move people intellectually.

(Mortimer Adler, U S Philosopher)

Life is a sea upon which the proud are humbled, the shirker is exposed and the leader is revealed. To sail it safely you need to keep your charts at hand, to learn by the experience of others, to stand firmly for principles, to broaden your interests and to be understanding of the right of others.

(‘Outward Bound’)

To make leadership possible, the essential link between leaders and followers is trust. The leader must make his fellows his followers. This can happen only if they trust him enough not to examine or attack each of his individual actions and are willing to go along with him for a while.

(‘Time’ essay)

He who would command, must first obey.

(Napoleon)

Simply holding a position of importance does not constitute one a good leader.

(Oswald Sanders)

I thought that may be I could operate so that everyone would like me -that good human relations would eliminate all discord and disagreement. I could not have been more wrong. Since no important decision ever pleases everyone in the organisation, a leader must also absorb the displeasure, and sometimes severe hostility, of those who would have taken a different course.

(Prof. D McGregor, President MII; USA)

In choosing leaders, the following areas should be explored:

- **Sensitivity** - the ability to see something to which the average person is blind.
- **Flexibility** - the ability to adjust quickly to new developments.
- **Openness** - A willingness to abandon old ways and to move beyond the obvious boundaries of the problem.
- **Motivation** - The drive, the restless urge to explore the unknown and the stamina to persevere.

Basic Traits of a Leader

- Sense of Responsibility
- Integrity of Character
- Enthusiasm and Inspiration
- Emotional Stability
- Humaneness and Understanding People
- Self Confidence

Summary of Techniques of Leadership

- Know your job
- Know yourself
- Know your men
- Set the example
- Issue clear orders
- Make sound decisions
- Seek responsibility

- Take responsibility for your action Delegate where possible
- Be concerned with reasonable progress

WHAT WORKS AGAINST GOOD LEADERSHIP?

Tyranny in leadership in the Air Force is rare. Men expect their leaders to be firm, but they also expect them to temper this firmness with justice and humaneness.

Occasionally a leader violates the dignity of a subordinate by mockery, abuse, ridicule or unnecessary punishment. When found guilty, such a would-be leader should be punished.

(Air Force)

When men get into a big position, they start to rest on their laurels. At this point, the three "I" sins show up -indifference, ignorance and indecision. Many people would like to be successful, to be a leader, but few are willing to make the sacrifices necessary. They won't become completely involved.

(Lee Bickmore, President National Biscuit Co USA)

Throughout history, impersonal, passive or weak command results in loss of morale, want of resolution and in failure.

(Army)

A leader who dominates only by his authority to impose penalties, may arouse hostility and a spirit of counter-aggression.

(M W Randall)

Mere arrogance is not self-confidence, and oratorical skill is not a sign of it.

("Time" Essay)

Self-centredness is the one certain disqualification for any form of leadership.

(Royal Military College, Sandhurst)

A moral coward, one who is afraid to do what he thinks is right because other men will disapprove or laugh, is never a valuable member of any community .

('Outward Bound)

It is easy to shirk leadership responsibilities and to 'pass the buck', The leader may be tempted to be popular rather than right, to be guided rather than lead. He may be swayed by the crowd, which in many cases amounts to abdication of responsibilities.

(Richard Wolff)

The 'stricken oak long ere its branches drop starts dying slowly downwards from the top'.

(Anon)

CHARACTERISTICS OF GREAT LEADERS

US Presidents who have attained to great leadership have had these qualities:

1. they have not feared to make enemies;
2. they have not feared to admit error -perhaps the most attractive trait that men in power can display
3. they have accepted personal responsibility for their administrations ego Truman declaring "the buck stops here";
4. they have appealed to the best in people;
5. they have been willing to identify themselves with causes that needed to be served, rather than those guaranteeing success.

('Time' Essay)

Churchill in whatever role, men and women felt themselves inspired to assert qualities they themselves did not know that they possessed. Everyone became those inches taller, every back that much broader, as his own was.

(Prime Minister Harold Wilson)

Here was a man who never stopped growing.

(Krishna Menon an Indian opponent of Churchill)

In the person of Churchill, people everywhere found a superb combination of those characteristics which like and inspire the human spirit.

(Eisenhower)

President Kennedy When we think of him, he is without a hat, standing in the wind and the weather. It can be said of him, as of few men in like positions, that he did not fear the weather and did not trim his sails, but instead challenged the wind itself to improve its direction.

(New Yorker)

Martin Luther King If every Negro in the US turns to violence I will choose to be that one lone voice preaching that this is the wrong way. Maybe this sounds like arrogance. It is simply my way of saying that I would rather be a man of conviction than a man of conformity.

Nelson. Down the streets of Portsmouth more than 100 years ago walked a sailor with one arm, one eye, a persistent state of nerves and unable to tread a deck without being homesick. Indeed he would probably have been in a home for incurables were his name not Horatio Nelson.

The man's spirit drove his flesh. It was no wonder that the common sailors idolised Nelson, since he was always thinking about them and won their hearts by showing them his own.

Nelson reminded the Navy that leadership was not a mere matter of transmitting orders but of evoking the will to serve. By his reckoning, the best disciplinarian was he who most understood men, who remembered that they were human beings and treated them accordingly.

Colonel T E Lawrence of Arabia What enabled Lawrence to seize and hold the imagination of the Arabs? How did he gain this power? He could do everything and endure everything just a little better than the Arabs themselves. He had the uncanny ability to sense the feelings of any group of men in whose company he found himself. He had the power to probe behind their minds and to uncover the well-springs of their actions.

(Lieut-Co/ W F Stirling)

General Dwight Eisenhower He showed in his command of the Allied Forces in WW2 an astonishing executive grasp and a rare capacity for reconciliation. His geniality and transparent honesty made him appealing to a wide variety of men.

(Sir Keith Holyoake)

In the face of the worst weather for years in the English Channel, he had to make the final decision to invade Europe. He carried this communiqué in his pocketbook – “*Our landings have failed to gain a satisfactory foothold, and I have withdrawn troops. If there is any blame or fault attached to the attempt, it is mine alone*”. As American President and Supreme Commander he betrayed not the slightest trace of pretension of vain glory.

Discipline

The true basis of discipline is self-discipline. It embraces the idea of self-control and self-restraint and implies a life ordered and bounded by certain voluntarily imposed limitations.

(Field-Marshal Viscount Montgomery)

Liberty is the right to discipline ourselves in order not to be disciplined by others.

(Clemenceau, French Statesman)

In maintaining discipline, the leader will be less concerned with inflicting punishment than with creating the conditions in which the group will discipline itself.

(G C Homans)

Morale and Team Spirit

The object always to be borne in mind is to make men feel they belong. It is hopelessness produced by the lack of personal interest that destroys a man's sense of participation and forces him upon himself.

(Navy)

The basis of team play is 70% team spirit, 25% individual skill, 5% luck.

(Danny Hearn, England Rugby team)

The object of team training must be to weld a body of men into a unit, happy in each other's company, glad of the chance of matches together. Courage, the fountain of manhood, is the basis of the game. Courage is Rugby.

Rugby is the most fascinating of mental exercises. In the hands of a fine leader, a team is capable of anything.

(Bob Scott, All Black)

In mountain climbing, each man is dependent on the other. This is the quintessence of team-work, in which each is playing an equal part and all have complete confidence in one another. To get to the top of the highest mountain you need to apply your will power to the achievement well in advance. In a sense you have to do the climb in your mind before you start.

(Lord Hunt, leader of 1st ascent to top of Everest)

Leadership in Action

The captain must be the fittest member of the team and the best exponent of at least one aspect of the game.

A team that is always losing is as difficult to control as a losing army. The question of control is not difficult if the captain has an obvious and sincere desire for the personal success of each member of the team. The aim is to produce unity in the team.

Football, like chess, has much in common with warfare. A captain would do well to apply some of the principles which famous generals have adopted.

(John Gwilliam, Capt Wales)

A nagging, complaining Captain gets nowhere. If he has young players in the side, the Captain can do much to establish their confidence by a quiet word of praise and encouragement.

(JT Hankinson)

The Captain should be the sort of person from whom praise and blame means a great deal. Praise should be public; criticism should be in private.

(RU Coaching Manual)

A captain must be able to get inside the skins of his team, so that he knows by instinct how to handle each. He must sense when to keep a bowler on who is bowling badly and when to take one off who is bowling well. Imagination, determination, personality -these are the ingredients of leadership. By personality and example he can set and keep his team alight.

(H S Altham, President MCC)

Captaincy is a reaching down to an understanding of men and a reaching out to a superior performance from all of them, and from oneself as well. No secret society was ever so close as a well-captained Rugby team. A captain builds up team pride. Pride in a well turned-out appearance. Pride in clean play and sportsmanship. Pride is taking a licking and coming back.

(Fred Allen)

The idea in racing is to find your opponent's Achilles Heel and to sink your teeth into it.

(Bus Masbacher -Winning skipper 1967 American Cup)

Wilson Whineray (All Blacks)

There is no doubt that the team played better with him than without him. He uplifted them by giving them confidence and by his own unrelenting example. He never got flustered, even in a crisis. He had the ability to rationalise trends in a game and to express them to the team. He was flexible, a sure sign of intelligence. The team played like a machine without its driver when he was absent.

(Andrew Mulligan, Lions)

Whineray understood that a captain has to hang off a little from his team. He was aware from the beginning that that mysterious quality which is called respect cannot be commanded unless there is some measure of restraint, be it only slight, between the leader and his companions.

(Fred Allen)

Chris Bouzaid

He has earned the reputation of a skipper who does not know the meaning of fear. He is always courteous in command. There is never any snarling at his crew. He would go to any length to ensure that they were comfortably housed.

(Geoff Wyman)

Richie Benaud

Next to Bradman, Australia's greatest captain. His determination to win never prompted him to an unsporting action and never to a grim one. He never allowed the cares of captaincy to get him down. He had courage, likeability, charm and natural good manners.

SATISFACTION OF LEADERSHIP

The important thing in life is not the triumph but the struggle. The essential is not to have won but to have fought well.

(motto of the Modern Olympic Games)

The true leader can be recognised because somehow or other his people consistently turn in superior performances.

(R Townsend in "Up the Organisation")

But of a good leader, when his work is done his aim fulfilled, **The people will all say – "we did this ourselves"**.

(Lao Tzu)