



Written by Soraya (Morgan) Gutman

Fort Bragg, North Carolina – Dec. 8th, 2011

Know THYSELF – What type of leader are you? The vivacious yet dictatorial Julius Cesar? Perhaps, the inquisitive Socrates? What about Abraham Lincoln? The quiet, reserved, thoughtful 16th President on the edge of mental illness tortured by his own doubts? The best leaders are not iconic “big personalities” but self-effacing, quiet, reserved, even shy. More like Socrates and Lincoln than Cesar. Yet, paradoxically, they require both the confidence to believe they are worth following combined with the humility to know others may have a better sense of how to get it done and the direction. What type of leader are you? What are your strengths, weaknesses, drives, values and impact on others? Do you apply your personality traits to every aspect of your job and the people you manage? Do you seek counsel from those who are like you or different? You can’t control what is happening to others in your department, on the installation, in the economy or in the country but you can control how you react to it. Managing a team successfully during challenging times requires a focus on what you can control: yourself & your daily activities.

How does truly knowing THYSELF help to deal with all types of personalities and combat disruptive behavior? If you authentically understand who you are and the personality styles of your team, then you will have more clarity on how to successfully motivate all types of personalities as well as effectively eliminate disruptive behavior by:

- **ACKNOWLEDGING** it head on. Proactively describing the disruptive behavior to get the employee to agree first and foremost that the problem exists. Most managers and fellow employees prefer avoidance. Unfortunately, that almost always makes the problem worse and often amplifies it.
- **PROVIDING CLARITY** on the consequences. Employees should be told the specific consequences of not improving their performance. Speaking in generalities to avoid difficult conversations will not work. It is the employee’s responsibility to make adjustments to his or her behavior to correct the problem but that only can be done with clarity.
- **ALLOWING NO POSSIBILITY** that the employee is a victim of discrimination. Even if an employee feels that he or she is the victim of discrimination or harassment, **laser focusing exclusively on performance** keeps the concentration on the real issue, keeps you compliant and shows respect for your team and their rights in the workplace.
- **DOCUMENTING** your discussion and making sure you both agree on a follow-up to see how things changed; always expecting that the behavior will improve but preparing if it does not.

Know THY HARD TRUTHS – When to share hard truths with your team: It is always a judgment call. Many managers try to minimize the complexity of a situation so things run smoothly. And that may be the right thing to do for a particular situation. But it is your ability to render judgment on what tough news to share and not share that can sometimes make or break a team. Winston Churchill’s colossal defeat at Gallipoli caused over 100,000 casualties in WWI. When it was over, Churchill took complete responsibility and, in great part, because of this courage to take accountability, led his country to victory in WWII. Churchill was a brilliant pragmatist who could deal with difficult realities while still having the optimism and courage to act. One simple trick I do, is no matter what I have to suck up, I smile. ALWAYS. Lisa has a quote at the end of every email. Can you share that with us, Lisa, and why you believe such a basic human gesture is so important in your view?

Know THY WORDS – Communication is the real work of leaders. Great team leaders know how to speak to their team because first and foremost they understand how to best resonate with them. The most successful ones know how to put very complex concepts into just a few sentences. The key to that success is recognizing that your message is an open door. The best leaders are not just excellent communicators but also masterful listeners. In today's "real time" world it is even more important than ever to receive as it is to send messages.

Know THY RAPPORT (BODY LANGUAGE) – Body Match Word match



Many leaders fail to make successful long-term connections with their team and colleagues because they underestimate the importance of building rapport.

In an average conversation here is the percentage of what makes the most and least impact:

- Words – 7%
- Pitch of the voice – 38%
- Body language – 55%

To know how to successfully build rapport, it is important to distinguish the 3 specific types of people

- Visual - Believe what they see-- louder, faster, higher - 10% of population
- Auditory - Believe what they hear - medium, middle 80% of population
- Kinesthetic - Believe what they feel -lower, slower, methodical. Hate to be touched - 10% of the population

Know THY HEALTHY PASSIONS – What makes you smile from within? I met Marilyn here on the base, a friend of Lisa. And she shared how her son --initially reluctant-- to join, did, eventually, decide to join the army and is based in Cuba. To his surprise, he was born for the job and is even rekindling so many of his passions like basketball and playing keyboards. Do you know what your real passions are? If not, make it a priority to find out. Then ask yourself "no matter what a pain it may be to make it happen, will it, in the end, make me happy?" If the answer is "yes" then do what it takes to join that softball game, learn that chess strategy, play guitar or dance that jig...anything that will make you smile from within. That energy will reflect your mood, your enthusiasm, your energy and can open up amazing networking opportunities with other members on the base you may not have, otherwise, had the chance to get to know and learn from.



Know THY PLAN - “Begin with the end in mind.” Stephen Covey. At a lunch Lisa invited me to a few months ago, a woman spoke about how she ran to lose weight after her pregnancy. After she lost the weight, she told her husband she was going for a run. Nine miles later she returned. Her husband, also military, asked “why would you do that to yourself?” Fortunately, she then made a plan, and is now working toward running in a half marathon. What’s your plan? How can you, as a leader ensure every soldier you are in contact with goes out on a mission, undistracted, with clear focus? What’s your part, specifically, in making that happen? Your team’s role? Be specific. The clearer the goal, the richer the rewards. What if you went on holiday with your family, grandma and dog? Wouldn’t you plan? Why not do the same--together-- with your beloved team on behalf of the Army that actually pays for that holiday, and, far more importantly, where lives are at stake.

Know THY CHEERLEADERS – Who, on your team, admires and enjoys working with you? Who, in a different, department, always speaks highly of you? Studies show that people often focus on the poor performing members of the team instead of their biggest cheerleaders. TURN IT AROUND. A team is always better served by focusing on the optimists, the hard working contributors and the quiet, but diligent ones. Identify your top cheerleaders and make sure to reward them with your time, appropriate praise and—at the very least—a smile every time you see them.

Know THY GUIDING PRINCIPLES – What are your reasons? Write down the guiding principles of the Army, your family and yourself. No matter what they are, know this, that in order to meet your most cherished principles, **Your Leadership Matters MOST.**