Leadership Principles

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Disclaimer

- Socially polished!
- Viewpoints do not reflect...
- Story time!
- Scatter brained
- I like participation!
- Have fun!!!
- Questions?

“There's two ways to learn, endless repetition and blunt force trauma!”

–MSG Rob Gardner, US Special Forces, Retired
Leadership Principles

noun: leadership

1. 1. the action of leading a group of people or an organization. "different styles of leadership"

- What is leadership?
  - Coercion! It’s influencing someone to do something that you need them to do for a greater purpose or goal.

A Born Leader?

- Leadership is innate...however...
- Not everyone is meant to be a (great) leader
- Some people may follow you out of curiosity
- It’s a mix of nature and nurture

Top 10 Qualities of a Great Leader

- Loyalty - if you want your employees to be...
- Personal Courage
- Mental Agility
- Communication - a plan is just and idea if you don’t tell anyone
- Sense of Humor
- Confidence - are you going to follow Cameron or Ferris Bueller?!?

Top 10 Qualities of a Great Leader

- Positive Attitude - it’s infectious
- Creativity - think outside of the box
- Intuition - go with your gut!!!
- Ability to Inspire
- Can you think of any others?
Types of Leadership

- Authoritative
  - I need it done now
- Delegative
  - Empowers potential future leaders
- Participative
  - Lead by example!

Leadership Competencies

- Leads others
- Leads by example. “Leads from the front”
- Develops leaders
- Communicates

Leadership Power

- Legitimate - Power granted by position or assignment
  - Office Manager
  - Clinical Manager
- Influential - Based off of experience and/or knowledge
  - Senior MA or Nurse
- Charisma Power - Being like able enough to work for

Lead, Follow, or Get Out of the Way!

- Most leaders are also subordinates as well
- Being a good leader is supporting the goals of the business by leading the team and following those above you
- Don’t be a hypocrite! It’s a morale killer!
“There’s two ways to do something, the right way and again.”

—HMC Brian Girard, MARSOC, Retired

Empowering Subordinates

- Find out what makes them tick
- You aren’t the only one who can do it!
- Subordinates learn best by doing, leaders should be willing to take calculated risks
- DO NOT cut their legs out from underneath them! It negates legitimacy

Loyalty

- It’s a two way street
- Don’t break it
- Without the subordinate the mission will not get accomplished

Respect

- Respect for the individual is the very basis for the rule of law
- Also a two way street!
- Respect not just for the person but cultural, ethnic, and racial diversity
Integrity

- Discipline - Doing what's right when no one else is looking
- Your subordinates will look to you to do the right thing
- The right thing isn't always popular!

“Courage is doing what you’re afraid to do…”

–Captain Eddie Rickenbacker
US Army Air Corps, WW1

Personal Courage

- Taking the hard right over the easy wrong
- Doing the right thing for the mission and the men
- Be ready to deal with the consequences

“I want to teach you how to think, not what to think.”

–General Peter Schoomaker, US Army Chief of Staff
Mental Agility

- Adapt, adjust, and overcome
- Be aware of your surroundings, personnel, and mission at hand
- Be flexible
- Be ready for the unexpected
  - Condition Yellow

Communication

- Sender, receiver, and feedback
- Put it in writing...sometimes
- Listening is as important for a leader
- Keep your staff informed

Influencing Techniques

- Pressure - task deadlines with negative consequences
- Personal Appeals - request based on loyalty or friendships
- Collaboration - leader cooperation in providing assistance or resources
- Rational Persuasion - using logical argument or explanations to show goal relevance

Motivation

- Each person has their own trigger
- Motivate people to work as a team
- Be motivated yourself! Subordinates can see through lack of it
“NSDQ = Night Stalkers Don’t Quit!”

–Chief Warrant Officer Mike Durant
Super 64

Morale

- Team building exercises
- Praise
- Eliminate collective problems
- Set your team up for success
  - Counseling

Enforcing Standards

- Don’t play favorites
- Don’t change them day to day!
- Set high but realistic standards
- Set up a PCI system and do it
- Make on the spot corrections

Instilling Discipline

- “A good leader gradually instills discipline by training to standard, using rewards and punishment judiciously, instilling confidence, and building trust among team members.” FM 22-100 Chapter 7-10
- It’s like raising a kid!
Develop Good Leaders

- Create a learning environment
- Distribute work load to future leaders
- Set time aside to counsel your staff
- Encourage initiative!

6 Most Important Words

- "I admit I made a mistake"
- "You did a good job"...not like Hancock!
- "What is your opinion"
- "Please"
- "Thank you"
- "We"
- Least important...."I"

Counseling

- What is the benefit of counseling?
- Sets a course, direction, and azimuth for your staff to follow
- How can you hold someone to a standard if you haven't told them what it is?!

Types of Counseling

- Event Counseling
  - This can be either positive or negative
- Performance Counseling
  - Usually done monthly
- Professional Growth
  - Directed at individual goals
How To Counsel

- Be clear and concise. Don’t beat around the bush
- What you did right, what you did wrong, and how to improve
- End on a positive note
- Ask questions to ensure the subordinate understands

“A good plan violently executed now is better than a perfect plan next week.”

—General George S. Patton, Jr.  
War As I Knew It (1947)

Developing and Executing Plans

- Consider intended and unintended consequences
- Use a P.A.C.E. plan
- Learn how to make a decision…faster!
- Use reverse planning

Time Management

- If you can’t finish it between 0800 and 1700 then...
- Prioritize your task load
- If you work till midnight tonight, guess what will be there at 0800 waiting for you?
- Delegate!
Adapt to Change

- The best laid plans fall to pieces on first contact
- The reason for a PACE plan
- Be flexible

References

- FM 22-100; US Army Leadership
- FM 22-101; US Army Leadership Counseling
- FM 22-102; US Army Wall to Wall Counseling
- FM 22-Joe; My Experience

Questions?