

# ***LEADERSHIP & SUCCESS***

## ***In Relationships & Communication***

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*Personal or internal actions*

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*Tulsa*

*Leadership & Success*  
*In Relationships & Communication*  
*Personal or internal actions*

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## TO

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*Pettie Beason Durham*, my Mom, who taught me by getting things done while others were thinking about it.

In Memoriam:

*William O. Durham*, D. Min., my Dad, who taught me about leadership through example, before I knew its importance. During his youth, because of the Great Depression, he only went through the eighth grade. At age 79, he completed his Doctorate.



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## PREFACE

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Everything we know is developed from something we have read, heard, or seen. Therefore, these other thoughts necessarily influence what we write. To the best of our knowledge, we have given specific credit where appropriate.

Rather than footnotes or references, we have listed the works that have provided significant information in one way or another, since this is often in concepts rather than quotes.

Statements that are attributed to us are things we have used commonly and do not recall seeing from someone else. Others obviously have similar thoughts. If we have made an oversight in any credits, we apologize and we would appreciate your comments.

← ↑ ⇒

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## LEADERSHIP & SUCCESS SERIES

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Thought  
*People are where they are  
because of the choices they make*  
MOD

### Where we are going \_\_\_\_\_

How vast is the topic of *Leadership and Success*? How can you benefit from skills in leadership? Can there be success without leadership in some area? Are the principles the same for an individual, a group, or a society? Are the practices the same for an individual, a group, or a society? Is this a topic that can be taught or is it something that is innate? How do you define leadership? What is success?

These are just some of the questions answered in the series on *Leadership and Success*. The topic is too broad for a single book. A series of three volumes provide the foundations for continued personal development and growth.

Each book in the *Leadership & Success* series addresses a different group of topics, each related to your success as a leader. The structure of this series is based on the three areas of leadership involvement: internal development, horizontal interactions, and vertical relationships. The progression of the three books is arranged in the order in which you, as a leader, can have the most impact: people, organization, and society.

The first book, on relationships and communication, deals with individual relationships and how others perceive you. These chapters are primarily involved with areas that you can impact

directly. Relationships and communication is most interesting and intriguing. Think about it. Everything we do is defined by how we interact with others, while the topic of communication includes everything from individuals to presentations and visual cues.

The second book, on organizations, culture, and ethics, deals with the makeup of a venture or association. These chapters are primarily oriented toward optimizing the performance within a group that may be global. Think about it. Our culture is defined by how we interact with others, while the topic of organizations includes everything from businesses to social groups and even families.

The final book, on economics, law, and technology, concentrates on the influences of society and groups outside your sphere. Society includes everything that is outside of an organization. Economics impacts the amount of money in your bank account. This book has practical, day-to-day keys that you can use to make your venture successful.

How is the best way to use the series? Because each is a stand alone work, they can be used individually or as a group. The method depends on the forum and the needs.

The books are structured for seminars as well as personal study. The chapters are configured for a one to one-and-a-half hour discussion. By completing all the activities, most chapters can require three to four hours. Although the combination of books makes an excellent text for a technical and engineering management course or executive development programs, they are beneficial to anyone desiring to improve.

These topics will be approached from the context of communication and relationships, and will follow closely the principles developed in the first book in the series. The remainder of the books will discuss components of leadership and management, and will include people relationships, organizations, and the tools necessary for success. The topics, then, will include both the application and implementation elements of a successful leader or a manager.



# 1

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## WHO DO YOU THINK YOU ARE?

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Thought  
*Leadership and success  
is about relationships.*  
MOD

**First** \_\_\_\_\_

Leadership and success is about relationships.

You can have the confidence that you are at the top of your game.

The beginning of leadership and success is to understand the foundations of human response. People react on three levels: logically or mentally, emotionally, and physically.

In one perspective, these three reactions are inseparable. All three influence each response that a person makes. Nevertheless, for discussion and analytical purposes, it is convenient to focus on one reaction at a time, and examine responses in different circumstances.

There is a model of human response which can supply a framework for addressing each person and situation. The objective of this model is to provide a quick reference that covers the three types of human interaction. Personal or internal reactions deal with how we take care of ourselves. Interpersonal or horizontal relations deal with

our interchange with peers. Leadership or external responses influence how we relate to authority. Our responses in one arena will have influence in the other two.

You can be all you want to be. It simply takes an appetite to develop an attitude that controls the action.

The keys to success are the same in leadership and business, as they are in personal relationships. The purpose of this discussion is to identify these keys, and provide you an understanding of how to use them to unlock your potential. The topics covered range from personal development and interpersonal skills to effective communication.

## **Personal, interpersonal, leadership \_\_**

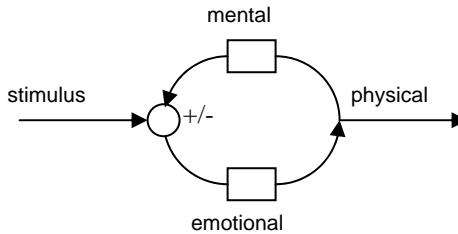
Personal relationship defines how you see yourself as a complete person. It is essential to understand how you are wired, and how this influences your outward expression with attire and look. Equally important is your ability to handle stress through meditation, exercise, and nutrition.

Interpersonal skills describe the interactions that occur between two people, or very small groups. Included in this discussion are diverse topics such as personality types, verbal communications, and non-verbal language. The discussion of these responses and interactions is in the context of a common control system model, used to define interactions of physical systems in a technical and medical world.

Leadership is the process of influencing one or more people toward a goal. Leadership necessarily is included in the discussion of each topic in this series. Topics that specifically address influencing groups include business structure, continuous improvement, and negotiations.

## Success machine model \_\_\_\_\_

A control system model, or diagram, can graphically illustrate the interaction and responses to certain situation. This response can be referred to as your success machine. Proper tuning and fuel for your machine breeds success, while negative reactions and a lack of nourishment cause atrophy and demise. A simplified control system model is shown below.



An outside influence, or *stimulus*, stimulates an emotional reaction. The *emotional* response promotes a physical reaction. The *mental* faculties analyze the result and cause a feedback, or modification of the perception or emotional response.

The three responses, or elements of the control system, can be referred to in a variety of ways..

Emotional	Physical	Mental
Dream	Obstacles	Success
Appetite	Action	Attitude
Passion	Performance	Prayer
Feelings	Results	Spirit
Heart	Hands	Head

The mental feedback is the way you *choose* to act. In any control system, positive feedback causes an expansion that, unchecked, ultimately approaches an explosion. Similarly, negative feedback causes decline until a steady state of zero, or nothing, is reached.

The same is true of your choices. Positive feedback causes growth. Negative feedback causes destruction.



People are where they are because of the choices they make.  
- MOD

You must feed each of the areas of the control, or response, system. Without nourishment, that area of your success machine will cease. Some of the ways you can feed your machine are illustrated for each of the control areas.

A Dream is the process feeding the emotions by look, touch, or pictures of where you want to be. It is a reminder of why you are doing what you are doing. 7

The physical part of the system is the technical aspect of your business or venture. Overcome obstacles by physical action or work. At least once a year, attend and participate in a technical conference related to your field. This not only allows you an opportunity to keep up on the state of the art, but also can provide valuable interaction and networking opportunities.

The mental portion of your success machine is driven by your attitude. Attitude is developed by what you read, what you hear, and with whom you associate. Attending a couple of motivational or sales conferences a year enhances attitude, as does reading and studying books and biographies written by proven leaders. The time and effort will pay tremendous dividends.

Attitude is what keeps you going when the competition quits.

In all areas of your success machine, it is imperative to have a mentor that can give you insight into areas that you do not have experience, or in which you need improvement. A personal mentor is fantastic. If that is not available, you must create a surrogate.

Your mentor for each area of your success machine need not be the same person. In the technical areas of your business, this could be a more experienced, highly skilled professional in the same field. This is often the easiest person to find.

Your mentor for your emotional or mental areas should be similarly skilled and experienced in those areas. Choose people that have success that you can draw from. To learn about attitude, choose someone that has a good attitude. To gain skills when dealing with your emotions, find someone that believes in you and your success, and can help you see where you are going.

## **Plan**

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Your dream or vision does not change. It is your destination. It may be refined as you gain experience, but the basic objective stays the same.

The plan is the path that you take to get to your objection. It will change. There is more than one way to accomplish any goal. The plan is the process of going over, under, around, or through a challenge.

Consider an example. When I start to go to my ranch, that destination is my vision. I can travel along many roads. Some are shorter, but have more stops. Others are circuitous, but go around some of the challenges. I do not care what plan or path I use. I simply want to get there with the resources I have available.

The desired route may not be the fastest or the most efficient; it may be the most scenic, the most relaxing, or a route that allows you to accomplish other things along the way. Similarly, the desired path to your goal may not be the one that is the most direct. Other factors such as family, relationships, health, and other commitments must influence the plan.

Technologists tend to choose the most logical, most efficient plan, and stick doggedly to it regardless of changes, challenges, obstacles, or other factors. The key is the ultimate vision. No route, or plan, is sacred.

If one plan does not work, chuck it. Get another one. Just keep your focus on where you want to go.

## Goal setting \_\_\_\_\_

There is a long-established story about goal setting. Although the original report has not been identified, or documented, the results of the study have been perpetuated in numerous forums, and have reached the point of folklore. In our own surveys with students, we have found similar results.

A Yale University study was conducted in 1953. Part of the research asked about goals. Only 3% of the respondents had written, definitive goals. The group was tracked 20 years later. The goal-setting group had more net-worth than the other 97% combined.

It is critical that you write down your goals and define a time that you want them accomplished. Often goals are not written because people do not want to fail. Some people consider it a failure if they do not meet the goals in the time frame identified.

If you do not make a goal on time, it is not a failure. It is merely another obstacle to overcome. Goals are a target or process, they are not a destination.

If you do not make the date, you still have the goal. Simply refine the plan and change the date. The goal, the dream, is still unchanged.

A wag has said if you do not have a target you are sure to hit it.  
- A wag

People do not often plan to fail; however, they often fail to plan.  
- Adage

## Surpass yourself \_\_\_\_\_

For each individual, the most important person is himself. This does not, however, preclude serving others. Dale Carnegie realized this

and gave an excellent guide on serving other people's needs and achieving yours. [Carnegie] It is a win-win combination.

Find out what people want and help them to get it.

As a result you will get what you want.

- Dale Carnegie, *How to Win Friends and Influence People*

In order to achieve personal success, you must have a different mindset than the norm.

“Suppose that you were willing to stretch yourself, willing to try harder, determined to do more, then you can expect greater frustration than the next person, more humiliation than the next person, more setbacks than the next person. But as a result of this kind of courage, you can also expect greater success than the next person, you can experience the exhilaration of reaching heights most people only dream of. In other words, you can surpass yourself.”

- Dr. Eden Ryl

This quote is from my good friend, Dr. Eden Ryl, a behaviorist, trainer, consultant, and author. [Ryl] During the 1970's, she starred in a series of dramatic and exciting behavioral training films. Some of the titles include “You Pack Your Own Chute,” “You Can Surpass Yourself,” “Grab Hold of Today,” “The Pike Syndrome,” and “The Joy of Involvement.”

## **Interaction** \_\_\_\_\_

Interaction with people is the key of any successful venture, whether personal or business. Interaction takes place on three levels - personal, interpersonal, and leadership. Alternately these can be viewed as internal, external or horizontal, and vertical interactions.

This discussion was developed to assist you, in understanding the keys to a better future, through an emphasis on these relationships and interactions. The principals discussed in this book are proven, and are developed from many years of involvement with leadership and management, education and teaching, as well as business

ownership and development. Each topic is addressed at least three times: an overview followed by a detailed discussion, and finally, real-world application and review.

What can application of these principals do for you? They can provide the tools with which you can work to make your venture successful and profitable.

## **Technology terminology \_\_\_\_\_**

In today's era of more and more rapid technological advances, no discussion is complete without examining the impact of technology. Technology influences every area of our lives, including leadership, communication, and interactions. Since technology is so pervasive, it is necessary to engage in some discussion to address terms and how they are applied in this series.

Any person that understands the nuances of their industry can be considered a technical professional in that area. We normally think of technical experts as being engineers and scientists. However, an art curator that comprehends the intricacies and methodology of a painting is a technical authority. A marketing professional who grasps the workings of the industry is a technician. An economist who understands the interrelations of a market environment is equally technical in his profession.

With this in mind, it is necessary to have terms that cross the spectrum of fields. Technician is the current word for a mechanic. In many people's minds, this primarily relates to the manual activities of a discipline. As a result, that term tends to be too limiting. From an academic perspective, technologist is a term of art that applies to a person with a four-year technical degree, yet lacks the advanced math and science of an engineer. Since technologists are not analysts, that term, too, is limiting. A technocrat is a technical expert in a managerial or administrative position. When it relates to government, the term is bureaucrat. Since the topic under study is leadership, that term is also limiting.

Three categories of people will be discussed in the technology arena; however, only two words are required.

A technical specialist or *techno-specialist* is used to describe a person that understands the “technical” nuances of the industry.

A *techno-leader* is used to describe not only the person that is in a leadership positions with respect to the techno-specialists, but also a person at an elevated level in a technical field.

## Leadership issues \_\_\_\_\_

Consider all the issues that are involved in leadership. In order to address the development of leadership traits, those issues must be defined. Despite the vast impact of these topics, the list is quite short. Although no one is perfect and no one can master all these areas, the more you develop each of these areas, the more success you can expect.

Although some of the topics are difficult to grasp and master, they are not simply ethereal ideals. They are the standards that define leadership. Without attention to these principles, any “leader” is destined for failure.

Vision

Ethics & morality

People

Time

Money

Technology

Quality

Safety

Environment & natural resources

Legal

Each of these issues will be discussed from several perspectives. In certain circumstances, some are more critical than others. All, nevertheless, are critical components of your success.

Since leadership development is a process, there is a straightforward method you can undertake to see how you are doing. Ask yourself a series of questions based on these standards. If the answer to any of these questions is no, consider looking at that area in more detail.

1. Is my *vision* of where I am going well defined?
2. Is my dealing with *ethical & moral* issues appropriate?
3. Is my relationship with *people* issues adequate?
4. Is my allocation of *time* issues appropriate?
5. Is my application of *money* issues adequate?
6. Is my understanding of *technology* issues adequate?
7. Is my implementation of *quality* issues adequate?
8. Is my performance of *safety* issues adequate?
9. Is my appreciation of *environment & natural resources* issues adequate?
10. Is my response to *legal* issues sufficient?

These questions apply to relationships, organizations, government, society, or the home.

To paraphrase the US Army, “You can be all you want to be.”  
[Army]

## **Review** \_\_\_\_\_

Leadership and success is about relationships. Relationships can be internal/personal, horizontal/interpersonal, or vertical/leadership. Your responses in one area impact the other two. The principles of leadership issues are consistent across society and organizations.

## **Application** \_\_\_\_\_

1. What are three ways in which people react?
2. What are the three types of human interaction
3. Explain the significance of Dale Carnegie’s statement.
4. What is the key to any successful venture?

5. Give a definition of leadership?

### **Bibliography** \_\_\_\_\_

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## PERSONALITY TEMPERAMENT

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Thought  
*We would not know their names (Wrights)  
if they had been pessimists.*  
President George W. Bush  
Honoring 100 years of flight  
12/18/03

### Wiring \_\_\_\_\_

Have you ever wondered why you react the way that you do? Do you intend to behave one way but actually react differently? Have you wondered, “Why did I do that”?

These are all valid questions. And the answer is – that is the way you are wired. That is not a justification for bad behavior. An understanding of your natural reactions does, however, provide a foundation for how to manage and control those reactions. An understanding of our personal, or internal, relationship is the first key to leadership. It also provides the foundation for successful interpersonal, or horizontal, relations.

When dealing with individuals, particularly within an organization or group, most people do not consider the fundamental personality differences between individuals. Nevertheless, in order for a leader to be successful, it is crucial for you to understand the DNA

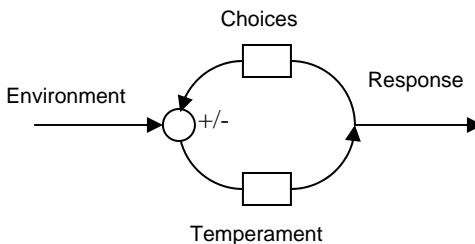
encoded tendencies not only of your team players, but also, your colleagues and associates.

A person's temperament is hard-wired into their system. Our genetic tendencies are a combination of six people, our two parents and four grandparents, and to a lesser extent all of our ancestors. Because of the interaction of recessive and dominant genes, you may be more like your grandparents than your parents. Our temperament is determined as surely as the color of our eyes, hair, and the features of our face.

A second major influence on our personality is our environment, or what we are exposed to. In our most formative years, our parents determine our environment. It is often difficult, therefore, to determine which responses are hereditary and which are more influenced by our environment.

What makes you who you are is a combination of your genetic tendencies, your environment, and, ultimately, the choices that you make. There comes a time when you are responsible to make choices on what you do. Regardless of heredity or past experiences, you alone are responsible for your actions and responses.

In keeping with the success machine model defined in the previous chapter, we can relate these three influences. Your *temperament* is your base emotional system. Your *environment* is the physical world of outside stimulus. Your *choices* define the feedback into your success machine, and are derived from your mental decisions.



## Development environments \_\_\_\_\_

When determining how people will react to different stimuli, it is convenient to identify them by common characteristics. If we define a circle that would encompass all individuals and potential responses, then we can relate people based on their location in that circle.

There are an infinite number of unique points within the circle of people. No two points, or people, are identical. Nevertheless, points that are adjacent have similar characteristics. If it were possible to divide the circle into quadrants, it could be assumed that points in the same quadrant would have similar properties, to a greater or less extent.

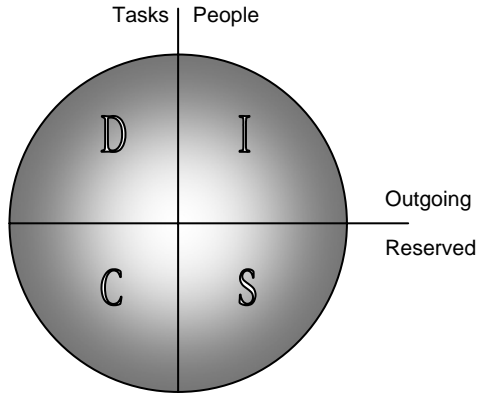
The quadrants can be identified by a person's answers to two questions.

Are you more task oriented or more people oriented?  
Are you more outgoing or more reserved?

Based on a person's answers, they most closely correspond to a single quadrant in the circle of people. Once you understand the common characteristics of people in those quadrants, you can know a great deal about how they will respond to stimulus.

The figure below is a graphical representation of this circle and quadrants. Those individuals that tend to being task-oriented fall on the left half of the circle, while those with a more people-oriented perspective fall on the right half. Similarly, those with outgoing personalities are in the upper half of the circle, while those that tend to be more reserved are represented in the lower half of the circle.

The quadrants are designated as "D", "I", "S", and "C". These designations will be discussed in more detail later



The question arises, “Where do you draw the line between the quadrants?” Notice that within the “S” quadrant, there are points that are closer to “C” and others that are closer to “I”. It is expected that of those who primarily exhibit “S”, or people-reserved, responses, some will be closer to exhibiting “I” behavior, while others will tend closer to “C” behavior. Regardless, all “S” still has the tendency to be controlled, perceptive oriented.

Over the years, some students have responded with a comment that you cannot put them in a box and describe their temperament. As you will see, that comment alone gives a great clue into their temperament.

The purpose of our discussion into temperament is not about putting people in a box or trying to force them to a certain behavior. It is simply an observation of characteristics and how people respond. Once you understand the tendencies of yourself as well as other people, this will give you an advantage in moving towards your goals and dreams.

## Assessment \_\_\_\_\_

Each person is unique, and has individual strengths and weaknesses. A person’s hardwired temperament cause an initial response which may be appropriate or unfortunate. These initial tendencies can be

controlled with training and practice. In an effort to improve both personal and interpersonal relationships, it is important to realize a person's natural tendencies.

The following is a standard scientific profile assessment of personality types, and has been derived from a number of profiling techniques used by other authors. It is adopted from a paper by Roy Reed published in England. [Reed] It has been modified somewhat to reflect American comprehension of the words. The structure has also been changed to correspond more closely to other assessments used in this book.

Each row has a list of four descriptive words. From those four terms, select the word that is *most* like you and mark the box before the word with an “M”. Similarly, select the term that is *least* like you and mark it with an “L”. Do not mark the other two words on the row. Continue the process for all 24 groups. It is not necessary that any of the four words accurately describe you 100% . The point of the analysis is to determine the relative descriptiveness of the terms, only as they relate to the other terms on that row.

original	persuasive	gentle	humble
unyielding	attractive	pleasant	duty minded
bold	charming	loyal	easily led
will power	cheerful	helpful	open-minded
courageous	jovial	even-tempered	precise
competitive	social-striving	considerate	harmonious
unconquerable	playful	obedient	fussy
brave	inspiring	submissive	timid
self-reliant	sociable	patient	soft-spoken
adventurous	cordial	moderate	receptive
decisive	talkative	controlled	conventional
daring	enthusiastic	satisfied	diplomatic
aggressive	entertaining	soft touch	fearful
determined	assuring	good-natured	cautious
eager	high spirited	willing	agreeable
assertive	confident	sympathetic	tolerant
persistent	animated	generous	well disciplined
force of character	admirable	kind	resigned
pioneering	optimistic	accommodating	respectful
argumentative	light hearted	nonchalant	adaptable
positive	trusting	contented	peaceful
vigorous	good mixer	lenient	refined
outspoken	companionable	restrained	accurate
restless	popular	neighborly	organized

# of M = _____	# of M = _____	# of M = _____	# of M = _____
# of L = _____	# of L = _____	# of L = _____	# of L = _____

Under each column, total the number of “M” and “L” checks.

## Blend

---

Seldom does any person exhibit only one type of reaction. Most people are a blend of all four groups. The comparative ranking of the categories reveals tremendous insight into a person's temperament. The number of *most* versus *least* identifications is a measurement of the intensity that you exhibit toward the temperament of the group. The four columns are related to the D-I-S-C quadrants respectively.

How is the information interpreted? The designation of both the most and the least descriptive terms is significant. If we think of the success machine model, your actions have both a natural response and a response that is determined by the environment. Finally, your choices ultimately determine your actions

The quantity of "most" terms selected in each column describes your environment style. This style is a measure of how a person handles environmental influences. It changes with time, circumstances and exposure to different environments. The column with the largest number of "mosts" defines which quadrant, D, I, S or C, in which your environmental style falls.

Your natural, or genetic, style is described by the selections of "least" descriptive terms. If a category has no selections as least, then that group is influencing you to some extent in every circumstance. This style usually will not change significantly over time. The column with the smallest number of "least" shows in which quadrant your natural style falls

As an illustration consider the following information.

D	I	S	C	
# of M = 12	# of M = 7	# of M = 3	# of M = 2	Environmental = D I
# of L = 2	# of L = 0	# of L = 13	# of L = 9	Natural = I D C

In this example, the person's environmental style is "D", with a fairly strong influence of "I". The natural style is "I", with a very strong influence of "D", and a lesser influence from "C" type

behavior. A person's perceived style is generally associated with the natural blend. The value of 5 is typically the dividing line to be considered a high-related category.

## **Results** \_\_\_\_\_

Typically, one category will have a much higher number of "most" marks. When analyzing your blend, the category with the most "M" (or least "L") checkmarks is your dominant tendency. This is the automatic trait. It is the core or primary tendency. It is the way you will initially react to stimuli.

The category that has the second highest relation is the set of responses that a person will typically exhibit under pressure or stress. If the traditional response is not effective, a person naturally will try an alternative.

These two categories define your primary blend. Further blends are observed by combining all the characteristics in order.

The category with the lowest number of "M" values (or greatest number of "L" values) is also significant. This category exhibits those traits that tend to be the greatest challenge in your relationships. It encompasses the characteristics that require the greatest amount study and effort.

## **Interpretation** \_\_\_\_\_

More advanced and comprehensive versions of the above profile assessment are available. These typically use the same 24 categories and four choices. However, rather than one word in each column, each choice typically contains three words that can provide a finer clarification of meaning.

In addition, much more aggressive and detailed analyses are available. This combination of profile and results comprises complete books in themselves.



As a matter of interest, the population typically has the following distribution.

D	10%
I	25-30%
S	30-35%
C	20-25%

These percentages have been observed through years of analysis of various participants in personality and temperament studies. Particular groups may be distributed slightly differently, but on a composite basis, these values tend to hold true. The values are also very similar to the relationships that Dr. Rohm has reported in his extensive works. [Rohm]

When you understand personality traits, you can know a person better than they know themselves. An interesting exercise is to have your spouse fill out the evaluation of you. Is the perspective the same as yours? Should it be? Does that make it easier to understand why there are conflicts in some areas?

There are numerous other assessment tools available. Several are used in the next chapters. When using these, how do the results compare to the earlier list? They should be similar; however, individual understanding of words and terminology may create some variation. Despite this, the dominant and second level traits should be easily recognized.

Further insight into interactions is obtained in the descriptive sections below.

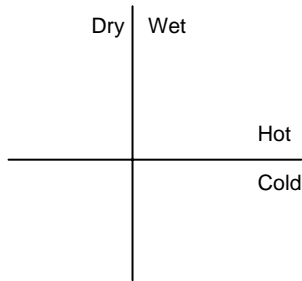
### **Tradition, tradition** \_\_\_\_\_

The four quadrants discussed above have been called by many terms throughout recorded history. The earliest record of these traits in common usage by Western culture is based on ancient Middle Eastern philosophy written about 3000 years ago by a king and wise man, Solomon.

Approximately 2500 years ago, the ancient Greeks were the dominant philosophical culture and advanced their ideas. The Greek philosopher, Plato, lived from 427 - 377 BC. He described people's traits based on their relationship to culture and society. He categorized people into the classifications of idealist, artisan, rationalist, and guardian.

A contemporary of Plato, Hippocrates, the Greek father of medicine, lived from 460 - 377 BC. He began to apply science to understanding the four characteristics. He developed the theory that the body was controlled by four body fluids or humors. Hippocrates called these yellow bile, red blood, colorless phlegm, and black bile.

The body processes were determined by wet or dry and hot or cold.



This is not unlike the Oriental theories that developed around the same time. These theories correlated everything to what was described as the four earth elements. These are fire, air, water, and earth.

Hippocrates' theories were refined and advanced by the Greek physician Galen, who lived from 130 – 200 AD. Galen was court advisor to the Roman emperor Marcus Aurelius. He extended the theory of humors to psychology. With it, he gave an extended description of each characteristic. His books became the basis of Middle Eastern medicine.

The relationship of his descriptions is shown in the table.

Choleric	Sanguine	Melancholic	Phlegmatic
----------	----------	-------------	------------

Fiery, ideas	Cheerful, passionate	Ill-tempered	Apathetic, sluggish
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## Fast forward \_\_\_\_\_

Galan's physiology and psychology terms were used for a number of years. They are still the predominant foundation for psychology in Europe. Although American psychology was strongly influenced by Freud, the four-quadrant concept still has a very large basis.

The mother and daughter team Katherine Briggs and Isabel Briggs-Myers developed the first known tools for measuring personality traits. Isabel Myers developed her book *The Myers-Briggs Type Indicator* in 1958 and published it in 1962 [Myers]. In the book, she addressed 16 personality types. These were subsequently combined into four quadrant types. She called them Sensing Perceiver (SP), Sensing Judger (SJ), Intuitive Thinker (NT), and Intuitive Feeler (NF).

The sensing people (S) are sensitive to the environment. The perceiver (P) is sensitive to people and is an entertainer. The judger (J) is sensitive to data and evaluates all options.

The intuitive (I) people have insight into how the world works. The feeler (F) is emotional and idealistic. The thinker (T) is people oriented and rational.

Although the Meyers-Brigg method provided a technique, it has some problems. First, it is only a rough indicator. It has a unique identifying rate of only 54%. The remaining population is assigned to the nearest category. This comes from their choice of indicator comparisons. Notice it is not symmetric in the descriptors, but assigns four areas individually. Additionally, the Meyers-Briggs method gives information, but does not provide direction for making changes.

Dr. David Keirsey and Marilyn Bates wrote a book, *Please Understand Me*, which was first published in 1978. [Kiersey, 1] In

1998, Kiersey revised it with *Please Understand Me II*. [Kiersey, 2] Kiersey had his own terms named for patron Greek gods: Apollonian, Dionysian, Promethean, Epimethian. He also related the concepts to terms used by Plato. He developed several tests to evaluate the styles. Keirsey has the most conflict in correlating to other styles. Nevertheless, because of the public availability of some of these tests, his technique is quite popular.

Don Lowry in *Keys to Personal Success* proposed a visual system based on colors rather than descriptive terms. [Lowry] Blue is feeling, orange is vibrant, green is persistent, and gold is duty. He is a follower of Keirsey. The objective of his color pattern was to address the temperaments without using technical terminology.

Since these initial works, there have been advances in application and methodology. The previous styles are fundamentally based on the philosophies of Carl Jung. All these theories have conflicts, which lead to inconsistencies between the authors. These techniques are primarily based on Plato's terminology and have a philosophical approach.

#### **D. A. Choleric** \_\_\_\_\_

The following techniques have a very simple pattern that makes them friendlier and easier to use. Although there are still challenges with these systems, they seem to have a balanced arrangement. They are primarily based on Hippocrates' terminology and employ a scientific approach.

Dr. Tim LaHaye popularized these concepts in 1966 with a series of books beginning with *Spirit Controlled Temperament*. [LaHaye] This was a popular concept intended for individual application. Because of its style and utility, it is still in print in a revised version. LaHaye's principles are based on the terminology of Galan.

Florence Littauer in *Personality Plus* provided additional examples and methodologies. [Littauer] Her list of traits was interesting in

that she used the same letters to start each word when comparing the temperaments.

In some circles, the older names have given way to more descriptive values. The DISC Language is based on the work of Dr. William Moulton Marston in his book *The Emotions of Normal People*. [Marston] Dr. Marston was born in 1893, was educated as a lawyer and psychologist, developed the systolic blood pressure test, and invented the lie detector. He was also a comic strip writer and the inventor of *Wonder Woman*. In his very popular psychology books and articles, he proposed a new set of terms based on characteristics. Using alliteration, he described each temperament with multiple terms that began with the same letter. To describe the four categories of tendencies, he used the terms Dominance, Influence, Steadiness and Compliance, hence DISC.

All people exhibit all four behavioral factors in varying degrees of intensity.

- W.M. Marston

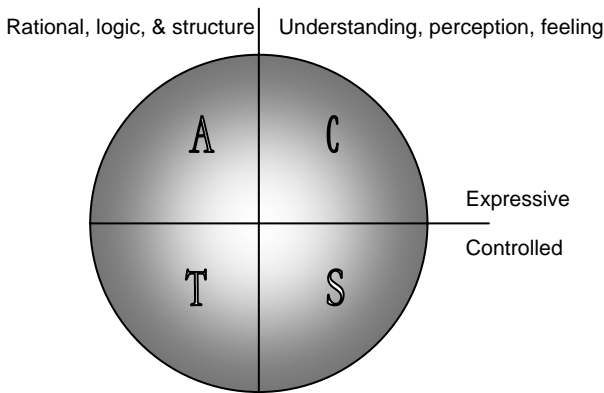
Since the 1980's Dr. Robert Rohm has been an author and lecturer on the topic of DISC personality styles. [Rohm] He has popularized concepts that often were left to psychologists. Dr. Rohm's contribution was to develop the idea of separating people into quadrants based on the adjectives what, who, why, and how. While the concept is simple, much more detailed analysis and application is developed in his books. Like LaHaye, he is particularly focused on how to take advantage of, and compensate for, your style.

Dr. Peter Drucker is the author of numerous books on management. [Drucker] He identifies the four styles in terms of their usefulness in a business environment. These are the action man, front man, people man, and thought man. These are very close to the DISC types.

This book series describes a feedback control model common to the sciences. [Durham] In this model, choices or reactions to stimuli are controlled primarily by emotional feelings – understanding and perception, or by rational decisions – logic and structure.

The feedback can be positive, or expressive, causing expansive growth up to explosion. Conversely, it can be negative causing unchanging stability.

The resulting temperament descriptions are described in relation to their functional ability within a group or organization. The functions are expressive logic or authoritative (dominance), expressive feeling or communicative (influence), controlled feeling or supportive (steadiness), and controlled logic or task oriented (compliance). They correspond directly with the DISC model.



Arnie Warren has written a clever, relatable work, *The Great Connection*, to illustrate the topic of temperaments and their interactions. [Warren] Although the concept material is technically correct, the application is demonstrated through a novel about four people. It is an excellent introduction to the topic.

## Validity\_\_\_\_\_

The Myers-Briggs analysis, as discussed earlier, has a unique identification rate of only 54%. The remaining 45% are placed in the nearest category.

In contrast, the DISC analysis has a validity rate of between 88% and 91%; this is as high as any assessment of this type in the world.

The validity was asserted by Dr. Sylvan Kaplan from a study in 1983 [Kaplan]. This accuracy was validated from a study conducted by Dr. Russell J. Watson of Wheaton College in 1989 [Watson].

The assessment is very simple to complete, as demonstrated in the previous sections. The respondent has twenty-four categories with four questions each. He chooses which terms with which he "most" and "least" identifies from 4 different boxes. This provides about 19,680 different graphs from the 24 "most" words and another 19,680 different graphs from the "least" responses. Depending on the analyst, this is typically condensed into 384 different reports. This correlation provides the very high validity measures seen.

Obviously the quick analysis from the two questions that began this chapter simply gives tendencies and is not intended to be the thorough scientific method. Nevertheless, it is a quick use tool that is very convenient for a first pass.

## **Correlation** \_\_\_\_\_

Durham's model correlates closely to Rohm and Kaplan, and resolves the conflict with Keirsey. The assessment for this model is discussed in a later section. The terms used in the assessment are selected based on the functions of an organization.

The major difference between all methods is the perspective of the authors. While Rohm's background is administration and counseling, Durham's is the sciences and management. Therefore, as expected, Rohm approaches the analysis from the right side of the diagram and Durham approaches with a science perspective from the left side of the chart.

How do all the concepts relate? There are substantial variations between the divisions used to identify the temperaments. As a result, there are considerable inconsistencies in terminology.

There is a close correlation between the LaHaye and Marston analysis. There is close correlation between Myers and Keirsey.

There is not a direct correlation between Myers and Marston. The closest correlations are shown in the table below.

<b>Plato</b>	Scientist	Artisan (actor)	Philosopher	Guardian
<b>Hippocrates</b>	Yellow bile	Red blood	Milky phlegm	Black bile
<b>Galan</b>	Choleric	Sanguine	Phlegmatic	Melancholic
<b>Oriental</b>	Fire	Air	Water	Earth
<b>Myers code</b>	NT	SP	NF	SJ
<b>Myers</b>	Introspective thinker	Sensing perceiver	Introspective feeler	Sensing judger
<b>Keirsey, 1978</b>	Promethean	Dionysian	Apollonian	Epimethian
<b>Keirsey, 1987</b>	Rationalist	Artisan	Idealist	Guardian
<b>Lowry</b>	Green	Orange	Blue	Gold
<b>Marston</b>	D dominant	I influencer	S stabilizer	C cautious
<b>LaHaye</b>	Powerful	Popular	Peaceful	Perfect
<b>Drucker</b>	Action man	Front man	People man	Thought man
<b>Rohm</b>	What !	Who ★	How ±	Why ?
<b>Durham</b>	Authoritative +logic	Communicative +feel	Supportive ~feel	Task oriented ~logic

To illustrate the divergence in approaches, compare how the advocates of each system categorize famous, well-known persons, such as presidents of the United States. The results are very different. For example, Ronald Reagan is called an artisan by Kiersey, because he was an entertainer. In contrast he is called a phlegmatic, by LaHaye because of his stable, supportive nature. It depends on the characteristic that is being identified. Reagan would be classified as communicative by Durham, because of his functional ability. Despite the differences, all systems classify the amiable president as a people person.

It is fascinating that the two basic schools of thought in temperament analysis use terminology and approaches developed by contemporaries in ancient Greece, more than 2500 years ago..



## Review \_\_\_\_\_

Personality temperament is about the way you are wired. The longest used technique has been the four-quadrant method. It has been around since the ancient Greeks. When performing an assessment it is found that no one has the characteristics of only one quadrant. We are a blend of all four. Nevertheless, the dominant trait gives excellent insight into how people will react to circumstances.

## Application \_\_\_\_\_

Which quadrant of the DISC chart do you think is most appropriate for you?

Complete the assessment.

What is your environmental style, the column with the greatest number of mosts?

What is your natural style, the column with the fewest number of leasts?

How does the assessment compare with the quadrant?

The 'D' temperament is characterized by what 'A' function and which Greek name?

The 'I' temperament is characterized by what 'C' function and which Greek name?

The 'S' temperament is characterized by what 'S' function and which Greek name?

The 'C' temperament is characterized by what 'T' function and which Greek name?

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**PERSONALITY STYLE**

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Thought

*Are you more task or people oriented?*

*Are you more outgoing or reserved?*

DISC

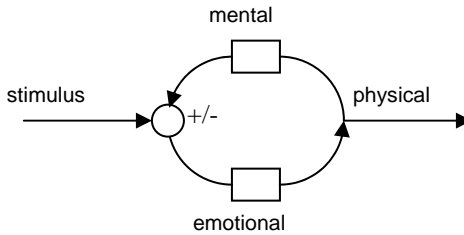
**Transition** \_\_\_\_\_

What are the characteristics of each style? Are there strengths or weaknesses? How do you scientifically develop a style model? Are there some things that are common across all types/

The previous chapter gave a basic assessment of temperament. as well as a good background into different author's philosophy back to the beginning of recorded history. This chapter takes that information and describes the characteristics of each type and how they relate to leadership.

**Control model** \_\_\_\_\_

The standard control model, or success machine, was discussed in earlier chapters. This model is common throughout the sciences, whether physical, biological, or economic. Only the terms differ.



The three areas that affect response are physical, emotional, and mental. Since the system is a loop, each area will impact the other two. The amount and type of impact is determined by the feedback.

Positive feedback causes the response to grow. Without some other influence, it will grow until it explodes. In this case, the controlling outside influence is a mental choice. Negative feedback causes a diminishing response and control. The physical response settles until it is stable and unchanging.

If the relationship between the three areas of the success machine were plotted, they would create a representation of a three-dimensional figure. That is an accurate representation, which corresponds to the world in which we live. Historical theories of temperament are only two-dimensional and correlate only to the mental and emotional processes. In these models, the physical response is not described.

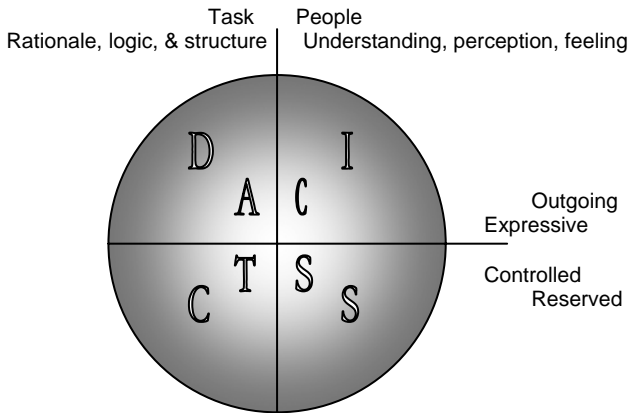
As was described earlier, a circle can be visualized that would encompass all people. There are an infinite number of points within the circle. Each of these points represents the special characteristics of each individual. For ease of analysis, the circle can be divided into quadrants, which represent a group of tendencies and typical reactions.

For a two-dimensional survey, only two questions are required to define the quadrant with which you most closely identify.

Are you more oriented to make decisions based on rationale, logic and structure or on understanding, perception and feeling?

Are you more expressive or more controlled?

- MOD



The D-I-S-C symbols correlate with the personality temperament. The corresponding A-C-T-S symbols describe how a person acts within a group. The symbols A-C-T-S with D-I-S-C represent the *Authoritative Determined, Communicative Involved, Supportive, and Task oriented Constrained*.

In this model, choices or reactions to stimuli are controlled primarily by understanding, feelings, and perception or by rationale, logic, and structure. Feedback can be positive, or expressive, causing expansive growth up to explosion. Conversely, feedback can be negative causing unchanging stability.

Thus, the temperament types are expressive logic (+logic, "A"), expressive feeling (+feel, "C"), controlled feeling (~control feel, "S"), and controlled logic (~logic, "T").

The terms expressive and controlled have a well understood meaning. On the other hand, a variety of concepts are associated with the two terms emotional and mental as shown in the table.

Emotional	Mental
appetite	attitude
feelings	logic
perception	rational
artistic	math

By combining normal interactions and relationships with the fundamental descriptions of the control model, characteristics of each temperament can be scientifically and even mathematically derived. At that point, the classification is no longer subjective.

The application of this type of analysis provides insight into how a person will relate to various circumstances as shown in the following table.

<b>How do you relate to</b>	<b>Authoritative</b>	<b>Communicative</b>	<b>Supportive</b>	<b>Task</b>
<b>Decisions</b>	+ logic	+ feel	~ feel	~ logic
<b>Dominant drive</b>	Attitude	Feel	Feel	Physical
<b>Feedback</b>	Positive	Positive	Control	Control
<b>Decision</b>	Logic	Perceptive	Perceptive	Logic
<b>Relations</b>	Vertical	Horizontal	Internal	Self
<b>Concepts</b>	Ideas	People	People	Facts
<b>Attitude</b>	Idealist	Optimist	Realist	Pessimist
<b>Time</b>	Future	Now	Present	History
<b>Projects</b>	Overview	Overview	Details	Details
<b>Methods</b>	Process	People	People	Process
<b>Light</b>	Bright	Light	Clear	Dark
<b>Business</b>	Action	Front	Morale	Analysis
<b>Innovation</b>	New	Contemporary	Unchanging	Traditional
<b>Learning</b>	Classroom	Apprentice	Apprentice	Classroom
<b>Culture</b>	Proper	Flamboyant	Fine, quality	Practical
<b>Control</b>	Explosive	Now	Stable	Initial
<b>Dress</b>	Correct	Contemporary	Classy	Classic
<b>Arts</b>	Accurate	Wild	Details	Moody
<b>Construction</b>	Boss	Sales	Craftsman	Finish
<b>Math symbol</b>	+	1	=	-
<b>Exclusive</b>	Exceeding	Exceptional	Excellent	Exhaustive

## Characteristics of types \_\_\_\_\_

Each temperament has characteristic tendencies that drive them to do certain jobs better than others. This does not necessarily mean the selection of a profession, but rather the dominant skill set that exists within the profession.

No hair color is better. Colors are just different. However, some colors respond better to sunlight and some indicate maturity. Similarly, no style is better than another. They are just different.

Each type will be discussed with their strengths and observations of how those with this dominant type typically react. Once you have identified your strengths, we will look at areas that you can improve. Just as you cannot change your DNA, you cannot change your analysis of who you are. Just because you do not like some of the weaknesses associated with your dominant personality type does not make the analysis any less accurate. Nevertheless, the weaknesses can be controlled by your choices.

## D A Choleric, expressive logic \_\_\_\_\_

Commander Choleric is represented by Will Riker of *StarTrek the Next Generation*. [Roddenberry] He has an authoritative, expressive-logic, dominant tendency toward every situation.

He is the idea-oriented, hyperactive, quick, strong-willed, optimistic, positive, practical, independent person. He is the strong, confident personality who can make quick decisions and execute them. If there is such a thing as a born leader, this is the temperament. His motto may be, "Lead, follow, or get out of the way.", or just "Get out of the way". In the parlance of the old west "Make dust or eat dust."

His mind is clever and well organized, but details tend to be a bore to him. Once he says he will do something, he will. Because he is committed, he seldom changes his mind, regardless of the adversity. This often makes him a crusader who is interested in utilitarian or

pragmatic goals. These goals can also be moral or with the intent to right some wrong.

The arts are seldom of interest to the driver. If he does attempt to develop as a musician or artist, he will be very precise and flamboyant. However, his skill will tend toward the technically precise, without the emotion of many artists.

He is not a lawn magnet. He frequently detests yard work. When he does lawn work, the manicure will be dramatic - everything cut short.

He is out-going and may have a quick smile. His humor can be sharp, and is often dry.

He is a true believer in whatever cause to which he has committed. Nevertheless, when convinced of the propriety of a change, he will quickly adapt his allegiance.

He is optimistic and accomplishes his goals by sheer determination, if necessary. As a consequence, he often glosses over relationships, particularly if there is a task to be accomplished.

As a driver, Commander Choleric tends to have a lead foot, and is aggressive in traffic. He tends to eat the same food regularly, since it is efficient, and besides, he likes it. Because of the attention to detail involved, he does not balance his checkbook. As a marksman, his mantra may be "Ready, fire, aim."

He is the Chow Chow in the dog world with his fierce loyalty and commitment to duty. His car is a Cadillac, since it is a strong statement, has the power to get where he wants to go, yet still gives him the room he needs to be comfortable. If he were a Navy ship, he would be an aircraft carrier, since it is the command vessel with the most firepower and can get the job done.

A person with these dominant traits likes to lead or be in charge.



His career choices should involve leadership, motivation, and productivity. Committee work does not fit well with his temperament; decisions are often made too slowly, and with too much compromise. He is a developer and often enjoys construction because it has recognizably visible results. He can do well in sales because he knows and believes in his product. He can excel at teaching *practical* skills. Politics may appeal to him because of his focused commitment, military because of the structure and practicality of the rules, sports because of his drive. Executive or supervisor positions, or any other field requiring vision, will benefit from this personality. Vision is a desirable trait in any organization.

### **I C Sanguine, expressive feeling** \_\_\_\_\_

Sonny Sanguine is the communicative, expressive feeling, outgoing life of the party. He has the communicative, warm, fun loving, backslapping, hand shaking, charismatic, never met a stranger temperament that thrives on influence and personal relationships. He is friendly, compassionate, and optimistic.

He thoroughly enjoys people and has an infectious nature to those around him. He is a great storyteller even when he uses jokes that he has used frequently. He genuinely feels the other person's emotions, whether high or low.

He is spontaneous, and really means to do all the things he said. It is just that when he meets the next person, he is spontaneous and really means to do all the things he said. He often just forgets the last encounter.

His vitality makes him the envy of the more reserved types.

Lawn work is fun to him. He goes out with all intent of doing the lawn, and then he goes down the street to visit with the neighbors. It may never get done.

As a spontaneous person, his driving is exciting. It may go from speeding to below minimums. It varies with the conversation. He

may turn to look at passengers to which he is talking while he is driving. His eating habits are exciting. Whatever is the new thing is the new thing. Checkbook, what is that? As a marksman, his mantra may be “Ready, let’s have fun.”

He is the Labrador retriever in the dog world, with his tail wagging and likable nature. His car is a flashy Mercedes. If he were a ship, he would be a sailing sloop, since it is fun.

The influencer part of his personality likes to persuade others to his way of thinking. His career choices should involve people. He can do well in sales because he likes to give people what they want, acting or entertaining because he likes the recognitions, politics because of natural charisma, medicine because of compassion, or any field where he can make people happy. That is a desirable trait in any organization.

## **S S Phlegmatic, controlled feeling** —

Phyllis Phlegmatic has the supportive, controlled-feeling, stable, sincere, non-offensive temperament. She is the calm, cool, easygoing, well-balanced individual. She is happy, pleasant, unexcited, and avoids personal involvement. She is a specialist. She may be a skilled craftsman or physician. She is witty, dependable, and efficient, since she does not want to make extra work for her or anyone else.

She avoids doing anything that might be considered offensive or may hurt someone. Although she is kind hearted, she seldom displays emotions. She is consistent every time, tends to appreciate art and the finer things in life. She can walk into a new store and immediately identify the finer things without looking at the price tag.

She sees humor in what others do and can keep people laughing without cracking a smile herself. As a spectator, she has great joy in needling other temperaments. She pokes at the aimless Sonny,

ridicules the moody Mozart, and chills the excited plans of the Commander.

She is a reluctant leader who is very competent and efficient with a cool reticence. Although she may be very capable and aspire to leadership, she will seldom ask for it. Because she waits, she is often overlooked and misses many opportunities for both herself and the organization.

She is the slow driver that stops at yield signs on the expressway. She does not get tickets unless it is for obstructing traffic flow. She is a very capable lawn owner, but procrastinates. She is the last to finish eating. She is capable of accurate keeping the checkbook, but may procrastinate until the last moment.

She is the Collie in the dog world because of consistency and dependability. Her car may be a van or pickup truck because it is practical. If she were a Navy ship, she would be a supply vessel or tanker since it supports the entire fleet.

The stabilizer in her personality likes to provide the necessary support to help complete the job. Her career choices often involve education because of patience. She often is the administrator or counselor because of the strong support ethic. She fits well as an engineer because of desire for planning. Her mechanical abilities lend themselves to the skilled craftsman. Because of her ability to be diplomatic and unabrasive, she has the gift to create harmony. That is a desirable trait in any organization.

### **C T Melancholy, controlled logic** \_\_\_\_

Mozart Melancholy is the task-oriented, controlled-logic, sensitive, artistic temperament with the deepest swing of emotions. Because of his intense feeling, he can create haunting music and art. This emotional power can cause him to be very moody, from extreme joy to the depths of morose. Because most musicians have some melancholy bent, much music has a lament or wail.

As a counter point, he is very analytical with a thorough comprehensive of details. This desire for perfection can make it difficult to complete a task. He accurately understands problems, so may be hesitant to start a new project. He is a legalist by nature and his favorite word is “officially.” He is very conscientious and conservative.

Although he is meticulous and detailed, his surroundings may appear very cluttered because he keeps everything. Nevertheless, he knows where everything is located.

He is a faithful friend, but does not make friends easily. They must be cultivated and he lets them come to him.

He is prone to self-sacrifice. There seems to be a desire to make himself suffer, in spite of the high IQ and intellectual ability. Because of this tendency, he tends to select very difficult fields of endeavor.

Mozart is the meticulous driver that knows the best route and the exact records of the car. He gets delight in ‘enforcing the law’ by driving just under the speed limit and forcing other drivers to slow down. He is the left lane vigilante that annoys Commander Choleric so much.

He has a natural aptitude for growing plants and manicuring the yard, unless that is his area of clutter. He is a finicky eater and has great difficulty in making a selection. He is precise in his checkbook and accounting, knowing where every cent is spent. His preciseness often seems unnecessary to his mate or colleagues.

He is the Bloodhound in the dog world because of his propensity for accurate detail. His car is a very practical small, foreign type, or often an older large vehicle that was not quiet ostentatious in its day. If he were a Navy ship, he would be a submarine on spy detail so he could sneak in, ferret out all the details, and get out without creating much noise.

The cautious part of his personality thrives on consistent quality and excellence. His career choices often involve music or the arts because of the emotional variety, acting because he can quickly adopt a different personality, research because of the details, or philosophy because of theoretical ideas. Because of the self-sacrificing, service orientation and attention to perfection, he may be a skilled craftsman of quality or a humanitarian. Because of his intelligence, he often wants to supervise, but is frustrated by ordinary personnel relationships. Because of his self-sacrifice and creativity, he has the gift to excel. That is a desirable trait in any organization.

### **Counterpoints** \_\_\_\_\_

Any tendency, or characteristic, that is allowed free rein will unbalance the individual. Often times, those traits that are most positive, when allowed to run unrestrained, can be the most negative. A puppy is enjoyable with her exuberance and desire to play, but that same exuberance and high activity can be annoying when taken to the extreme.

Counterpoints to the four temperaments are provided. These should serve as a caveat to the reader who has identified himself in one of the four categories.

### **Negative logic, destructive** \_\_\_\_\_

Because of his strong will and quick response, the Authoritative personality individual can have emotional outbursts. This may be in the form of tears or hot-temper. The tendency can be destructive to relationships. This person's impetuous streak can cause financial challenges because of over commitment or excitement about a new gadget.

He might think "we could make this idea work if it were not for all the people."

While society has greatly benefited from the development of the dominant choleric, there is a yellow side. The result can make him cruel, sarcastic, impetuous, and self-sufficient.

### **Negative feeling, indecisive** \_\_\_\_\_

Because of his constant activity, the person with a Communicative personality is disorganized and impractical. He may run off half-cocked in the wrong direction. His enormous talents frequently go unused because he may be weak willed, egotistical, and emotionally unstable. He is never far from tears or laughter.

He might think “we could make this project work because all we need are people.”

While society has greatly benefited from the gift of joy from the sanguine, there is a red side. He can explode into livid anger. He may soon forget, but the other person will not. He never gets ulcers, but can give them to everyone else.

### **Uncontrolled feeling, stubborn** \_\_\_\_\_

Because of her propensity to act slowly, the Supportive personality person can be perceived as lazy. Since she resents being stimulated to action, she is stubborn. Because of her sense of humor, she can be a tease. Her reserved nature makes her selfish with her emotions, money, and time. She is opposed to change, since it means more work. This can make her appear indecisive. She is very practical and can often see a better way, but her hesitance to get involved and offend someone’s feeling keeps her from accomplishing things to her potential.

She might think “we could make this project work if someone would do something.”

While society has greatly benefited from the skill and harmony of the supportive phlegmatic, there is a colorless side. She can be a rebel that brings the wheels of a project to a halt.

### **Uncontrolled logic, cantankerous** \_\_\_\_\_

Because of his analytical attention to detail, the individual with a Task-oriented personality is self-examining and self-centered, often to the exclusion of all but a few friends. Because he is a perfectionist, he can be very pessimistic. Insults that are insignificant to others can create, in him, a revengeful bent. He often suffers from paralysis of analysis.

He might think “we could make this project work if I can get all the details worked out.”

While society has greatly benefited from the art and music of the cautious melancholy, there is a dark side. He can be extremely moody and gloomy leading to morbidity.

### **Other indicators** \_\_\_\_\_

Since the personality temperaments correlate with the body language and communication of a person, it is appropriate to consider a few other symbols that have been used in psychological circles. These are various ways that have been used to illustrate a person’s reactions to stimulus.

The trait color is the classic representation of the characteristics, based on the work of Hypocrites. The preferred color is the one that is often selected by those that have that personality.

Type	Function	Trait	Prefer	Animal	Car	Ships
D	Authoritative	yellow	green \$	Chow Chow	Cadillac	Enterprise carrier
I	Communicative	red	red	Labrador	Mercedes convertible	Paradise cruise
S	Supportive	milky	blue	Bloodhound	Van / pick-up	Intrepid scout
C	Task	black	yellow	Collie	Toyota Honda /	Calypso research

## Direction \_\_\_\_\_

There is no right or wrong temperament. Neither is there one that is better or worse. The classification of temperaments simply describes how we initially respond to a stimulus. Nevertheless, because of the inherent propensities of each personality type, there are things at which one is naturally more adept.

For example, which is the best temperament for a technical person, such as an engineer? What do you think? Actually, there is no best. It depends on the aspect of the technical field.

Many think that task-oriented, melancholy C-T type person is the most appropriate tendency for technical people. Since these folks are detail oriented, they can analyze many problems. However, an authoritative, choleric D-A type personality individual provides ideas, leadership, and direction and keeps the projects going. Further, a person with a communicative, sanguine I-C dominant personality is well equipped to sell the product and to keep the team excited. Finally, a person with a supportive, phlegmatic S type personality is critical as a stabilizing, support member of the team. This person is often the specialist and actually makes things work. As we see, each personality tendency has a place on the team.

As another example, which is the best temperament for a minister? Actually, there is no best. It depends on the aspect of the field.



Many think that a minister with a communicative, sanguine I-C type personality is best suited for serving. Since folks with this dominant personality are people oriented, they are excellent at relationships. However, an authoritative, choleric D-A personality advocate provides ideas, leadership and direction, and often is the builder of the congregation and facilities. Further, a minister with a task-oriented melancholy C-T type personality is well equipped to music and monastery. Finally a cleric that has a supportive, phlegmatic S personality type is critical as an associate to carry the team. As we see, each personality tendency has a place on the team.

Through these examples, we have seen there is no best temperament for any profession. Rather there are temperaments that tend to better skill sets within any area of endeavor. It takes all types to make a balanced team.

Rather than trying to identify what is the best temperament, look at the tendencies of that type, and determine what skills they can bring to the team. This provides an excellent indication of where a person can be most productive and happy.

When assembling a team, a leader must be careful to truly identify an individual's temperament. Then the leader must ascertain the training and attitude that can best utilize the strengths, and compensate for the weaknesses of that personality type. As we will see in the next chapter, a person, regardless of temperament, tends to take on certain characteristics, based on the position he in which he is placed. For example, a person with a phlegmatic S personality who is normally a very supportive individual can be quite forceful when in the position of a manager.

### **Common negatives** \_\_\_\_\_

There are three negatives that all temperaments share. These are anger, fear, and depression. Just the awareness that others have the same challenges as you should give you hope, and a basis for developing leadership.

First, anger is one the most destructive emotions known. It can destroy relationships, create health problems, and constrict positive, winning attitudes. Many people are not aware that they are constrained by anger since they may not know the many disguises.

Dr. LaHaye illustrated that anger takes as many as sixteen forms: bitterness, malice, clamor, envy, resentment, intolerance, criticism, revenge, wrath, hatred, seditions, jealousy, attack, gossip, sarcasm, and unforgiveness. [LaHaye]

What causes anger in an otherwise healthy, intelligent person? In simplest terms, “I did not get my way.” Translated into the vernacular, it is one word, selfish.

Anger is not a characteristic of leadership, but will destroy a leader’s and an organization’s credibility. A leader must exercise control and maintain a winning attitude.

Second, fear is the most constricting, stifling, limiting emotion. It can prevent healthy relationships, cause health problems that are psychosomatic, and constrict attitudes from driving action. A good description of fear can be seen in an acronym “False Evidence Appearing Real.”

There are as many variations to fear as there are to anger. The forms are anxiety, doubts, timidity, indecision, superstition, withdrawal, loneliness, over aggression, worry, inferiority, cowardice, suspicion, hesitancy, depression, haughtiness, and social shyness.

What causes fear in virtually every person? It almost always can be traced to a point where that person received the disapproval of someone they respected, or to traumatic negative experience.

Fear is not a characteristic of leadership. A leader must have a vision and the focus to pursue it.

Third, depression is the most unpleasant and abnormal emotion It leads to reduced vitality and desire. It impacts both the educated and the unlearned.

Depression is one the most debilitating emotions. It can place barriers to relationships, create perceived health problems which become real, and create an attitude of “I don’t care.”

Depression can take many forms and effects. Some are gloom, pessimism, apathy, fatigue, hypochondria, loss of productivity, irritability, hypocrisy, rebellion, withdrawal, and escape.

What causes depression in an otherwise healthy person? In simplest terms, “Other people are better.” Translated into simple language, it is one word, self-pity.

Depression is not a characteristic of leadership, but will lead to decline and demise. A leader must act in the best interest of the team, including himself.

All these emotions are overcome not with another emotion, but with an attitude or spirit. This winning attitude can be developed with some limited success by logic and an understanding of the natural laws and principles of leadership. A winning attitude is best developed inside the framework of a moral conviction that has a greater overriding power and influence than the individual himself possesses.

There is a valid, logical reason that a belief in a Creator of higher power has existed for all of recorded history. To attempt to discredit the experience of history is to immediately lead back to the three negatives and their problems. It is the height of selfish self-indulgence to believe that one person can know more than all the preceding generations. That way of thinking stifles the framework for vision necessary for leadership.

### **Parting shot** \_\_\_\_\_

Why do some people appear to change their basic temperament?

Temperament is how you are wired. It is an inherent part of the person. It is how you emotionally react when in a position you cannot control. Personality style, however, describes how you interact with others. From observing the impacts of different actions on your success machine, temperament can be controlled. By repeated practice, new thought grooves are etched in the brain. Practice becomes habit in your action with others. This control process can be something you develop, or it can be forced on you externally from some authority.

Parents are the first authority that controls the action of youngsters. Habits learned from your parents can be so ingrained, that the child's erratic temperament can be in control. In some instances, upon exercising their adulthood, the person may revoke some of the parental control habits. This action typically comes at a time of considerable stress. As a result, this person's basic interaction with people will change. Although it appears as a temperament change, in reality, it is simply revealing the fundamental temperament, without the feedback in place.

Similarly, a spouse may exercise control over their partner. The subservient spouse then appears to take on the temperament of the dominant one. In reality, so much control has been exerted, that the subservient spouse loses their original identity.

An interesting thing happens in these relationships. If the subservient spouse decides to terminate the relationship, the dominant spouse often cannot understand why. After all, he thinks that he did everything for the other person. The subservient person then will typically enter into an even more controlling relationship because she does not have confidence in herself.

If she can develop that confidence through proper guidance, before entering a new relationship, she will often overcompensate and become a stellar performer. Unfortunately, any future relationships may suffer because she has developed such an independence and self-reliance.

What is the temperament type that is most prone to be controlling? Which desires perfection and “do it my way”? It is predominantly the logical control, task oriented D-A type person. Which is the personality type most prone to being controlled? It can be any type that was very restrictively controlled as a child and did not break out of the mold before establishing a new relationship. Typically, however it is the do not rock the boat, S supportive type.

The transition time between parental influence and independence has great importance in the developing of adult relationships. If that time is not adequate and attitude expanding, the adult has difficulty in reaching their potential as leaders and achieving success.

Chemicals can also impact the control of personality. These actually change the wiring path. The body process is controlled by very minute electrical signals. Chemicals are the path for these signals. With a chemical imbalance or mind-altering drugs, the path way is rerouted, the electrical signal misfires, and the personality response is different. Maintaining a healthy lifestyle and being aware of external influences are critical to being who you are.

## **Impressions** \_\_\_\_\_

Dr. Robert Rohm [Rohm] has created a quick reference table to aid in identifying the personality style of people you encounter. He uses cues to give insight into the temperament.

	D	I	S	C
Like to do	Fast	Fun	Traditional	Proper
Decor	Large desk, awards, useful accessories	Flashy, trendy, fun pictures	Personal mementos, family pictures	Aesthetically pleasing, unique, functional
Body language	Big gestures, leans forward, advancing	Expressive, friendly posture, amusing	Gentle gestures, reassuring	Unemotional, controlled gestures, assessing
Speech	Directive tones, abrupt, interrupting, always doing something	Talkative, varied tones, personable, easily distracted	Conversational, warm tones, friendly, prefers listening	Clarifying monotone, logical, focused, emotionless
Asks	What	Who	How	Why
Strength	Firm	Fun	Friendly	Factual

## Use in leadership \_\_\_\_\_

Two major benefits come to a leader from understanding temperaments. The first is the awareness of personal strengths and weaknesses in emotional reaction. That permits the leader to develop the winning attitude or spirit that will overcome the challenges and grow the strengths with positive feedback.

The second benefit is the ability to develop relationships with others on the team. It helps to be aware of and to anticipate how someone may react. It also helps in developing them as a player or as a leader.

The principles are equally valid in the framework of marriage. How do you react? How does your spouse handle situations? Can you use this information to reduce conflict and provide support?

As we saw, every temperament has a great asset to provide. An effective leader knows the assets, motivates the person to use the abilities, and creates an environment to control the negatives.

Any personality temperament can be an effective leader, with proper attitude and training. Each brings unique strengths to the position.

If you have ever met an authoritative, choleric A who has learned to be patient with people while impatient for results, you have met a winner.

If you have ever met a communicative, sanguine C who has learned to control his disorganization and lack of follow-through, you have met a winner.

If you have ever met a supportive, phlegmatic S who has gone through assertiveness training and has incorporated this into his daily life, you have met a winner.

If you have ever met a task-oriented, melancholy T who has mastered decision-making and delegation, you have met a winner.

## **Review** \_\_\_\_\_

In summary, the infinite number of personality temperaments can be divided into four quadrants based on two questions.

Are you more likely to make decisions based on methodical information and math or on understanding, perception and feelings?  
Are you more expressive or more controlled?  
- MOD

## **Application** \_\_\_\_\_

1. What is your predominant temperament?
2. Is your temperament more like a parent or a grandparent?
3. What are the three words that describe your dominant trait?
4. What are the three words that describe your greatest weakness?
5. Which is the best temperament and explain why?
6. What are the three common negative emotions?
7. What is one, four letter word beginning with “s \_ \_ \_”, which underlies the negative emotions?
8. Can you change your temperament?

9. Can you control the way you are perceived?
10. How are emotions controlled?

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## LEADERSHIP STYLE

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Thought  
*You will change,  
if you want to succeed.*  
MOD

### Three influences \_\_\_\_\_

Is there a best management style? Is there a wrong style for you? What determines your style? Can your style change? How is management related to leadership?

Three things determine leadership styles: the personality trait of the individual, the position of the manager, and the characteristics of the organization. If the individual personality traits of the manager do not correspond with the culture or characteristics of the organization, then conflict and stress develops.

As was observed in the chapter on personality, each leader has a primary and secondary *temperament*. The primary temperament is his natural, most comfortable direction for leadership or management, while the secondary temperament defines how the leader is prone to act under stress.

Despite an individual's natural temperament, the *position* of manager implies certain characteristics and styles. The position of a manager requires decision making, direction of other's activities,

and problem solving. At its basest form, the characteristics of the position are similar to the dominant or choleric personality type. When a person with a different temperament is placed in the position of a manager, it is crucial that they fulfill the requirements of the position, else unneeded conflict arises. This is not to say that only those with an “A” personality are effective managers, rather the position of a manager requires development of certain traits.

In addition to the individual characteristics, and the characteristics of the position, the characteristics of the organization influence the effectiveness of a leader. Every organization has its own culture. The culture is primarily established by the leader with the most direct influence. He may not be the “boss”, but may be the oldest, most experienced, or simply the most effective political member of the group. This organizational culture may conflict with the personality traits of the manager, or even the characteristics of the manager’s position.

The makeup of people in the organization can also impact the culture to some extent. Most organizations, however, consist of people of a similar mindset. Employees are generally hired that have similar experience, outlook or characteristics as their boss. People tend to volunteer into, or seek out, organizational cultures that are similar to their mindset. What happens when a leader tries to modify the culture or work in a foreign culture?

### **What style \_\_\_\_\_**

The discussion in this chapter is about styles in leadership. Your leadership style is the way that you implement your plan. With the correct mindset, attitude and skills, a person with any temperament mix can be a very effective leader. Temperament is how you are wired; Leadership style is what you have learned.

In this chapter, leadership descriptions are defined in terms of the organization and functions, rather than the individual. Therefore the terminology will change somewhat. The authority, communication,

task, support (ACTS) model is most descriptive. This can correlate directly to the DICS model.

Management is the art of balance between the task that needs to be done and the people that are involved. Leadership is the ability to influence people. Some see that as conflicting interests. Others see it as requiring insight to get both done. The successful manager makes his leadership style a win-win for both the project and the people.

The next several sections discuss several different analyses of management style that have been developed and popularized by various authors over the last half century. Many of these are subjects for week-long, intense off-site seminars for aspiring leaders and managers. The following is a quick review and familiarization with the topic of leadership style, as seen by these authors.

### **Blake & Mouton grid** \_\_\_\_\_

Robert Blake and Jane Mouton originally published their work in 1964. [Blake, 1] An updated version, which applies to organizational culture, was published by the same authors, along with Anne McCauley in 1989. [Blake, 2] Blake & Mouton define a “grid” that relates tasks to people, which has become one of the traditional techniques of management training. The task orientation is plotted on the horizontal axis with a strength scale of 1 to 9. The people scale is on the vertical axis, also with a scale of 1 to 9.

A 9/1 leadership style indicates a maximum commitment to production objectives, with little attention given to people’s feelings. This is the authority – compliance approach. It assumes that efficiency derives from arranging conditions in a way that people interfere to a minimum. This correlates to a task-oriented, T, approach.

	1,9						9,9
p							
e							
o							
p			5,5				
l							
e							
	1,1						9,1
			t	a	s	k	

Conversely, a 1/9 leadership style suggests a disposition to relationships and people needs at the expense of the job. This is the country club atmosphere. The concept is that a well thought out attention to people's "likes" will lead to comfortable, friendly place conducive to maximum work. This correlates to a communicative, C, approach.

A 1/1 leadership style is characteristic of a low-profile manager who operates by the book and, if possible, with little people contact. This is impoverished management. It assumes that the least exertion to get the work done is most appropriate. This is typical of a labor-controlled shop, where the goal is to keep a "good" job, rather than perform exceptionally. In contrast, this leadership style may also exist in a research environment of highly skilled professionals who require little direction or association with colleagues. This correlates to a supportive, S, approach.

The middle of the grid, 5/5, is not a balanced situation. The manager has no consistent style and blows with the wind of change, as he sees it. The middle-of-the-road management is achieved by balancing the evil necessity of doing the work with maintaining morale at a satisfactory level.

The 9/9 leadership style suggests there is no conflict between the task and people. The job can be compatible with the people needs. This is team management. It assumes people have an inherent desire to do well at work, if given the opportunity and motivation. Committed people with a common stake lead to trust and respect. This correlates to the authoritative, A approach.

It is quite easy to see how Blake & Mouton's management styles correlate to the temperament styles.

### **Theory x – theory y** \_\_\_\_\_

Douglas McGregor developed his contrarian theory for *The Human Side of Enterprise* and published it in 1960. [McGregor] McGregor's analysis assumes that managers operate from two possible sets of expectations about people.

The Theory X philosophy is pessimistic. It assumes work is anathema, most people are lazy, and they will avoid work or exert minimum effort. People need direction and maximum control in order to get adequate performance. A Theory X manager tends to think he is compensating for the weaknesses of people. This correlates to the "controlled" approach on the ACTS chart.

The Theory Y philosophy is optimistic. It assumes people have potential and ability and they desire to achieve something. A Theory Y manager tends to think his role is to capitalize on the strengths of the group. This correlates to the "expressive" approach on the ACTS.

Since managers adopt styles that fit their belief, their actions tend to create an environment that lives up to their expectations. A manager's theory on people, then, becomes a self-fulfilling prophecy.

### **Theory Z** \_\_\_\_\_

William Ouchi, in 1974, published his own theories of leadership style based on the practices of the Japanese companies that were entering the international market at the time [Johnson & Ouchi]. Ouchi referred to this style of leadership as Theory Z. The Theory Z philosophy states that if the psychological, security and social needs of an employee are met, then that employee will be productive. Ideas such as lifetime employment, promotion based on seniority, broad experience of employees, and collective decision making are

the result of this philosophy. On its surface, this philosophy is tied very closely to the 1/9 management style or “C” approach.

There are significant differences, however, between a Theory Z philosophy and the country club management style that stem primarily from cultural differences. While Western cultures emphasize the importance of the individual, and the individual’s contributions, eastern cultures, such as the Japanese, emphasize the importance of the organization at the expense of individual incentive. Thus, although the goal of a Theory Z management philosophy is to meet the employee’s needs to create a good work environment, it does so in a rigid, controlled environment that is much closer to the 9/1, or “T” management style.

## **Teams** \_\_\_\_\_

“Team” is a popular concept that implies a mutual benefit, without significant conflict. There have been many acrostics made from the letters in team: “**T**ogether **E**verybody **A**chieves **M**ore.” The negative side is “**T**ooBad **E**verybody **A**in’t **M**otivated.”

Sports and the political system of democracy have promoted a concept of teams. Although there is a team leader, the team must work together to accomplish the task. No team is effective without a coach or leader. The team concept is as much a method of operation between colleagues as it is an organizational style.

Numerous concepts can be developed that advocate the team philosophy. However, it can be reduced to four criteria.

1. Team members must be clear about goals and objectives.
2. Team efforts must be coordinated.
3. The team has agreed on the criteria for success.
4. The team must believe they can work together.

On closer scrutiny, this is the criteria for success in any project.

## Assessments \_\_\_\_\_

In an earlier chapter we looked at personal assessment. Now comes the time to perform leadership assessments. Why would an organization or leader bother with assessments?

Consider a simple quiz developed by Dr. James S. Vuocolo. [Vuocolo] The information has been modified to be consistent with other assessments.

Check the question only if your answer is yes.

- \_\_\_ 1. Have you ever been mismanaged?
- \_\_\_ 2. Have you ever misunderstood your partner/spouse/teenager, or young adult family member?
- \_\_\_ 3. When you were mismanaged, did you take time to discuss it with the person who mismanaged you?
- \_\_\_ 4. Have you ever left a store vowing never to return?
- \_\_\_ 5. Was it because of the way you were treated?
- \_\_\_ 6. Have you ever met a salesperson you did not like?
- \_\_\_ 7. Did you decide to not buy from that salesperson?

Ninety-five percent of the people surveyed answered yes to 5 and 7.

Do you think that your treatment and your resulting reaction is what the owner would desire? Not if he wants to continue in business. Harvey McKay observed, "The most costly mistake a manager can make is a bad hire." [McKay]

Whether you represent a non-profit organization, are an entrepreneur, or belong to a huge corporation, personnel challenges can stifle your venture.

It is incomprehensible to consider getting any gadget worth only a few dollars that does not have an instruction manual. You may choose to ignore the manual, but the information is there. Similarly, it is prudent to have some guide or manual when considering relationships, in order to provide information for better communications. These assessments will provide a leadership guide. However, the organization must develop a guide for the expectations of the people. This is discussed in significant detail in the second series book on organizations.

### **One for the money** \_\_\_\_\_

Margarethe Collins in “Leadership Styles” presents a comparative way to determine your style. [Collins] This assessment is about you and how you handle situations.

The ten questions of Collins’ survey have four choices of response. Rank every choice on a scale of 4, 3, 2, or 1. 4 is most similar, 3 is somewhat similar, 2 is little and 1 is least like you. That gives a value of 10 (4+3+2+1) to each question.

Rank your evaluation. Use 4 for most like, 3 for similar, 2 for sometimes, and 1 for least like you.

Example: When you are doing your homework your desk:

  1   a. has piles of papers, but you know what is in the piles.

  2   b. is messy and it doesn’t bother you at all.

  4   c. is messy, and you don’t want to admit you can’t find things.

  3   d. isn’t messy at all.

1. When assigned to a group to complete an assignment you

       a. want to be the leader in charge.

       b. enjoy getting to know and learn from group members most.

       c. listen patiently to others ideas.

       d. want to do things right the first time.

2. When your friends are disagreeing on what to do for the evening you

       a. state reasons why your idea is best.

       b. just want to go out and have a good time.



- \_\_\_ c. are willing to do what the group wants most.  
\_\_\_ d. like to plan ahead, so this doesn't occur.
3. At parties people see you as  
\_\_\_ a. the one who organized a great time.  
\_\_\_ b. the life of the party.  
\_\_\_ c. calm and easy going.  
\_\_\_ d. the person who ensures everything is laid out well so everyone has a good time.
4. For you life is most meaningful when  
\_\_\_ a. you are productive and accomplishing things.  
\_\_\_ b. you are lighthearted and playful.  
\_\_\_ c. it is filled with people and purpose.  
\_\_\_ d. free of stress and pressure.
5. When you get in an argument with a significant other or best friend you  
\_\_\_ a. fight back with facts.  
\_\_\_ b. become quiet and hold anger.  
\_\_\_ c. distance yourself and avoid further conflict.  
\_\_\_ d. become upset and feel hurt, but don't discuss.
6. In evaluating the outcome of a project, others would have described you as the  
\_\_\_ a.. first one to act.  
\_\_\_ b. outgoing personality.  
\_\_\_ c. one who understood others feelings.  
\_\_\_ d. one who wanted to know the guidelines.
- 7 When in a group debate you  
\_\_\_ a. argue your point.  
\_\_\_ b. discuss with energy and relationship viewpoints.  
\_\_\_ c. let others lead the debate.  
\_\_\_ d. think your points through before speaking.
8. If your project is getting off track you  
\_\_\_ a. tend to tell others what to do.  
\_\_\_ b. need praise and enthusiasm to get back others back on track.  
\_\_\_ c. are patient with others.  
\_\_\_ d. work independently to accomplish tasks.
9. If your friend were in trouble you would be  
\_\_\_ a. protective, resourceful and recommend solutions.

- b. optimistic and downplay the seriousness.  
 c. concerned, empathetic and loyal.  
 d. supportive, patient and a good listener.

10. When you fail you feel

- a. silently self-critical, yet verbally stubborn.  
 b. embarrassed and nervous, wanting to escape.  
 c. self-critical, depressed and you dwell on it.  
 d. unsettled, but keep everything within.

Total the value for each letter choice (a, b, c, or d) in the chart below. The sum should be 100. The sum gives your propensity to that orientation. Each letter corresponds to a particular leadership style. Collins' descriptor is shown as the style. The corresponding descriptors are also given.

Choice	Value	Collins Descriptor	Durham Organize	Acts	Control
a		Director/Responsible	Authoritative	A	+logic
b		Persuader/Spontaneous	Communicative	C	+feel
c		Stabilizer/Compassionate	Supportive	S	~feel
d		Analyst/Conceptual	Task-oriented	T	~logic

## Two for the show \_\_\_\_\_

In the preceding chapters and sections, we have discussed a number of assessments. Another is provided for those that want just one more. It is similar to the Collins assessment, with a different set of questions and descriptors. This measurement is about relationships inside an organization.

Dr. Anthony Falikowski provided the basis for this assessment in *Mastering Human Relations*. [Falikowski]

For consistency with other assessments, the scoring has been modified. Complete the evaluation in the same way as the previous assessments. As in all appraisals, it is important to give your true perception, not what you think is the "right" response.

Rank your evaluation. Use 4 for most like, 3 for similar, 2 for sometimes, and 1 for least like you.

1. People occupying formal leadership roles should pay attention to
  - a. the organization's hierarchy.
  - b. the immediate practical needs of the organization.
  - c. the future growth needs of the organization.
  - d. the philosophy and systems of the organizations.
  
2. As a leader, I am/would be best able to
  - a. build conceptual frameworks and develop models.
  - b. respond immediately and realistically to problems in an open and flexible way.
  - c. use my charisma to facilitate participation and group decision making.
  - d. establish rules and policies while at the same time bring projects to completion.
  
3. As a leader of others, I am inclined to ask questions like
  - a. What's involved? Who possesses the power or authority? What's the system? What's the strategy?
  - b. What's the immediate need? Where is the problem? What are the risks and benefits? How soon can we get started to resolve the matter?
  - c. How will this affect people's morale? Who should be informed? What is most important for people?
  - d. What's my responsibility? What's the proper sequence? Why should we change? Can this be justified?
  
4. My personal belief is that leaders
  - a. should help organizations and institutions to operate according to their missions.
  - b. should run an organization/group/institution to meet current needs.
  - c. must use their followers' talents and potentials to maximize the strength of the group/organization.
  - d. should run an organization using solid and reliable information.
  
5. In functioning as a leader of people, I (would) value
  - a. ability and intelligence, complexity and principles.
  - b. an environment that encourages flexibility and risk-taking.

- c. cooperative effort and good interpersonal relations.  
 d. caution, care and accuracy.
6. At work, I (would) orient to  
 a. planned change for the future.  
 b. things that affect current needs.  
 c. motivating others to get the best from them.  
 d. things that meet or don't meet standards.
7. What I appreciate in myself as a (potential) leader is  
 a. my genius, thinking ability, and idea production.  
 b. my active nature, cleverness, and great sense of timing.  
 c. my high energy level, the unique contributions I can make, as well as my ability to value others.  
 d. my sense of responsibility, loyalty and industry.
8. As a leader, I need others to  
 a. recognize my talents and abilities.  
 b. respond to me.  
 c. approve of my efforts.  
 d. appreciate me as an individual.
9. I would be irritated at work  
 a. by silly mistakes, stupidity, illogic, and unnecessary duplication.  
 b. by having limits imposed, being told what to do and having to do things conventionally.  
 c. if people criticized me and treated me impersonally.  
 d. by ignored deadlines, rule violations and violations of procedures.
10. I irritate others by  
 a. hurting their feelings, nitpicking, my skepticism and by taking others for granted.  
 b. lack of follow through.  
 c. getting emotional, moralizing, overextending myself and creating dependencies.  
 d. my sarcasm, seriousness or by my critical pessimistic attitudes.
11. My liabilities as a leader arise from the fact that I  
 a. am impatient with human concerns, escalating standards and a lack of personal execution after designing something.  
 b. am unpredictable, impatient with theoretical abstractions, tactless and unconcerned with the past or its implications for the future.

- \_\_\_ c. often ignore problems and sweep difficulties under the rug while playing favorites and trying to please.
- \_\_\_ d. am impatient about project delays, I make hasty decisions, I am preoccupied with negative outcomes and believe long and hard work is the way to succeed.

Like many other authors, Falikowski applied his own terms to the leadership traits. The responses (a, b, c, d) correspond to his definition of visionary, troubleshooter, catalyst, and traditionalist. Although those are good terms, the questions correlate directly to the control model descriptions of authoritative – A, communicative – C, supportive – S, and task-oriented -T.

### Third time is a charm \_\_\_\_\_

As we observed when we began the topic of personality assessment, a broad classification of personality traits and leadership styles can be obtained through examination of two criteria. The first has to do with rational, logic and structure compared to understanding, perception and feeling. The second is the relationship of expressive or controlled.

The final leadership assessment is used only to determine the amount of strength of the task propensity as compared to the strength of the people orientation. The questions are adopted from *Organizational Behavior* by Hellriegel, Slocum, Woodman, and Bruning. This assessment technique was modified to provide more convenience of use that correlates well with the other evaluation tools.

Select whether you exhibit the trait often, sometime, or seldom.

	Style ranking	Often	Some time	Seldom
1.	I take time to explain how a job should be carried out.	2	1	0

2.	I explain the part that co-workers are to play in the group.	2	1	0
3.	I make clear the rules and procedures for others to follow in detail.	2	1	0
4.	I organize my own work activities.	2	1	0
5.	I let people know how well they are doing.	2	1	0
6.	I let people know what is expected of them.	2	1	0
7.	I encourage the use of uniform procedures for others to follow in detail.	2	1	0
8.	I make my attitude clear to others.	2	1	0
9.	I assign others to particular tasks.	2	1	0
10.	I make sure that others understand their part in the group.	2	1	0
11.	I schedule the work that I want others to do.	2	1	0
12.	I ask that others follow standard rules and regulations.	2	1	0
13.	I make working on the job more pleasant.	2	1	0
14.	I go out of my way to be helpful to others.	2	1	0
15.	I respect others' feelings and opinions.	2	1	0
16.	I am thoughtful and considerate of others.	2	1	0
17.	I maintain a friendly atmosphere in the group.	2	1	0
18.	I do little things to make it more pleasant for others to be a member of my group.	2	1	0
19.	I treat others as equals.	2	1	0
20.	I give others advance notice of change and explain how it will affect them.	2	1	0
21.	I look out for others' personal welfare.	2	1	0
22.	I am approachable and friendly toward others.	2	1	0

Then total the results for questions 1-12 and for questions 13-22. The first twelve questions are rational, logic and structure oriented; the last 10 are for understanding, perception and feeling oriented.

A value greater than 12 indicates you are strong in that area. A higher number indicates greater strength. The weight of the ratio of the two groups gives an indication of your approach. The most

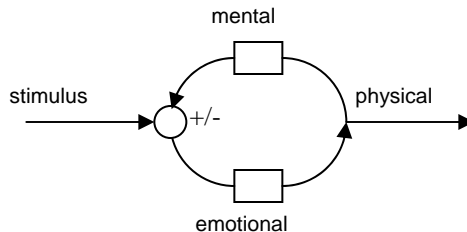
effective leader has a high numbers in both sets of questions, and a balanced ratio between the two sets.

### What next \_\_\_\_\_

What does a leader gather from the information obtained from the above assessments? How does it help the organization?

Consider your style and that of each member of your group. What are the main strengths and weaknesses of the group? What is your group missing to be successful? Can it be corrected internally or is help needed? What type of training would be most effective?

The assessments can also be used as a development tool. Look at the questions and concepts in terms of where you are and where you want to be. Also consider the success machine.



Although your temperament is wired into your emotional design, the physical manifestation in our leadership role can be controlled with mental processes. The ability to control these mental decisions comes by training, development of proper attitude or spirit, and finally by your choice. The physical effects of negative traits can be damped and your positive traits can be enhanced.

A proper attitude and proper choices are strongly directed by your character. In order to assist you with this growth, a character framework is provided in the next chapter.

In order to be successful, decide how you want the team to work with you, and then decide how you can work best with the team.

## **Vision** \_\_\_\_\_

Leadership is results oriented rather than task oriented. A leader has the vision to see the end result, and can move within all styles as necessary to reach the goal.

The leader has three tasks: he must motivate each individual; he must get the team to buy into the project; and he must recognize and capture the synergy of the team. When this occurs, the whole is greater than the sum of the parts.

A leader knows the various leadership styles and uses them effectively. In addition, he knows how his personal style encourages or stifles production.

Application of the concept of leadership styles, as they apply to organizational structure, is discussed in the book in the series on organizations.

## **Review** \_\_\_\_\_

In summary, leadership styles can be correlated to a corresponding temperament. While a temperament is inherent, a leadership style can be learned through training. It is the balance between tasks and people and the difference between expressive and controlled.

## **Application** \_\_\_\_\_

1. On a Blake & Mouton grid, a 9/9 is what type organization?
2. Which theory is optimistic and believes people are capable? X or Y
3. What is a positive definition of the acronym TEAM?
4. Is the attitude toward a client, the same for an employee and owner?



5. Should a leader have a high task and methodology value or a high people value?

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## LEADERSHIP FOUNDATIONS

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Thought  
*Leadership is results oriented,  
rather than task oriented.*

### Leadership development \_\_\_\_\_

Is there a secret to leadership? Why is it necessary to have leadership? Are leaders born or taught? Are there things that leaders consistently do? Does everyone want to become a leader? Is the leader necessarily the boss?

An earlier chapter addressed leadership styles, and how they correlate to personality traits. In this chapter, we will look at how leaders are developed and what leaders do.

Leadership can be described based on the control model defined earlier.

Leadership is helping people believe they can do it, and giving them the tools to do it, then using feedback to reinforce their confidence.  
- MOD

One survey has shown that 95% of the people want someone to tell them what to do. They are asking for a leader. Why would the other 5% want to get into the position of leader?

A passion for or a vision of the end result is what distinguishes a leader from the rest of the pack. Vision in a leader is also what makes others willing to be part of the team.

A leader is someone who can inspire others to achieve.

There are three secrets to a successful leader. A leader asks open-ended questions, listens to what others say, and acts appropriately.

If you want anything, you must ask for it. Ask?

This principle is affirmed many, many times in virtually every business and religious writing.

Leadership is more about who you become than what you do. Others see a leader at the top. In reality, the most effective leader is a servant.

Rather than making declarations, a leader is able to find what it is that people want. By helping others get what they want, a leader can accomplish what he wants.

## **Leader or boss** \_\_\_\_\_

Three ideas arise in the context of leaders. A leader has the vision or passion for the organization. He is result driven. He must balance between the task and people.

A manager implements the plan for the organization. A manager is typically task driven.

The founder or owner of an enterprise is typically a visionary. It is this vision that motivated him to begin a venture in the first place. As a business begins to expand, it is necessary to add managers to perform the day-to-day operations. The visionary often is ineffective at this task. Management is a repetitive process that requires exactness, rather than broad imagination.

The revolutionary is seldom a good king. A revolutionary is an activist who wants to stir the pot. He is excellent at motivating people and getting them excited. He is, however, less effective at managing, governing, and negotiating. There are numerous recent political examples.

Lech Walesa was a brash, energetic electrician in communist Poland [Ash]. He was able to motivate a large segment of the working people to challenge the government. The result was the establishment of a democracy in his country. Because he had started and culminated the freedom drive, Walesa was anointed as the President. He was less effective in that role as he came to represent a nation in the international community, and was eventually voted out of office.

Dr. Newt Gingrich was a brash, energetic college professor [Gingrich]. He became a Congressman of a minority party from a small southern state in the United States. Historically, elections for the U.S. Congress are driven by local issues. Dr. Gingrich recognized that, in order for the Republicans to gain control, they must “nationalize” the election of local representatives. That is, create a unified doctrine and platform for representatives nationwide.

Despite his relative lack of real power, Dr. Gingrich was able to rally fellow Republican Representatives and to develop a Contract with America. The Republicans then used this Contract as a campaign promise for what would be done in the first 100 days when they were the majority party.

The result was that, in an unprecedented shift of power, the Republicans became the dominant party in the U.S. House of Representatives. Newt became the Speaker of the House, arguably the second most powerful man in the country. He was able to pass the tenets of the Contract with America, even with a hostile President. Dr. Gingrich, however, was less effective in the routine matters of governance. He was summarily removed from his role as Speaker of the House. He then successfully went on to other ventures.

How do these examples relate to running an organization, rather than politically changing the world landscape?

A classic example is Howard Head. Head was an aircraft engineer and frustrated athlete. In a time when skis were wood, he developed the idea to make them from aircraft aluminum. The result was a much easier ski to use. From that idea grew one of the premium ski companies.

As founder and owner, Head naturally became the President. He was not as effective in running the company as he was at innovation. The company began to slide. Unlike most innovators, he realized his weaknesses and voluntarily hired a President to run the company. Head then took on the role of Vice-President for innovations and product development.

Who was the leader of the company? Was it the President or the Vice-President? Was the leader the day-to-day boss?

Ego prevents most innovators from turning over the management functions to someone else. That ability, however, is real leadership. It is this trait that will permit the organization to excel. A leader keeps the vision and permits someone else to manage.

## 10 Qualities of Successful Leaders \_\_

Dr. Whitt N. Schultz of Buffalo University developed a list of what he had observed about the qualities of successful leaders. The article “Successful Leaders: Ten Essential Qualities,” was published in *Successful Supervision* [Schultz].

1. They are accurate observers.  
Absorb while you observe. Look at everything as if it’s the first and last time you’ll ever see it.
2. They know how to listen.  
Listening is wanting to hear.
3. They take copious notes  
Capture ideas and details that can be used at a later date.

4. They welcome new ideas.  
Be open, responsive, and encouraging to others to bring their best thinking.
5. They value time as a precious commodity.  
Use time skillfully.
6. They set regular goals.  
Strive hard to achieve your goals.
7. They try to understand others.  
Reserve judgment until you understand the other's point of view.
8. They always anticipate achievement.  
After achieving, build on strengths to set new goals.
9. They know how to ask clear, courteous and incisive questions.  
Questions are the creative acts of intelligence.
10. They know how to organize their approach to challenges.  
Focus your total mind power on the important and relevant.

## **80 / 20** \_\_\_\_\_

One of the most quoted concepts in leadership and the makeup of organizations is the 80 / 20 rule, developed by Vilfredo Pareto. A variation of the Pareto principle can be stated as “the trivial many and the critical few”.

Vilfredo Pareto was an engineer who migrated into economics and political sociology. He lived in Italy from 1848 to 1923. Pareto first published his observations in 1888 [Pareto].

Pareto observed that 80% of the land and wealth was owned by 20% of the people. His further research, and that of others, confirmed this general principle: in any general population 20% of the people will succeed, 20% will flounder, and the remaining 60% will just exist.

The principle has many applications in every venture.

Eighty percent of revenue will come from twenty percent of your customers.

Eighty percent of problems will come from twenty percent of your clients.

Eighty percent of the work will require only twenty percent of the total project time. The remaining twenty percent of the work will require eighty percent of the time.

Eighty percent of the taxes are paid by twenty percent of the people. Is that fair? The best approach to increase tax revenue is to apply 10% to all income. The top 20%, then, will have more money to develop more spending, which will ultimately increase the total tax income.

Eighty percent of the revenue will come from twenty percent of the time. This is extremely well known in the retail business. The store remains open all year, but it is only the season between Thanksgiving and Christmas that is highly profitable. The Friday after Thanksgiving is commonly referred to as “Black Friday”, because that is the first day all year that many retailers begin to make a profit.

Eighty percent of the work will come from 20% of the people. The least productive twenty percent of the people will create 80% of the problems.

Being aware of the Pareto Principle assists the leader in focusing his effort. At first glance, the effective thing to do would be to eliminate the eighty percent and focus on the upper twenty.

This action, however, would be counter-productive. Even the top 20% is segmented by the 80 / 20 rule. If carried to conclusion, there would be no one left. Nevertheless, the rule can be used to determine the most effective place to expend resources and efforts.

Rather than eliminating the 80%, a better plan is to increase the total volume. The rule still applies, though the twenty percent is now of a larger number.

When analyzing why the rule works, several things come up. It is a quick approximation of a standard deviation (sigma) in statistics. It

would be expected, therefore, that an equal number will excel as will fail, and three times that number averages out the middle.

Other than assisting with a vision for an organization, how does the 80 / 20 apply to developing leaders?

From the first look, 80% of the people in any group are out of the running. The leaders will come from the 20%. That is, however, a larger number of leaders than is observed in practice.

Consider applying the 80/20 rule to the 20%. The result is that 5% of the total, or 20% of 20%, will excel. Apply the rule to the 5% and the result is the 1% rule.

Now translate that to practice in any group. Eighty percent are below the line and will not have a substantial impact. Twenty percent will contribute most of the results. Five percent will be leaders. One percent will be stellar performers who will change the world.

Can you move up the scale? Absolutely, apply the principles of leaders. The principles work whether you are presently in the position of leader or not. Leadership is about whom you are, not what position you hold.

## **Am I enough** \_\_\_\_\_

Everyone has questions about themselves and their worth. Interestingly, these questions are very similar for all of us. This is a very personal section that reflects differently on men and women. The purpose is not chauvinistic. It is simply reflecting what people think. The premise of this section is based on a seminar on leadership by John Capellan of ICM [Capellan].

Men tend to ask, “Am I enough, can I do it?” For women, it is a little different, “Am I worth protecting?”



These questions get to the core of why we do things, even when those things do not make sense. The only one that can answer this question is your father. If that resource is not available, then we tend to lean on our spouse for the answer.

If the father did not have a proper relationship with the child, then the question would be unanswered or answered negatively. The most devastating thing that can happen to a person's psyche is to perceive that you did not match up to your father's expectations.

If affirmation did not come from the father, then people look for it elsewhere [Canfield]. In many instances, this leads to co-dependent relationships, which are frequently destructive. For example, a woman who did not receive paternal love from her father may go into numerous relationships of erotic love, looking for assurance.

Studies of criminals have shown that often there was a serious problem with the perpetrator's father figure. In some cases, the father had threatened more than once, "You keep doing that and you will end up in jail." So, eventually, the son lived up to the expectation. In other cases, the role of the father was challenged. In the majority of the remaining cases, there was an absence of a father.

None of this is to excuse any action. We are responsible for our own choices. If there is an inadequate father influence, that positive support must come from someone else.

Develop a mentoring relationship with someone you respect. Surprisingly, leaders are willing to share. But they are guardians of their time. A leader will want demonstration that their time is appreciated and valuable to you.

If a personal mentor is not available, let the written word become your mentor. Become a voracious reader of positive material that can build you. Become a regular listener to recordings of successful individuals. Find a place of association that affirms you and your personal development.

What does all this have to do with leadership?

Words mean things. People tend to live up to the words they hear. If you want to create a leader, tell the person that he can do it. Very often, they will live up to your expectations.

A powerful personal illustration comes from my father. At the age of 39, I began to approach that traditional midlife crisis. As an executive with a major corporation, I had the perks of a corner office with multiple windows, walnut furniture, a conference area, a company supplied car, and a very substantial salary. My staff of professionals was top performers. Our four children were in private school. Our home was paid for and we were debt free. I was just completing my doctorate. Ok, so in most people's eyes, we had arrived.

Then I decided to leave the corporate world and start our own business from scratch. My father was still alive at the time. While visiting with him outside his home, I tossed the idea to him. In the entire time I was growing up, Dad was always self-employed.

Would a leader developing a son for leadership ask, "Why are you risking everything? Why do you not stay where you are?" No! My dad's response was a very simple observation. "Son, I was wondering if you were ever going to grow up."

With that impetus, would it have been possible to not go for it?

Leaders create leaders.

Leave a legacy, not an inheritance.

In many instances, it appears that leaders are born. In reality, they had a mentor, and they developed confidence in themselves that they could do it.

## **Time to yourself** \_\_\_\_\_

A successful leader spends time with the people in his family and organization. However, that is very draining of his energy and resources. It is critical that he take time to be charged.

Albert Einstein, Napoleon Bonaparte, and Thomas Edison were frequent nappers. Presidents John F. Kennedy and Ronald Reagan vindicated the power nap. That is not bad company to be in. Each took time to isolate himself almost every day.

This is a no talk time. It is a time to let the mind shift into neutral. The time should be short, so that the body does not go into deep, REM sleep. That level of sleep causes lethargy for an extended time afterwards, unless it is allowed to go through an entire sleep cycle of around two hours. For me, the magic time is 17 minutes. For you, it may be different.

With practice, you should be able to mentally tell yourself when it is time to wake up. When it is time, get up without hesitation. Until you develop mental awakening, avoid noisy alarms. These startle the body into fight or flight mode.

The second area of personal time is for contemplation. It is not for sleeping, it is for meditation. This time is typically about one-half day, although for you it may be more. Because of the large time commitment, it must occur on a scheduled interval. It is a time without interruption by the outside world. That means all the electronic devices are removed. A natural setting is even better.

Contemplation allows you to think through problems and opportunities. It encourages you to reconsider priorities. It makes the entire body more alert and sensitive to what is going on. Your mind can again be creative - take a note pad with you so you can record your ideas.

One of my favorite escape times is during an extended expressway trip. This type of highway driving removes much of the aggravation of normal driving. It is through the countryside. Turn off the radio

and listen to yourself. I have developed some of my most creative ideas there.

## **Delegation** \_\_\_\_\_

Leaders must carefully guard their vision, attitude, and time.

These three items are things that no one else can provide. The effective realization of these three factors separates the doer from the want-to-be.

Since a leader is results oriented, individual tasks should not be a personal priority. These are things that others can do.

Perhaps one of the most difficult things for a leader is to transfer control of some segment to another person. After all, the leader has the vision. He knows where he is going. That implies he should know everything that needs to be done. That is not reality.

The approach reminds me of our son, when he was two years old. He was a strong willed child. Whenever he was offered help, his stock answer was "Do it by me self!" That is a great idea for creating independence and self-confidence. It is not a good practice for getting the task done quickly and effectively.

Technically competent people can be found to do almost any job. What is the equivalent hourly cost of that person? Compare that to the value of the leader. It does not make economic value for the leader to do tasks that can be delegated.

Delegation is the transfer of responsibility with the authority to do a task, but not the transfer of ultimate accountability for the performance.

Responsibility is the obligation to perform assigned tasks effectively.

Authority is the power to make final decisions that others are required to follow.

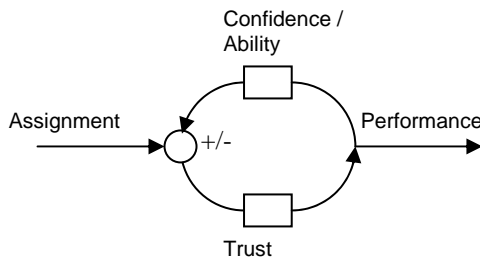
Accountability is being answerable for the satisfactory completion of tasks.

If responsibility is delegated to a junior individual, then the authority to make the final decision must also be reassigned. However, answerability cannot be transferred.

If responsibility and authority rests with different people, one person cannot accomplish the task. Nothing has been delegated. Responsibility and authority have to do with making decisions. Answerability has to do with management of the task.

Before a project can be delegated, it must be defined. The scope must be adequate so that the junior party can implement a plan without interference from the delegator. The delegator must remain available for counsel and advice, but not micro-manage the process. This is a fine line to walk.

A control system must be in place. This is another implementation of the control model called the Success Machine. The stimulus is the project assignment. The physical manifestation is the results of the tasks. The emotional element is trust with both parties. The mental element is confidence of the delegator and abilities of the junior. Feedback comes from the junior to the delegator in terms of progress reports; the delegator must then feedback to the junior his appreciation for the work done.



There can be multiple control loops. It is reasonable to have a different control and accountability for each step or task that is associated with the project.

It is not reasonable to only provide feedback at the end of the task, or at a regularly scheduled performance review. Feedback should occur often, particularly as it relates to good performance. It is a downfall of many managers that they regularly provide “critique” but rarely give praise.

## **Organizational Structures**

Organizational structures, by necessity, have a top-down, hierarchical configuration. That means that there are fewer players the higher you go in an organization. There is ultimately one person at the top with total responsibility. This authority is then delegated through the organization.

Organizations take one of three approaches to management of ideas: top-down, peer, and bottom-up.

The most common approach is top-down. This is the easiest to implement. It is the government approach. All information and ideas comes from the top. There are three major fallacies to this approach. It assumes the people at the top are more brilliant and intelligent and can make no mistakes. It assumes the people at the bottom are not capable of knowing, only following direction. It is the most expensive approach both in money and in lost opportunities created by stifling creativity and objectivity.

The second method of managing ideas is peer review. This is a team or fraternity approach. It is very effective in a small group. This approach permits brainstorming and piggy-backing on other ideas. Its major limitation is that the size must be restricted to 9 or less players. Another risk is the creation of a clique or elitist club. Finally, there is a risk of stifling independent thought. If uncontrolled, the members of the team can begin to believe that they are incapable of action without a team decision.

The foundational approach is a bottom-up structure. This is the most difficult to cultivate. Freedom to independently develop and propose

ideas is delegated to every person. Three things are required. There can be no repercussions for mistakes. Authority to implement must be transferred to a very low level. Rewards must be generous. This practice lends itself to the most creativity and permits ingenious solutions and opportunities. It is the most rewarding for the organization. But it requires the most leadership ability to nurture the community.

Regardless of the approach used to generate ideas and implement them, the ultimate responsibility still rests with the leader. No matter where the idea comes from, the leader, or executive, has to make the final decision whether or not to pursue it. The decision may come in the form of complete delegation to a subordinate, but the decision is still the leader's.

### Assessment \_\_\_\_\_

R. A. Mackenzie in *The Time Trap: How To Get More Done In Less Time* has developed a profile to determine how well you delegate [MacKenzie]. Complete the assessment of your personal responses.

Check the question only if your answer is yes.

- \_\_\_ 1. Do you take work home regularly?
- \_\_\_ 2. Do you work longer hours than your subordinates?
- \_\_\_ 3. Do you spend time doing for others what they could be doing for themselves?
- \_\_\_ 4. When you return from an absence for the office, do you find the "In" basket too full?
- \_\_\_ 5. Are you still handling activities and problems you had before your last promotion?
- \_\_\_ 6. Are you often interrupted with queries or request on ongoing projects or assignments?
- \_\_\_ 7. Do you spend time on routine details that others could handle?
- \_\_\_ 8. Do you like to keep a finger in every pie?
- \_\_\_ 9. Do you rush to meet deadlines?
- \_\_\_ 10. Are you unable to keep on top of priorities?

Two or more checks indicate a need to improve. Five or more indicates a serious problem. If there is a problem it is not just a personal problem, but also an organizational concern. Not only is it affecting you and your quality of life, it is limiting the growth of juniors.

If the assessment indicates a need for improvement, it is important that you get additional training and that you follow through with delegating. Other people are competent or you should save a salary and get rid of them. In that case, at least there will be more money to contribute to your widow at the time of your early departure.

How does this apply to a small shop or to a one-man show? All the factors are still appropriate. What are you and your time worth to the organization? It may be time to hire an assistant to handle the mundane and routine. The other major consideration is that you may be doing unnecessary and non-billable work. Dump it and get back to smelling the roses. Your family and your physician will appreciate it.

## **Review** \_\_\_\_\_

Leaders are not born; they are trained by a mentor. All leaders effectively do the same things. They ask open-ended questions, they listen to the answer, and they act appropriately. A leader jealously guards his vision, attitude and time. These cannot be provided by anyone else.

## **Application** \_\_\_\_\_

1. Give two definitions of leadership.
2. What is the difference in a leader, manager, and boss?
3. What are the three secrets of a successful leader?
4. What is 80/20?
5. How do you obtain the 5% and 1% rules?
6. Who are the five percenters?
7. What is the basic resounding question that men ask about their virility?



8. How does that question get answered?
9. What three things does a leader guard?
10. Why does a leader delegate?

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# 6

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## CHARACTER: LEADERS HAVE VALUES

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Thought  
*Practices are many,  
Principles are few,  
Practices may change,  
Principles never do.*  
- An old proverb

**Society needs** \_\_\_\_\_

What is character? How does character relate to leadership and success? Isn't character a religious issue? Can character be changed? What is the moral authority for character?

Character is a group of mental, moral, and ethical traits that describe a person and/or a society. There are numerous nuances to the definition of character from acting to alphabets. In this context character is an individuals pattern of behavior; moral quality; and the principles and motives that control the life. [Webster]

Character is how a person behaves when no one is looking.  
- Popular quip

If a culture is going to survive, then it must have certain expectations and requirements of its citizens. Some features are universal, such as the protection of life. Although even these have some perceived variances. Others are preferences, such as hairstyle.

In this context, character is defined as the trait that promotes equitable treatment of every person, regardless of station.

The behavior of a person is determined by the nature of his dealings. As was noted in previous chapters, and by the structure of this series, a person has three responses - personal, interpersonal, and higher authority. Personal is with himself, interpersonal is with others, and higher authority is with greater power. Alternately, the relationships are respectively called internal, horizontal or external, and vertical. These can easily correlate to the personality relationships of emotional, physical, and mental.

What is the moral authority of character? When describing these values, they must be compared to something. Society and a culture do not develop concepts of character arbitrarily. These are fundamental traits, and are generally recognized in cultures around the world.

In order to examine the role of character in a culture, it is useful to examine the founding document of the world's currently oldest government, the Declaration of Independence of the United States of America, and the thoughts of the creators of that document, and the government it founded.

“When in the Course of human events, it becomes necessary for one people to dissolve the political bands which have connected them with another, and to assume among the powers of the earth, the separate and equal station to which the Laws of Nature and of Nature's God entitle them, a decent respect to the opinions of mankind requires that they should declare the causes which impel them to the separation.

We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness.--That to secure these rights, Governments are instituted among Men, ... “

- *Declaration of Independence*

The *Declaration of Independence* clearly states that the moral authority is the Creator.

Unfortunately, some people have avoided the topic of character. They mistakenly think it is a religious topic. Although it is one of the tenets of religious systems, character is also a way of life and in relations to people as well as relations with a higher authority and Deity.

In some circles, theology and religion are regarded as a private matter. That is impossible. The way you think, feel, and act impacts others. Theology is very much about relationships. Despite current attempts to revise history, it is the foundation of government.

Our Constitution was made only for a moral and religious people. It is wholly inadequate to the government of any other.

- John Adams

Peace, prosperity, liberty and morals have an intimate connection

- Thomas Jefferson

We have stacked the whole of all our political institutions upon the capacity of mankind for self- government, upon the capacity of each and all of us to govern ourselves, to control ourselves, to sustain ourselves according to the Ten Commandments of God.

- James Madison

Ethics are a part of virtually every profession. Many of these professions require continuing education in ethics as a component of maintaining registration. This chapter and a later one specifically on ethics and professionalism address those issues.

Character and ethics are the foundation of laws and the legal system. Without a framework, it is impossible to have consistent laws and relationships with society.

Virtue or morality is a necessary spring of popular government.

- George Washington

No free government, or the blessings of liberty, can be preserved to any people but by a firm adherence to justice, moderation, temperance, frugality, and virtue; and by a frequent recurrence to fundamental principles.

- Patrick Henry

Neither the wisest constitution nor the wisest laws will secure the liberty and happiness of a people whose manners are universally corrupt. He therefore is the truest friend of the liberty of his country who tries most to promote its virtue, and who, so far as his power and influence extend, will not suffer a man to be chosen onto any office of power and trust who is not a wise and virtuous man.

- Samuel Adams

## **A little history** \_\_\_\_\_

The list of character traits that are generally accepted is actually quite limited. In the Western civilization, based on the Judeo-Christian ethical structure, these are identified in the historical and religious teachings. A Middle Eastern scholar, Paul of Tarsus, enumerated these character traits in letters to the cities of Galatia and Ephesus in Asia Minor, then part of the old Roman Empire.

These lists of character traits have survived over two thousand years. That is a strong comment on the value of their qualities. These traits are referred to by Paul of Tarsus as the fruit of the spirit. In the success machine, spirit is related to attitude, or the mental decisions. Fruit is one of the products of a live organism. Fruit carries all the characteristics of the parent in the seed [Durham].

Each character trait itemized by Paul will be investigated individually. To aid in comprehension, additional related terms are discussed in order to expand on related concepts and ideas. These synonyms are provided strictly to improve understanding.

All these values are considered positive attitudes in the human perspective. They may, however, be observed in different ways. A person may embrace the trait, such as being moral, within himself. Alternately, he may extend it to other people, such as treating others well. Finally, other people will view the same trait as a leadership function.

The topic of character traits is broken into 12 sections. This will allow you to use one character trait per month in leadership programs. Specifically, memorize a new trait and definition each month, and attempt to apply this trait specifically to all of your dealings. When this program has been used in organizations, there has been a phenomenal improvement in attendance, improvement in productivity, and reduction in complaints. Try it.

## **Virtue** \_\_\_\_\_

Virtue is worthwhile.

Alternative interpretations are active goodness, asset, high caliber, well doing, desirable quality, high merit, value, and benefit.

Virtue is an excellent word, but in some circles has come to be primarily associated with chastity, especially in women. “Worthwhile” has a broader application and acceptance in current usage of the English language.

## **Morality** \_\_\_\_\_

Morality is conforming to right human conduct.

Honesty, justice, equity, fairness, impartiality, and lawfulness are renderings that are more familiar. In many cases, it is rendered just, right, freed, judgment, and justification.

## **Integrity** \_\_\_\_\_

Integrity is truth tempered with discretion.

The word is variously translated as honesty, truth, veracity, reliability, and honor.

Truth is a legal term that can be used to distort intentions and reality. We have seen politicians that technically, within the law, tell the truth. However, they do not state accurate events or information. Therefore, they are telling the truth while distorting the circumstance and reality.

Integrity involves the facts tempered with judgment. It carries with it the idea of truth in concert with intentions.

My wife has a very personal illustration of integrity. The fact is a person (me) has a loss of hair. Integrity is saying nothing about it. Everyone understands the facts and the intent.

My Dad's definition of integrity was doing what you say.

## **Compassion** \_\_\_\_\_

Compassion is emotional concern for others.

Related concepts are care, sympathy, concern, and consideration. It carries the idea of a desire to give or help others. In some contexts it is called love. This is a caring love. The other two types of love are erotic and friendship.

Compassion is exercised toward another, even if you do not have a relationship. It may be caring for an individual because of their plight.

## **Charisma** \_\_\_\_\_

Charisma is favor and joy.

Related words are grace, gladness, hail, greeting, or exuberance.

In addition, it has very fascinating derivatives. Favor is derived from the same old root and literally means joy, grace, gratitude, thanks, or pleasure. The idea of charisma in the form of grace is

shown in a term applied to debts. A grace period is an extension, which is granted as a favor, to allow payment of the bill.

Another definition is always a gift. The connotation is personal magnetic charm, appeal, or favor. This is a logical expectation since a person with tempered joy does have great appeal.

## **Calm** \_\_\_\_\_

**Calm is peace and is also called prosperity.**

It denotes a state of untroubled, undisturbed well-being. It is the absence or end of strife. The term is sometimes rendered as rest or quietness.

An English word that is very similar in etymology is serene. The idea is to be internally at peace and to project calm to others.

The concept is expressed succinctly in one statement. Calm replaces anxiety when our internal comfort comes from vertical influence.

## **Patience** \_\_\_\_\_

**Patience is the ability to wait, without being frustrated.**

Other terms are endurance, tolerance, and persistence. It is from the idea of forbearance or fortitude. In this case, the ability to wait derives from strength not from laziness. Patience is active rather than passively letting events happen.

Long suffering is a very descriptive term used in some renderings, but it is seldom heard in common usage.

## **Kindness** \_\_\_\_\_

**Kindness is benevolence or best wishes.**



Kindness is usefulness or excellence. Kindness can be described as the quality of humanity. Other options are mellow, goodness, gentleness, good, easy, better, and gracious. By comparison, excellence is goodness to the highest degree.

## **Confidence** \_\_\_\_\_

**Confidence is the mental assurance that something is true.**

Synonymous concepts include credence, conviction, reliance, constancy, and fidelity.

Confidence is related to faith. Unfortunately to many, faith has taken on metaphysical components. Confidence or faith is a rational characteristic. The idea is often associated with belief. Confidence is more of an attitude based on logical arguments. Belief seems to be more emotion derived from strong desire.

Both are necessary for success. Confidence creates an atmosphere of control. Belief creates the desire to make it happen.

## **Genteelness** \_\_\_\_\_

**Genteelness is modesty with class.**

Genteelness is simply being a gentleman or lady.

The primary idea is the opposite of brashness. Modesty is sometimes linked to humility and meekness. Unfortunately, in current vernacular, these words carry the impression of milquetoast. However, in no way should the term “gentle” imply that someone is a wimp.

A gentleman is the epitome of distinction and is well received. A gentleman creates the desire to be like that person. Someone can be

a gentleman or lady at any social level. Regardless of station, he is regarded as the best of his class.

How would you describe a gentleman? A gentleman is an example of confidence, strength, nice, kind, pleasant, considerate, someone with integrity, and respect for others.

In fact, gentlemanliness is the one word that best describes the entire suite of character traits.

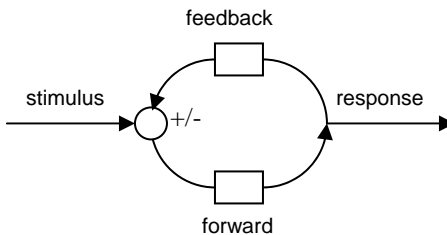
## Control \_\_\_\_\_

Control is temperance or moderation.

Moderation is a related thought. The word temperance fell out of use in the earlier part of the 1900's. It was closely associated with the control of alcoholic use. Because of that unpopularity, the word has almost vanished from the language.

As illustrated earlier, control is the mental function that keeps the emotional and physical in check. Control is one of those fascinating concepts that cross all boundaries. It is used to describe personal actions, relationships, financial situations, and mechanical devices. Whether in psychology, philosophy, or physics, control is crucial.

In every circumstance, control simply means to apply feedback or constraint to a stimulus or input so that a desired response or output is obtained. The control model or success machine developed earlier demonstrates control.



Examples vary widely. A person who is a control freak must dominate every situation. A ship has a rudder to control direction. A heater has a thermostat to control temperature. Financial expenditures are controlled to stay in a budget. In what area do you need to have further control?

## **Freedom** \_\_\_\_\_

Freedom is making the right choices.

Freedom implies making choices that concur with natural law and eliminates any consequences of concern.

Freedom is obtained and maintained by the choices you make. Those choices depend on your character.

Free is perhaps one of the more emotional words in language. Being free was as strong a desire in ancient history as it is today. Legal concepts are not generally considered character traits. However, this is one overriding desire of mankind that requires specific action to develop and protect for yourself and others. Therefore, it can accurately be considered a character trait.

Freedom is almost always stated with negation of an undesirable situation. It means unconstrained, unlimited, independent, and uncontrolled by external influence. In contrast, control is an internal character trait imposed on yourself when relating to higher authority.

Perfect before the law means the law has no consequences to you. Therefore, you are free. However, freedom must be closely guarded. When the dream or will for freedom has been shattered, choice stops.

Liberty . . . is the great parent of science and of virtue; and . . . a nation will be great in both always in proportion as it is free."

- Thomas Jefferson

## **Categorical** \_\_\_\_\_

The fundamental type of relationship can be used to categorize each of the character traits. Internal relationships focus on you personally. Horizontal relationships deal with other people; it is how you treat others. The final relationship is vertical or how we deal with higher authority. Each of the twelve character traits can be classified as dealing primarily with internal, horizontal or vertical relationships. All twelve traits, however, impact our relationships in all three areas.

<b>Internal</b>	<b>Horizontal</b>	<b>Vertical</b>
Morality	Virtue	Integrity
Compassion	Patience	Confidence
Charisma	Kindness	Genteelness
Calm	Freedom	Control

## **Positive and negative** \_\_\_\_\_

Positive and negative are opposing polarities. They apply to every circumstance and situation. Their existence is not subject to question, but is a natural fact, easily demonstrated by science. This idea in itself illustrates structure. Each person makes a choice either to understand and implement the natural laws or to ignore and reject these precepts. The consequence of not heeding the natural laws is always negative.

Not only are there positive and negative choices, and positive and negative results, there are positive and negative influences. These influences are variously called attitudes, spirits, messengers, guides, or in the religious context angels.

Numerous synonyms are used for the polar opposites of positive and negative.

Positive	Negative
Right	Wrong
Good	Bad
Excellence	Mediocrity
Light	Dark

In the system design, there was no provision to force robotic action. By making a choice to accept natural law, then the positive feedback is to grow. Alternatively, should one choose to ignore or reject natural law, there is negative feedback that leads to decay.

## Review \_\_\_\_\_

Is it not intriguing that with understanding the few basic character traits, we can relate to anyone? Can you imagine a person with all these positive attitudes - virtue, morality, and integrity? Think about a person with all the expanded traits: compassion, charisma, and calm; patience, kindness, and freedom; confidence, genteelness, and control.

What would you call that person? Do you want to be that way? These are all positive attitudes that are available.

The essence of all the character traits is to be calm, in control, with class.

That describes a gentleman or lady.

## Application \_\_\_\_\_

1. Do these traits effectively summarize what you desire to see in other people?
2. How close are you to meeting the standards of character?
3. What is the most important trait for the good of society? Why?
4. What is the most important trait for the good of your organization? Why?

5. What is the most important trait for your personal compass? Why?
6. Why do you think the most important might be different?
7. What is your greatest strength?
8. What is your weakness? It will become your strength if you develop it.
9. What is your moral basis for your personal values?
10. Does your moral basis impact your perspective on the most significant traits?
11. What is confidence?
12. What is a gentleman?

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# 7

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## MOTIVATION

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Thought  
*Motivation is helping people  
to reach their potential.*  
MOD

**Where from** \_\_\_\_\_

What is motivation? What does it take to motivate people? Are everyone's motivational needs the same? Is money the primary motivator? What are the other influencers?

Earlier chapters provided several assessments of your personality temperament and leadership style. We also discussed character traits that are critical to a leader. This chapter will discuss one of the most important aspects of leadership: how to encourage people to reach their potential.

**What is it** \_\_\_\_\_

For the novice manager, motivation consists solely of telling an employee to do something. If the employee does not comply in the manner that the manager wanted, the manager threatens the employee. Is that motivation? Is it effective in the short term or the long term? What happens to productivity?

Negative motivation with orders and threats may work in the short term, but it is not as effective as positive encouragement. Pushing someone to do something is like pushing a chain, no matter how hard you push, it just does not go where you want it.

Motivation is not telling, but selling

As discussed previously, early in the twentieth century, Dale Carnegie delineated effective tools for dealing with people at any level [Carnegie].

1. Never criticize, ever.
2. Give positive affirmation.
3. Find out what people want and help them to get it. In the process you will get what you want.

The first two areas are covered in the temperament and leadership style. The remaining question, then, is “what do people want.”

Does everyone want the same things? No, but there tends to be consistency in peoples needs. Can everyone reach the same level of performance? No, the objective of a successful leader is to help each person reach their potential.

In order to have everyone perform at the same level, then you are forced to settle for the lowest common denominator. High performers must be scaled back in order to stay in pace with the lower performers. Not only is this the least productive for the team, it is also extremely frustrating for high-achievers and they will eventually leave the organization.

Motivation is helping people to reach their potential.

- MOD

So, should everyone be rewarded the same? There are three schools of thought on rewards.

- Reward people based on their position or seniority.
- Reward people based on their effort.
- Reward people based on the results.



The first option represents the reward system found in most labor-controlled organizations, and many large, old-style companies. This method of reward sounds egalitarian, and follows the Theory Z management style discussed in a previous chapter, but it is repressive. It says to high achievers “no matter what you do, you can only advance so fast”. It says to low achievers “keep your nose clean long enough and you’ll be OK”. Neither group of people is motivated to perform at a higher level. This system is the easiest to implement because it is simply a number. It is task oriented thinking and shows no value for people or their needs.

The second reward system, paying people based on their effort, sounds compassionate. Despite the desires of the employees, and often the manager, there is no free lunch. In order for there to be resources for reward, there must be profit to the organization. This method of reward is people oriented thinking and shows no understanding of the costs of running an enterprise.

To those with no real experience running a business, the final reward system sounds crass, but is the most reasonable. The primary purpose of any firm is to maximize the shareholder’s wealth through providing a service to the clients. A secondary purpose of a company is to provide employment to its staff and employees. If there are no services being provided to the clients, there is no income, and no resources to pay employees or give a return to the owners.. This method of rewards shows leadership thinking and respect for individual’s accomplishments. It encourages all participants to perform at a higher level, so the rewards to themselves, and the organization will be higher.

## **High performers** \_\_\_\_\_

Why do some people perform better than others? Why does one person finish a project in one week and an equally capable counterpart takes three weeks? How does one leader get his team to perform 10 tasks in a day and another group only does half that?

Mel Hensey gives a clue to the key to performance [Hensey].

“While it is difficult to measure productivity, particularly for knowledge workers, managers can assess relative output. As they have done it, particularly in groups, they have noted the following: *High morale and high performance groups or individuals with equal skill resources will outperform those that are just marginally acceptable by a factor of almost 3 to 1.* Motivation makes a big difference in group output, from marginal to high performing.”

- Mel Hensey

What are the elements that foster high-performers? If these issues are identified, then we have a direction to go when attempting to motivate others. As expected, motivation goes back to the control model called the success machine. There are emotional, mental, and physical factors.

*Self-satisfaction* is the why. It is an emotional good feeling. Self-satisfaction is not external recognition; it is the gratification of your inner sense of worth. It is simply virtue. Self-satisfaction quells the negative personality trait of depression.

*Self-confidence* is the mental assurance that something is true. It is faith that you can accomplish the tasks you choose. It quells the negative personality trait of fear.

*Achievement* is the physical realization that you did it. You contributed something tangible to the human condition. Because of its significance, someone else can recognize your contribution. It quells the negative personality trait of anger.

If we can help people find ways to fulfill these three issues, we can help an individual achieve his potential. In the process, you can achieve your own goals.

**Assessment** \_\_\_\_\_

What motivates people more than anything else? Is it money? Au contraire. In study after study it has been shown that other things are more important, all else being equal.

Cleland and Kocaoglu in *Engineering Management* developed a list of factors that are perceived to motivate people [Cleland].

This assessment is confidential. There is no place for your name.

Indicate the five items from the list which you believe are the most important to you to do your best work.

- \_\_\_ 1. Steady employment
- \_\_\_ 2. Respect for me as a person.
- \_\_\_ 3. Adequate rest periods and coffee breaks
- \_\_\_ 4. Good pay
- \_\_\_ 5. Good physical working conditions.
- \_\_\_ 6. Chance to turn out quality work.
- \_\_\_ 7. Getting along well with others on the job.
- \_\_\_ 8. Having a local house organ, employee paper, bulletin.
- \_\_\_ 9. Chance for promotion.
- \_\_\_ 10. Opportunity to do interesting work.
- \_\_\_ 11. Pensions and other security benefits.
- \_\_\_ 12. Having employee services such as office, recreational, and social activities.
- \_\_\_ 13. Not having to work too hard.
- \_\_\_ 14. Knowing what is going on in the organization.
- \_\_\_ 15. Feeling my job is important.
- \_\_\_ 16. Having an employee council.
- \_\_\_ 17. Having a written description of the duties in my job.
- \_\_\_ 18. Being told by my boss when I do a good job.
- \_\_\_ 19. Getting a performance rating, so I know how I stand.
- \_\_\_ 20. Attending staff meetings.
- \_\_\_ 21. Agreement with agency's objectives.
- \_\_\_ 22. Large amount of freedom on the job.
- \_\_\_ 23. Opportunity for self-development and improvement.
- \_\_\_ 24. Chance to work not under direct or close supervision.
- \_\_\_ 25. Having an efficient supervisor.
- \_\_\_ 26. Fair vacation arrangements.

- \_\_\_ 27. Unique contributions.  
 \_\_\_ 28. Recognition of peers.  
 \_\_\_ 29. Personal satisfaction.

What was the priority of your personal motivating factors?

1	
2	
3	
4	
5	

If you were to rank your peers, would you expect the results of the assessment to be different? If you were to rank those you supervised, would you expect different results? Why do you suppose that other people think and feel very different from you?

We have used the survey in a number of classes. After individuals rank themselves, the group results are tallied. Then a stimulating discussion is directed.

In conducting these surveys, we often find that individuals tend to assume that their peers, or people they supervise, have different motivating factors than they do. The assessment shows what is important to the individual. In summing the results, we find that the same things tend to be important to members of groups that are somewhat homogeneous. For example, managers tend to think similarly and engineers of the same age tend to think similarly.

### **Maslow hierarchy of needs \_\_\_\_\_**

In 1954, a hierarchy of human needs was proposed by Alexander H. Maslow in *Motivation and Personality* [Maslow]. Maslow developed the idea that people's needs can be segmented into five categories. The lowest level need that is not being satisfied will dominate a person's requirements at any point in time, until that

need is filled. A higher level need achieves dominance only when the lower level needs have been satisfied.

Maslow's hierarchy is shown with the fundamental or lowest seated first. The highest level of satisfaction is fifth.

1. Physiological needs.

The survival needs required to maintain life are food, water, sex, shelter, and clothing.

2. Safety needs.

The security needs help a person hold onto #1. These include a safe neighborhood, steady job, life insurance, and a "moat" or "stockade".

3. Social needs.

The need to relate and belong includes friendship, affection, belonging, love, acceptance, and social activity.

4. Esteem needs.

The need to be respected includes, status, recognition, prestige, and holding and using power.

5. Self-actualization needs.

The need to achieve one's self, regardless of what others think. It includes self-fulfillment, self-realization, and sense of accomplishment.

A satisfied need is no longer a motivator. It is important, then, to realize where people are, and what their current motivational needs are. A beginning professional or lower paid individual may be concerned for his physiological and safety needs. An upper level manager should have those covered and may be looking for esteem and self-actualization.

There is one problem with Maslow's theory. It assumes that only one level is active. In reality, we have found that, at any given point, everyone has needs at every level, to a greater or lesser extent. Only one need may be dominant, but the other needs will still be motivation factors to some extent.

I remember when I was quite young that I wanted people to know I had lived on this earth and had made a difference. That was a goal

well before I had satisfied the other needs. Perhaps that objective has been one of my motivating factors.

What has been the highest objective of your needs hierarchy? That will be your limit of achievement.

## **Positive and negative motivation** \_\_\_\_

There are things that motivate people positively and things that motivate negatively. Positive motivating factors encourage people. These tend to be associated with the Maslow esteem and self-actualization needs. People are most satisfied when these are provided.

Conversely there are negative motivation factors. These factors do not necessarily encourage people to achieve more. If these are not provided, however, there is a negative effect on performance. These are more associated with Maslow's lower hierarchy needs – safety and security. Notice that money is in this category.

Expanding on Maslow's work, Frederick Herzberg developed a list of satisfiers and dissatisfiers from interviews with professionals [Herzberg]. Their position and education may account in part for some of the factors. Because these individuals have, to the most part, met their physiological and safety needs, Herzberg's results were different from Maslow's list.

<b>Positive</b>	<b>Negative</b>
Achievement	Company policy / administration
Recognition	Supervision
The work	Relationships with others
Responsibility	Working conditions
Advancement	Salary
Growth	Personal life
	Status
	Security

Herzberg found that people assumed that the items in the negative column were a “right” of employment. As in many other areas, perception becomes reality. Once a need is met, it is viewed as a right. If this “right” is not granted, it becomes a negative to that individual. People expect to be treated equitably with dignity. If they are not, then they become dissatisfied.

Despite the fact that they are the most significant motivating factors for people, the items in the left column are generally the least expensive to provide. What does it cost to tell someone he is doing a great job? Does it help or hurt the organization to give people more responsibility?

Growth can come in many ways. One of the most appreciated is to recognize people by providing personal development training for them. This improves their performance, and an even bigger benefit is that it helps their self-worth and satisfaction. That makes them a better value.

What is the difference between how a manager and a leader view the personal development of their employees? A manager would try to put a bottom line figure on the value of the training. Since this is often not easily recognizable, this tends to be difficult. A leader recognizes that people are significant. He will get results from building the people.

Which attitude ultimately affects the bottom line more positively?

When managers run a company, training is curtailed. The short time reduction in investment results in a long-term lack of growth.

When a leader runs a company, training is a major part of the operation. The long-term result is growth of the organization and the individual. This creates a winning arrangement for the individual and the organization.

**Resolving difficulties** \_\_\_\_\_

The information on motivation has been for general application. It stresses that everyone has needs that will change based on circumstances and position. The discussion has illustrated that everyone has things that motivate him or her. These needs are based on an individual's emotional, mental, and physical perspectives. We have also addressed the costs and benefits of motivation to the organization and the individual.

What does a leader do when there are difficulties? Because of different temperaments, goals, and needs, there are conflicts in personalities and styles. These are unavoidable. The negative results, however, can be mitigated. It is the leader's responsibility to be the servant. He is well advised to try to understand the other person before making a decision or taking action.

One of the effective ways to resolve difficulties is to look at how the person is wired. What are the things that motivate him? What is his area of challenges? The following charts were adopted from Margarethe Collins [Collins].

From all these observations, there is one common theme. People want to be appreciated, just in different ways.



### Dominant, Authoritative, Expressive Logic

<b>Strengths</b>	<b>Weaknesses</b>
Like quick results	Are sometimes hasty
Like cause to action	Take big risks
Love a challenge	Can be brash
Decide things quickly	Are predictable
Act as a catalyst for change	Are impatient
Like to have authority	Are too impromptu
Meet trouble head on	Make assumptions
Are good problem solvers	Are insensitive to others
Are strong minded	Can be stubborn
Are intense	Are sometimes intimidating
Are strong willed	Can seem insensitive
Are achievers	Seem unapproachable

<b>Motivated by</b>	<b>Needs</b>
Power	Challenge
Authority	Human relation skills
Prestige	Experience
Challenge	Discipline
Opportunity	A team of equals
Variety	Accountability
Directness	Clear limits
Advancement	Scheduled rest/recovery time
A free hand	Structured solutions
Action	Caution

## Influence, Communicative, Expressive Feeling

<b>Strengths</b>	<b>Weaknesses</b>
Are cheerful	Can be naive
Like to be around people	Tend to neglect tasks
Are optimistic	Sometimes ignore danger
Make a good impression	Are influenced by assumptions
Are articulate	Sometimes aren't taken seriously
Are gregarious	Can seem evasive
Are motivating	May seem insincere
Tend to be friendly	Sometimes doesn't follow through
Tend to be enthusiastic	Tend to overlook reality
Like to be helpful	Can seem condescending
Are entertaining	Can seem unconcerned
Are pleasant	Are not confident

<b>Motivated by</b>	<b>Needs</b>
Popularity	Objectivity
Recognition	To be heard
An audience	To be more realistic
Extracurricular activities	Priorities
Equality	Deadlines
Freedom	Accountability
The opportunity to be heard	To plan more
Coaching	To test the logic of ideas
Comfort	To be more disciplined
Confidence	Follow through

## Supportive, Controlled Feeling

<b>Strengths</b>	<b>Weaknesses</b>
Maintain standards	Can seem dull
Are dependable	Are sometimes blind to change
Are quiet	Can be inflexible
Are patient	Appear listless
Are unassuming	Resist multiple priorities
Tend to specialize	Appear lazy
Are unflappable	Seem purposeless
Are focused	Do not challenge others
Are loyal	Need predictability
Are good listeners	Do not delegate well
Provide a calming influence	Are usually threatened by change
Are modest	Respond poorly to crisis

<b>Motivated by</b>	<b>Needs</b>
Security	A quicker reaction to change
Status quo	To accept challenges
Leisure time	To do more than one thing
Credit for accomplishments	To make their successes known
Realistic expectations	To hold other accountable
Appreciation	To be more flexible
Team support	A supportive team
Tradition	

## Compliance, Tasker, Controlled Logic

<b>Strengths</b>	<b>Weaknesses</b>
Maintain Standards	Can be negative
Are detail oriented	Are pessimistic
Enjoy predictability	Seem aloof
Are diplomatic	Can be withdrawn
Are accurate	Are loners
Use critical thinking	Get depressed
Seek excellence	Resist delegating
Are obedient	Are slow decision-makers
Do not challenge authority	Seem inflexible
Are careful	Tend to bottle up grievances
Are diligent	

<b>Motivated by</b>	<b>Needs</b>
Security	Precision
Standard operating procedures	Careful planning
A sheltered environment	Exact expectations
The reassurance of their worth	Performance appraisals
No sudden changes	More respect for people
A team environment	More tolerance for conflict
Recognition	More tolerance for imperfection
The status quo	Optimistic teammates
Symbols of success	

**Review** \_\_\_\_\_

Motivation is not telling, but selling. Find out what people want and help them get it, in the process, you will get the results you want. Motivation is helping people reach their potential. Everyone has needs. They may be expressed in different ways and they may change with time. The driving needs are based on personality tendency, age, and position. High performers must be recognized as

unique and requiring more flexibility and reward if their potential is to be realized. Unfortunately, in many organizations, high performers tend to be a threat to the status quo, and are not given the opportunity to excel.

## Application \_\_\_\_\_

1. What is motivation?
2. What are 3 issues that make people high performers?
3. The three factors that cause people to be high performers quell which negative personality traits.
4. What is the common thing necessary to resolving difficulties and the one general thing that all people want?
5. What are the tools that Carnegie uses in dealing with people?
6. What personal objective will set the limit on your level of achievement?
7. What is one way that a leader can improve the long-term value of his people, and growth of his organization?

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# 8

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## COMMUNICATION

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Thought  
*People do business with people  
they like and respect.*  
MOD

**What is it** \_\_\_\_\_

How do you get your message across? What is the best vehicle?  
What is the difference in communicating, telling, and selling?

Communication is presenting your idea in the most effective way and getting feedback. It is more about listening than about speaking.

Communication is perhaps the weakest link for technical professionals who aspire to management and leadership. Communication is more important than technical information. If you cannot communicate your knowledge, then you do not have knowledge. You only have personal information. If you can communicate effectively, you can overcome many challenges.

Numerous vehicles are used to transmit a message. These include books, papers, articles, reports, memos, emails, letters, lectures, presentations, phone calls, audio recordings, video recordings, handshake, backslap, and other forms of touch.

Messages come to us through the eye gate, ear gate, and touch sensors. In personal relations, touch is very powerful. Because of that, it must be used with caution in a business environment. The method of handshake and other forms of body language will be discussed in another chapter.

Written communication is strictly through the eye gate. Audio recordings and phone calls are strictly through the ear gate. Presentations use predominantly the eye and ear, with some touch. Since a presentation addresses all issues, it will be covered first. Then specific applications are applied to the other methods.

Listening is a magnetic and strange thing, a creative force. The friends who listen to us are the ones we move toward. When we are listened to, it creates us, makes us unfold and expand.

- Dr. Karl Menninger (1893-1990)

## Communication cues \_\_\_\_\_

A presentation involves much more than the words. Dr. Albert Mehrabian developed the classic statistics about effective communications [Mehrabian]. Interestingly, he has his undergraduate and graduate degrees in engineering and his doctorate in psychology. He did his teaching and research at U.C.L.A. His research shows the relative importance of the cues used in communication.

Cue	%
Verbal	7%
Vocal	38%
Visual	55%

Verbal is the words you use. It is the data, information and content. It is the least important mode. It is *what* you say.

Vocal is the voice inflections, expression, resonance, tempo and volume. It is *how* you say it.

Visual is the body language. It is eye placement, posture, gestures, facial expressions, and visual aids. It is how you look, what you wear, and what is seen. It is *who* says it.

"I hear and I forget, I see and I remember, I do and I understand."  
- Confucius

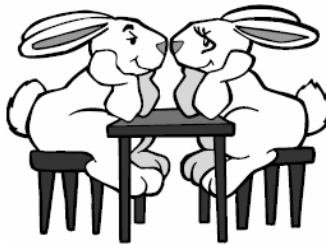
Obviously these cues apply to visual presentations. The cues also apply to telephone and electronic mail. Who has not spoken on the phone and could detect anger or joy coming across the line?

I place a mirror beside my phone to remind me to answer the phone with a smile. That comes across to the other party. It sets a tone for the relationship.

The same clues apply to electronic mail, which is typically written quickly without a great deal of review and analysis. Therefore, it carries more of the emotional message.

Dr. Layne A. Longfellow, an experimental psychologist, wrote a very interesting treatise on "Body Talk: The Game of Feeling and Expression" [Longfellow]. This adopted Mehrabian's work into a board game that is played by expressing emotions with defined parts of the body. It is an effective tool used by actors and professional speakers.

What is communicated by this sketch? Are any words necessary? What vocalization may be heard? Are they in the dictionary?





Educated and professional men and women, who are trained to use words and logic, often lack the skill of natural interaction with others. In effect, they may appear to be culturally deprived.

Everyone uses body language. The language is more easily spoken than explained. How is it learned? Children adopt it by watching and repeating. As we become more educated, the words are emphasized. Non-verbal may be repressed or not further developed past that childhood level. In *If I Ran the Zoo*, Dr. Seuss described such a comically unpleasant humanoid as a 'n e r d' [Seuss].

It is crucial to understand the non-verbal communication, if you expect to be an effective presenter. It is equally important in developing relationships.

An exercise is presented in the chapter on presentation. This is beneficial in opening up the clues to effective communication.

### **Keep it positive** \_\_\_\_\_

Earlier discussion addressed the cues to communication. Notice that verbal is only 7% of the equation. The fact that this is a small value has a huge impact on what people hear and do.

Edgar Dale illustrated the retentions process. He found that after two weeks, people tend to remember 10% of what they read, 20% of what they hear, 30% of what they see, 50% of what they see and hear, 70% of what they say, and 90% of what they say and do [Dale].

Other research has different percentages because of variations in the methodology. Research conducted by Szuprowicz has shown that people retain only 20% of what they see, from 20% to 30% of what they hear, and about 40% to 50% of what they both see and hear. And they can retain up to 80% of what they see, hear, and do at the same time [Szuprowicz].

With those very low retention statistics, it is crucial to give only positive instructions. For some reason the negative part of the command is not heard or not translated.

Have you ever told a child, “Do not do that?” What is the next thing he will do? Yes. The very thing you direct against. Many think that is simply rebellion, part of the learning, or injecting an idea to experiment.

That does not appear to be the case. After extensive research, we have found that adults respond the same way. It appears that the negative does not always get translated in the brain. As a result, they do exactly the opposite of what you and they desire.

It is as if a person’s wiring wants to respond positively to any information. The negatives are very small, short words. They are part of the filtering that happens with the words in the communication process.

If you want a person to avoid doing something, give them a positive alternative to implement. The success rate is much higher.

## **Gentleman with class** \_\_\_\_\_

Communication involves numerous media and vehicles. It can be written, oral or visual. Communication success can most consistently be obtained by following the character traits of a leader.

The essence of all the character traits is to be calm, in control, with class. That describes a gentleman or lady.

- MOD

Many things are summarized in the term gentleman or lady. That is the image you want to project. It says everything about your look, your expression, and your dress. It says everything about your confidence and relationships. It says everything about your knowledge of the topic.

It is about respect for you, other people, and higher authority.

Crudeness or brashness will get attention and some humor, but misses on the respect and authority. In some circles, it may even drive money. However, it is not acceptable in a professional context.

A gentleman or lady has a consistent format in all communication. It is the sandwich technique.

1. *Give sincere thanks* or positive affirmation. This is not perfunctory, but entails real value.
2. *Address your topic.* Use clarity, brevity, and simplicity.
3. *Close with appreciation for an act.* This is not to the person, but what he did or does.

Realizing the relationship aspect of communication will drive you a long way to overcoming any apprehension and having a successful outcome.

Business is about relationships.

People do business with people they like and respect.  
- MOD

## **Conversation** \_\_\_\_\_

How can someone start a conversation or keep one going? It is about asking open-ended questions, and then listening. There are only a few responses that can make someone a great conversationalist.

1. *Tell me about ...your FORM* (family, occupation, recreation, or monetary interests). Select one of these topics as an icebreaker. This is a way to get the conversation started. It let's the other party talk about what they want.

2. *Keywords.* Listen for key words that the person says. Then ask them to comment on that particular thought. It is appropriate to occasionally give a thought, but conversation is about helping the other person to communicate. Actually attorneys are skilled at this technique when questioning a party or getting an opponent to tell what they know. Avoid the attorney attack, but use the tool to keep the conversation flowing.
3. *Insert.* After their comments, insert short phrases like right, yes, that's good, humm, or interesting. These interjections are like saying "sic 'em!" to a dog. They encourage the person to continue. They also illustrate that you are listening. Agree where you can, be silent where you cannot.
4. *Pause.* Wait before responding to any statement or question. It signifies that you are thinking about the thought. Furthermore, it precludes your having to come up with a comment while the other party is talking, so it allows better listening. An extended pause will often get the other party to talking. Very few people can tolerate silence or "dead air." Therefore, they will usually make some comment. Remember, the first person to speak after a long pause has conceded control of the conversation to the other person.
5. *So what you are saying is ...* Summarize your perception of the other person's position. It provides an opportunity for clarification. It also puts them in a position to be the one who responds. This can be very effective to get them to re-evaluate their thoughts, if they are having difficulty in coming to your way of thinking.

By using these tools, the other person is talking about their favorite topic, himself. Fascinatingly, by saying very little, you will be regarded as a great conversationalist.

## Telephone \_\_\_\_\_

The telephone has become one of the most intrusive instruments into our lives. Because of historical reasons, it dominates whatever is happening. People will answer the phone regardless of what else is occurring.

Businesses will answer the phone when a customer is standing there. Is that rude or good business? Someone has made the effort to come to your location. Give them the courtesy of your time. Make other arrangements for the phone. If you are the only one there, ask their permission to answer the phone. This gets them as part of the team. Then make the call short or arrange a call back.

Have you ever detected an irritated tone in someone's voice over the phone? You can sense their feelings, can't you?

As an aid in helping set the right tone, place a mirror near the phone. Look into it before you answer. Smile! It comes across on the line. It sets an attitude for the call. It establishes a relationship with the other person.

Answer crisply, "Hello, this is ----." Alternately smile and answer, "Hello, may I help you?"

For safety and security reasons, do not ever, never, ever, give your last name on a residential phone. Even in a business environment use only 1 name. If it is the last name, precede it with a title such as Doctor, Professor, and Captain. However, do not use a position such as Vice-President. If you prefer the formality of Mister or even President, use it with the office, even if you are answering the phone yourself. Consider "This is Mr. Smith's office." When Mr. Smith or Fred is asked for, respond with "This is he."

Similarly when calling someone, give you name. Immediately follow with an affirmation, and then begin your request. If you know them, begin with sincere thanks about something. If you do not know them, you might try "I understand you are the person that knows everything about the topic." It is disarming.

During the conversation, if the person cannot solve the problem ask “who *do you think* is the best person for me to chat with?” If there is difficulty, affirm, “Please transfer me to your supervisor, who did you say that was?” Be persistent, but in all else, be polite. It works.

After you have finished the conversation, close with appreciation. Even if they have not resolved the problem, appreciate their referral to the next person, or their efforts to help.

## **Electronic mail** \_\_\_\_\_

Electronic mail (email) can be a boon or bust depending on how it is used. It has the distinct advantage of permitting you to use it on your time schedule. It is powerful in that it provides a documented response around the world. It can be used in a near real-time exchange of information.

It has one major drawback. There is so much junk mail that it can eat up excessive time just processing the trash. Filtering between the good and bad is important since it is not always possible to tell who is mailing or what the content is. Clearly state in the subject so the other person will not trash it.

Since the basic philosophy of email is speed, it is simply a note. Keep it concise. Restrict each missal to one topic. Unless there is an ongoing exchange, restrict the number of messages.

If more than one topic needs to be discussed or the topic needs to be addressed in substantial detail, write a more formal letter. The letter can be dispatched via electronics, preferably as an attachment. It should be recognizable as a letter and not a long note. I use letterhead when creating this communications.

The Subject line should clearly state the topic. Make it specific to aid the recipient in sorting from trash and spam.

The note should be a sandwich of three paragraphs. First, like other communications, give thanks or positive affirmation. The next paragraph should present your request or case. The final paragraph should be appreciation for an act.

## **Grammar**

Communication is critical to success. Proper writing will determine whether you are regarded as educated or a buffoon. Entire texts are written on the topic. It is discussed for many years in school. Therefore, this will just be points to consider. It addresses common areas of less than proper writing.

*Style* is the first thing to identify.

1. Formal tends to be stilted, but is proper in every way. It is seldom used in professional communications.
2. Standard is proper but may have an occasional transgression such as ending a sentence with an infinitive. It is the preferred style.
3. Technical includes jargon and other nuances. It is not comprehensible by non-techs or even many of the tech types. Avoid jargon. The first time an acronym is used, describe it. Reduce the technical jazz to standard style for better communication.
4. Casual is conversational and may contain dialect specific and colloquialisms. It is appropriate for familiar correspondence, but never for professional. Because electronic mail is quick and personal, many adopt this style. That reduces the effectiveness of the message in a professional environment.
5. Event style is specific for the circumstance. It is inappropriate for professional.

*Punctuation* is used to clarify the association between phrases and ideas. Other than the normal end of sentences, two items are common areas of discussion.

1. Commas separate a list. The last item in the list is typically preceded by and or other terms. A comma before the and is frequently regarded as redundant. If and is used to associate other terms in the sequence, a comma must be used before the last term. In addition, with the broad cultural communication, the comma is preferred to absolutely identify the association.
2. Punctuation is typically applied inside quotes. An exception is when quotation marks are used to identify a written article.

*Grammar* is the structure of the sentence. There are many practices and rules in this area. The following items will be simply listed as things to check.

<b>Grammar</b>	
Capitalization	Possessives and plurals
Commonly confused words	Punctuation
Hyphenated & compound words	Relative clauses
Misused words	Sentence structure
Negation	Subject-verb agreement
Passive	Verb and noun phrases
Complete sentences	

*Expressions* vary with style, region, and education. The following challenges should be avoided.

1. Cliché is a trite or overused expression or idea. So it is casual.
2. Colloquialism is a local or regional dialect intended to duplicate informal speech. So, it is casual.



3. Contraction is shortening of a word by eliminating a letter or sound. The omission is shown by an apostrophe. It is casual.
4. Jargon is specialized or technical language of a trade, profession, or similar group. It is technical or casual.
5. Sentence length should be restricted to less than 50 words for clarity and brevity.
6. Sentences should not begin with conjunctions such as and, but or hopefully.
7. Contrasting terms such as however and nevertheless in formal language are used after a semicolon and before a comma. However, in standard communication the terms may begin the sentence, but it is still followed by a comma.
8. More than three successive nouns are confusing.
9. More than three successive prepositional phrases are also confusing.
10. Unclear phrases and association can be corrected by rearrangement and punctuation.
11. Use of the first person is highly conflicting. Formal conversation does not permit it. The alternative is the royal we. We is simply substituted for I.
  - g. One alternative used in standard style is to rearrange the sentence and use the passive voice. However, clear communication avoids passive voice in favor of active. That brings back the first person.
  - h. The best alternative is to craft the sentence in active voice while reducing the use of first person.
12. Wordiness clutters the message. Say what you mean. Keep the sentence short. Clarity, brevity, and simplicity is the best policy.

13. Split infinitive having a modifier between the to and the verbal. An example is “to really start”. More than one modifier muddles the message.

### **Parlor games** \_\_\_\_\_

The parlor game gossip is an excellent illustration of communication noise and loss of information. A message is whispered in the ear of one person. She then whispers “the message” to the next person. The process continues around the group. The final person announces “the message” aloud.

Each person in the group contemplates how it compared to what they heard. The initiator then declares the original message.

The result is not just garbled information. It is also influenced since people try to make sense form what they heard. The translation results in new data.

Assume there is 80 percent of the information is transferred accurately. Then the result of 10 people is (0.8) to the power of 10.

$$\text{Data} = (0.8)^{10} = 0.107$$

The final result is only about 10% of the original information.

The process was tested with two different groups. The original message was “The airplane loses it power and glides to a rest.” One result was “The airplane lost its engine and crashed.” Although part of the idea was correct, the results were totally different.

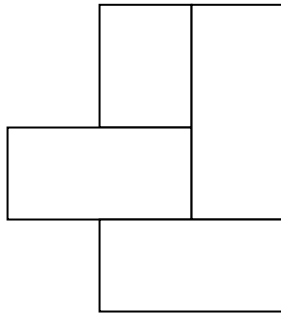
The same message was given to another group. The result was an astounding “There is no pants in business.” There is not a single word or concept that is transferred.

The importance of the illustration is communication is distorted if it is not direct. That is a very important principle for organizational communication.

**What did you say** \_\_\_\_\_

Another demonstration reveals the value of asking questions. Two people are selected from the class. A simple geometric diagram is given to the spokesman. The illustrator draws the figure as it is described.

The first time, the spokesman gives direction. The illustrator makes the drawing. There can be no questions and no feedback. In other words the spokesman cannot see what is happening.



For the second phase use a different diagram. This time, the spokesman watches the drawing, can make suggestions for corrections, and the illustrator can ask questions. Which is more effective?

A very similar demonstration can be done with something as simple as putting on a coat. First the spokesman cannot see what is happening. In the second trial, he can see and questions can be asked.

The spokesman tells the actor each step in the process. The actor can do only what is stated. Each step must be described in detail. Begin with picking up the coat from the chair. Continue with how to turn the coat, which hand to hold it, which arm to use and so on.

If the actor is listening properly, he will likely never get the coat on his back in a reasonable time.

Communication is a key to successful relationships.

## Review \_\_\_\_\_

Communication is presenting your idea in the most effective way and getting feedback. It is more about listening than about speaking. The words expressed are about 7% of the message. Vocalization is about 38%, while the visual component is about 55%. Therefore, written communication loses some of the impact over voice or face to face. Use the sandwich technique with communications, particularly those that are not face to face. All messages must be stated in a positive way. Negative statements do not translate in the brain. In all else, maintain a genteel manner.

## Application \_\_\_\_\_

1. What is communication?
2. What is the sandwich technique?
3. Why is communication more important than technical information?
4. In an organization, why is direct communication better than indirect?
5. When you have a guest in your office and the phone rings, what do you do?

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# 9

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## PRESENTATIONS

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Thought  
*Worries seldom are realized.*  
*Expectations are.*  
MOD

**What is it** \_\_\_\_\_

What is a presentation? What is the major obstacle to a successful presentation? Is there a pattern to successful presentations?

A presentation is a planned sharing of ideas in a one-way exchange that may be followed by questions.

**Apprehension** \_\_\_\_\_

What is the first thing that must be tackled when preparing for a presentation? Fear is the greatest obstacle to a successful presentation.

A survey of 3000 people reported that the most prevalent anxiety was speaking before a group. *The Book of Lists* enumerates the following worst human fears [Wallechinsky]. The percentage reflects how many of the survey group had experienced apprehension related to the topic.

Rank	Fear	%
1	Speaking before a group	41%
2	Heights	32%
3	Insects and Bugs	22%
4	Financial Problems	22%
5	Deep Water	22%
6	Sickness	19%
7	Death	19%
8	Flying	18%
9	Loneliness	14%
10	Dogs	11%

It is interesting to note that, to the observer, the apprehensions are unlikely to harm you, but to the actor, the fear is real. The basis of fear is discussed in the chapter on personality.

To illustrate the illogic of apprehensions, consider my actions. One of my fears has been height. I enjoy the view, but do not trust the builders of the protective barriers. Nevertheless, I am a commercial pilot and enjoy flying several miles above the ground. Is that rational? It appears to be an issue of being in control.

Why is there such consistent anxiety about speaking before a group? Herman Golder reports a survey by Motivational Systems [Golder].

Rank	Fear of	%
1	Embarrassing mistakes	81%
2	Damaging one's career	77%
3	Freezing up	63%
4	Being dull or boring	58%
5	Appearing nervous	52%

That list just about covers the waterfront. All these ultimately relate to a person's perception of who they are, and how they perceive their value. It is all about confidence. Recognizing what makes up a challenge provides the starting point for solution.

Confidence is the mental assurance that something is true. Confidence is one of the character traits of a leader. Several factors enter into developing confidence. As a character trait, it is built on a system of values. The values have their basis in religious teaching. The affirmation of a higher power gives recognition that there is a source of support for you. This is not a crutch, but a filling of a logical need.

Since fear is such a strong emotion, it must be overcome with equally strong positive feedback. The feedback in this case is obtained simply by doing something over and over until the desired results happen routinely and automatically. The more you practice something, the easier it becomes, and the less fear there is in the doing of it.

Simply telling yourself that the fear is not valid is not the solution. This is negative feedback and is counterproductive. On the positive side, it is necessary to affirm to yourself that you can do it.

In addition to addressing the fear, there are other things that you can do, and some that you should eschew, that help to create comfort with doing a presentation. We have used these procedures with a broad spectrum of students over the years, including professionals in business, engineering, psychology, ministry, and the arts. They have worked with high school students through retirees. The process has been proven with persons from both US and international cultures.

### **Kinesics demonstration** \_\_\_\_\_

Frequently, the fear emotion is so strong that a mental, logical process of rejecting the fear is not adequate. In these cases, it is beneficial to have an illustration for the student to experience. For many, experience has a stronger value than mental logic or emotional feeling.

Responses of the body to stimuli can be measured with tools such as an electroencephalogram (EEG) for brain patterns, an



electrocardiogram (EKG) for heart patterns, an electromyogram (EMG) for muscular effects, and a galvanometer for skin resistance. Physicians can also use other techniques that do not depend on electronic instruments. For my flying physical, the doctor tests a variety of things, including reflexes, balance, hand-eye coordination, and muscle control. Each of these is measured by the physician gauging the response visually or through touch, without the aid of electronics.

Bio-kinesis is the process of using muscle strength and control as a measurement vehicle. It is a well-established science in the medical community.

A particularly interesting demonstration of the feedback process involves the change in muscular strength of an arm. In order to test the bio-kinesitic response of an individual to stimuli, place the subject either standing or sitting erect. Place either arm of the subject horizontal with the floor at shoulder height. It is easier to use the arm opposite to the one used for writing. The observer will attempt to push the arm down while the subject tries to hold the arm up. Only small forces are necessary. Therefore, the observer may use no more than two fingers placed on the wrist of the subject.

This is a three input process to establish the effect of the feedback. First, check the control or baseline strength with no other input or feedback. Next, have the subject continually say aloud, 'Yes, I can' and evaluate the effect on the arm strength. Then, have the subject repeatedly say, 'No, I cannot' and check the effect on arm control.

What is the result of the feedback test on muscular strength and control? If properly performed, there will be an increase in strength with the positive affirmation and a decrease in strength with the negative declaration. This is an excellent demonstration that you can train your mind to overcome an obstacle.

## Ten steps for overcoming \_\_\_\_\_

In addition to the feedback technique and relationship aspects, it helps most people to initially have a checklist. These ten steps assist you in overcoming an obstacle.

1. *You must believe you can do it.* People no more intelligent or knowledgeable than you speak to groups routinely. If they can do it, so can you. Get the butterflies in your stomach to fly in formation. Then you will all be going in the same direction.
2. *Begin with humor if possible.* It relaxes you and your audience. They perceive that you are a “good guy”. Note that humor is a twist on an event. Other cultures may not grasp the subtlety. Also, be careful that the comments are not offensive in today’s overly cautious, politically correct environment.
3. *Know your topic.* Perfection is neither required, nor expected. Regardless of the audience, you are the most knowledgeable person on your presentation. No one will know if you made a mistake.
4. *Have only three points.* Limit your number of points. Professionals typically have three. You cannot educate the audience about everything you know in a single presentation.
5. *What is the purpose of your talk?* Tell the audience what you are going to tell them in the introduction. Tell them in detail in the body. Tell them what you told them in the conclusion.
6. *You can control yourself.* You cannot control the audience and their reaction. Humor and humility can go a long way to bringing them around.
7. *Be prepared.* But do not have the material memorized or all written out. Few people can deliver a memorable written talk. Use notes or your visuals as cues. Other than in some legal and political situations, read statements are seldom used.

8. *The audience wants to hear what you have to say.* Otherwise they would not be there.
9. *Be yourself.* Do not try to be a public speaker. Speak loud enough to hear, but otherwise use natural speech and actions.
10. *What is the best thing that can happen from your presentation?* Think on that.

Worries seldom are realized. Expectations are.

- MOD

No one ever died from giving a talk, but if you happen to be the first, think about the results. You would no longer be afraid of speaking, and your dramatic exodus sure would give everyone something to talk about.

## **Your topics** \_\_\_\_\_

Perhaps one of the biggest obstacles to a successful presentation is determining your subject. This is closely followed by determining the area of your focus. Finally, you must decide what you have to contribute. Is it original work? Is it a report? Is it a different take on a well-known topic?

The ancient wise man, Solomon, declared that there is nothing new under the sun. Perhaps that is a little pessimistic, but it does illustrate that what we do is built on those that came before us. Now is your place and your time to make your contribution or interpretation.

There are shortcuts that are occasionally used in the development of a paper or presentation. If you have apprehension, however, it is often helpful to go through the entire process in a detailed manner. This will give you the best opportunity of expressing yourself the way you desire. The following steps have been used extensively over the years to create consistently effective presentations.

1. *Write down the key item.* This is what you want the audience to remember or what you want to communicate.
2. *Expand the idea to three main points* that broadly address the topic.
3. *Prepare a rough outline.* Include the additional things you want to say under each point. This is often just idea fragments.
4. *Write a paper.* It should cover these points. It should use proper grammar and sentence structure. The process of writing forces you to think through your ideas.
5. *Reduce the paper to an outline for visuals.* One visual for each topic or point. Add supporting details as required.
6. *Prepare the visuals.* In addition to data, use illustrations and figures.
7. *Use the visuals for your notes during the presentation.* If it is important it is on the visual. Otherwise leave it out.
8. *Practice with the visuals seven times or so.* If it is your first time to use the presentation it is toward the upper end. Too much practice makes you stale. Too little weakens your confidence.
9. *Get your timing down.* Know where you can cut or expand to fit the clock. Remember, some of your time is used for introductions. Leave time for questions and discussion. Nothing frustrates an audience like hearing a one-way lecture. Seldom does anyone complain if you are short. The same cannot be said if you are long.
10. *The day before the presentation, run over the outline or the visuals three times or so.* If it is a presentation you have made before, or if you have prepared, one time is adequate to keep you fresh.

11. *Go look at the room set-up.* Doing this ahead of time will give you additional confidence. If possible go sit or stand in the place from where you will present.
12. *Relax until your time.* Do not procrastinate. Leave time to switch gears. Listen to someone else.

## **The paper** \_\_\_\_\_

This section will address the structure of writing a paper. If you are preparing the paper for a particular organization, use their format. Otherwise, find one that looks good to you. Make it look professional.

Remember the comment of the scientist and religious writer Blaise Pascal. His life was extremely short (1623-1662) but his contributions to logic and understanding are immeasurable.

“I have made this letter longer than usual, because I lack the time to make it short.”

- Blaise Pascal, “Lettres provinciales”, letter 16, 1657

Clarity, brevity, and simplicity should be your tools of the trade. Nothing is free. The trade-off is more time. My grandfather frequently quoted the following.

Anything worth doing, is worth doing right.

- adage

The list below can guide you in the process of creating a successful paper. It is not a set of rules, but information to use as a reference. It is a proven formula.

1. Prepare your outline using items 1, 2 & 3 of your topics.
2. There are seven sections to a proper paper. Each will be addressed.
  - a. Title
  - b. Abstract or executive summary

- c. Introduction
  - d. Body
  - e. Conclusion
  - f. References / Bibliography
  - g. Appendix or Additions
3. The Title should be concise, fully describe the topic, and be an attention grabber.
  4. The Abstract is what you are going to tell them. It should be a complete overview of what is discussed in the paper. It is one paragraph.
  5. If an Executive Summary is used, it can be simply the abstract and conclusions combined.
  5. The Introduction gives the background including what others have done on the topic. It is an overview of the significant contributions that you have built on. It is short, representing less than 5% of the paper.
  6. The Body is what you tell them. It is separated into the three points. Information is added to each point based on your earlier idea fragments. Expand and develop these to create a coherent message. As you write, more ideas will come. Continue to enhance your topics with these new ideas.
  6. Be careful to use proper grammar. It forces you to think through the topic. Keep sentences short, with a simple structure and perhaps one or at most two clauses. Active voice is preferred.
  7. The Conclusion is what you told them. It is a concise summary of what you covered and the results. It is often numbered. It should be only a paragraph or two.
  8. The References lists the sources where you gathered ideas. Make it complete enough that someone can find the information. Give other people credit for what they did; you

would want the same thing. Plagiarism is unethical and may violate some copyrights.

9. The Appendix includes more detail for further study. It is not a part of the main theme.
10. Control the length. Keep it just long enough to convey your message. You are not trying to write an encyclopedia. Shorter is better. Seldom does anyone ever complain about a paper being too short, but if it too long, they may not read or finish it.

## Visuals

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Visuals are a necessary part of any presentation. In all my years of research, I have only met one person who was good enough to keep the audience interest for an extended time without visuals. He was able to create word pictures and hang them on the wall to look at. I am not he. He is no longer around.

Many professional speakers start to believe their own press releases. They think they are special or their position is such that they do not need visuals. Unfortunately, they are mistaken. They would be much more effective speakers with backup support material.

Remember the percentage of information that is provided with words, only 7%. More information, 55%, is transmitted by visuals.

The reason most people do not use visuals is they are unprepared. That is not tongue in cheek. They will get up and speak expecting their experience and “the spirit” to move them. That kind of spirit does not show up, and they are left winging it. The audience may stay, but it is out of respect, not based on the quality of information or that their interest had been grabbed.

It takes a substantial amount of time to prepare all the steps for an effective presentation. Most people just do not think it is worth all this time. If a presenter has this attitude, the audience tends to think the same thing about their talk.

What are the ingredients of successful visuals? For a small group of less than 7, mock-ups and demonstrations are very effective. However, a larger group cannot see these and will be distracted from the message.

Visuals are items that can be projected in larger than life on a display or screen. The following information can be adapted to any medium.

1. Follow your topic items 1, 2, 3, 4, & 5 for developing your paper.
2. Reduce the paper to an outline for visuals. One visual for each item you want to express.
3. Although it may seem desirable, avoid obvious commercialism such as logos on every slide. This keeps the presentation more professional and credible.
4. The title should be dramatic. It will have the same basic color scheme and theme, but may be very different. Include the title in a large font. Include your name and affiliation in a smaller font.
5. The background for the visuals should be interesting.
  - a. White is too bright in most rooms that are darkened. It is difficult to read dark letters on a white background in a lighted room. It can be used as an occasional interest to break up monotony.
  - b. Black is a dramatic background. It can become mundane if used without interesting figures.
  - c. Dark blue projects well and it is the best all around base color. Texture and shades improve its interest.
  - d. Photographs can also make excellent, dramatic backgrounds.
6. The lettering on the visuals should be compatible with the background.



- a. Use contrasting or compatible colors. Avoid colors that fight. Colors with blue undertones are called cool. Those with red are called warm. Do not mix cool and warm on the same slide.
  - b. Blue backgrounds work exceptionally well with the right shade of yellow.
7. Each slide should include a title at the top. It can be centered or off to one side for dramatic effect. The font should typically be three or four sizes larger than the text. All titles on the same topic should look similar.
8. A subtitle is often used on the second line. Its font size is one size smaller than the title. It is often the same color as the title. A contrasting color can be used for occasional interest.
9. The text section of the slide should be in a different color from the title.
  - a. With a blue or black background and yellow title, white text is exceptional. Alternately, the title may be white and the text yellow.
  - b. A white or light background works well with a blue shade text.
  - c. If text is overlaid on a photograph, arrange a color that can be read across all the shades on the photograph. It is often a shade of gray. The next popular choice is almost iridescent.
  - d. A maximum of seven lines of text should be used, to keep down the clutter.
  - e. Each line should be a short phrase. Typically about seven words should be adequate. Complete sentences are not required.
10. In addition to text, use illustrations and figures.
  - a. These may be on separate slides.
  - b. A very effective tool is to add the illustration on the slide with the text. It can be in the background, at the bottom, or in one corner.
  - c. Like the text, the figures should be simple. Detailed drawings are not readable and are distracting.

11. Determine the number of visuals needed. A visual should remain on the screen from at least 30 seconds to less than 2 minutes.

Slides and overhead projectors are older technology that is still used by some. It is not nearly as effective as electronic forms. Presently, PowerPoint®, part of the Microsoft Office package, is the most prevalent tool. In many circles, if you are not using the latest technology, your presentation will be somewhat discredited.

## **Presentation** \_\_\_\_\_

The actual presentation before the group is the culmination of a lot of work. The presentation requires the least time and effort, but it is the climax. If you have effectively prepared the other items, the presentation will be a piece of cake.

1. *Dress appropriately for the position you want to project.* Dress one level better than the audience. In most cases, it will involve at least a jacket, and often a tie, or the equivalent for female speakers. Be well groomed. This will be covered in detail in another chapter.
2. *Arrive at the location in plenty of time.* Visit the restroom, adjust your attire, and get a drink of water.
3. *When you are introduced, approach your place sprightly, with energy and a smile.* Maintain the gentlemanly (or ladylike) demeanor at all times.
4. *Have your visuals as prepared to project as possible.* Fumbling to get things up to speed can be disconcerting for you and the audience. If you are one of a series of speakers, calm the audience with pleasant conversation while you get the visuals prepared. This can often take a couple of minutes. Otherwise, you may lose the entire presentation in the slack period. Have all links on your computer desktop to minimize clicks.

5. *When you are at your place of starting, turn to the introducer and thank him or her.* Say it like you mean it, because you do.
6. *Stand erectly.* Use your hands for gestures. Look predominantly at the audience.
  - a. A comfortable position is to place the unused hand in front of your belt buckle. Cup your fingers in a loose number 1 similar to pointing.
  - b. Minimize placing hands in you pockets. If it is necessary to do something use one hand only in a pocket. Insert it so that the thumb remains outside and pointing up.
  - c. Look around the audience in a normal pattern. Only glance at visuals for cues.
7. *Begin your presentation with humor, wit, and a smile.* It does not have to be a joke. It is very effective, if it is a twist on the topic or play on words. This helps you to relax. It also gets the audience on your side.
8. *After the first two minutes, you will be on a roll.* Relax and do your stuff.
9. *When you get to your conclusion visual, change the pace slightly.* This is an additional cue that you are concluding in the next 1 to 2 minutes. Make it so.
10. *Give sincere appreciation to the audience.* Say it like you mean it.
11. *Ask if there are any questions.* It may be something as simple as “I appreciate your time and attention. Are there any questions?”
  - a. If there are no questions, that is time for humor to relieve the pregnant pause. It may be something like, “Well, now that everyone understands that topic....”
  - b. If there are questions, look at the questioner. Respond directly to him. If you did not understand clearly, ask him to repeat. Smile when beginning your answer. Be careful to not make your response personal or to embarrass the asker.

- c. Be sure to end on time.
12. Stay around for a short time afterward. Allow people to come to you and discuss more personal issues. Often they are intimidated to get up before the group. Go figure.

It is now anti-climatic. Relax. Contemplate on what you did well.

## **Presentation humor** \_\_\_\_\_

Humor is often one of the best tools to gain a rapport with the audience. Since the topic is leadership and management, that is a reasonable subject for wit.

A parable is a story with a meaning. The following are common stories that have been around for some time. These are twisted, but who has not experienced someone like this?

An effective speaker will not use more than three quips at a time. If the quip is a story as long as these stories, use only one at a time. So, I just eliminated parable 1.

After telling the quip, have one line that relates it to the topic. The lesson in these provides an excellent transition. Everything you say should have a relatable purpose.

### *Parable Number 1:*

A crow was sitting on a tree, doing nothing all day. A small rabbit saw the crow, and asked him, "Can I also sit like you and do nothing all day long? The crow answered: "Sure, why not. So, the rabbit sat on the ground below the crow, and rested. All of a sudden, a fox appeared, jumped on the rabbit and ate it.

Lesson: To be sitting and doing nothing, you must be sitting very, very high up.

*Parable Number 2:*

A turkey was chatting with a bull. "I would love to be able to get to the top of that tree" sighed the turkey, "but I haven't got the energy." "Well, why don't you nibble on some of my droppings?" replied the bull. "They're packed with nutrients."

The turkey pecked at a lump of fertilizer and found that it actually gave him enough strength to reach the first branch of the tree. The next day, after eating some more droppings, he reached the second branch. Finally after a fourth night, there he was proudly perched at the top of the tree. Soon, he was spotted by a farmer, who promptly shot the turkey out of the tree.

Lesson: BS might get you up the tree, but it won't keep you there.

*Parable Number 3:*

A little bird was flying south for the winter. It was so cold, that the bird froze and fell to the ground in a large field. While it was lying there, a cow came by and dropped some fertilizer on it. As the frozen bird lay there in the pile of cow droppings, it began realize how warm it was. The leavings were actually thawing him out! He lay there all warm and happy, and soon began to sing for joy. A passing cat heard the bird singing and came to investigate. Following the sound, the cat discovered the bird under the pile of cow droppings, and promptly dug him out and ate him!

Lesson:

1. Not everyone who drops stuff on you is your enemy.
2. Not everyone who gets you out of the stuff is your friend.
3. And when you're in deep stuff, keep your mouth shut!

*Parable Number 4:*

The boy rode on the donkey and the old man walked. As they went along, they passed some people who remarked, "it was a shame the old man was walking and the boy was riding". The man and boy thought maybe the critics were right, so they changed positions. Later, they passed some people that remarked, "What a shame, he makes that little boy walk." They decided they both would walk! Soon they passed some more people who thought they were stupid to walk when they had a decent donkey to ride. So they both rode the donkey! Now they passed some people that shamed them by saying "how awful to put such a load on a poor donkey".

The boy and man said they were probably right so they decided to carry the donkey. As they crossed a bridge, they lost their grip on the animal and he fell into the river and drowned.

Lesson: If you try to please everyone, you will eventually lose your donkey.

### **Practice presentation** \_\_\_\_\_

A skit can be used to illustrate the power of non-verbal communication.

1. Ask one member of the audience to volunteer as the first presenter.
2. Direct the presenter to select a strong feeling, but do not tell the audience. In the interest of time, it may be beneficial to have a list of emotions for the presenter and audience to choose.
3. Direct the audience to quietly watch the presenter's body and facial expression to determine the feeling or emotion.
4. Do not call out the observation.
5. The presenter is to pantomime. Put that feeling into his body and walk across the room. Continue until there is enough time for the audience to discern the action.

6. Ask several of the audience what was their impression of the emotion. It should not be about the story, as in Charades, but about the feeling.
7. Several different answers should be expected. But most should be a variation on the emotion that was being conveyed.
8. Ask the presenter what feeling he was trying to project.
9. Discuss what was observed and what could be different.

### **Assessment** \_\_\_\_\_

To this point, we have been addressing stress and being comfortable when you present, as well as the details of preparing and giving an effective presentation. Consider the following assessment. It will provide you with the expectations for a good oration.

Use this with students who are presenting. Both their peers and the instructor fill out a form. There is one requirement for the evaluators. There can be no negative comments. Everyone gets enough of that, elsewhere. This is intended to help the individual in his presentations.

Everyone looks forward to the written comments more than the checks. That is the personal touch.

If there is a particular challenge, word your observation positively. The point is demonstrated by absurdity. For example, if the person you are evaluating happens to pick his nose, how do you tell him that positively? Simply state, you pick your nose with a certain flair.

After these training sessions, I have often gotten feedback years later. Many of the students changed the direction of their profession because of their confidence gained from comments on the evaluations. Can you imagine? One engineer got so excited that he

became a talented motivational speaker. That is rewarding, don't you think?

### EVALUATION – PRESENTATION

#### MATERIAL

1. Did you understand the topic? Y( ) Could Improve ( )
2. Material quality? Y( ) Could Improve ( )
3. Material length? Outstanding ( ) Too short ( ) Too Long ( )
4. Was it interesting? Y( ) Could Improve ( )

#### POISE

1. Stand erect on both feet? Y( ) Could Improve ( )
2. Use adequate hand gestures? Y( ) Could Improve ( )
3. Speak loudly and clearly? Y( ) Could Improve ( )
4. Look at audience? Y( ) Could Improve ( )
5. Smile? Y( ) Could Improve ( )
6. Attire professional? Y( ) Could Improve ( )

#### TOOLS

1. Use visuals or equipment? Y( ) Could Improve ( )
2. Visuals good quality? Y( ) Could Improve ( )
3. Rank the presentation: 1( ) 2( ) 3( ) 4( ) 5( )  
1=go back to freshman 5= graduate
4. Comments for improvement must be stated positively \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Team or individual name being evaluated \_\_\_\_\_  
Your name \_\_\_\_\_

### **Review** \_\_\_\_\_

A presentation is a planned sharing of ideas in a one-way exchange. Fear is the greatest obstacle. This can be overcome by proper planning and preparation. Clarity, brevity, and simplicity should be the tools of the trade for presentations. Visuals are an important component of a successful presentation, since they project a major part of the communication cues. The right medium improves the



acceptance. Humor and relatability improve the message. Appropriate attire and attitude improve credibility.

## Application \_\_\_\_\_

Assume you are using one of the chapters of this book for a presentation.

1. Prepare an outline for the titles of each visual.
2. How many visuals will be required?
3. Prepare one slide in detail.
4. Prepare a title slide.
5. What is humor or a joke that can be used at the beginning of the presentation?
  
6. Now prepare your own topic for a very brief paper.
7. Complete items 1 – 3 under the “Your topics” section.
8. Write a one-half page paper using your topic.
  
9. This will be a complete presentation.
10. Prepare a complete presentation on a topic. Choose the topic. Write the paper. Make the slides. Make the presentation at the scheduled time. The time should be a minimum of 3 to a maximum of 5 minutes.

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# 10

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## NON-VERBAL COMMUNICATION

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Thought  
*Clothes make the man  
Naked people have little  
or no influence on society.*  
Mark Twain

**What you see** \_\_\_\_\_

What is non-verbal communication? Why is it important? If my information is so good, who cares how I dress? Isn't being comfortable more important than dress? I want to be laid back, why do I have to stand a certain way?

Have you ever heard or thought these type questions? That is typical. It goes back to the 80/20 rule. Is your objective to have influence, be believable, or be a leader? If so, you are part of the 20% and will do the things necessary to achieve and maintain that status.

Non-verbal communication is the major component of the first impression you make. Your first impression is often made even before you open your mouth.

A first impression is established in the first 20 seconds of meeting.  
It is changed or reaffirmed in the next four minutes.  
- Conventional wisdom

This information is somewhat non-traditional in a leadership book and it is totally foreign to a technical audience. Some technical students over the years have questioned the necessity or validity of information in this chapter. That in itself shows the need.

Lack of information or experience often causes us to get in embarrassing situation. The information in this chapter can mitigate some of that risk.

## **First impression** \_\_\_\_\_

First impressions are decided quickly. When meeting someone, develop eye contact and smile. Your mother told you to have good posture. Stand tall and erect. Hold your center.

Your impression and credibility fits in with the same cues that we observed in communications. Therefore your words are less than 7% of the message about who you are. What is the one word that describes an excellent impression? Gentleman or Lady.

You never have a second chance for a first impression.

You need a strong introduction to establish who you are.

It is amazing what a smile will do. It is a switch that causes a reflex action in other people. If you catch their eye and smile, the large majority of people will automatically return a smile. They cannot help it. It is part of the wiring. It is the best way to meet people. In the few cases they do not smile, avoid any further contact if possible. That is not the type of person you want to be around.

The topics in this section will include appropriate dress, photography, facial care, grooming, and handshake. Facial expressions, eye expressions, body language, and handwriting are discussed in the next chapter.

## **Attire** \_\_\_\_\_

Would you wear a business suit to a swimming party? Neither should you wear play clothes in a professional setting. There are traditions and styles that are generally acceptable. Fads and “latest styles” normally are inappropriate.

Clothes make the man. Naked people have little or no influence on society.

- Mark Twain

Business is the process of developing relationships with people. This process should be conducted in a communicative environment rather than a lecture situation. The attire and demeanor for all meetings should be friendly, but professional.

You only have one chance to make a first impression. Make it a good one. Knowing that you are correctly dressed lets you get your focus off yourself and on to business and the other person.

In addition to making a good impression, proper attire also has the effect of making you more comfortable and confident. Knowing that you are dressed at least as well as your audience or coworkers allows you to feel as if you belong, and that you occupy a position of power.

Each organization and workplace has its own corporate culture. In today's marketplace there are a wide variety of attitudes about appropriate business practices. One thing is universal. Good taste is always respected. It is preferred to be dressed one step better than the client or colleague.

1. Attire for interviews and unknown or formal business meetings is dressy – suit and tie.
2. Attire for presentations in the work place is often business dress casual.
3. Attire for many professional work places is business casual.

Professional consultants are available to assist in achieving maximum effectiveness. The very small investment is well worth the knowledge to move you to your level of success.

*Dressy* attire is typically the upscale professional look.

1. For gentlemen, dressy means a suit, dress shirt, and tie.
2. The preferred colors of suit are appropriate shades of navy blue or medium to dark gray.
3. The shirt should be pressed cotton or cotton blend.
4. The dressiest shirt is white. Blue is generally acceptable and is friendlier. Other muted, professional colors can work.
5. The tie should have some red for most influence.
6. Shoes should be shiny leather and polished. Soles of shoes should be leather or leather with inserts.

*Dressy* attire for ladies is very similar.

1. For ladies, a dress or skirt with matching jacket is most appropriate. An appropriate pant suit is a good second choice.
2. The preferred colors of suit are appropriate darker shades of blue or gray.
3. The dressiest blouse is white.
4. Blue is generally acceptable and is friendlier. Other muted colors can work.
5. Hose should be a color to blend the skirt and shoes.
6. Shoes should be a medium heels in a color darker than skirt or pants.
7. Use discreet earrings with a necklace and/or a pin.
8. Discreet make-up is imperative.

*Business dress casual* is upscale casual. In simplest terms it is basically a sport coat without a tie.

1. For gentlemen that means wool blend dress slacks with a crease and a sport coat or blazer.
2. The shirt is closed collar golf or sport shirt or a dress shirt with an open collar.
3. If you only have one blazer, make it an appropriate shade of navy and have metal buttons.
4. That blazer fabric should be wrinkle and crush resistant. Avoid linens.

5. Shoes are dress or dress casual. Sports, sneakers, and play shoes are inappropriate.

*Business dress casual* is upscale casual for ladies and is influenced by the blouse.

1. For ladies that translates to skirt or slacks and nice blouse. Jackets are optional.
2. Alternately, a pantsuit is very acceptable.
3. If you are limited to one, the skirt or pantsuit suit should be a blue toward a navy.
4. The skirt, jacket or pantsuit fabric should be wrinkle and crush resistant. Avoid linens.
5. No denim is acceptable.
6. Shoes are dress or dress casual. Sports, sneakers, and play shoes are inappropriate.
7. For slacks, the heel should be low to medium, and the top should be higher on the foot. Pumps are out with slacks.

*Business casual* is the most common attire outside of downtown offices. It is comfortable, but still has class.

1. For gentlemen, this is slacks or twill pants.
2. The shirt may be golf or sport with an open collar. Buttons may be lighter color.
3. Shoes can be more casual such as deck shoes. Sports shoes are inappropriate.

*Business casual* for ladies is softer.

1. For ladies this translates to skirts, slacks, or more casual pantsuits.
2. The top may be softer, like golf, and more fun.
3. Shoes can be more casual. Sports shoes are inappropriate.

*Outdoor, field, & labor* is the work clothes for outside the office. It looks more like labor, so it is less professional.

1. For gentlemen, business casual is still preferred, but perhaps a less expensive version.
2. If the environment is dirty, coveralls or a lab coat can be used.
3. Jeans and flannel shirts are only for manual labor or play.
4. Shirts can be denim or twill in addition to the golf or sport.

5. Jackets should be appropriate for the environment.
6. Shoes should be appropriate foot protection for the activity involved.

*Outdoor, field, & labor* is the work clothes for ladies outside the office.

1. For ladies the look is very similar to business casual but heavier materials.
2. If the environment is dirty, a smock or lab coat can be used.
3. Jeans and flannel shirts are only for manual labor or play.
4. Jackets should be appropriate for the environment.
5. Shoes should be appropriate foot protection for the activity involved.

*Color* is a very significant part of non-verbal communications. There are four color palettes used to select shades or hues [Crowning].

The cool colors are winter and summer. These have blue undertones. Winter is the strong, deeper, true colors. Summer is softer and muted.

The warm colors are fall and spring. These have yellow undertones. Fall is the deeper shades. Spring is brighter and lighter.

Most people fit in the cool color spectrum. In general, people in the warm spectrum naturally have a henna or gold tint to their hair. A brief professional analysis will determine your natural color direction.

There is an appropriate shade of red, blue, and white in both warm and cool varieties. If you wear the correct shade near your face, you will appear vibrant and sharp. If you use a shade from the other palettes, you will appear pale and sickly.

## **Photography** \_\_\_\_\_

In the business, professional, and personal world there are times and opportunity for photographs or television interviews. Photography captures images and items of dress that often are not issues in person. Therefore, it is appropriate to be aware of guidelines that will yield the best look for you. Although these are more conservative than normal dress, they will always be appropriate.

The goal of any interview or photo is to direct the attention to the face. Your clothing, accessories, and hairstyle should complement that goal.

*Color* takes on a little different emphasis for photography.

Darker shades of color are more flattering and slimming. Medium to darker tones of blue, green, burgundy, and brown rust photograph well against a dark background. Medium shades work best in an outdoor setting.

Bright colors overpower the face. So, skip red and orange.

Light colors are distracting. Avoid colors similar to skin tones, such as beige, tan, peach, pink, white, and yellow.

Stripes, plaids, checkered, and floral patterns do not work well since they will not align and will cause interference.

*Style* also has different considerations for photography. Very simple is the best. Have proper fit, without being too tight or baggy. Wrinkles will show, so have fabrics that minimize wrinkles and have other materials pressed.

Long sleeves are more elegant. Because of the quantity of skin, bare arms call attention away from the face.



Turtlenecks and V-necks draw attention toward the face. Be careful that extremes do not distract because too bulky neck sweaters cover the neck and too deep V show too much.

Be careful with styles that are fads or that are out of date. Classy, traditional styles last a long time. Remember that your children may see these pictures in twenty years and question your choice of attire.

*Women* have unique needs. Long skirts, pants, and stockings that match the skirt are most appropriate. These styles keep focus toward the face and away from the legs. If legs are emphasized, you will be regarded less as a professional and more as a sexual object to be pursued.

Discrete jewelry is preferred. Large jewelry can overwhelm many women.

Hair should be trimmed, and maintained.

Nail polish works best in light to medium shades. Bright and dark draw attention to the hands and away from the face.

Makeup should be simple and natural. Medium shades of lipstick works best. Lip gloss should be minimal since it can reflect the lights of the camera.

*Men* have different needs. Ties and handkerchiefs should complement the suit. Socks should not be lighter than the pants.

Shirt, jacket, and pant length makes a great visual impact. Have the appropriate length without too short or too long.

Belts, shoes, and all leather should be of the same color.

Hair should be trimmed a week before the photo session.

*Group* coordination is critical. Select the same tonal range so that no one stands out compared to the rest of the group.

## **Basic wardrobe** \_\_\_\_\_

There are myriad variations on your look and style. With training and assistance, you can have the style most appropriate for you. This includes your shape, color, tendencies, and status. The following basic guides provide a beginning to your basic wardrobe.

You do not have to spend a fortune to look like a million. Have quality over quantity.

A female professional or entrepreneur should have the basics.

1. a jacket
2. pants
3. one short skirt
4. one long skirt
5. a sweater
6. a shirt
7. one elegant evening accessory such as a beaded scarf or top.

A male professional or entrepreneur currently primarily dresses in business dress casual. This obviously changes during different periods of time. The basic wardrobe includes the following

1. a sport coat
2. dress slacks
3. sport shirt or golf shirt
4. twill pants for more casual time.
5. a soft suit without excessive shoulder pads for more dressy occasions
6. a dress shirt
7. a classy silk tie for special occasions.
8. Accessories include a great belt and tie with other items of interest.

Have three color combinations that can mix and match. Navy blue, gray, and tan are a good basic combination. Remember the actual hue depends on your skin undertones.

Separate your suits, sports jackets, slacks, pants, shirts, and ties in your closet. This will help identify good combinations and will allow you to choose with a minimum of effort.

Comfort with class should be the primary focus of your wardrobe. It is the total person that walks into a room.

Stand out but fit in. Leave novelty ties and accessories in the closet.

Business cards should clearly state your name, title, and focus of your company. Keep it self-explanatory without political or religious slogans or symbols.

Your personal style should be affordable, appropriate, assured, and attractive.

## **Facial care and grooming \_\_\_\_\_**

If your skin and hair look weathered or older than your age, then your credibility is reduced. The impression is that you do not take care of yourself, so how can you lead in anything else.

Men have skin as well as women. Therefore, both should follow the same basic process.

1. Wash your face in the morning and before going to bed. Regardless of what commercials tell you, do not use soap. Use a quality cleanser specifically for the face.
2. After cleansing, treat your face with a toner. This is an astringent specifically designed for the purpose. Most shaving lotions do not fit this need since they are primarily alcohol which dries the skin.

3. Treat special needs areas with the appropriate cream. This is typically laugh lines, crow's feet, and other places the skin has stretched.
4. Apply a finishing solution to protect the pores.
5. If you will be out of doors for a substantial part of the day, apply a moisturizer. It can have a sun protectant, if you are not allergic.

There are different types of skin, such as dry, normal, or oily. Select the appropriate chemical design for the items discussed above.

*Shave.* That is an instruction for both men and women.

For women, any hair other than on your head is a turn-off.

For men, facial hair carries the general impression that you are hiding something. Although the impression is you are hiding secrets, you are hiding your face. The face is one of the cues used to give a positive impression.

A very few successful people can be effective with facial hair. They are generally more mature. In most situations, it will hold you from reaching your potential. It may not be fair, but that is reality. Although at various times, I have had a beard or mustache, I now realize the limitations.

Keep your beard from showing. For some of you, that may mean removing the 5 o'clock shadow before late afternoon or evening activities.

*Hair* styles can be virtually anything at this time, except unnatural shapes and colors. Hairstyle is a fad and is subject to change before you even read this. In general, shorter hair is more acceptable in professional circles.

For men, long hair is very negative. It may have some acceptability in the arts, but not in a professional position. Longer hair is

generally associated with women. If men have it, culture tends to infer feminine traits. That is not helpful and not worth the costs to your success.

## **Handshake** \_\_\_\_\_

Communication uses three inputs to the body – the eye gate, the ear gate, and the touch sensors. Touch stimulates very powerful emotions. Therefore, touch should be used with discretion.

The first impression often involves a handshake. Use the whole hand with a solid grip. Firm and businesslike is the key. If a woman offers her hand, shake it the same way [Pease].



There is nothing worse than the noncommittal “dead fish”. At the other extreme is the rearrangement of your fingers that can actually hurt. If your grip is half-hearted or overly aggressive, your impression will be damaged.

Since many people do not know how their shake feels, practice with a close, honest friend or relative. Practice different strengths until the feedback is excellent.

In an introduction, the handshake typically goes with the first words you will exchange. Smile and address the other person by title, Mr., or Ms. and their last name. Continue to use the formal name until they suggest an alternative. Use your first and last name. The exchange may be something like, “Hello, Mr. Jones. My name is Marcus Durham.” Maybe you should substitute your name.

**Exercise** \_\_\_\_\_

Exercise is the lubrication for your body. It is crucial for the continued performance of your machine. Many aches and pains are resolved simply by activity. Just staying physically active will preclude the need for a separate exercise time.

If your physical activity is limited a specific program for exercising you body is wise. Select a qualified trainer, if possible. The instructor should be certified with a nationally recognized organization.

Plan a workout schedule according to your needs and limits. Three to four times a week will free your mind and heal your body. Get 20 minutes of aerobic exercise in each session. Make no excuses. Do not skip a workout because of limited time. If you can spare only 15 minutes, exercise 15 minutes.

Warm up before exercise to help you burn calories efficiently and prevent injuries by increasing the elasticity of your muscles.

When jumping, don't hunch over. Jump only a few inches from the ground to minimize impact on your knees and ankles.

All work and no play makes Jack a dull boy. You can increase routine physical activity by minor changes.

1. Take the stairs instead of the elevator.
2. Walk instead of riding.
3. While sitting at your desk, do calf raises to tone your legs.
4. Do ab tuck-ins to suck in your stomach for 30 seconds to cinch your waist.

Universal toning is something everyone can benefit from daily. Simply use squats and upper shoulder push.

1. From a standing position, bend your knees and squat. While going down, completely exhale all breath through your mouth.

When rising, inhale through your nose. Repeat the squats 20 times.

2. Stand erect in a corner or doorway. Feet should be about 18 - 24" from the wall. Place palm of hands against wall at shoulder height. Lean forward until your head is past your hands. This stretches upper shoulders, back, and legs. Hold position for 30 seconds. Repeat 2 times.

## Review \_\_\_\_\_

Non-verbal communication is the major component of your first impression. The first impression is conveyed even before you open your mouth. As we saw in communications, non-verbal is the major component. It is amazing what a smile will do. It is a switch that causes a reflex action in other people. Topics discussed in this chapter include appropriate dress, photography, facial care, grooming, and handshake. There are traditions and styles of attire that are generally acceptable for different circumstances. The basic circumstances are dressy, business dress casual, business casual, and outdoor or field. Facial care and grooming are the necessary extension of attire for the body surfaces that are not covered. A firm, positive handshake establishes that you are not a fish or brute. Basic exercise lubricates the body.

## Application \_\_\_\_\_

1. What is the one thing you can do that always helps with the first impression?
2. As you go about, make eye contact and smile at 10 people. No other words are necessary. How many returned the smile?
3. Do you have a second chance to make a first impression?
4. What are 3 communications inputs into the body?
5. What are four words, each starting with the letter 'A', that relate to your personality and communications type.
6. What can you do that always helps with the first impression?
7. How would you describe a good first impression?
8. On what occasions is dressy attire appropriate?

9. When is business casual appropriate?
10. What is the basic difference in the look of business dress casual and business casual?
11. When taking dressing for photographs or business, the purpose is to direct attention where?

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**KINESICS**

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Thought

*Just because you do not know*

*Does not mean it is not true.*

Mom

**What do you know** \_\_\_\_\_

Does your body involuntarily show your emotions? Can you consciously control your body action, and use that to control your emotions? What is the significance of the eyes in terms of feelings? Does your writing reflect anything about you?

Just because you do not know, does not mean it is not true.

- Mom

**Body language** \_\_\_\_\_

People have many indicators of who they are and what they are thinking. Facial expressions, body language, speech patterns, and handwriting all reveal insights into an individual's emotions and personality.

*How* we communicate is much more important than the words we say. As was previously noted in the communications chapter, many

studies and reports have shown that communication is approximately 7% verbal, 38% vocal, and 55% visual. [Mehrabian]

It has been shown that you have 20 seconds to make a good first impression. You then have 4 minutes to prove yourself. After that you may be tuned out and lose an opportunity.

Kinesics is the science of body language. By careful observation of how someone presents herself, you can understand whether your communication is being effective.

By controlling your body actions, you can exercise control over the conversation. Although body language is generally an autonomic response to a situation, you can determine to change your language and as a result change your message and acceptability.

As we have seen, the brain operates as a feedback control system. The brain controls neuromuscular action based first on an individual's temperament tendencies and second on their perceptions of a situation. Temperament tendencies include specific personality traits such as optimism, goal setting, and tenacity.

There is a one to one correspondence between body language and personality traits. In addition, perceptions modify the body language. When a perception is changed, then the body language will adjust.

Conversely, you can decide to change your body language. If you adjust your body language, then the trait associated with that language will be modified. The mental paths are drawn whether the traits are a reaction or are a trained, conscious decision. For example, joy causes a smile to be displayed. Conversely, if someone decides to smile, then joy will follow.

The practice of kinesics is as old as mankind. We have all used it, even if not trained in its nuances. Who cannot recognize when another person raises an eyebrow or shrugs a shoulder indicating a question of a speaker's credibility?

This science of kinesics is important in personal relationships as well as in professional ventures. We are all selling something - an idea, a product, or ourselves. An understanding how your client or relation perceives you is then crucial to your success.

## **Body temperament profile \_\_\_\_\_**

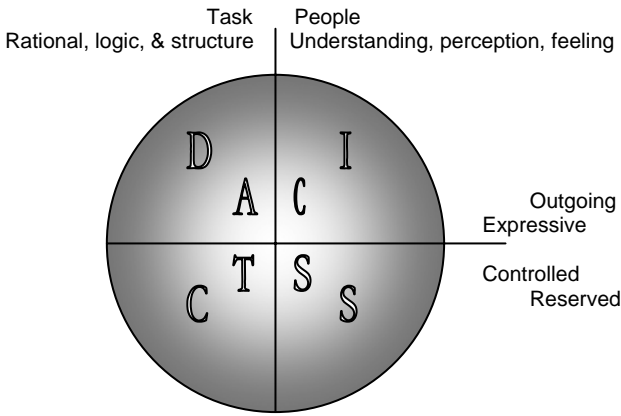
Since there are many indicators that can reflect who a person is and what they are thinking, we have developed systematic approach to identification and analysis. The procedures and structures that are commonly taught are primarily based on correlations to a personality trait. The trait is identified, and then the appropriate language is described. Although this is an effective way to describe the trait, it is inconvenient for a structured, mechanical examination of the expression.

Because of my background and frequent research into mathematical structure of physical sciences, it became apparent there is a very consistent arrangement of all psychological and physiological symbols. These characteristics are three-dimensional.

However, for simplification in only one plane of analysis, consider a circle. Then, the discussion breaks the study into the quadrants of a circle. If the circle includes all possible body language points, then the language can reasonably be segregated into sections. As would be expected, this is very similar to the analysis of personality tendencies.

The two basic indicators of body language are leaning forward or leaning backward and having an open or closed position. Leaning forward is active or expressive involvement. Leaning back is passive or controlled participation. An open posture is sensitive or feeling. A closed posture portrays a methodical logic.

There are numerous muscles and attitudes that can be reflected in infinite number of points within the circle of body language expressions. Nevertheless, the basic expressions can be identified by the quadrants created from these two indicators.

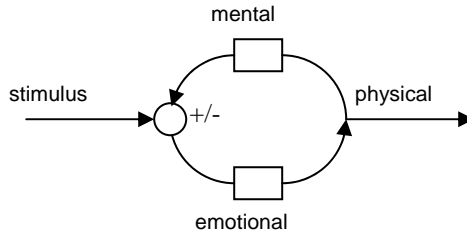


The figure correlates directly with the DISC personality traits and the corresponding ACTS relation to their functional ability within a group or organization. The symbols A-C-T-S with D-I-S-C represent the *Authoritative Determined, Communicative Involved, Supportive* and *Task oriented Constrained*. Discussion of the significance and physical characteristics of each term are listed below in a table of traits.

At its base level, body language is a physical expression of an *emotional* response. Therefore, every person will express all these positions depending on the situation, external stimulus, and individual comfort level.

At the second level, the *mental* process can make a decision to express a certain attitude that results in a physical expression.

At the third level, the body language can represent a mechanical response to an environmental or *physical* situation. This is a circular process that is illustrated in the control model.



A simple example illustrates the three levels. When a person is caught off guard, the first *emotional* reaction is to pull back and close up. Because of a previous unpleasant experience, a person may not like someone or the way the person looks, and makes a *mental* choice to pull back and close up. When the temperature in a room is *physically* cold, a person will pull back and close up.

Whether the body position is a result of emotional, mental, or physical circumstances, the expression is similar and the mental responsiveness is the same. A person that is cold from the temperature will be cold to your ideas and discussions.

Each of the body language quadrants is also the home response for one of the personality temperaments. It is the expression that the personality will go to without further stimulus. Regardless, every person can control his or her body language to achieve a particular response.

By observing body language when you are talking to someone, you can improve the influence of your message. Ask the right questions to move them from the negative side to the 'S' and finally to the 'I' language. Attempt to close the transaction only after they are moved to the involved quadrant.

Similarly, by controlling your body language when talking, you will present a particular image. A person that is Involved during his discussion is much more believable than a person that is constrained.

A Table of Traits defines in more detail how anatomy is used to express emotions and attitudes.

## **Facial expressions** \_\_\_\_\_

Facial expressions in women and to a lesser extent in men, reveal emotions, attitudes, and anticipated action. In English speaking societies, it is generally unprofessional and considered unacceptable for a man to show emotions and feelings during business negotiations and dealings. As a result men may not notice the small subtle nuances of expression. For this reason, women often think men are insensitive.

Facial expressions are derived from the eyes, mouth, and tilt of the head. Since it is such an important issue, eyes will be dealt with in a separate section. [Pease]

There are numerous nuances. The following figures dramatize the expressions in cartoon form. These illustrations are from a cartoon which does not bear an indication of the author. Although these are taken to an extreme, they do present an accurate overview of facial motions.



EXHAUSTED



CONFUSED



ECSTATIC



GUILTY



SUSPICIOUS



ANGRY



HYSTERICAL



FRUSTRATED



SAD



CONFIDENT



EMBARRASSED



HAPPY



MISCHIEVOUS



DISGUSTED



FRIGHTENED



ENRAGED



ASHAMED



CAUTIOUS



SMUG



DEPRESSED



OVERWHELMED



HOPEFUL



LONELY



LOVESTRUCK



JEALOUS



BORED



SURPRISED



ANXIOUS



SHOCKED



SHY

## Eye expressions \_\_\_\_\_

The eyes have been called the window to the soul. Through this opening, you can look into the very essence of a person's feeling. The eyes reveal more about the emotions than any other physical expression.

Facial expressions are derived from the eyes, mouth, and tilt of the head. The three elements of eye expressions are brows, lids, and gaze.

Each eye element has separate, independent motion that is controlled by specific muscles. Muscles are the linkage that operates the physical response. Emotions can cause an involuntary muscle action. In contrast, mental faculties can voluntarily determine to create a particular attitude and expression.

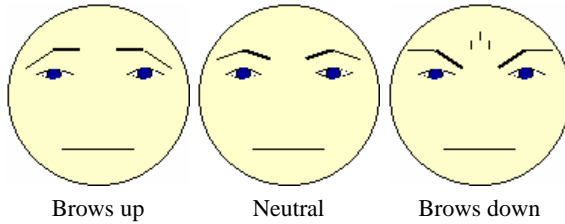
The mouth and head tilt are more easily controlled by mental attitude. However, the eyes will tend to subtly reveal the emotions, even when control is attempted.

The eyes are such a major part of who a person is that our language has common expressions that relate to this feature. The eyes observe and can be observed to reveal the emotions and attitudes of an individual.

Each of the observing elements is separately identified with the common vernacular and the psychological representation. The positive and negative signs illustrate whether the person is receptive to you. The eye images illustrate the expression in a visual format. These show only the eye changes.

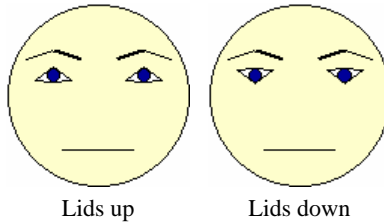
<b>BROWS</b>	<b>Appearance</b>	<b>Vernacular</b>	<b>Expression</b>	
Up	raised	raise a question	question?	+
Mid	neutral			
Down	furrowed	cutting deep	exclamation!	-



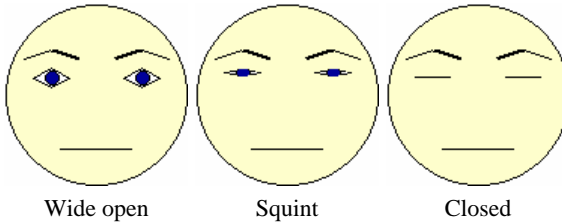


As an interesting observation, the shoulders generally move the same as the eyelids. If the lids are predominantly up, then the shoulders tend to be raised. Conversely, if the lids are predominantly down, then the shoulders droop. It is as if the same control signal goes to two different sets of muscles.

LIDS	Appearance	Vernacular	Expression	
Up	lifting	top of world	confident	+
Mid	neutral			
Down	droopy	down in dumps	not confident	-



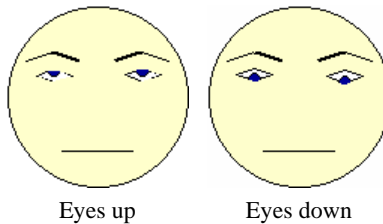
LIDS OPEN	Appearance	Vernacular	Expression	
Wide	whites	wide eyed & bushy tail	alert	+
Mid	neutral			
Squint	half	dim view	restrained	-
Closed	shut	nobody home	sleep	-



The position of the gaze corresponds directly to the quadrants of the body language diagram. Up is positive, down is negative, left is active (I am right of you), right is passive. Hence, the personality tendencies can be identified by the eye patterns: I = up-left, S = up-right, D = down-left, and C = down-right.

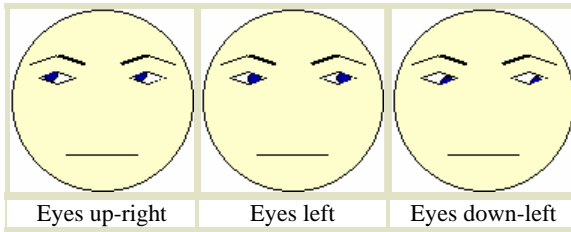
When the left and right eyes have different expressions, this indicates a mixed signal between both sides: it shows doubt.

<u>GAZE</u>	Appearance	Vernacular	Expression	
Up	pleading	look up to	positive	+
Mid	neutral			
Down	digging in	look down on	negative	-



<u>SIDE</u>	Appearance	Vernacular	Expression	
Left	slice	I am right	active	
Right	salute	you may be right	passive	
Up-Left	I	mooning	desire	+
Up-Right	S	in outer space	thinking	+
Down-Left	D	down & dirty	disbelief	-

Down-Right	C	down right hard	critical	-
Roll	in circles	here we go again	not again	-



Combinations of the eye expressions explain a great variety of intense emotions. For example brows up, lids up, and wide open indicates surprise.

## Hand expression \_\_\_\_\_

Hand motions among men are the strongest indicator of attitude and emotions. Women use these to a lesser extent in deference to facial expression. Although hand action is very descriptive, it should not be used as a lone indicator of body language. [IMSI]

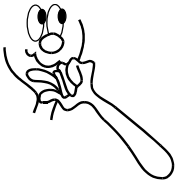
Consideration must be given to the other indicators such as leaning, face, arms, legs, and feet. It is the combination that describes the kinesthetic. However, for men, hand expression remains the predominant clue.

Hands are presented in 3 ways - a single hand, two hands, and a serving hand. A serving hand is presented toward the listener in the form of a handshake, pointer, or exclamation. The description will be given, followed by the vernacular definition, and the value.

### Single Hand Motions

Action	Meaning	Type
up and open	here it is	I
pointer at temple	put in mind	I
stroke chin	wait for whiskers	S

Hand folded under	support you	S
Suck on pen, glasses	pacified	S
Over mouth	say no evil	D
rubbing eye	see no evil	D
pulling ear	hear no evil	D
touching nose	Pinocchio (sensitive)	D
finger under collar	hot under collar	D
rub back of neck	pain in the neck	D
fingers through hair	pulling hair out	D
scratching neck	itching to talk	D
tapping finger	beating the drum	D
pointer up, thumb under, middle near mouth	critical evaluation	C
fiddling with gadgets	other more important	C
doodling	going around in circles	C
supporting head	head rest	C



S



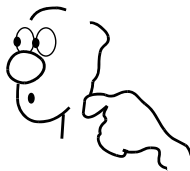
D



D



D



D



D



C

Other figures are illustrated below as body images.

## Two Hand Motions

Action	Meaning	Type
steeple	authority of god	S
protruding thumbs from pocket	I am thumbs up	S
fast hand rub	get warm together	S
behind head	passive comfort	S
behind back	attention	S
on hip	barricade	D
slow hand rubbing	greedy	D
handshake	pick pocket	D
in fig leaf	embarrassed	C
behind neck	passive indifferent	C

## Presented Hand Motions

Action	Meaning	Type
up	submissive	I
vertical	equality	S
down	dominant	D
point	club to beat you	D
clenched	holding anger	D



I



D



D

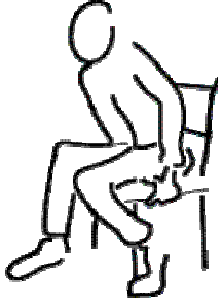
**Body images** \_\_\_\_\_

The body images are grouped by sitting and standing. The seated is more likely to be encountered in traditional negotiations.

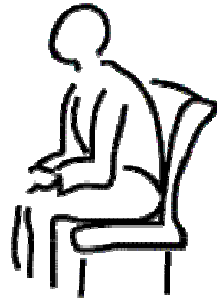
The first set of images illustrates someone who is involved. They are ready to close the deal.



Intent



Intent



Interested



Interested

These images show someone who is gathering information. They are supportive, but are not quite ready.



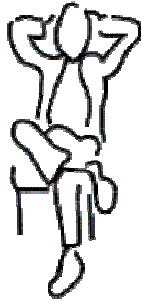
Supportive



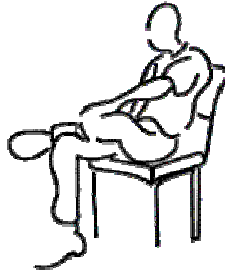
Supportive p



Supportive

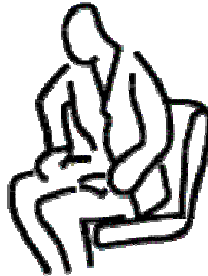


Soaking up



Soaking up

This image wants to take control. Be cautious to avoid conflict.



Dominant

The images below are analytical. They are not going to do anything, but procrastinate.



Cavalier



Cavalier



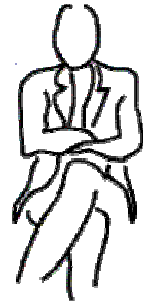
Critical



Critical



Critical



Critical

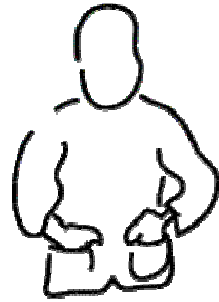
Standing images may also be encountered. The first images are intent or curious about what is going on. They can be brought to close the deal.



Intent



Soaking up



Soaking up

The first image below is in control. The second cannot believe the events or he has prevaricated.



Dominant



Disbelief



These images are totally reserved and are isolated.



Cavalier



Cavalier



Critical

## What do you do \_\_\_\_\_

Each language position reflects what a person is feeling. To address those emotions, there are specific directions you should head. In conjunction, there are questions that may move the emotions and affect the attitude to the direction you desire.

Type	Name	What next	Questions
I	<a href="#">involved</a>	complete presentation	Does that make sense? Do you agree?
	intent	close the deal	Let's run your name across here.
S	<a href="#">supporting</a>	give more facts / listen	I can see you know something about this, would you care to share your opinion?
	searching soaking up	incentives / keep quiet	
D	<a href="#">determined</a>	avoid contradiction	How do you feel about this? (very carefully)
	disbelief	move to evaluating	I see you have a question, would you mind telling me what it is?
C	<a href="#">constrained</a> <a href="#">cavalier</a>	spark interest even irrelevant	I can see you have a question. What do you think?
	critical		What's your opinion?

**Review** \_\_\_\_\_

People have many indicators of whom and what they are. Facial expressions, body language, speech patterns, and handwriting all reveal insights into an individual's emotions and personality. This is 93% of communications. Body language is the science called kinesics. By controlling your body actions, you can control the conversation.

The brain operates as a feedback control system. It controls neuromuscular action based on an individual's personality characteristics and perceptions. A person can express outgoing or reserved and open or closed simply by their body language. Facial expressions in women and to a lesser extent in men, reveal emotions, attitudes, and anticipated action. The eyes have been called the window to the soul. The body images are grouped by sitting and standing. Each language position reflects what a person is feeling.

**Application** \_\_\_\_\_

1. What is the one thing you can do that always helps with the first impression?
2. What is kinesics?
3. What are the two basic indicators of body language?
4. How do these indicators relate to personality temperaments?
5. How can a person control his body language to achieve a particular response?
6. What mechanism causes facial expressions?
7. What is the strongest attitude indicator for men? Women?
8. Why do women think men are insensitive?
9. What is the "window to the soul?" What does that mean?
10. When should you try to close a contract or deal?
11. Look in a mirror and see how you feel with the following body language.
  - a. Hands on hips and shoulders straight.
  - b. Cross arms in resting position on your chest.

- c. Place one hand in pocket.
  - d. Place hand in pocket, but leave thumb outside.
12. In your normal routine, smile at 10 people. How many smile back?

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## GRAPHOLOGY

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Thought  
*Writing reflects emotions.*  
*Understand writing,*  
*understand emotions.*  
MOD

### **Handwriting** \_\_\_\_\_

Have you noticed that some handwriting is easy to read and others are illegible? Is there a reason that some people are precise and some seem to be in a hurry? Does a person who has a very quick thought process tend to write very precisely or more “sloppy”?

Each person has many indicators of who they are, and what they are thinking. Facial expressions, body language, speech patterns, and handwriting all reveal insights into an individual's emotions and personality. Handwriting analysis, or graphology, is the science of examining the neuromuscular response of the hands. Each action in handwriting is controlled by a particular segment of the brain. Hence the physical responses tend to be consistent with an individual's emotional and mental traits.

Graphology is the study of handwriting to reveal the character or personality traits of the writer. As we saw in earlier chapters, people share certain character and personality traits. They also exhibit similar shapes and forms in their handwriting.

Since writing reflects emotions that are present at the time of the writing, a person's script will change somewhat between samples. The basic trends and tendencies, however, will still be evident.

As observed previously, the brain operates as a feedback control system. The brain controls neuromuscular action based first on an individual's temperament tendencies and second on their perceptions of a situation. Temperament tendencies include specific personality traits such as optimism, goal setting, and tenacity.

Each personality trait causes a neuromuscular action which determines the characteristics of handwriting. Conversely, if a characteristic of a person's handwriting is changed, then the associated personality trait will be modified. The mental paths are drawn whether the traits are a reaction or are a trained, conscious decision.

## **History** \_\_\_\_\_

The practice of graphology has been around for millennia. It has been a common university course in Europe for centuries. Many major corporations use this technique for researching candidates for senior management and sensitive positions. Despite this widespread use, graphology has only recently become a readily available tool for personal evaluation.

A variation is used in forensic analysis. The forensic technique compares an unknown writing to an exemplar. The objective is to determine if the two samples were written by the same author.

Jacques Derrida provides a record of the first analysis of writing in *Of Grammatology* Corrected Edition, translated by Gayatri Chakrovorty Spivak [Derrida]. Derrida states that Aristotle believed "Spoken words are the symbols of mental experience, and written words are the symbols of spoken words. Just as men have not the same speech sounds, so all men have not the same writing."

Another ancient record of application of graphology involved the Roman Emperor Nero. He reportedly judged the abilities of his associates by a study of their handwriting.

The Italian scholar Camillo Baldi authored the first known work on graphology in 1625. The approximate translated title was "How to know the nature and qualities of a person by looking at a letter he has written."

A French monk, Abby Michon, wrote about the relationship between handwriting and personality. He was the first to use the term "graphologie."

In 1910, Milton Bunker, a shorthand teacher, noted "stroke" differences in handwriting that he correlated with personality traits [Backman]. Bunker theorized that handwriting was directed by brain impulses, which reflected personality. He and his colleagues began research into the associations between impulsive brain activity and handwriting. As with any scientific research, he accumulated and analyzed thousands of specimens. Bunker then developed the basis of the modern standardized procedures for examining the character traits reflected in handwriting. These procedures are based on scientific analysis and do not rely on intuition or the personal beliefs of the analyst.

## **Procedure** \_\_\_\_\_

The procedures and structures of graphology that are commonly taught are primarily based on correlations to a personality trait. The trait is identified, then the appropriate script is described. Although this is an effective method to describe the trait, it is inconvenient for a structured, mechanical examination of the writing.

Because of my background and frequent research into mathematical structure of physical sciences, it became apparent there is a very systematic arrangement of all handwriting symbols. The discussion that follows breaks the analysis into seven unique *shapes*. Each shape has two *orientations* of interest in analysis. The third, null

orientation is the middle of the road that is typical or average. Each orientation will have several unique personality *indicators*.

In any sample, the indicators may change. It is also expected that some of the indicators will be different at the beginning, in the middle, or at the end of a word. In these cases, look at the prevalence of indicators of a particular letter. Correlate the information of the prevalent pattern with the indications of other letters.

The information on graphology is provided as an introduction into the insights provided by the technique. Before making major corrections in writing to compensate for a perceived problem, be sure to verify the effect of the proposed changes. Serious challenges can arise with arbitrary modifications to your emotional process.

Graphology is a very valid, credible, scientific tool. Like most sciences, advanced training and skill is necessary for a comprehensive analysis. Before making critical judgments, always refer to a certified expert.

### Three zones \_\_\_\_\_

Writing is segregated into three zones, the upper, middle, and lower regions. These zones correlate directly to the model of human behavior.

upper	
middle	===== h d a c p y =====
lower	

The upper zone is the portion of the letter that extends above the line. The upper zone contains the mental aspect. It represents our imagination, our rationale for the spirit world, our capacity to think, our daydreams, and where we solve problems.

The middle zone is the region that contains the predominant portion of all letters. The middle zone is the emotional aspect. It illustrates our capacity to live "in the moment."

The lower zone is the region that extends below the line. The lower zone is the physical aspect. It demonstrates our material world, our need for physical activity, our sexual world and the measurement of internal strength "to get the job done."

The differences in shapes of the portion of the letters in each of the three zones demonstrate which aspect is dominant or controlling.

An exaggeration in one area is often compensation, denial, or a perceived lack of something in another area of the writer's life.

### **Three figures** \_\_\_\_\_

A quick analysis is determined by the three figures – sharp angles, curves, and straight lines. These are easiest to see at the beginning and end of words.

Writing with sharp angles indicates a sharp, penetrating mind and may be quite brilliant in some area. However, the negative side is cool, severe, ambitious, critical, fault finding, makes unfavorable comparisons, and is hard to please. These tend to isolate from sensitive relationships. As the angle becomes tighter, the characteristics become more severe. The temperament tendency is to be more task-oriented.

Writing with a single curve indicates a warm, compassionate, agreeable, pleasant, feeling, and sensitive person. These personalities will work toward the greater good of others even at the expense of what others may think of them. The negative side is they may not be as creative. As the curve becomes longer, the characteristics become more emphasized. The temperament tendency is to be more people-oriented.

A style with straighter lines and no angles strikes a balance. This is as unusual as someone in the middle of the temperament tendencies.



## Seven shapes \_\_\_\_\_

The seven shapes are size, angle, terminus, stem, crossing, hump, and circle. The segregation of these shapes illustrates the contrasting orientations. Each orientation is further separated by indicators, which are described later.

Shape, orientation, and indicator identify each trait. A series of tables give a description of what to look for. The table is followed by illustrations. The tables and categorization by shapes are original items for this book. These are correlated to the extensive sample illustrations developed by Bart Baggett [Baggett].

<b>SHAPE</b>	<b>ORIENTATION</b>
SIZE	height space
ANGLE	slant slope
TERMINAL	start end
STEM	up down
CROSSING	dot horizontal
HUMP	top base
CIRCLE	sharp extras

## Size \_\_\_\_\_

Size is affiliated with the height of the letters. It also includes any space between letters. Of particular interest is the letter k.

Shape	Orientation	Indicator	Letter	Trait
SIZE	Height	extremely small	-	concentration
		capitals size	-	proportional to ego size
		large lower case	k	defiance
		ostentatious	-	extravagant
	Space	between letters	-	intuition

Concentration

*it is very small writing that means good concentration ability*

Ego



Defiant

*coke quick crack*

Extravagant



Intuition

*break in words*

**Angle** \_\_\_\_\_

The angle has two aspects. The slant is the pitch of individual letters. The slope is the change in position of the last letter compared to the first.

Shape	Orientation	Indicator	Letter	Trait
ANGLE	Slant	hard right	-	emotional
		forward	-	balanced emotion & logic
		slightly forward	-	logic w/ some sympathy
		vertical	-	logical
		backward	-	emotionally withdrawn
		both back & forward	-	dual personality
	Slope	straight, even bottom	-	perfectionist
		up right	-	optimism
		down right	-	pessimism

Emotional

*hard rightward slant*

Emotionally withdrawn

*leftward slant*

Perfectionist

*I came in to the a  
early this morning so ran*

## Termination

Termination identifies the characteristic of the starting stroke of the first letter and then ending stroke of the last letter. The starting letters are W, M, and S. The end is the final stroke of any letter.

Shape	Orientation	Indicator	Letter	Trait
TERMINAL	Start	large round	W,M,S	desire responsibility
		tight circle	-	jealousy
		hook middle	-	acquire material
		hook upper	-	acquire ideas
		inflexible upstroke	-	resentment
		wavy	-	humor
	End	long final or dash	-	cautious
		hook upper	-	tenacity ideas
		hook middle	-	tenacity material
		long 45 angle, spacing	-	generosity
		high in air	-	desire attention
		underline signature	-	leadership

Jealousy

*m T W Y*

Acquisition of material things

*in the way they*

Tenacity

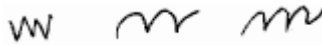
*tenacity*

**Humps** \_\_\_\_\_

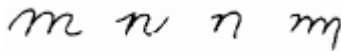
Humps are associated with the letters that are rounded on the top. The analysis is how the direction changes. Only one perspective correlates to the base of the letters. The remainder are linked to the top of the rounded portion. The letters are h, m, n, and r.

Shape	Orientation	Indicator	Letter	Trait
HUMPS	base	V shape	m,n	analytical thinker
	top	round	m,n	cumulative think, slower
		needle point	m,n,h,i	comprehensive think, fast
		sharp into upper zone	m,n,h,r	curious & investigative
		wedge shape	m,n	surface thinker
		downslope to right	m	diplomacy
		increasing height	m	self-conscious
		square	h,r	manual dexterity

Analytical thinker



Cumulative thinker



Diplomacy



## Circular \_\_\_\_\_

Circular letters are those that are predominantly round. The analysis looks at the change of direction and how the letters are closed. The letters are a, c, d, e, and o.

Shape	Orientation	Indicator	Letter	Trait
CIRCULAR	sharp	middle hook	a,c,d	needs challenge
	loop	wide	a,o	frankness
		narrow, retraced	e,a,o	selective listener
		open	a,o	talkative
		extra before	a,o	self-deceit
		extra after	a,o	secretive
		extra before & after	a,o	lying

Needs challenge



Selective listener

retracted "l's" and "r's"

Lying

## Stems \_\_\_\_\_

Stems are the part of the letter that extends above or below the line. Since all these involve a direction change, that is the crucial part of the analysis. The space between the return paths is the key element. The letters with above the line stems are d, f, h, t, and capital E. The letters with below the line extensions are g, j, p, and y.

Sensitive to criticism

Directness

get to the point

Live for moment

will be glad and a  
would be glad

Physical

Shape	Orientation	Indicator	Letter	Trait
STEMS	Up	large loop	h	philosophical imagination
		large loop	d,t	sensitive to criticism
		retraced & taller	d,t	pride & dignity
		tepee	d,t	stubborn
		short, no loop	d,t	independent thinker
		no height	d,t	live for moment
		down stroke & to right	t	directness
		unclosed, sigma	d, E	desire culture
		balance w/ lower	f	organizational ability
	Down	average loop	p,y	physical desire
		large, wide	g,j,y	physical imagination
		very long, big	p,g,y	physical experimental
		deep in next row, wide	g,y	physical variety
		long, narrow low	g,y	socially selective
		long in next row	g,y	too many irons in fire
		incomplete	g,y	physical frustration
		downward turn	g,y	fear of success
		figure eight	g	fluid thought
		retraced	g,j,y	anti-social
		breakaway top	p	argumentative
		hard right up	g,j,y	aggressiveness
		not normal shape	g,y	perversion

## Crossing \_\_\_\_\_

Crossing involves letters that have separate strokes above the line. The stroke can be the dot above the i and j. Perhaps one of the easiest to analyze is the bar across the t. It is very distinguishable from all other strokes and therefore tells more than perhaps any other component.

Shape	Orientation	Indicator	Letter	Trait
CROSSING	dots	close	i,j	detailed
		perfect	i,j	loyalty
		circle	i	individualistic, artistic
		slash	i	irritability
	line	height level	t	goal level
		high w/ large I	t	self esteem hi
		very low	t	self esteem lo
		above	t	goals unrealistic
		double back	t	persistent
		unusually long	t	enthusiasm
		wavy	t	humor
		concave	t	self-control
		crossed backward	t	self-castigation
		heavy	t	will power
		blunt	t	definite, positiveness
		sharp	t	sarcasm
		up	t	optimism
		down, blunt	t	dominant
		down, sharp	t	domineering
		mostly right	t	temper
		mostly left	t	procrastination

Detailed

*i j l j j*

Self control

*t t t t*

Esteem

*low t, practical t, high t*

**Review** \_\_\_\_\_

Writing reflects emotions. Understanding writing will unlock emotions. The brain operates as a feedback control system. It



controls the neuromuscular action based on a personality characteristic. If the handwriting is changed, then that trait will be modified. The mental paths are drawn whether the traits are trained or untrained. As far back as Aristotle, there has been the study of writing.

Graphology consists of seven shapes called size, angle, terminus, stem, crossing, hump, and circle. Perhaps one of the easiest to analyze is the bar across the 't'. It is very distinguishable from all other strokes and therefore tells more than perhaps any other component.

### Application \_\_\_\_\_

1. Check your signature. Are the letters open or closed? Are letters crossed high or low? When letters change direction, are they pointed or rounded?
2. What are the seven basic shapes of graphology?
3. What does crossing a 't' tell you about a person?
4. What does the termination tell about a person?
5. How do shape, orientation, and indicator identify each trait?
6. Explain how a change in handwriting can lead to a modification of personality style.

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## REVIEW VIA APHORISMS

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Thought  
*There is nothing new  
under the sun.*  
Solomon

### A pithy saying \_\_\_\_\_

Numerous topics, ideas, and precepts have been covered in this first volume. A summary of these principles is accomplished by a review of the aphorisms in the chapters. An aphorism is a tersely phrased statement about a truth or opinion. It is from the Latin by way of Old French and means to define. Leaders often use these brief sayings as quick reminders of principles.

The aphorism list is sayings the authors have used. Since everything we know is built on other's work, it is sometimes difficult to know if these are original, modifications of others, or are old adages. Credit has been given for those which we are aware. If there has been an oversight, we apologize and please let us know.

Leadership and success is about relationships.

You can be all you want to be. It simply takes an appetite to develop an attitude that controls the action.

People are where they are because of the choices they make.

Attitude is what keeps you going when the competition quits.

If one plan does not work, chuck it. Get another one. Just keep your focus on where you want to go.

Are you more oriented to make decisions based on rationale, logic and structure or on understanding, perception and feeling?  
Are you more expressive or more controlled?

You will change, if you want to succeed.

Leadership is helping people believe they can do it, and giving them the tools to do it, then using feedback to reinforce their confidence.

A leader is someone who can inspire others to achieve.

If you want anything, you must ask for it. Ask?

Leaders create leaders. Leave a legacy, not an inheritance.

Leaders must carefully guard their vision, attitude, and time.

Delegation is the transfer of responsibility with the authority to do a task, but not the accountability for the performance.

Confidence is the mental assurance that something is true.

Genteelness is modesty with class.

Motivation is not telling, but selling.

Motivation is helping people to reach their potential.

The essence of all the character traits is to be calm, in control, with class. That describes a gentleman or lady.

People do business with people they like and respect.

I understand you are the person that knows everything about the topic.

Worries seldom are realized. Expectations are.

Faith is what you believe will happen. Fear is what you believe will happen. Only one is positive.

Stand out but fit in.

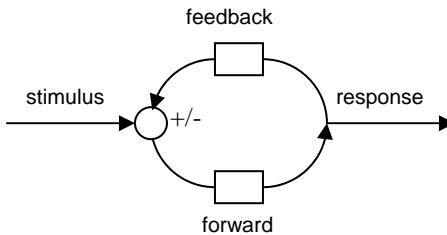
Writing reflects emotions.

Understand writing, understand emotions.

## Principles \_\_\_\_\_

Control is the mental function that keeps the emotional and physical in check. Control is one of those fascinating concepts that cross all boundaries. It is used to describe personal actions, relationships, financial situations, and mechanical devices. Whether in psychology, philosophy, or physics, control is crucial.

In every circumstance, control simply means to apply feedback or constraint to a stimulus or input so that a desired response or output is obtained. The model defined in the first chapter demonstrates this control.



Since leadership development is a process, there is a straightforward method you can undertake to see how you are doing. Ask yourself a series of questions based on these standards. If the answer to any of these questions is no, consider looking at that area in more detail.

1. Is my *vision* of where I am going well defined?
2. Is my dealing with *ethical & moral* issues appropriate?
3. Is my relationship with *people* issues adequate?
4. Is my allocation of *time* issues appropriate?

5. Is my application of *money* issues adequate?
6. Is my understanding of *technology* issues adequate?
7. Is my implementation of *quality* issues adequate?
8. Is my performance of *safety* issues adequate?
9. Is my appreciation of *environment* & natural resources issues adequate?
10. Is my response to *legal* issues sufficient?

These questions apply to relationships, organizations, government, society, or the home.



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**End**

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Thought  
*The end or top of one phase  
is simply the beginning or bottom of the next.*  
Valedictorian speech by K. D. Durham

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## ABOUT THE AUTHORS

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Thought  
Confidence  
*The mental assurance that something is correct.*  
MOD

### Personal - MOD \_\_\_\_\_

As a business owner and a university professor, I am often asked how did you do it? The answer is easy, with many mistakes that cost me substantial time and money. First, I tried to do it myself without a mentoring process. Second, I originally bought the traditional idea of “get a good education, get a good job, and you will make it.”

There is no such thing as a good job. In the dynamic world of the information age, everything changes quickly. Therefore, it is unlikely a job will last for more than five years. The other aspect is someone will make money from any venture. It is either your boss and the business owner or you the business owner.

My first degree was as an electrical engineer. Then I went to work for a big company. The firm became one of the top twenty-five largest companies in the country. The company does not exist today. You are the only sure thing that relates to you.

While there, I had the dream of working a few years. Then I would start a small electrical construction company and teach at a junior

college. That idea was fine-tuned to where I am now an international consultant and teach at a prestigious university.

While working, I went back to graduate school for a master's degree in technical management. Then my first business was started. Without a mentor, I thought I needed more education, so I started on a Ph.D. program. At the age of 39, with a wife and four children in private school, I quit the company and began consulting. At the same time I completed my Ph.D. program. Talk about mid-life crises.

Our income went from six digits to less than \$17,000 a year. Was it worth it? You decide. The next year an old professor called and offered an adjunct professor position. In time and with persistence, that has turned into a tenured full professorship. Within three years of the plunge, we had started another business in aviation, bought an airplane, and paid cash for a new car.

We then started an internet-based enterprise and began purchasing real estate. A few years ago, we realized we needed to do a little financial planning and protection for our assets and children. While visiting with our attorney, he congratulated us on having a net worth that necessitated establishing trusts. With that bit of information, we went to dinner, then back to work.

The next milestone revelation came while driving one of our pieces of heavy equipment building a road on our property. My son and colleague simply asked, "Dad have you calculated the net worth of this property?" Enough said.

Has it all been easy? Are you kidding? Every successful entrepreneur I know has lost it all at least twice and has had to start over. We have lost it in natural resources ventures. We have had to change our businesses and seek new opportunities. We have wondered where the next dollar was coming. As you will find, reasonably intelligent persistence pays dividends.



**Marcus O. Durham** \_\_\_\_\_

*Dr. Marcus O. Durham* brings very diverse experience to his writing and lectures. He is an engineer, who owns THEWAY Corp., an international consulting practice. He is a Professor at The University of Tulsa. He is Associate Professor at Trinity Southwest University and formerly Dean of Graduate Studies and Professor at Southwest Biblical Seminary.

He is a commercial pilot who flies his own plane, is a ham radio Extra Class operator, and has a commercial radiotelephone license. He is a registered Professional Engineer and a state licensed electrical contractor. He enjoys the family ranch and operating the heavy equipment.

Professional recognition includes Fellow of Institute of Electrical and Electronic Engineers, Diplomate of American College of Forensic Examiners, Certified Homeland Security by ACFE, and Kaufmann Medal by IEEE.

Dr. Durham is acclaimed in *Who's Who of American Teachers* (multiple editions), *National Registry of Who's Who*, *Who's Who of the Petroleum and Chemical Industry*, *Who's Who in Executives and Professionals*, *Who's Who Registry of Business Leaders*, Congressional Businessman of the Year, and Presidential Committee Medal of Honor. Honorary recognition includes Phi Kappa Phi, Tau Beta Pi, and Eta Kappa Nu.

He has published over 100 papers and articles and has authored seven books. He has developed a broad spectrum of projects for both U.S. and international companies. He has traveled in over 22 countries and has mentoring relationships with students in 15 additional nations.

Dr. Durham received the B.S. from Louisiana Tech University, the M.E. from The University of Tulsa, and the Ph.D. from Oklahoma State University. He has other studies with numerous educational and scholarly organizations.

**Robert A. Durham** \_\_\_\_\_

Dr. Robert A Durham, and his wife Brook, have two children, Pruitt and Alyssa. Dr. Durham is the Principal Engineer of D2 Tech Solutions, an engineering and technology related firm concentrating on mechanical and electrical systems and conversions He is also Chief Engineer of THEWAY Corp, an engineering, management and operations group that conducts training, develops computer systems, and provides design and failure analysis of facilities and electrical installations.. He specializes in power systems, utility competition, controls, and technology integration.

Dr. Durham is registered as a Professional Engineer in four states. His work experience is broad, and encompasses all areas of the energy industry. Dr. Durham's extensive client list includes the development of a broad spectrum of forensic, electrical and facilities projects for many companies. He also is involved with the audit of market participants in competitive utility markets to ensure that these facilities are adhering to the rules of the market. He has published three books, five magazine articles and over 30 other technical papers and articles.

Dr. Durham received the B.S. in electrical engineering from the University of Tulsa in 1992 and the M.E. in Technology Management from The University of Tulsa in 1997. Tulsa, OK. In 2004, Dr. Durham received a PhD in Engineering Management from Kennedy Western University.

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**Rosemary Durham**

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*Rosemary Durham* has equally intriguing credentials. She is a life mate who has been very involved in the family businesses. She is past President of THEWAY Corp. and is a partner in the internet based Advanced Business Technology, Inc. She is the principal for FIT, First Impression Techniques, an image consulting and analysis enterprise.

She has been active in traveling to over 15 countries on business and development. She has assisted in developing numerous papers. Her insight has been immeasurable in evaluating technical presentations and reducing them to non-technical applications. She is a ham radio Tech-Plus class operator and a photographer. She enjoys the family ranch and operates the heavy equipment. She is acclaimed in the *National Registry of Who's Who*.

Her service includes founder and president of Women for Missions, teacher, and leader of children ministries.

She is the mother of four adult children. Her nurturing shows in their success. Robert is an engineer and businessman, Christopher is a veterinarian, Karen is an engineer, and Sarah majored in marketing and language.

Mrs. Durham received the AB from Ayers Business College. She has additional studies at Imperial Valley College, Tulsa Community College, Oral Roberts University, Southwest Biblical Seminary and Trinity Southwest University.

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She has co-authored five books.

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## Cover

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*Dr. Robert A. Durham* is an author, entrepreneur, energy consultant, project manager, corporate executive, instrument pilot, professional engineer, and forensic investigator. He has published numerous professional papers and articles, many of which have received international recognition. He has published three books.

*Rosemary Durham* is an author, image consultant, administrator, executive, business owner, and international traveler. She is an amateur Tech-Plus and a photographer. She is a founder of women's outreach and teacher for ladies personal development. She is honored in *Who's Who*. She is a life mate and Mom.

The authors have written several books in the technical, philosophy, and development genres.

- *Who Is This God?* Marcus O. and Rosemary Durham
- *An Intellectual's Argument About God*, Marcus O. and Rosemary Durham
- *Micro-Controllers in Systems Design*, Marcus O. Durham
- *Systems Design and the 8051*, Marcus O. Durham
- *Systems Design and the 8051*, Second Edition, Marcus O. Durham
- *Leadership & Success in Relationships & Communication*, Marcus O. Durham, Robert A. Durham, Rosemary Durham
- *Leadership & Success in Organization, Culture, & Ethics* Culture, Marcus O. Durham, Robert A. Durham, Rosemary Durham

- 
- *Leadership & Success in Economics, Law, & Technology*,  
Marcus O. Durham, Robert A. Durham, and Rosemary Durham

