

Amlan J Patnaik

Timeless Leadership

Key to Leadership Success in **Software
Engineering** Management



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About the Author

Amlan J Patnaik is a visionary software engineering leader who is currently reshaping the technological landscape for large corporations across the United States of America. As a senior technology executive at NTT Data Americas Inc., Amlan brings over 10 years of distinguished leadership experience in the Information Technology Domain. His journey is adorned with a dynamic array of achievements, prominently featuring his adeptness in spearheading large-scale strategic technology initiatives. These initiatives span a broad spectrum, ranging from intricate data engineering to the cutting-edge realms of artificial intelligence and machine learning, from complex web application development to the innovative DevOps designs. He has been at the forefront of driving transformation in application security, cloud migration, and vulnerability management.

However, Amlan's most remarkable impact lies in his mastery of not just envisioning digital transformation but successfully delivering it. His role as an orchestrator of change is marked by the creation of innovative solutions and the precise delivery of technological enhancements. Amlan's leadership empowers enterprises to fully embrace agility, innovation, and heightened efficiency. In doing so, he ushers in a new era of unparalleled effectiveness and productivity within the software development lifecycle. His efforts have effectively compressed time-to-market, amplifying the impact of organizations within our ever-evolving landscape.

Furthermore, Amlan's credentials extend beyond his technical expertise, reflected in his designations as a Certified Agile Coach (ICP-ACC) and a Certified Scrum Professional (CSP, CSM). These accolades not only underscore his profound grasp of agile best practices but also exemplify his commitment to driving progress. As a dedicated advocate for advancement, Amlan J Patnaik stands as a true embodiment of transformation, shaping the future of software development with his visionary leadership.

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How to use this book?

Leadership success cannot be achieved on the platter of merely reading and knowing the principles; you need to take a critical step further by applying the principles to your daily activities.

A good leader is a perfect epitome for his men/followers. His conducts, behaviors, and actions must be sterling and worthy of emulation. From dawn to dusk, he portrays quality leadership characters that are good examples for followers.

Against the backdrop of the fact that leadership success cannot be achieved without personal attributes and self- development, you must have plans for the realization of your potentials as well as that of the followers. You have to set them on a course for success.

In a circumstance where you are apt to use your actions to motivate others to dream more, learn more, do more and much more, you become a great leader

Attaining the status of a leader that wields considerable influence in the minds of followers requires demonstration. You want to be a good leader, demonstrate what is possible, and they will willfully follow you.

First, conceive the vision, and then create a vivid mental picture of the future. With that in place, believe so much in it, purse the idea with passion and your people will follow suit.

A good leader is not identified through merely issuing orders. You need to teach them how to get the task done practically, and they will surprise you with fantastic results.

Prologue

Against the backdrop of identifying, nurturing and developing ethical leaders; the need to investigate the theme of leadership has become a necessity. Be it at the local, national or international level - vision, ideology, and values drive quality leadership.

However, the ability to demonstrate excellent leadership skills will translate into quality service delivery in any field of personal and professional life. Knowing fully well that leadership is central to every set-up or organization, this book takes a closer look at the theme of leadership with the view of providing better understanding and way forward to becoming a good leader.

More importantly, it comprehensively explains the leadership skills or potentials and how they can be acquired with the view of attaining that enviable leadership height. Knowing fully well that the scarcity of quality leaders have been responsible for the systemic failure of some organization, business or group, this work remains one of its kind through shedding radiation to stuffy leadership issues.

Who is a Leader?

A human being, by nature, is created with some instincts. The inherent qualities of manliness, attributes, and peculiar endowments make him/her a potential utility in the hands of a skillful master, or an ineffectual in the hands of a bungler. Hence, sound nurturing of an individual has become a recognized art.

Interestingly, this art of handling men is called leadership. A typical leader should have an excellent practice of this art to deliver that superior workforce as well as motivate his people towards the realization of their general objective. While many people believe that it is only achievable by "born leaders" who have the instinct to inspire others, there is abundant evidence to show that great leaders are also be built by practice.

By nature, every man is with latent potentials which are aroused and used by a skillful leader to gain people's loyalty, commitment, and control. Good leadership attains efficiency, productivity and material reward by appealing to followers' instincts which gives pleasure to the follower's inner mind, character and faculties.

Understanding the Fundamentals

The ascent of a man into the leadership position in his field of expertise be it sport, politics, office or business will require him to explore and identify the new skills that will keep him winning success in this new position. This is because; a leader's ability in the former field of expertise may no longer qualify him to be a successful leader as his new role now demands him to direct his subordinates to achieve greatness in their profession.

His earlier successes were based on his ability to use the tools of his trade to his best advantage. However, now as a leader, he has to train his mind to handle a new machine efficiently, and his new tools are human beings; "human tools." He will succeed as a leader by learning to use these new human tools skillfully.

The first fundamental step towards learning these tools is for the leader to have a firm understanding of what these human tools are, and how they are controlled in his daily walk.

A man is born into the world with an empty mind and with less nerve control than a kitten, but endowed with the hereditary capacity and that strong will to improve, which enable him to talk and to read in early childhood, and to develop his cognitive abilities in time to a degree limited only by the determined purpose of his ambition.

Such is man in the outward manifestations of his expertise and unlimited capability. In the meantime, he is also a creature overtly and helplessly responsive to his inherent instincts and largely controlled by habits in his daily life. This behavior of the man, makes him an instrument in the hands of another, a man like himself, except that he has qualified to be the leader. Due to this reason, a leader should have to give serious thought to this situation and seek to understand nature's powerful influences in guiding the actions of both himself and his followers.

It is important for a leader is to realize the fact that every man has a deep-rooted desire to maintain his self-respect and to have his right to self-esteem recognized by those around him. By so doing, they realize their worth and values as members of the group.

Man doesn't want to be treated in a non-dignified manner or as a slave in the galleys or driven as one in the chain gangs. History shows ample evidence of how man fought through the longest and darkest battles to win his right to self-respect in his community and can go to any extent to preserve it.

However, the second fundamental for the leader is to know that he is not handling serfs or hirelings. His followers/men are outright democrats or emerging democrats. Research shows that many leaders are oblivious to this fact and its influence in determining their methods of control. But unconsciously, this is the only bedrock for any modern sound system of discipline. The principles of democracy entail each citizen to be self-respecting, self-thinking, responsible individual, who can make decisions and act on them in his civil capacity.

It should be noted that exertion of discipline is developed on a thorough recognition of these qualities in the men. It is put into practice by those who appreciate the foundational meanings of the modern social and political development of every individual, and how to benefit from its advantages for getting efficiency. While traditional rules derive a control from the use of serfs and mercenaries, this arrangement is passing by as the modern principle is getting more widely accepted that the man in ranks is an intelligent, self-respecting

individual, who is interested equally with the leader in the success of the cause, and that in large measure he is capable of contributing to its success out of his own individual effort and intelligence

The governing idea is for the leader to establish the self-respect of his men, their sense of individual responsibility as well as control their actions. Since he never wants them to act like a dog, he should not treat them as one. His desire for them to be capable of making decisions should be emboldened by telling them the right thing to do and why it is important to do them, not how to do it, and thus develops their resourcefulness and initiative. This will directly or indirectly make them active partners in working out for a common purpose.

As a step in the right direction, the third fundamental consideration is to appreciate how modern conditions have made the possession of personal character an essential to successful leadership. The development of the modern individual, attainment of self-consciousness, and responsibilities of self-determination has rendered into irrelevance the incredible right of kings and the infallibility of sphinx-like utterances from those in authority. This is because; leader now rules based on the personal contacts with subordinates which have made it a necessity for the leader to have a good personal character.

His followers expect find him to be a man who always keeps his word, who lives up to the principles of the square deal, and who appreciates that he is dealing with humans and is accordingly considerate. Such qualities, prevent him from displaying prejudice, injustice, deceit, indifference, or brutality. In turn, they have no fear or suspicion against him. The leader should consider the human rights of his followers and give them opportunity to grow and develop through the free exercise of their constructive instincts. He builds individual character in its followers, and stands secure on that foundation.

Another important thing which forms the fourth fundamental is the appreciation of the significant role played in man's control by his own personal instincts and habits. While man is a reasoning creature, we cannot underestimate the fact that he is also a willing slave of his instinctive impulses and personal habits. Impulses and habits rule almost every act of the human being. Our actions become habits and we carry it out even without thinking. For example, an orderly man may wake up in the morning, bathe, shave, dress, and consume breakfast without also making a conscious decision. His habit governs and directs him throughout these necessary steps he must do daily without thinking.

The leader should realize that these habits not only control so absolutely, but the fact that any habit may be easily and unconsciously formed by repetition of the act or thought, and that a habit once formed is can only be abandoned by conscious effort and by strong determined action of the will. The leader uses this for controlling his men. By insisting on certain things always being done in certain ways, he establishes in them habits of daily conduct which make his routine administration of duties efficient by freeing him from micro-managing the details. A wise leader understands that the reason for negligence and non-performance of his men are due to the acts of previously formed habits which are not yet eliminated. For this reason also he prefers to train the young men rather than old ones. He knows he can readily inculcate in them the habits he wants them to have, without spending significant effort and time for eradicating the previously formed habits which act as impediments in way of performance, efficiency and creativity.

Good work can only be produced in a spirit when there is free play of the man's instincts. Worthy of note is the fact that leaders who control through appeal to these instincts will receive better results than the ones who rule by force. It is thus safe for an excellent leader to feel instinctive on how men react to the ordinary things of life.

Among the instincts that are of the interest to the leader are the instincts of leadership—the instinct to lead others and the instinct to follow others when we think they know the answer better than we. He should therefore understand why they exist and find out ways to appeal to them. These instincts were implanted in man to make him play his part in the development and progress of the civilization by engaging everyone in a constant effort to rise to a higher plane. His instincts were given him to lead others where he felt he knew the best to be done or to follow when he doesn't have an answer to the situation. To want to lead is therefore a strong natural instinct; and any man should take honest pride in striving to qualify as a good leader.

More importantly, the instinct to follow is the same as an instinct for progress. Therefore, the leader must make his men feel that he is equipped with the needed skills and capacity of delivering quality leadership and that he best knows the way, that his leadership will bring the best results. This is indeed fundamental to understanding the theme of leadership. It doesn't only show the reason why a leader must seek knowledge of his position, but also reflects the downfall that waits ahead for an arrogant leader. Therefore, you should bear in mind that your men would measure your capacity based on the achievements accomplished while you are in the saddle. So always do away from inefficiency, indecision, and stupidity that may undermine your control on the men.

It may be realized that the theme of quality leadership can be understood through the significance of the word "leader." It is a situation in which a man is the foremost of the group, or among his companions. It is worthy of note that a leader is neither a lord nor a dictator. He is close to his men thereby knowing their pulse and their passions through the use of superior strategy, experience, and ability. The remarkable quality of leadership is achieved when the leader remains unassuming and maintains his usualness without exalting his personality or attributes compare to his fellows. In this light, he continues to secure close touch and sympathy that reflect a better understanding of human nature.

More unfortunately, the easiest and quickest ruin to the success of a newly appointed leader is to have a proud or vainglorious character. It is saddening to recollect how swollen ego has destroyed many leaders. This is often likened to evidence of smallness of soul and limited or lack of experience. Therefore, modesty, quietness, integrity, honesty and significantly humility are features of the excellent character of a leader. It is, more or less, a road to self-destruction for a leader to admit or extol his self-importance even to himself. Magnifying his importance will lead to the arrogation of glory that should have gone to his men to himself.

The ultimate and last of these fundamental considerations of man and the most important to leadership success is an assessment of the preparedness of his personality for either success or failure and its effect on his fellows. While the leader is expected to learn the use of his human-tools, he should not forget the critical fact that he has to use these tools through the instrumentality of his personality. As a result, his ability or possibility of being successful will be determined by his nature. The totality of his purpose, character, and manner, tones of his voice, habits, and outlook play unique roles in determining his ability to handle others. Nevertheless, most leaders do undermine these virtues rather than trying to improve themselves.

Based on the preceding, the capacity of giving thought to oneself and to the meanings of those values that affect the interactions and control of men is essential to acquiring leadership. What emanates out of our inner consciousness is what determines the possibility to appear before others as their leader. In conclusion, a typical leader must be genuine about his true self, rather than imitating others to be successful.

What are the Leadership Values?

Leadership values or skills refer to the essential qualities of a leader in the art of handling men. These skills involve, but not limited to courage, self-control, discipline, tolerance, open-mindedness, among others. 10

More importantly, these leadership values are capable of arousing and directing the potential force of men to raise their accomplishment under the influence of loyalty, pride, and interest. Quality leadership requires the ability of the leader to have personal understanding and sincerity of purpose to handle an issue. By extension, it also covers the sympathetic understanding of the human traits, how they behave in certain circumstances; and how these personalities affect each other.

It is unarguably clear that knowledge of the art of leadership is of the practical essence in every phase of human endeavor. It is relevant in the upbringing of the children, in school, college, hospital, office, field, and more specifically in the industry where men come together for material production.

While it is assumed that every leader should be able to handle their followers in a manner that inspires loyalty and enthusiastic service, it is essential that most of them need to be taught how to do this. Unfortunately, this has been a failure in our modern day education.

In an attempt to correct the systemic failure, this book treats the theoretical and practical values of a good leader. It further describes the standard working relationship between the leader and the followers.

Be Yourself

With just a steady demeanor, you can successfully lead your people and get their undiluted loyalty. While some people believe that leadership traits are inborn, it should be noted that they can be learned and developed. It is thus essential to avail yourself of absorbing the fundamentals of leadership into yourself.

More importantly, your personality is the one big thing that you must cherish. Learn and master the art of self-control and ensure it is applied dutifully and intelligently. No one is infallible; great men make a mistake, so do not be perplex when you find yourself in that shoe. The salient point is to identify the error, correct it and make committed attempts not to repeat it.

As a leader, you must watch yourself and watch over others. By so doing, you will teach the attributes of being natural, genuine, fair and self-controlled. Your personality will put you in good stead by empowering you with the instruments that give you control over human beings. In light of this, observation and personal application of the results are much relevant to a leader.

There is no doubting the fact that two leaders cannot have similar attributes due to the influence of a pleasing personality. While some leaders may be naturally cold, laconic and stern, others may be gentle and cool-headed. Nevertheless, both sets of leaders are right. It is thus necessary to emphasize the ideals of justice, fairness, and values for individual development in your traits.

As an addition to the above, you must have a holistic knowledge of human nature because human beings to respond to the same case in different ways. That is why considering the individual is vital. The effective mechanisms for a leader, in this regard, are observation; experience and thinking. Ultimately, study your God-given nature and apply it appropriately. If you are naturally gentle and tactful, be grateful to God and do not wrongly imitate, perhaps because you have once seen and cherished some oppressive man who was a successful leader.

Self-Discipline

There is no road to real success if self-discipline is absent. One of the fundamentals of quality leadership is to be self-disciplined. The ability to impose self-control on your activities is the first step to measure your ability to control others.

Even within the society, you will discover that the absence of self-discipline or self-restraint is responsible for the increasing social malaise such as adultery, fornication, a game of chance, alcoholism, raping, etc. For instance, parents that allow their children to grow up to adulthood without sound discipline and proper upbringing will have unproductive children.

In such condition, they grow up with the philosophies of selfishness, cynicism, egoism, and become poor members of any team. Hence, they need to pass through hard lessons before they can be transformed and be inculcated with the right values. Apart from being unfit to lead, they are generally the most difficult to control for the leader.

Drawing from the preceding, creating and maintaining discipline is an essential part of good leadership. Little wonder that subject is considered as the result of the leader's administration of rewards and punishments. Control, in a leader, refers to the conduct of a leader, his training methods, of everything he does for his men, to his men and with them.

In this regard, rewards and punishments are much relevant. More specifically, awards have a lot more to do in the process of instilling discipline than using penalties. Therefore, the former is given premium.

It is noteworthy that if the leader has firmly established the principle of discipline in his style of leadership, there will hardly be the need to resort to the use of punishments except in a few cases. This fact has been tested to be true times without number

For instance, a practical illustration is that of a football team that rests on the principle of democracy. In that set-up, there are individuals with grown-up manliness, highly developed initiatives coupled with a sense of coordination, teamwork, and the requirements of leadership and discipline. These give the team the incentive to challenge the toughest opponents and surmount challenges. That is the spirit of obedience. It makes the seemingly impossible possible.

It should be noted that a leader's reward for discipline can come in different forms. Just a nod or smile is even a form of compensation. The most important thing is the recognition of an individual's effort or excellence. By so doing, the leader seems appreciative of the efforts of his people, and this will give the followers the zeal to do more. Always be on the lookout for the chances to commend your men as this will lessen the task of close supervision and monitoring. It is advised that every act of commendation or praise should be done based on merits. This is because; unmerited praise will bring about no or low productivity of workers in the long run.

While some leaders monitor their workers with the aim of identifying faults and criticizing them; others lookout for good work to commend them and correct mistakes so as inform them of how it could be done better. The former method may be partially effective at the early stage but will fall short of the full level of accomplishment unlike the latter approach that encourages the spirit of inclusion. Indeed, the appreciation of a man's excellence always appeals to strong instincts. So a good leader should never fail to inspire continued effort to win further praise.

Lead by example

A typical leader is an epitome for his people. He should possess characters worthy of emulation. Followers imitate their leader and are thus referred to as teachers. The followers can be likened to infants with blank slates ready to fill their minds with the attitudes of the leaders. There is a correlation between the leader and the led; in fact, your followers are going to be very much as you are.

For instance, your qualities such as cheerfulness, promptness, loyalty to superiors, cleanliness, courtesy, energy, and interest, will reflect in your men. More emphatically, some people go to the extent of copying your hairstyle, mode of dressing, among other personal peculiarities. Hence, leadership by example is an effective mechanism and much relevant in maintaining loyalty.

In a similar vein, the leader is expected to show the sincerity of purpose and passion for work. These virtues are relevant to the accomplishment of a task, and you must take it vital. You should care so much for the work that you are indifferent to challenges affecting your comfort. This form of attitude if exercised by a leader will give the followers incentives to follow suit.

Trust Your Team

One value that is capable of binding the employer and the employee is trust. By nature, man is interested in working hard with maximum excitement if he finds a convenient working environment based on mutual trust.

It should be particularly noted that the absence of trust in an invitation to the culture of mediocrity. Beyond the fact that it leads to low yield and poor output, leaders distrust kills the morale of capable, ambitious men who are willing to give their best but forced to work deliberately as "deadbeats." A leader should always give his people benefit of the doubt to awe their commitment and dedication.

Be Inspirational

The virtues of a good leader are known through self-expression, be it in word or action. His behavioral pattern and responses indicate that he has a personal interest in the job that he is doing. Consequently, it sends a strong signal to the followers that applying their skills, resourcefulness, and inventiveness are very important.

Also, the leader look-out for an opportunity to drop remarks reflecting that he sees the remarkable work being done. This inspires the zeal to go further. There is no badness in appreciating a worker with financial or material reward. This will only remind other workers that each is doing his work in his way and will get credit accordingly.

It is akin that a man's natural happiness in doing things is the desire for accomplishment. He strives with passion knowing fully well that something will be achieved at the end of the day. A man once said that "satisfaction that comes from accomplishment," is the best thing in life. This phenomenon is also applicable to every individual from various walks of life, for it shows the satisfaction to be derived from the accomplishment of the tasks in our respective daily life and work. The leader may appeal to this instinct to increase achievement.

More importantly, this style gives the followers the advantage of knowing what they are doing as they work as well as getting aware of what they have accomplished toward the general result. It is for this reason that the posting of progress charts does so much to arouse interest in factory and shop work.

As said by Bishop Brent, "even the loafer may be supposed to have the purpose to live as easily as possible." This means that having a strategic goal is related to the completion of each of the steps that bring you much nearer to the target. A leader can build on these ideas, encourage the faith and assure the continued efforts of his subordinates by showing them the way toward the desired end.

Encourage Competition

Competition is a virtue that drives the instinct of a man to strive harder and excel among his companions. It is a powerful leadership instrument that is used with judgment. Men, by nature, are likely to give up anything to win when in a real contest or competition.

More specifically, leaders should encourage team competition in the groups they preside upon. The game between two or more teams' will not only increase result but will foster close co-operation between the members of each side and that will make him win more and get a better understanding of the spirit of teamwork.

There is a fundamental need for the leader to know how to manage the environment when your team engages another team in the same organization. You must ensure that fair play is applied to all members of the larger group. In a similar vein, there should be no bias or discrimination in the rules guiding the conducts of all participants.

Vision - Plan All the Way to an End

The ability to act or power of mentally conceiving the future is known as vision. No organization thrives without a view. This is because; it is the only way to identify the roadmap for achieving the objectives of the organization.

To actualize these visions, there is a need to plan all the way to the end. Starting a mission with a plan, and sticking strictly to it will bring you a right ending or outcome. Thus, a functional vision needs a plan to translate it into reality. It is a child of necessity to foreshadow the likely aftermaths of your actions vis-à-vis the challenges that may prevent your hard work from getting results or giving the kudos to others.

More interestingly, planning to the end gives you the opportunity to know the mark you aimed for. You know when to stop and when to do more. Quality leadership requires the emulation of vision and thorough planning. Consciously or unconsciously, both guide the fortune and help secure the future.

However, vision does not only make the objective of the organization appealing to the people, but it motivates them to do more having known the possibility that lies ahead. In the circus of visionary leaders, they make their objectives and plans very clear and understandable to their men. Also, when they encounter challenges, they are very innovative and improvise methods to tackle the problems head-on. Hence, a leader should have a developed long-term plan to address the emergency situation or circumstances. Like the gods on Mount Olympus, the leader should foresee the future with much clarity.

The importance of conceiving unusual discernment or foresight a person of vision is indubitable. It clears hurdle away from the organization, advances the progress and development of the organization. The focus of the organization is to enhance the growth of individuals and groups. Our vision of the future sees the realization of the potential in individuals and groups for the development of the society.

Articulate Your Vision to your Team

The best way for a leader to articulate the vision to his men is through the compelling and comprehensive plan. The leader conveys the idea about their primary purpose, methodology to be adopted and how to move the organization forward.

The process of defining and articulating your vision, mission, and values talks more about the big picture. It encapsulates every part of the organization and what should determine the character of the men. The very essence of leadership is to have a proper grasp of the vision to be able to explain in a precise and straightforward manner.

It would be rather unfortunate and demoralizing if a leader is unable to articulate why his men are doing what they are doing. This is because; a good leader is visionary, articulate, passionate, and relentlessly drive the vision to a logical conclusion. Back to the basis, leaders must have vision. The authority attached to their position makes people fall for their ideas and follow suit willfully. Hence, the view of a real leader must transcend beyond a written organizational mission statement and vision statement.

Interestingly, the vision of leadership permeates everywhere, and it is often manifested in some actions, beliefs, values, and goals. More often than not, followers are entrusted with these beliefs, values, and goals directed towards the realization of the vision.

As a matter of importance, the leader creates a fascinating vision alongside the work environment in which the image will be translated to reality thereby increasing the morale of the followers. When leaders walk their talk, it is naturally a demonstrated motivator for people. Similarly, when the vision of the leaders is solid, employees flock to them and prefer choosing the job in the company to other options.

It should be significantly noted that leadership prioritizes mental conception and development of an idea with the aim of securing a brighter future. It is concerned with the invention, innovation, creation, improvement, and transformation of all the aspect of lives and the world we live in. All these are borne of imagination and dreams and are the essential tools a successful leader uses to create the future that changes the world.

In most cases, a visionary leader sees what is possible and goes forth with the next steps to rally and unite people together. It is believed that any invention, project, progress or achievement starts with the conception of an idea and the development of visionary plans. There is no gainsaying that if you can conceive it, you can achieve it. Successful leaders make use of this method in the past and won big. To ensure you pass the vision to your followers in a lucid, creative and exciting manner.

The articulation of your vision is vital in leading people. Having an image, a beautiful dream or a great idea in your mind is not sufficient. Most people have that and are called dreamers. But to transform these from thoughts to reality takes the relentless courage of a leader to articulate this vision. By articulating your view, you undertake the risk that the idea may not happen and may discredit you. It is a sequel to this challenge that is articulating a plan is a big undertaking for most leaders.

Nevertheless, summon the courage to share the vision, and you will find out that people who believe in the idea as much as you are would be willing to take up the task with you. They will give you total support and maximum commitment because they also want it to happen, and they are glad someone has initiated it.

It is authoritatively obtained from reliable researches that, a clearly articulated vision can draw even more commitment from people than charisma. It is not compulsory to be the most articulate, vibrant speaker and persuasive person, but if once your vision is clear, and people so desire it; you will become a recognized leader.

It is worthy of note that the vision should be articulated on a regular basis. This is because humans are forgetful creatures. When the image is shared, do not expect it to always grow exponentially at once. By the time the next project or task is initiated, most people would have gotten used to it.

Sequel to the preceding, it is essential to nudge the team about the vision consistently; because the vision defines the daily grind. As kids, our parents never stopped telling us to put away our toys; to eat our vegetables. And guess what, we grew up remembering those words. Isn't it? Yes, it is.

This trend will be the same in the articulation of your vision. When you say it again and again, it sticks into the long-term memory of most people and therefore remembered at the unconscious level.

Let Your Actions Speak

An attempt to convince your followers through argument breeds contempt and hatred. It is on record that no leader has successfully won followers minds through that, victory cannot be achieved through argument, and if done, it is ephemeral.

Any victory that is won through argument is a Pyrrhic victory. This sort of success would neither last long nor forever. More fundamentally, it generates unimaginable resentment and hatred between the leader and the led. It is much better off to get others to believe in your course through your actions, without saying a word.

That a leader is expected to communicate and convince his people through actions, not argument is imperative. It should be repeated that you never win through argument. The core value of this law is that a leader should endeavor always to avoid arguments. When you argue, you consciously or unconsciously put your opponents on the defensive thereby making it much harder to persuade them.

It is a statement of the fact that argument is not a part of communication, it is tantamount to noise. Words do not go down ordinarily. When you argue with someone, you have no understanding of what and how the other person is thinking. While each side believes he is right in an argument, total abstinence from it makes your personality stand out as a leader.

The superior tool to influence others is actions, even when delivered in words. Arguments make you weak and unproductive when it is the primary definition of your leadership style. Denying this fact is pointless. It is always better to convince your men by illustrating your idea, rather than arguing or trying to sway them with words.

More often than not, arguers are a dogma to martyrdom. Thus, the more you argue, the more you offend your person and their intellect, and the harder they resist. On the other hand, demonstrating and illustrating your ideas will make it easy for the people to accept you and your point because no one can argue with demonstrated proof. Demonstrated actions go beyond controversy. No one will be able to contest you. It requires more than tact to pull this off, but when you make the right move, you will be able to communicate your point most effectively. Hence, adopting this strategy is a win-win for you.

Be Shapeless & Formless

No renowned leader is all the way predictable. By having a static and non-changeable characteristic, you make yourself an easy target for predators leading to failure. A skillful leader is very dynamic and unpredictable. He operates agile plans, adaptable and modifies policies according to the situation of things. He holds the philosophy that nothing is specific and no law is fixed.

Against the above background, the best way to ensure success for yourself and your men is to remain fluid and be formless as water; never bet on stability or lasting order. Everything is subject to changes.

By taking a form, you make yourself open to potential attack and vulnerable to threat. The operation of a visible plan gives your enemy a full grasp of who you are. Thus, they develop a counter plan that is capable of whittling down your authority and power. Always keep yourself adaptable and on the move. The essence of being formless as water is to avert a moment of trouble and challenges.

Every individual would want to protect themselves and at the same time achieve heart desire. To bring it to fruition, he formulates ways on how to make them. While these ways are good plans that could transform the vision into reality, they could also be their shortcomings if hijacked by the enemy.

Being fluid as water is the escape route. It makes someone to be unpredictable, and difficult to understand by the enemies. It will enable you to be in the lead without informing the enemies of their defeat, but when they later realize that they have lost fear will be created, and their morale will be affected.

Going through this method, the enemies would find it hard to unknot what you think as well as your moves while you can completely predict what they think and how they move. This law is beneficial to a leader as it creates room for a person's ability to adapt to different changes and uncertainty, wherein they would neither be known nor identified.

Open-mindedness

The word open-mindedness means the receptiveness to new ideas. It is related to the manner in which people conceive the views and knowledge of others, and imbibe the beliefs that others should be free to express their opinions and that the value of others' experience should be recognized.

There are various means for measuring the degree of open-mindedness of a leader. Open-mindedness is purely considered as a crucial personal attribute for active participation in management teams and other groups. In a similar vein, it is also embraced in group settings, across different cultures and new environments.

Worthy of note, however, is that being open-minded does not mean that one is indecisive or incapable of thinking for one's self. After carefully exploring available alternatives and options, an open-minded person can then take an assertive decision on a position and act accordingly.

The term open-mindedness has an opposite known as my side bias. This refers to the pervasive desire to quest for evidence and assess evidence in a favorable way that often negates your initial beliefs. Most people display my side bias, but some are more biased than others.

Unarguably, open-mindedness can be a robust factor to be adopted when trying to make a decision, but it should always be considered because everyone is brought up with a different set of beliefs and values. It consciously or unconsciously brings about rich options and recommendation.

In an attempt to advance open-mindedness, stay social and make new friends. You are more likely to discover new opportunities when you visit socially. Your friends might have a chance which you were not aware of as that may make you may hit fortune. Equally, when you make a new friend, they will mostly have a unique set of interests for you to learn to broaden your horizons.

Also, a leader should not be gullible to accept speculation. He should endeavor to go out and confirm speculation before forming opinions about something or someone. Instead of blindly believing what someone else says, or assuming that you won't like it, establish it yourself if you want something or not.

Opening up your mind to new ideas will equip you with incredible experience and good memories. It will afford you the opportunity to change what you think and how you view the world. Although it doesn't mean you will necessarily improve your beliefs, you have the option to do that when you feel with an open mind.

For a leader, open-mindedness provides a platform upon which you can build and develop an idea. With an open mind, you learn about new things, and you use the new ideas to make on the old exiting ideas. Everything you experience can accumulate with what is there already, thereby strengthening who you are and what you believe in. It is way too hard to build on experiences without an open mind.

Another exciting product of open-mindedness is that the leader will be full of confidence, knowing fully well that your own beliefs do not confine you, nor are you limited by the opinions of others. As a result, you gain confidence as you learn more and more about the

world around you. Open-mindedness will help you to learn and grow, strengthening your belief in yourself.

Based on the preceding, open-minded is easy for some people; it comes as effortlessly as breathing. On the contrary, having an open mind can be more of a challenge for some people. Even if you consider yourself to be open-minded, it is deducible from the preceding that there is a lot of benefits to viewing life with an open mind. It may not be an easy undertaking, but the attempt to think openly and embrace new ideas is worth it.

Guide your Character & Reputation

The cornerstone of leadership is character and reputation. A leader must jealously guard these two areas. It is indubitable that sound reputation raises your presence and lauds your strengths without the need to spend a dime or expend energy. Directly or indirectly, reputation creates an aura of respect around you.

However, reputation is a treasure that must always be secured. It must be stated that status is not attained through easy-going methods, overlooking faults, playing favorites, sympathy with growling or concealing abnormalities. Any reputation popularity that is gained through those premises is often regarded as cheap. The leader has no value for that kind of reputation. In fact, such leadership is worse than worthless.

To be candid, every leader is expected to study himself and his peculiar style of leadership. These two things must be directly proportional to showing the qualities which justify holding the leadership position. It is a truism that the reason why men say they would follow so-and-so through anything, take pride in their chief and proud to serve under him, is built on the admiration for his capability, adherence to the principle of fairness, justice, courage, and strength of his character.

In this regard, he built a sterling reputation by being entirely fair and just to all, and ensuring that both privileges and extra hardships are equally distributed among his followers. He made everyone to account for their deeds, by issuance of reward and punishment where necessary, by abolishing act of deceit or duplicity, by being accommodating to everyone, by displaying a genuine commitment to the welfare of his men and ultimately by the use of his own head to formulate policies and programs so as to save his followers.

Having been chosen as a leader due to your excellent reputation, try as much as you can to consolidate it. The first thing is to monitor your appearance, while the second thing is your amount of dignity. The former focuses on the way you carry yourself before your followers, while the latter deals with your amount of pride which must go with the office.

More often than not, there is a certain dignity which all men must find in their leaders to which they may instinctively give their respect. This is a rare quality or virtue that is not a virtue to be assumed, not an outer garment to be put on for the work. It has nothing to do with arrogance. It is just a natural tendency to be assumed dignity which is often thus manifested.

Quest for Knowledge

Knowledge, they say, is light. The leadership role is synonymous with culture. Your position implies that you have an unfailing understanding of the task than any other man in the group. More seriously, you should have the capacity to deliver the work being carried out by each man.

This is because, it will give you the opportunity to know if they are working at the minimum required standard, the medium of identifying those with excellent performance for reward and the ability to correct improper methods and point the way to improvement. Any leader that possesses these capabilities will have the superior knowledge and self-confidence to appear before the followers of giving instructions and orders.

In reaction, the followers give total obedience to the order knowing full well that superior knowledge and intelligence govern the leader. While no one is an island of experience, each person is with a specific area of specialization. As a result of this, the leader may not have a mastery of everything. Hence, the need for suggestion and way forward towards improvement from all men in the group.

To advance the objective of the group, the suggestions given by every member should be given fair consideration when made. If eventually accepted, kudos is to be given to the man that offered it, and in case it is rejected, the explanation is to be built on the reason it is not found worthy.

The desirability of a leader to listen to suggestions or accept it should not be equated with the fact that he has lost control. The policy of "Nobody can tell me how to run this job" is narrow-minded and easily destroys individual initiative than a towering inferno. Such a statement indicates that the leader does not fully understand his role, for everyone is capable of improvement, and any job is better done for the general interest and resourcefulness of everyone associated with it.

The leader should not boast out of ignorance. People always admire manliness which is better than infallibility, for they like to feel that you are human. Besides, they will not respect a bluff. It is irrelevant to bluff when you do not know. Someone will notice your mistakes and expose you. Always own up to your level of knowledge and quest for more.

Don't Reveal Your Hard Work

At any point in time you achieve a landmark, always downplay your efforts towards it. You must consistently make your actions natural and done with ease. It is instructive to conceal all your relentless efforts, struggle and gimmicks, they must be strictly kept secret.

More often than not, your actions must look natural and implemented with ease. In the course of action, act effortlessly as if you could do better. More importantly, don't ever reveal how hard you work because it mostly leads to questioning. The last thing is never to teach someone your tricks otherwise they will use it against you.

Make Quick & Rational Decisions

Leadership qualities emphasize the fact that leaders should always be on alert to making quick and rational decisions as the situation may require. A leader should be equipped with the skills of making a sensible choice decision within a short time-frame.

One of the characteristics of a successful leader is the ability to make the right decisions and strictly abide by them. While fast and reliable choices are preferable, they must be free from error or wrong choice. In a circumstance where the leader has to examine his subject before taking a decision, it is better off first to make time to consult his subordinates.

Against all the odds, he must ultimately come up with a correct decision to his course, make it clear as a binding decision with the full force of action to carry it out without showing hesitation.

In recent times, some bad attitudes are now seen in some leaders who are unacceptable within the minimum standard. The first is a leader who is weak to make up his mind; the second is he that is influenced by the last person who talks to him, and the third person is he who changes decision more often than not.

Case in point you have any of those tendencies, you can overcome them by cautioning yourself in making decisions. More often than not, cultivate the habit to grasp the essential facts of a situation, to quickly arrive at a conclusion, and to adhere to it regardless of the situation or circumstance that may want you to change it.

In general, the more you reflect and continuously think about the details and possibilities of your job, the more your concentration increases towards your post. By extension, the better you will be informed to make the right decisions quickly. When the former historic French ruler, Napoleon Hill, was asked how he successfully makes a prompt resolution in the art of war, he said "Because

I am always thinking about." This shows that anyone who is mentally prepared to meet its demands for direction will succeed.

Develop your Men

Work overload on the leader leads to mental, physical and emotional exhaustion. As a result of having callow or inexperienced followers, some masters often prefer to take up the task and do it themselves. It is no news that many parents also do say, "I'd rather do it myself than see my child struggling with it."

In this scenario, the leader and parent are more concerned about getting the work done correctly and would prefer doing it themselves due to their wealth of experience and skills. Without mincing word, these are wrong.

There is no one best way. Away is often as good as another, and more advantageously there would be improvements of workers who are given the privilege to put their skills into practice. Since the interest of the leader is to derive the best efforts of the men, there is a need for their steady inclusion and motivation because good work cannot be achieved in an atmosphere of humiliation and discouragement.

It is particularly instructive to develop your men. Don't feel dejected, tired or sense of wasting your time at the early stage of producing them. Have the belief that you are developing men and their powers. By so doing, you will receive a double reward from this form of a system of control. First, it is joy beholds to realize subordinates potentials under your hands, and the second thing is the increased output or accomplishment under your management.

Empathy

The theme of leadership upholds the feeling and understanding of others personal experiences in the healthy term. The continual imposition of law and order on the followers may make them sore and generate rebelliously, but by showing recognition for their views through consultations and opinion poll. They will be cheerful and ready to obey all directives.

The latter approach is called being tactful. It is better than the former one and can generate like tenfold results of the former. This strategy is based on a careful consideration of what are the probable feelings and thoughts of the other, a discovery of his point of view and how you would act in his place.

Among all options, it is so much more efficient to be tactful and considerate. In an attempt to achieve this virtue, a leader needs to forgo being vainglorious, and should not present himself to his followers as the lord of creation. Consciously or unconsciously, he will get impressive results that make life worth living.

It should be known that empathy is not a virtue of a big man whose arrogance hurts the feelings of others. He never shows respect and consideration to each man who does well his appointed task regardless of the capacity. Hence, a would-be successful leader must be empathic.

Self-Respect and Self-Confidence

The leader must always maintain his self-respect in all daily activities, in his relationship with men, and in the administrative operations of his office. More fundamentally, there should be evidence of self-esteem in his relations with superiors and co-ordinate leaders; in his knowledge of his job; in his self-control of temper, frivolity, pettiness, among others.

On no circumstance must a leader compromise his self-respect if he lacks the physical stature, age or administrative wherewithal. Although these virtues may be constructive but are not an end. Superior knowledge and moral qualities determine leadership fitness and enjoin the people's loyalty and obedience to the leadership.

Realistically speaking, it is neither the size nor the age of the body but the innate knowledge from the soul that makes a quality leader.

More than any other thing, the leader must guard his self-respect and that of his men. It is worthy of note that self-esteem is tantamount to having self-confidence, in turn, confidence is crucial and essential for both the leader and followers to play their roles successfully.

In an attempt to promote effectiveness and efficiency, every individual should be continuously called upon to make the best decision, and be prepared to act upon them accordingly. In this light, each of them must have enough self-confidence to make this happen without meeting anyone on what to do in an attempt "to pass the buck" of responsibility.

Again, the leader must cherish self-respect for his subordinates, whether they are leaders of smaller groups or the men themselves. This is because; he needs their intelligent co-operation and must value their judgment and their willingness to move ahead without specific instructions to promote hitch-free organizational activities.

Except the followers believe in themselves and have the sense of feeling that the leader believes in them, they will be so indecisive and afraid to do anything due to fear of failure and its consequences. Therefore, by showing confidence in them, by cherishing every individual judgment, by constructively correcting the error and rewarding good work, the leader develops the self-respect of his men being the basis for the attainment of self-confidence and the required strength of character.

Personal Pride

Pride is a unique quality inherent in human nature, and it is beneficial to a leader in maintaining self-control and control of his men. As he guards self-respect, the followers often give in turn to the demands of service; hence he builds up their pride in what they are doing as well as the organization.

It is noteworthy that pride is majorly established through looking out for superior accomplishment and commending them. When it is firmly established, the ego becomes a conduit that the leader may easily appeal for better conduct, better results, and a maximum endurance of hardship.

Give your men an honest belief in their worth through your recognition and praising of their remarkable performance. Try to identify something in which they excel, and celebrate it in a moderate form. If it is possible, you can make an occasion to show their ability publicly.

Pride in Organization

As important as personal pride, pride in the organization is not less important. It is a critical factor that influences men to fulfill the task in a team. The essence of pride in an organization is that it keeps the men together as they reap the rewards for collective efforts. An entrenchment of ego in an organization brings about the development of the spirit of discipline you have hoped for, coupled with the prevalence of co-operation which emboldens the teamwork spirit. It is thus essential that every leader should always strive to arouse this pride.

While there is no one specific way of arousing pride in an organization due to different conditions in the changed environment, your native intelligence and some indices will suggest the best ways to go. These indices often include; showing the excellence of the individual in the reputation of the team; growing bodily and mental development, growing self-respect, laudable pride, and assurance which strengthens the individual character. These are the basic unit of the organization spirit you must instill in your men.

Allocate Tasks Fairly

Leadership position constantly requires to pick someone to do some task. The ability of the leader to allocate or give capable men the privilege to carry out tasks will bring about quality service delivery. Not only that, it is a reflection that the leader has a good sense of judgment and the potential to manage the team successfully, thereby cheerfulness and commitment of the men will increase.

A leader should pick the right man for the job—the right man not because he is the best qualified but because everything considered it is best for the team that he be chosen. However, the leader must be aware of the capacity, spirit, track record of every individual so as for know who best fit for the task. Each group generally has certain willing souls who seem to invite almost all the task every-time.

While a leader who is not sure his orders will be obeyed will prefer to pick one of his men to avoid the possibility of disobedience, the shiftless leader will choose randomly because it is the easiest course. Either of the decisions is wrong. They would thus fail in fairness because there is the absence of objectivity in the selection process. They would do better to choose the lazy or sullen ones for the extra work, thus putting the premium on cheerfulness, and showing that they had a sense of justice and an ability to run the team.

Cultivate Loyalty

It is important for the leader to instill loyalty in his men which should not only be to him, but also to the larger organization. To this end, he may demonstrate by the power of his example in instantly carrying out the orders from higher authority.

Always take full responsibility of your subordinate office by loyally guiding your men through the work. Your team is made up of a larger group and should be ready to play its part as dutifully as you want the individuals to play their roles in your organization. In the light of that, provoke their pride to make their team do well and be a success story in the larger group and their faith in the ability of its leader. Take note that any questioning before your men of the validity of instructions from higher authority, any dissatisfaction expressed from you about their unfairness, would ambush this beautiful spirit of loyalty and cooperation in the larger team. It would portray you as unworthy of your leadership position.

Clarity of Purpose

Making the purpose, goal or objective of your team clear and lucid is the pathway to success. In a circumstance where you receive instructions from higher authority be sure you get their correct interpretation before the commencement of an action.

More often than not, the cheerful "Yes, sir," expressed by subordinates and away to the task is left with the bungled job before realizing he did not fully understand the directive. Take time to understand, but make no argument about little details. Moreover, you can use your ingenuity in carrying out these instructions. Just be sure that you have grasped their spirit and purpose.

However, the purpose is the great governing motive behind every action. Men seek to first identify purpose before putting their full efforts into a task. It is said that one of the three greatest faults in handling labor in recent times is the fact that men were oblivious of what they were doing, or why. It is a trend leader must rectify. This is because; human being by nature must have some interest in the task before they can put much heart or intelligence.

Always Demand Attention

It is generally believed that what is unseen counts for nothing, that is the reason why a leader should get a cult or demand attention always. While addressing subordinates, leaders may not talk enough or may talk too much depending on the availability of relevant information.

It is the function of the leader to explain the object, organization, and policy of any new undertaking. By so doing, he gets better results and saves a lot of irrelevant talks or complaints. If a leader has the character of continually sounding off, men/followers will hate him and plan his downfall.

Thus, a leader should observe the rule not to talk unless he has something worth saying and that nothing is worthy to be told unless it is worth being listened to. The habit of speaking without considering the presence or absence of rapt attention of the audience is grossly bad. It stirs up trouble and misunderstandings later. Many leaders are guilty of this and believe instructions should be repeated several times before they are understood. This is an example of weakness on the part of the listeners and the leaders.

At the initial stage, the leader must speak straight to the point. If he does not have this ability, he must develop himself in it. He may begin to train himself by first thinking on what he has to say and how it will be announced. There is no gainsaying that maintaining close attention with the subjects is an essential virtue in conveying your points clearly, but necessary care should be placed on what you say to avoid making an embarrassing and confusing statement.

Demanding Attention of All - The first thing to do before speaking to one man or many is to get their attention first. We do see many ridiculous situations of a leader where his people give attention to side conversation while he is making remarks which he considers essential.

When you want to address some men, bring them together, in front of you where you can see all their faces, and speak mostly in a conversational tone. You will realize they will give rapt attention because the vocal sound carries them along.

If an interruption occurs while you are speaking to your men, ensure you stop talking until all can give attention again. If your remarks are for everybody, everybody should hear them, and you are responsible that they do. Make that a rule, adhere to it strictly, and there will be no problem.

Encourage Suggestions

Having earlier discussed the need for a leader to give room for his men to make suggestions, we shall take a cursory look at how these suggestions are to be encouraged and transformed to functions.

Encouragement of suggestions should not be by superficial methods. An organization that entertained the value of recommendations from the men will always try to implement the idea. It is a morale booster if every man feels sure that his opinion will be reasonably considered and if his opinion has real value, which he will be given full commendation.

As a step in the right direction, encouragement of brilliant suggestions is best demonstrated when the person that offered the idea is taken to a higher authority and have him explain his plan. This makes very real to him, and he feels vital as a member of the team.

If it is a significant business set-up where the man is called by the board of directors to give clear details of some improvement he had conceived, the appropriate reaction to a good thought is to establish a sense of partnership in the undertaking.

By appreciating their value, you will derive the best outcome as much as you will of every opportunity vis-à-vis increasing the men's interest in the work and their sense of co-operation. When you asked of his opinion, you encourage his interest in the general success, enlist his co-operation, create an opportunity for that self-expression which means so much to every self-respecting man.

Respect the Ambitions

Every man has the ambition for growth and advancement. It is one of the significant human instincts to be considered by the leader both in relation with his career and in managing his subordinates. The enabling environment where everyone feels that he may progress as far as his actual ability warrants should be created.

While the leader is urged to create room for the advancement of his people against the backdrop that there is plenty of room at the top, the subordinates must be cautioned against selfish ambition. This is because; it is only by playing for the team and sacrificing for the general interests that one can win his superior's recommendation for promotion.

It is unarguable that unselfish ambition of an individual increases both his chances for promotion and the work of the team. The industrial progress and personal advancement stem from a single effort to accelerate output or to decrease expenditure of energy and experience reversal of fortune.

More importantly, it is believed that the significant stream of intelligence; inventiveness and adaptation moves from down to up and not vice versa. Logically, therefore, the head is always being recruited from the bottom. It is a wholesome fact that should be made known and frequently brought to mind. This will clear the air of man getting sore at heart and quit trying because he thinks that his merit will not be recognized.

Win your Superiors

No one successfully wins superior by outshining the master, bragging about his abilities, or by anything that smacks of freshness. It is noteworthy that the easiest, acceptable and best way to get the superior's attention to your merit is to make the merit way too visible.

More often than not, the management is always looking out for the man that can produce superior results, and your remarkable results will soon capture the eye of the masters. Therefore, still go at each task happily and make it identifiable to the whole world that your significant primary interest is the progress of the organization.

It has been established that one thing that often denies a deserving man promotion is the belief of his superiors that "Mr. A" is committed and hardworking, but he feels ninety-nine times for himself and one for the company. The same amount of hard-work and smartness selflessly and honestly directed for the company might easily have carried him far ahead in his career.

Make the merit genuine enough, and it is sure to win. It ensures that someone will find it out, and buy your superior services. Remember that we find our respective positions and hold it in life's struggle not according to our desires, but based on our real contributions.

There is a tendency that nepotism, incorrect judgment or friendly influence may catapult the undeserving person to an enviable position, but the lack of experience will soon rattle him back to the place he fits; adversity may have forced the most eligible man to the bottom, but the same difficulty will cause situations to shake him up to the top. Everybody wants to grow bigger by winning the superior, but no one is ready to pay the price. The fact therein is that it is not sheer luck that draws us up or down, it is our genuineness and real contribution –and the answer to continuous growth is a constant value added to whatever you are doing.

Be Just & Fair

The theme of justice and fairness are inseparable virtues in handling and managing men successfully. Nevertheless, we always see leaders who barely consider.

By nature, human beings need to be treated on a fair and just basis before they will give their best. Regardless of our religious beliefs, we have to reckon with the fact that our civilization and community living have been based on the perception of life which recognizes how the natural impulses of human beings react to fair dealing and unbiased treatment.

About leaders that doubt their tendencies of fairness and justice, they should make use of rules. Rules are usually constructed to fit the few weaklings who are not capable enough to maintain balance in the team. In light of correcting this systemic failure, rules restrain the leader from taking some rash decisions that would have led to collapse.

The leader should endeavor to demonstrate the fitness for command by arousing a spirit that motivates men to give one hundred percent results. It is not to be shown through arbitrary law, but only through fairness. There is no doubting the fact that the leader may be in different complex situations but must endeavor to explain the virtue always. In doing this, you will discover that your ultimate decisions reflect the development of the individual's character and the discipline in the group.

There is a compelling need to depart from the common fault of leaders who assume that all men understand working conditions without necessarily explaining to them. When men/followers misconstrue existing laws or actions, it leads to harboring of fear, distrust, or nurturing the possibility of impartial justice and unfair dealing.

As a remedy to this situation, nothing can be more helpful to freeing his mind from these impulses than to provide printed rules and regulations which clearly state the policy of the organization about administration and control; the rights, duties and mutual relations of its members. These will have a far different effect on a man of narrow soul and intellect.

Embolden Happiness

Some researchers have affirmed the fact the happy employees are more productive. It is rationally believed that employees cannot do excellent work in an atmosphere of doom and gloom.

Cheerfulness, joy and a note of hope must always emanate from the leader. He should know that no degree of hardship, challenge or obstacle can prevent him from spreading these lovely qualities. This is because; the people mold themselves according to the leader.

Happiness is a virtue that comes from a character too strong and resourceful to be weighed down by any challenge. Although, it is a truism that some circumstances will test your courage, physical fitness, and vitality; but you must not give up on your spirit to put soul into the men. Your cheerful dominance over the adversity will spur them to an exciting end.

Image of Authority

A leader is seen as a symbol of authority. In any institution the immediate leader of a group is to his men the direct representative of the body which holds them accountable to their tasks; of the purpose and policy which inspire their actions; and of the management which directs the enterprise.

These men will make-up impressions of the justice and fairness of the authority from that displayed by their leader. Similarly, they will determine the worthiness of its purpose and policy from his honesty and loyalty; and will assess the efficiency of its management by that which their leader displays daily. It is a fact that the administration put these into consideration before selecting you; it is then left for you to include it in dealing with your men.

Great leaders do not differentiate, discriminate or underrate, for everyone has the required potential to contribute. Within the confines of management, industrial life and institutions, it is your responsibility to make them feel contented, useful and happy members of your group –and not to drive them to the ranks of revolution by instilling in them that authority is unjust and the institution is not worthy of their loyalty.

Protective Guardian and the Binding Force

A good leader must be a careful observer of the personal rights of his men. In the light of upholding justice and fairness, he should ensure that no injustice is done to any of them or his group as a whole. Thus, he is their advocate in every meeting or relation with the larger organization, and he is seen as their representative. In this regard, the group instinct is one of the healthy self-protective instincts.

In a multifaceted society like the modern one, the individual determines and joins the group that offers him maximum protection, and he returns to the group in the form of passionate loyalty. Having known the psychological fact that members will be willing to show undiluted devotion when their interests are guaranteed, a leader should always be on the lookout.

A protective guardian gives total commitment to his. If the food is short coupled with inadequate shelter, he does not rest until he has explored every means to improve the socioeconomic condition of the people. In this case, if any of his men have trouble, it automatically becomes his trouble until the matter is resolved.

The Group Spirit

The presence of group spirit brings about the coming together of different individuals to advance a general or common goal. The leader underscores the importance of this virtue and would ensure it is promoted by getting to know the men and how they feel about its control and policy. After the leader has identified this spirit very well, he may rely on his men with the aim of appealing their impulses and making group spirit a tool in his hand for getting results.

However, the right leader is always on the lookout to develop this remarkable group spirit. In accordance to word, deed, and action, he inspires the group and downplays the 'give-up' spirit which is tantamount to achieving significant.

In this, his men will sooner or later discover that the leader wants a great deal of good for them. They find out his passion for their welfare before his own and taking the greater pride in their success for the team; also his zeal towards the success of the organization and nothing but success is cherished. It is thus fundamental to establish a strong group spirit for doing good work and winning.

Plan, Plan & Plan

There is an assertion that says he who fails to plan, plan to fail and vice versa. Planning is the systematic and methodical way of doing things. The fact is that not all leaders are extraordinary in the management of affairs, but by being visionary, by planning and preparing for each new task, by overtime work, they can perfect themselves for any job and can successfully sail their men through.

Observing the administration of a brilliant leader can be so exciting and intriguing. The manner at which a skillful boss direct his men through a job, the tools being used, materials at hand, the efficiency of every worker that is geared toward a result, among others, may make one exclaim, "What teamwork!" and "What a leader!" To be realistic, I make bold to tell you based on my experience that such a leader has not been specially endowed with skill. He has painstakingly sat down and planned out how he was going to manage the job, and because he took pains to see to it ahead of time that everything needed was prepared for the work.

His ability to put everything in place before the point of need makes the leader appear larger than life. And that is the real task for leadership—fitting self, men, and the team ahead of time so that they can work correctly and desirable.

Courage, Fear, and Self-Control

In the art of leadership, courage should be predominance to overcome fear. We may assume that everyone nurtures fear due to self-protective instinct, but courage in the face of tremble or obstacle is the key to unlocking good leadership.

It is only developed mind and character, bodily health, and a determined purpose that would enable an individual to surmount a fear. To be factual, no one would honor or follow a leader who lacked a courageous character. Thus, both the leader and his men must have confidence. This is to be instilled by the leader who shows courage and force of nature when in crises.

More importantly, a leader should develop his self-control under trying circumstances; he should be more patient in situations that try to test his nerve and judgment. It is the leader's function to be irrevocably calm in a period of emergency; in the face of hardships; as well as in the face of danger.

Leader a Maker of Men

The most exciting thing about being a leader is the opportunity it gives to build up the characters of the men. Leadership discovers the followers' difficulties and weaknesses and also his strong points and possibilities. When this is done, you will get the satisfaction and the personal reward of feeling that you are making an impact with the aim of making the world a better place.

Consciously or unconsciously, every leader affects the future of his men. His system of reward and punishments makes this necessarily right. His decisions and acts of authority each tend to build up or to discourage the character of the man affected.

Discipline by Punishment.

Punishment is a severe sanction that is used with the primary motive of correcting a wrong act or preventing the escalation of abnormalities. In a typical human setting, the punishment should be regarded as the option of last resort. The enforcement of a law that regulates the activities of everyone should be devoid of personal interest.

It remains fundamental that punishment is aimed at establishing a corrective measure. It must be administered for the primary interest of the man and of the group, and never in a spirit of victimization or revenge.

By punishment, we refer to all the corrective mechanisms commonly used as a means of disciplining men such as reprimand, docking pay, deprivation of privilege, suspension, discharge, etc. The severity of any given punishment is intertwined with the spirit which aims to discourage an individual from wrongful acts.

Investigation of Offense

Before the application of punishment, insightful research must be conducted with the aim of identifying the truth. This ability to investigate an offense must be developed, for it will prevent taking an indiscriminate decision.

While investigating a man putting yourself in his place is a good rule during the investigation. You should take time, patience and skill to establish the tradition of cards on the table and a fair deal for all. Against the backdrop of acting out of passion and by always showing a determination to get the facts and judge reasonably, you will soon discover the fundamental truth about each offense and acquire the skills of managing the organization effectively and efficiently.

Again, a thorough investigation will take much time, but it is a leader's business to have time for such things, and you have to save time for it. Do it thoroughly, and you will thus discover the cause with the aim of making a valid judgment.

Actual Punishment is Unnecessary

More than any other time, the need to rectify some misguided steps of leaders is essential. While every offense committed must not be trivialized, it is important to note that not all must be meted with punishment or sanction.

At times, it may be used as a topic to admonish all the men together by explaining the negative implications of an offense to the success of the group. This will yield better results after the men think on it compare to when punishment is regularly meted. When the men perform poorly, it may be better to investigate what has caused it, what led to the unusual performance and many others why questions. A leader should discard the assumption that punishment must always follow and suit the crime. Still, make use of your common sense judgment, and do the thing you believe is very well. In the long run, everything will connect.

The Leader's Responsibility

The inseparable quality of a good leader is assertiveness. Perhaps, a leader believes the offense committed by a believer requires punishment; he should not hesitate to execute the order. Be more concerned of your authority over your men and do not allow anyone to interfere or run it on your behalf.

In a situation where you can display mastery of the case under which they act and to which they are responsible, your men will be more awed to obey your authority. It makes it clear that the decision as to the punishment is the result of your judgment. More emphatically, if the offense will be punished with more severity, you can only send it to a higher authority with your recommendation.

It has been proved that only a weak leader allows court-martial to direct the discipline of his command. To face reality, the excellent leader sends a man to court for punishment in rare cases, and that person must be recalcitrant.

Necessary Prompt Action

Against the backdrop of the fact that the essence of both reward and punishment is the implication they have on the individual and the group, there should be taken of prompt or quick actions in both cases.

Be much guided when attempting to overlook offenses. This is because; your men may repeat neglects of wrong acts and consequently the faithful workers will be discouraged.

More importantly, just a mere word or nod of recognition of good work will affect same also to the first step in honor of an offense. We can even have a situation where the first step is a warning or a reprimand since you are sure it is justified.

It should be noted that the very first step may only be to ask for his reason to grants fair consideration. Subsequent action may require action for critical investigation, but in that circumstance, you have taken the first step and would see the effect.

Symptoms of Poor Leadership

While good leadership is our ultimate concern, lousy leadership has been seen in the past and still even in the present. It was in the light of addressing this malaise that led to the production of this book. Mediocre or lousy leadership is identifiable with some atrocities or bad examples. Bad leaders are power mongers and power abusers. A petty authority in their hands changes the settings of their heads. They instantly lose contact with how to deal with men rationally.⁰

More often than not, bad leaders are loudmouthed, display arbitrariness and flagrant disregard for law and order. To this end, they govern their people by imbibing the fear of God into them, by main strength and brute force. In the course of reacting to an event or situation, they bellow at the point of sighting anything that darkens their sense of beauty.

Equally, they infuriate every sensibility of manliness an individual has if he refuses to obey or cooperate with the order. This is a ridiculous form of control. In fact, such compulsory law deepens disloyalty, lacks commitment and apathy. It would be helpful if these leaders realize the hatred they are implanting in the hearts of their men and change for the better through rigorous training and mental rebalancing.

Misconduct —Fault of Leader

It has been empirically proven that the nature of the leader promotes indifference to work or outright apathy towards task in a position of authority. This type of leadership scenario is obtainable in a different organization, business, or institution.

However, the unfitness or incapability of a leader is another cause of misconduct. There are situations where the people might be of harsh nature and requires only tough leaders to manage them effectively and efficiently. Where a leader keeps complaining that he has the bunch of anarchists or recalcitrant on earth as followers, such leader has shown to lack competence with his admission of unfitness.

A leader embodies the principles of fairness, discipline, and decency in handling men is the only one capable of correcting leadership misconduct and boosting the morale of the group. The message therein is that both the man who wants to be a good leader and to the employer who wants his subordinates to achieve meaningfully must work together.

Theory of Command

The method of command put the authority of the leader into different segments; why an order, giving the law, how to provide the code, how not to give the system, among other things. In this regard, we shall treat the standard theory of command for a leader.

Giving Orders - Most leaders who just attained leadership positions often think within themselves if their command will be obeyed. Consequent upon being the first time he has ever had the privilege to give the power, he feels ill at ease to give orders. This is most prevalent in young corporals in the army and calls for experience and training.

There is no gainsaying that the tone or manner in giving the order portrays if there is any doubt in his heart that if the law will be obeyed. The leader should take note of his tone and manner. Undoubtedly, he invites disobedience if he is not assertive in the way and sound of expression.

The creation of a mood of uncertainty by making use of irritating apologetic tone and words, the high-pitched shouting of the order, profanity, repetition of the law and threats should be done away with. These are exhibitions of callowness, inexperience, and incompetence which may lead to trouble for the leader. The suggestions may be helpful to such a leader.

How to Give an Order - The first thing to take note is that you give too many orders, give as few as possible. Ensure you make an only necessary order, and it must be done reasonably. At times, make use of a low and quiet tone to issue a directive. Your calm tone does not imply that the man is deaf, or a criminal, but it means that he is an intelligent and committed member of your team. In this regard, he will be willing to obey such an order.

How Not to Give Order - Contrary to the above, you will stir up disobedience if your tone or words of expression insult the manliness, question the loyalty, or imposes threats on the people. Untrained leaders often display this in authority.

Drawing from the above, it can be safely said that disobedience often stems from the manner and tone in which the order was given, and you should remember this when investigating a case. While it is not a surfeit reason to justify the offender, it should be noted for correction to avoid replicating the similar problem. In the light of this, teach the subordinate how to give orders correctly, or you may have to take away his authority.

The Why of an Order - Every given order should be accompanied with a good reason. It would not only fascinate the man but will give him a chance to do work harder because he understands the envisioned desired result. While the tendency of making immediate action may be inevitable, the reason for such should also be tenable.

However, you must take note of two things when disclosing the rationale behind the action. First, it must not show that you are apologizing for giving the order. It must be concerned with the explanation of what is to be done, not why it is being ordered. Second, avoid cultivating a loose habit that may prompt an individual to feel free to ask why such and such is done in a period of emergency. Only provide the reason for action when the circumstances warrant it or when it will attract better results.

The necessity for Following up Instructions - It is equally important to follow up instructions when given to ensure they are executed accordingly. Go on with your business in absolute assurance that they will deliver according to expectation, but if they fail do not hesitate to identify it and take action. Over time, most leaders believe that they have played their full

part after giving an order. This is not so. In fact, to overrate any slight dysfunction of your men is to accumulate serious problems.

It is instructive to be conscious of your action so as not to lead your men astray through your shiftless leadership. Devour any attitude of laziness, ignorance, or lack of nerve to implement authority. Pertaining how instructions are carried out, the most helpful thing is to establish a rule in the organization that whenever a man is given an individual responsibility, he must report to the organization as soon as the task is completed.

The above working relationship will create a compelling spectacle that you are much interested in their affairs and success to compare to a working condition in which you order a man to do something without further asking of the status of the responsibility. Against this background, the man realizes that you will know how much time he takes to do it, and you know that your duty is not entirely done when the instructions are given.

This is fantastic, for you will have the privilege to monitor execution and apportion praise or excellence. Just like a father telling his son that, let me know when you are through with the work, he logically get better results than when left alone without monitoring.

The Tone of Voice - Beyond giving an order, your tone of voice in any verbal intercourse is a crucial determinant to the reaction you get. It is a potent part of your personality which has a significant effect on others. The tone of voice is inextricably intertwined with the use of language. The ability of a man to possess the mastery of language proved his superiority over other animals of creation and assured his progress.

It is therefore essential to wisely use language in communicating with your men. It may make or mar your relationship. It is a fact to be reckoned with that language is the foundation of all knowledge which makes it possible to use our mental processes for the realization of our interest. Contrarily, our men today are so blind to this reality, so dispassionate to the fundamental difference between themselves and the beasts that they descend as low as to roaring and growling when making an expression.

It is increasingly disheartening that some bungle the use of their voice awfully; so that others may shiver or shrink inwardly from their harsh tone. Men do attempt to win the minds of others and may prefer to speak in alluring tones that are so inviting and foster people to listen. It is just a pity that they do not think to hear themselves beyond what is said, and thus learn not to sacrifice longer this natural asset. Again, the half power of speech is in the tone.

We have seen great cases where the cool and calm tone of a leader brings order out of dense chaos and restore control and confidence in men. The power of speech is thus numerous and should be used to advantage being a leader and a member of the human race.

Managing the Mob

The Mob Spirit - Leading a teeming mob is a required skill from a good leader. No leader can proficiently communicate his message if he lacks the mob spirit technique. In a socio-politically and economically stable environment, the members of a community are generally law-abiding, self-restrained in deference to public opinion and always own up to their responsibility.

At times, the prevalence of sociopolitical and economic challenges may stir up different faction groups agitating for the common purpose of obtaining redress or instituting improvement. While the group may commence the agitation with a peaceful demonstration to show their displeasure, it may lead to unimaginable catastrophe if not well managed.

Individuals in Crowds - More often than not, the individual identity is unconsciously lost when you are in a group. You may find yourself feeling free to do things you would never give a second thought as individuals. This is because; you are being controlled by the statements and suggestions of many people.

It is worthy of note that getting lost in the crowd may lead to a situation where you do not respond to sound reason and logical argument, but instead react to impulses which are aroused by passionate appeals or daring suggestions. Consequently, you may end by becoming a member of the mob, so susceptible to blind whims and governed by no reason.

At the initial stage, the group can be easily controlled because the "mob will" has not gathered momentum. The individuals still have some sense of reason, personal responsibility, and fear of consequences. Hence, a leader should quickly hammer and dismantle a mob at the initial stage because the longer they remain together, the increase their numbers and their capacity to disrupt the system.

Most importantly, the action to manage the situation must be very prompt, decisive, and directed towards an immediate dispersal of the crowd. Get the mob spirit quashed within a moment by the use of the armed forces of the law and experience no threat to your authority. It is a fact worthy of consideration by every leader or member of the community that contemplates joining a mob or trying to prevent one.

Conclusion

In the pages of this book, we have explored the multifaceted dimensions of leadership, delving into the very essence of what it means to lead and inspire. From understanding the core values that underpin effective leadership to embracing authenticity, vision, and open-mindedness, each chapter has unraveled a critical facet of leadership's tapestry. As we conclude this journey, it's clear that leadership is not a static destination but an ongoing voyage, marked by self-awareness, continuous learning, and the unwavering commitment to guiding others. The insights shared here are not just guidelines; they are a roadmap to honing leadership skills and becoming an effective beacon of guidance and inspiration in a constantly evolving world. May these pages serve as a source of wisdom and empowerment for current and future leaders, shaping them into the architects of positive change and progress in their spheres of influence.