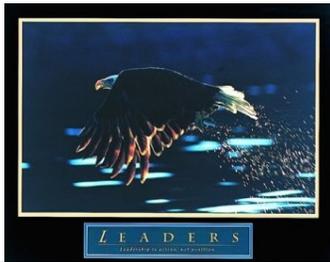


The Art of The Leader



Inside the book!

- How to take charge in any situation
- How to lead others at your level
- How to use seven influential strategies
- How to develop confidence as a leader yourself

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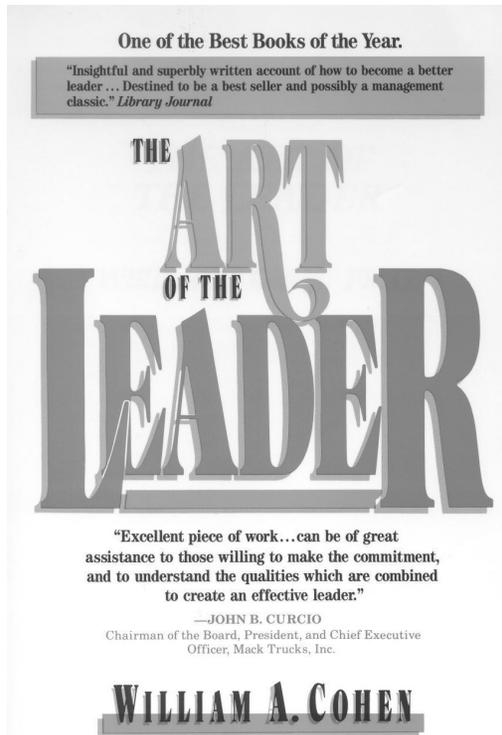
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Dr. Keith Walker

Original Summary of the book! “The Art of the Leader”

This book was very enlightening to read. William A. Cohen presented unlimited scenarios identifying practical applications of an extensive variety of leadership experiences that he and other leaders have encountered. His style of writing includes clear introductions to the themes for each chapter, applications and analogies of the points he made throughout the chapter, and a clear and concise closure summarizing the key points discussed.

Throughout the book, Cohen identified key strategies that leaders may wish to incorporate or introduce to their current employment situations. While the majority of his analogies relate to



military scenarios he clearly identifies that these leadership skills are completely

transferable to almost any corporation. Readers at any level of leadership will be able to relate to Cohen’s examples. For motivated individuals aspiring to become leaders he discusses the essential qualities they may require to demonstrate leadership within their organization. Yet even readers who are experienced leaders will find this book is full of creative ways to improve their current leadership styles. It is a refreshing and entertaining opportunity to analyze your current leadership styles and identify additional effective methods for improving those styles.

Leader or not...read it.

The Power of Leadership

Leadership has to do with getting things accomplished by acting through others. Success is attained when the group attains its goals. These goals are more easily attained when the leader encourages the people to perform at their maximum potential. By earning the trust and winning the minds of the people you work with, you will find that they will do things they never would have dreamed of attempting.

Seven key facts for leading:

1. You can be the leader
2. Lead through others
3. Lead first—promotions will follow
4. Reward success
5. Motivate others to perform at their maximum
6. Leaders are made not born
7. Leadership is not just good deals or pleasant working conditions

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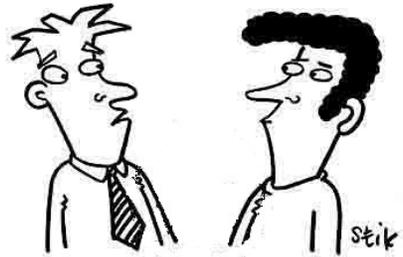
Six Ways to Get the Combat Model to Work For You

The six ways to get the combat model to work for you includes the following points:

1. Be willing to take risks
 2. Be innovative
 3. Take charge
 4. Have high expectations
 5. Maintain a positive attitude
 6. Get out in front
- (p. 17).

Sometimes a wrong decision made is better than no decision at all. Cohen challenges leaders to ask themselves "What is the worst that can happen?" (p. 17). Eventually you will succeed.

Innovation is an amazing concept. By providing a new view



"I was going to take a job as a model for camouflage clothing, but I just couldn't see myself doing it."

of a situation, you may find an effective way to solve a problem that has not been used before.

In this chapter, Cohen challenges leaders lead by example. Walk the talk and the rest will follow.

Have high expectations for

yourself and those who work for you. The more you believe someone can accomplish, the more you will actually see completed. Keep these high expectations of yourself too.

The world is attracted to people with a positive attitude and a smile. Employees will relate better and more readily accept you if they see you as you really are.

Cohen also identifies the difficulty of leading from behind the pack. Get out in front where your followers can see you.

Use these ways of the combat model as much as you can and evaluate your progress at the end of the day. Start using this concept today.

"If you want others to follow you, you must have vision too, and you must communicate it to others (p. 35)."

Four Ways to Get People to Follow You

There must be a reason for anyone to follow a leader. It is up to the leader to clearly identify these reasons and make them specific to each person in the corporation.

1. Make others feel important. Learn and use everyone's name, listen to their stories, let them make decisions, do not dominate conversations, and provide employees with a positive feeling of worth.
2. Promote your vision...have a vision. If the group knows where they are going, they are much more effective at attaining their goals. "Where there is no vision, the people will perish" (Proverbs 24:18).
3. Treat others as you would



like to be treated yourself. When was the last time you followed someone who treated you like dirt? After people see that leaders put others first, leaders will see them follow.

4. "Once you take on the leadership of a group, you and you alone are responsible for reaching the objective

(p.36)." Leaders soon find out that they cannot delegate responsibility to their followers. Leaders sometimes forget that they are responsible for the actions of the ones they lead as well as their own actions. Hap Arnold, a five-star Commanding general of the Army Air Force during World War II was accused of being drunk at a night club on two different occasions before he realized that he was being blamed for the actions of the squadron he commanded. "If you try to foster this responsibility on to others, you are no longer the leader (p. 41)."

Three Additional Ways to Attract Followership

The first way to attract followership is to “Praise in public [and] criticize in private. (p. 54)”. This is a concept that is frequently forgotten by leaders and as a result they are resented by their followers. To support this concept, Cohen indicates that leaders never win by criticizing anyone in public. The people they are attacking may never forgive them and if they have supporters the leaders will make even more enemies. However, it is known that growth occurs when people learn from their mistakes, therefore it is important to identify the mistakes that were made. This criticism must take place in a way that permits the learner to retain his/her dignity.

“Take time to see and be seen (p. 52).” is the second way to attract followers. Too often,



“Shouldn't we find out more about their policies before following them?”

administrators reside in their offices and do not identify what is actually happening in their school. With the increasing expectations of the larger school divisions traditional principals will find themselves overwhelmed with paperwork and

office duties, otherwise known as “administrivia.” If the administrators are not moving throughout their buildings, they may not be able to identify and capitalize on what is going on. Teachers appreciate seeing their administrators in the trenches. It gives them something positive to talk about in the staffrooms.

Finally, leaders may benefit from using competition as a means of striving for success. Some leaders believe that competition leads to too much pressure on learning. Studies using only pass or fail grades actually demonstrated a decrease in student participation, and a decrease in grades on objective evaluation. Competition is a good kind of stress and in most cases it causes performance to increase (p. 51).

Influencing Strategies include:

1. Persuasion
2. Negotiation
3. Involvement
4. Direction

How to Lead Anyone Using the Four Basic Influence Strategies

What do you think of when you drive your vehicle on a warm sunny afternoon in the spring? Do you worry about the buttons, levers, pedals, and navigation? Sometimes leaders may find that they have led a group to a goal without consciously thinking about the process they use. Successful leaders should not rely on this “automatic” leading ability as an obstacle may unexpectedly get in their way.

The four basic techniques

Cohen identifies as influential factors for leadership include:

1. *Persuasion*—you may choose to use it when you have no other way of rewarding or punishing someone. This may include your best attempt to convince someone through logic. Be sure to give them a reason for your request.
2. *Negotiation*—frequently used when the people leaders are trying to influence have the

same level of power.

3. *Involvement*—includes giving ownership to the people you are trying to influence. Trusting them with important information may influence them to participate.
4. *Direction*—use this when leaders are limited for time. In order for this to work, leaders must have more power than those who follow.

The Three Manipulation Influence Strategies

Initially this sounds fairly harsh for a leader, but the benefits must be for others and not for the leaders.

The three strategies include: seduction, redirection, and repudiation. Seduction is usually

mastered by young children. Make the person feel good and then guilt them into doing what you want. Redirection is avoiding the real reason you want a task done. This could be compared to reverse psychology.

Finally, repudiation is sometimes referred to as “the teacher’s pet,” or “a brown noser,” (p.77).” This is when you get someone else to use their power to accomplish a task. Usually your boss.

How to Develop Your Self-Confidence as a Leader

In short, self-confidence is developed in leaders when they believe they can succeed. Frequently you hear stories of people who perform amazingly difficult tasks with the explanation that they merely visualized themselves succeeding. Recall the old saying, “nothing succeeds like success (p. 82).”

Cohen identified four ways for leaders to build on their self-confidence and build on leadership skills.

- Become an uncrowned leader
- Be an unselfish teacher and helper of others
- Develop expertise and



“You missed it. It finished two hours ago, you useless pillock.”

- Use positive mental imagery.

In situations when you are a member of a group you feel everyone is looking for someone else to lead it is time to take the responsibility for doing what

needs to be done. Cohen quoted a Marine Corps Colonel saying, “I can lead, and I can follow. An important aspect of leadership is knowing when to do which (p. 87).”

To be a successful leader in any organization, you must give up some of your time, some of your resources, and some of yourself so you can

succeed (p.89). When people see you putting in this type of effort and displaying the necessary expertise, they will see you out as a leader. But as Cohen said, “[First] you must put forth the effort (p. 92).”

To develop teamwork within your organization, leaders must guide the group to work toward a common purpose (p. 108).

How to Build your Organization Like a Winning Football Team

In this chapter, Cohen explained there is a small correlation between individuals being successful at sports and eventually becoming successful leaders. He also identified that academics are not an indicator of successful leadership.

Leaders who have experienced sport at a competitive level understand that there are a few key factors to creating a winning team. These factors include:

- Cohesion of members and the ability to put the success of the group first
- Teamwork to maximize the strengths of each individual and minimize their weak-



nesses when a pride is developed within the membership of the organization. Working together and playing together go hand in hand when developing a cohesive team. As a leader, you need to assign tasks that you know the group will perform well at. As their skill and pride of accomplishment increases, they will be able to handle progressively more difficult tasks.

To develop teamwork within your organization, leaders must guide the group to work toward a common purpose (p. 108). As schools review their mission statements and recreate their vision as a staff they start to internalize their work as educators and understand why they are doing what they are doing.

- High moral or creating a feeling of inner well-being
- Esprit de corps is a French term which has to do with the moral of the organization as a unit (p. 101).

All of these factors will result

Some Really Good Points to Ponder....

To develop and maintain high morale within your organization, Cohen suggested you follow these action steps (p.121):

- Let others participate in the ownership of your ideas, goals, and objectives
- Be cheerful in everything you do
- Know what is going on in your organization and take action to fix or capitalize on it
- Maintain high personal integrity
- Build mutual confidence by



demonstrating real concern for those you are responsible for

- Focus on contribution, not personal gain, and encourage everyone in your or-

ganization to do the same

Five ways to improve your ability to influence your staff (p. 125):

- Be accessible to those who need your support
- Council your staff in a one-on-one meeting where both can express concerns
- Give recognition to those who perform well

- Reprimand when ever you have to but be discrete
- Administer discipline when necessary and immediately

Sometimes problems are the key to success (p. 208)

Seven Steps to Taking Charge in Crisis Situations

As in almost any crisis situation, it is the leaders who take charge. Sometimes the action of taking charge occurs from a previous experience or the knowledge that exists within the leader. To effectively command the situation there are a few steps that a leader must take.

Establish your objective. Make

sure that everyone involved knows what needs to be done. Leaders in crisis situations should act confidently and boldly so others will follow. It is important to be a decisive leader. Crisis situations rarely permit time to contemplate a variety of solutions to a problem. Under certain circum-

stances the leader must dominate the situation in order to maintain control over those who are out of control. Finally, lead by example and remove or relocate people who cannot perform up to expectations.

Leader Problem Solving and Decision Making

It is essential that the leader of the organization is not the only person who solves problems. Let others solve their own problems or you will receive more problems on your doorstep than you can handle.

In some situations the leader must be the problem solver. These situations include (p.193-194.):

1. Times when the problem pertains to the leadership of the organization.
2. Situations in which only the leader has unique expertise, knowledge, or experience necessary to solve the problem.
3. Emergency situations that require immediate action.

4. Times when those who follow you are stuck.

Leaders need to ensure that they are focusing on the actual problem and not something that is a result or spin-off from the root of the problem. This takes patience, understanding, and the ability to analyze situations from different angles.

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Educating for the future

Critical Evaluation

This book by William A. Cohen is full of treasures and ideas that will undoubtedly improve anyone's leadership styles and ability to lead. Throughout this book, Cohen covers an extremely wide variety of leadership situations. While the majority of his examples pertain to military scenarios, he does a fine job of identifying the potential to transfer these concepts to almost any organization. He clearly indicates that if leaders can exist and perform effectively in the military where almost every decision leaders make may cost the life of someone they know, then certainly leaders should be able to lead in organizations that do not have the threat of a casualty as a consequence for an incorrect decision.

Cohen's clearly defined step-by-step processes to effective leadership techniques provides opportunities for leaders to select the models that will most fit most effectively into their organization. In order to effectively use this book, leaders would benefit from selecting a specific number of models or processes and implementing them into their organization over a large period of time. While many of the examples that Cohen discussed were experienced by leaders the hard way, this book may save a leader from the misfortune that exists when mistakes are made.

This book was a good book and a fairly easy read.