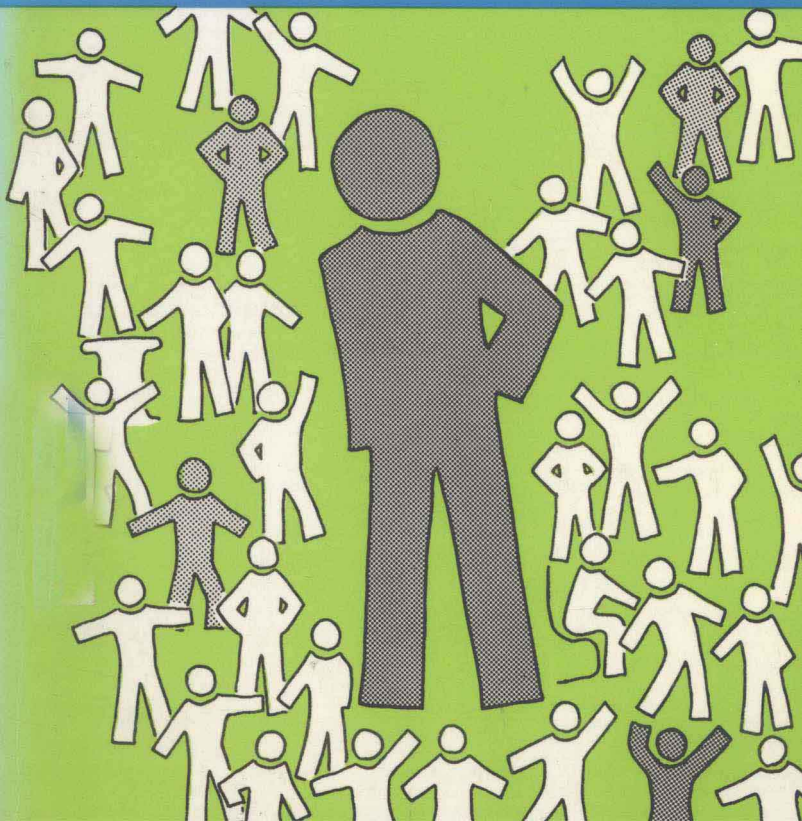


HOW TO BE A LEADER

AUREN URIS



HOW TO BE A LEADER

(Original title: *Techniques of Leadership*)

by AUREN URIS

A LADDER EDITION
at the 2,000-word level
Adapted by
Juliet B. Furman



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HOW TO BE A LEADER

(Original title: *Techniques of Leadership*)

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This LADDER EDITION has been especially prepared for the beginning reader. It is printed from brand-new plates made from newly set, clear, easy-to-read type.

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The Ladder Series books are specially prepared editions of well-known American books. They have been made easier to read for the enjoyment of readers for whom English is a second language.

The Series is built on a "ladder" of five steps—from 1,000 to 5,000 different English words. Although the books have been shortened, they keep the ideas and facts found in the originals.

This book uses 2,000 English words. Some words in the book are above this step and will be found written in **SMALL CAPITAL** letters. They are explained in the Glossary at the back.

The publisher hopes the reader will enjoy this Series, while going up the ladder to more difficult reading.

INTRODUCTION

You have probably heard many business leaders or leaders of other organizations wish they could be more effective leaders. You may have heard them say, "If only I could obtain the full cooperation of my people," or "create a more pleasant feeling among my workers," or "increase the effectiveness of my group."

What prevents such wishes from being realized?

The successful leader knows the answer to that question. He knows that he must understand what his people are able to do, and what they can learn to do. Whether he is in business or politics, he must know his people. And he must know what he can do that will help to provide the greatest EFFICIENCY for his group. In addition, he is familiar with the different emotions that exist between himself and his group and among the members of the group itself. He knows that to treat his problem of leadership in a satisfactory way, he must understand and deal with the people he leads, both as individuals and as a group.

Successful leadership means being able to master the human ELEMENTS of the leadership job. You may actually be a leader now, or you may hope to be one some day. In either case, the ideas and suggestions in this book can provide the basic answers on which successful leadership depends.

Every day, you see the need for leadership. If you guide the activities of others, your people will continually be coming to you with questions and problems of many different kinds. They are seeking direction of

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their energies, work satisfaction, and personal growth. How well suited are your leadership methods to the needs of your people?

You also have yourself to please. You expect your **ROLE** as leader to bring you feelings of importance, accomplishment, and emotional satisfaction. To what degree do your leadership practices satisfy your own needs? The aim of this book is to help provide clear answers to these basic questions. The suggestions offered in the following pages, considered together, provide a new and practical **APPROACH** to leadership.

The contents of these chapters resulted from my dissatisfaction with some accepted but unrealistic ideas that were believed by many people. I first noticed the differences between current theories and practices while I was working for the Research Institute of America, where I had an opportunity to study many leadership problems. And it was with the aid of my associates there that most of the differences were settled, and my questions were largely answered.

It is my hope that this book with its more detailed suggestions for effective leadership will provide the answers people are seeking for their own leadership problems.

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PART 1

JUDGING YOUR LEADERSHIP

Chapter 1: Your Future As a Leader

Everyone can probably remember an instance when a serious accident occurred, and when someone at the scene was quickly able to control the situation. In such circumstances you, too, would probably be able to act just as quickly and ably, and would not hesitate to do so. We know that situations often create the need for leadership, and that individuals are able to lead successfully.

But leadership is not only concerned with special or unusual circumstances. In most situations, you have time to think carefully, and what you finally decide to do is based on your knowledge of people and the tools of leadership you possess. Leadership is demanded of us daily, in our jobs, in community activities, and in our social lives. We must always be ready. An American poet once wrote that the qualities of a hero can be found within any average man.

You will find that leadership is a subject which is very difficult to discuss with others. You can discuss the weather or the latest fashions and the conversation will be calm enough. But, if you talk about leadership, people generally become very excited. Just try to remember your political discussions. This excitement

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is a good sign. People feel personally concerned with the subject of leadership because they really are. The problems of leadership, in one way or another, come close to all of us.

Consider the example of a factory manager who has been trying to increase the efficiency of his factory. He makes a great effort, but he loses money each month. He cannot seem to get the full cooperation of his people. He has a leadership problem. Parents have problems of leadership to deal with every day. The same is true of teachers, heads of community organizations, and business managers. In fact, it is true of everyone who now guides or expects to guide the activities of others.

When the leader or manager has difficulty in dealing with his problems, all those who are under his SUPERVISION suffer, too. Consider, for example, the workers. Don't they have problems? How they must hate their jobs when they have to work under the supervision of a man they dislike!

Have you ever been inside a factory that is not very successful or deeply in debt? You can notice how tired, insecure, and lacking in confidence the workers appear. You can observe this in their movements, their words, and their eyes.

Good leadership is certainly of first importance when considering individual needs, such as protection and job satisfaction. However, it is valuable for another reason too. Think of the great discoveries and inventions of the past. Individuals were responsible for them. But the developments of our present age, such as the discovery of new sources of power, are different. They have become, more and more, the work of teams of men and women working as a group under skilled leadership.

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It is increasingly true that progress in our age is the result of people working in groups. This is the case, whether the progress is toward the prevention of disease or the success of a large company or factory. But people qualified to lead groups are scarce.

Toward Successful Leadership

In every case where you find weak leadership, you find that progress and achievement of objectives are limited. What is required to remove OBSTACLES is a clearly organized leadership method. Once understood, the method serves as a ready tool in the hands of an able leader. The ideas discussed in the following chapters are based on an organized system of leadership. Some of the ideas may be new. Others are as old as man's first gathering together in tribes under an individual ruler.

One thought should be made clear. There is nothing in these pages that dares to say that there is only one way of doing something. We do not say that you should forget anyone else's theories or forget what you have learned from your own experience. You must use your past as a guide. Whether you have led people or followed the leadership of others, examine the ideas and suggestions of others and compare them with what you yourself have observed. Then use your own judgment as to what will and will not be successful.

Don't think of the process of improving leadership as a mental process. It is mental in the beginning, but the objective is to develop EFFICIENT attitudes and habits of leadership that furnish the right answer and the right action at the right time. The leadership methods described in this book can become, in time, a natural part of your leadership BEHAVIOR. They will

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influence the way that you act when you are suddenly faced with a problem.

Very important to the leadership methods explained in this book is the quality of FLEXIBILITY. That means the ability of the individual to change as the situation changes. No two people are the same. No two groups are the same. And, no two situations are the same. You will be expected to deal with a problem according to its circumstances in each case.

Above all else, this book is about you. It is concerned with the problems that you face in guiding the activities of others. The only purpose of the ideas and information presented here is to increase your natural leadership ability, and to make your leadership as effective as possible.

Good leadership will help advance your personal success. It will also help your SUBORDINATES to obtain greater job satisfaction and accomplishment. It does not matter what your job is in the business, educational, or social world. The better leader you are, the more you will have to offer your company, your community, and your country.

Chapter 2: Test Your Leadership

Great thinkers of the past have told us to know and learn about ourselves. Self-knowledge, we are told, can make the sick well. But knowing one's self is not only mental medicine. It can also move us to action and help make our problems more clear. One moment of understanding, one slight improvement in our self-

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knowledge, can often make the difference between success and failure in our activities.

The tests which you find in this chapter may reveal to you some of your leadership possibilities. The tests also serve two other purposes: they provide a starting place for a process that is mainly personal. You yourself can direct your leadership future. What you feel and think and do will decide what you will accomplish.

The tests also represent what the word leadership means. The questions in the test below present the kinds of problems you will actually face as a leader of people.

Give Yourself a SCORE

The tests offer you an opportunity to give yourself a score. You have a chance to test yourself and obtain a practical measure of how successful your present methods and ideas of leadership really are.

Answer all the questions as thoughtfully as possible. Some questions may be easy for you. A few may be more difficult. But whether your replies are given quickly or are the result of careful thought, try to have each answer represent your best judgment. The test is divided into several parts. Each part measures a different part of leadership. You may examine your score after completing each section or after you have finished the entire series. In either case, you will find the answers at the end of the last test section.

A. Are You Reasonably Objective?

1. A member of your group tells you that your chief ASSISTANT is always looking for ways to make

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your people and your SUPERIOR distrust you. Would you—

- (a) DISCHARGE the chief assistant?
- (b) tell the person who informed you to mind his own affairs?
- (c) talk to the assistant to discover why he is saying such things?
- (d) examine the statement to see whether it is true and to what degree it is true?

2. One of your subordinates has done an excellent job. If you praise him to his superiors, he may be PROMOTED to another department. But this would mean a serious work loss to your group. Would you—

- (a) keep him in his present job?
- (b) recommend him for PROMOTION, and proceed as well as you can without him?
- (c) delay action until a later time, and start to train some other person to do his work?

3. You learn that one of your associates has been BEHAVING improperly. However, this has not seemed to have a bad effect on his work. Which of the following would most closely describe how you would feel?

- (a) "If I were his supervisor, I would discharge him immediately."
- (b) "I ought to have a friendly talk with him and tell him that what he is doing may, in time, affect his job."
- (c) "I will show clearly by the way I treat him that I do not like his conduct."

B. Do You Have an Understanding of People?

1. Think of one of your superiors, past or present. Which statement best describes your opinion of him?

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- (a) "I could never understand what made him act as he did."
- (b) "I could usually explain the reasons for his actions."
- (c) "His behavior was so strange that you never knew what he might do."

2. One of your subordinates is unpopular with the other workers. You have tried, however, to be friendly with him, even when it was not convenient for you to do so. Then, instead of helping you, he tells your superior an unpleasant story about you. What would you think?

- (a) "That is the way it is. You do something kind for a person, and then he hurts you."
- (b) "Poor man! He is so troubled emotionally that he can't form a friendly relationship with anyone."
- (c) "I will try to find a way to make him fail."

3. A new member of the group seems to understand his work, and he seems to like it. One day, he comes to you, and he asks to be moved to another department, any other department. Would your first thought be to—

- (a) suspect that he wants a job that pays more money?
- (b) try to discover what has frightened him?
- (c) think that he really does not like his job?

C. Can You Change Your Methods Easily?

1. You are a manager in an airplane factory. Many of the workers in one of the sections have complained that the room they work in is too small and several people have asked to change jobs for that reason. Would you—

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- (a) hire only smaller men?
- (b) discuss the possibility of changing production methods to avoid performing that part of the work in that room?
- (c) accept the frequent change of workers as a necessary business expense that cannot be avoided?

2. You are the father of three sons. One is 14 years old, the second 12, and the third 10. It is a regular part of your summer trip to go for a long walk in the woods. You have always led the others on such occasions but this year your oldest son asks permission to go first. Do you feel—

- (a) that you are getting old?
- (b) happy because the boy is becoming an adult?
- (c) that it is safer to continue the way you always have?

3. Your company has a policy of punishing its workers if they disobey the rules. For example, if a person smokes in a non-smoking area, he may lose his job for a month. A new worker and an old one disobey the rule for the first time. Would you want to—

- (a) punish them both equally?
- (b) be gentler with the old worker because of his many years of service to the company?
- (c) consider the old worker's disobedience more serious because he is older?

D. *Can You COMMUNICATE Your Ideas to Others?*

1. You want to praise a member of your group for an excellent performance. Which of the following methods would you select to encourage him the most?

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- (a) place a note of praise on the wall where announcements are usually placed?
- ✓ (b) praise him at a meeting of the entire group?
- (c) praise him in a personal conversation?

2. You are a manager who is trying to increase sales for your company and you want to get the support of your sales group. Which of the following methods would probably get the best results?

- (a) you describe the details of your plan, and say that you expect every man to support it fully.
- ✓ (b) you let them help make the plans?
- (c) you tell them that the top ten per cent will get salary increases and the bottom five per cent will lose their jobs?

3. One of your people has been in prison for six months, and now plans to return to work. There is an argument about him among members of your group; some are for him, some against. To make his return to the group as easy as possible, would you—

- (a) make it clear that you will discharge anyone who creates an unpleasant situation?
- (b) have a meeting of the group, and ask for suggestions on how to make him feel welcome?
- ✓ (c) try to be the first to welcome him?

E. Can You Use Personal Power Wisely?

1. You have a new assistant. He is able, but you are sure he thinks you are not. One day, you find that he has been requesting advice from your superior, rather than from you. Would you—

- (a) discuss the problem with your superior?