

# **Leadership**

## **Collin County Association of Realtors**

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### **INTRODUCTION**

Good afternoon. It is a distinct pleasure for me to talk about such an important topic. Thanks for inviting me.

Thanks also for your strong support of the ACC

Leadership is a determinate to your long term success

- It is positive leadership on their part that Randy and others have made such a course available to you. It shows a vision far greater than core real estate technical courses.

### **MY BACKGROUND**

Not bragging, but will refer to these jobs once in a while

Commander of a Seabee (the musical South Pacific—combat construction) company about 110 men in Vietnam. Good leadership was essential to save lives and assure critical goals were achieved in a very hostile environment.

Commanding Officer of a Seabee Battalion, 1200 men, where the prior commanding officer was replaced when some of his men—now my men—set his office-bedroom area on fire. The ultimate challenge in leadership—rebuild a dysfunctional organization. In one year the battalion was chosen by the PACIFIC Fleet as the best command in the Pacific and it received the two highest awards for reenlisting personnel.

Led a team of 15 people including 2 Smithsonian scientists to explore the island of Diego Garcia to determine its suitability as a major naval base. We literally rowed ashore in rubber boats and camped for two months. The leadership skills were small team building and attention to planning and detail. The absence of one key item could mean mission failure.

At EDS there were about 750 people working for me—spread all over the world. Leadership was about uniting them through goals, ethics, and communications.

Lastly, I served as a White House Fellow and worked directly for a cabinet officer. In this capacity I had the incredible opportunity of dealing with and talking to world and US leaders. Most were very successful leaders. I often asked them about their leadership and management philosophies. Their ideas are woven into this.

So I am about to give you a fire hose full of practical, real world leadership thoughts.

## **LEADERSHIP AND MANAGEMENT**

How do you define leadership and how is that different from management?

In essence, you lead people, you manage things and processes.

Leaders obtain results through efforts and talents of themselves and others. Specifically:

- People acting because they are inspired, motivated by you and the goal
- Leaders affect change by creating a vision and defining goals
- Leaders create energy
- Leaders achieve results

Managers deal with tasks, processes, organization, and resources

Managers

- Plan
- Organize
- Monitor
- Correct
- Evaluate
- They look at milestones and resources
- Schedule
- Control

In business today what is your most expensive resource?

People

You need to maximize the effectiveness of this resource

You do that through leadership.

Effective leaders do not have to be good managers, but it certainly helps

Managers need not be leaders, but it certainly helps

The bottom line:

- You need both abilities

## **CHARACTERISTICS OF LEADERSHIP**

Leadership characteristics cover a broad spectrum:

- Consolidator                      agent of change
- Consensus builder              advocate
- Stabilizer                         activist
- Manager                         innovator
- process oriented                 people oriented

- detail

visionary

Successful leaders are a blend of these. Really successful leaders will change characteristics based on their circumstances—like chameleons

- different leadership characteristics for leading a company in Vietnam than as chairman of the Plano Symphony.
- A different style in leading the recovery of the Anna tornado than in leading the Collin County Christian Prayer Breakfast
- A Seabee battalion commander can exert his rank and issue an order, but that is not necessarily leadership. It can be intimidation, force. Leadership is motivating people to do something willingly. In the long term leadership is a far more effective way to get things done—to achieve one's goals. My predecessor in the Battalion was good at issuing orders but not very concerned about people. He was replaced.

There is no pat answer:

- I am more of a consolidator and consensus builder than an activist
- I have vision as with the Arts of Collin County, but I am detailed oriented
- I plan
- I am an idea person
- I believe in participatory management,
- I set goals and milestones
- I can make decisions
- I follow up

Followers can have their own visions and their own goals and these can be stronger than the group goals.

Hence:

- Leaders must communicate and convince followers to energetically pursue the group goal

## **SPANS OF LEADERSHIP**

Your role as a leader can significantly affect three groups

- **Leadership of yourself**
  - This may well be the most important
  - You need to be a leader to yourself
  - Set a personal vision and goals
  - Set personal standards, values
  - Demand energy within yourself—motivate
  - Improve yourself
- **Leadership of individuals**
  - You will be amazed at the impact you can have one on one
  - Mail clerk story
  - Mentor
    - Help them set a personal vision and goals
    - Motivate them
    - Help them raise their standards, their values
  - Be supportive and helpful
    - Be there for them
    - Classmates afraid of daughter's cancer
- **Leadership of teams**
  - Have a group of people achieve a common goal
  - Everyone has an agenda, their own goals
  - Inspire them to put the common goal ahead of their own
  - Set standards that will not be compromised
  - The most important team—your family

- My wife and I have developed family goals dealing with health, faith, marriage, travel, our hobbies, etc.
- Remember your kids look to you for love and leadership—don't let them down

## **PERSONAL VALUES ESSENTIAL TO GOOD LEADERSHIP-**

### **10 of them**

- 1. Integrity
  - To me this is the most important
  - Integrity is your most important asset
  - It is the basis of your reputation with others—with those you are trying to lead
  - Without integrity there is no respect, no trust
    - You must be respected, trusted to lead
  - Consider two simple tests
    - Would you be happy to see the event/issue on the front page of the paper
    - Circle drawing
  
- 2. Trust
  - Within a team, there must be mutual trust to have unity of purpose
  - You must trust your subordinates knowledge, ability, work ethic
  - They must trust your ability to lead
  - You cant motivate them unless they trust you. How do you develop that trust?
    - Delegate, give them appropriate authority, responsibility
    - Be open and honest
    - Keep them informed
    - Listen to them—their ideas, their problems
    - Know them and show interest in them

- Be visible
      - Stop and talk to them
      - Get great feed back
      - They know you care
  - As a leader you must walk the talk
    - You must set the example
    - Do what you say—live by the standards
    - You are judged by your actions—they watch you
  - EDS Exec—Hong Kong story
- 3. Vision/Goals
  - A leader must have a vision, a goal, a purpose
  - Must articulate it and sell it
  - Vision must be positive, something good to achieve
  - Vision is a source of motivation
  - Followers must understand their role—their part of the vision
    - Must feel they have responsibility for the outcome
    - Must know when and how
    - Must feel they are important to the success of the vision
- 4. Planning
  - The ability to think ahead and organize
  - Yep—management—important to good leadership
  - Plan in detail
    - Details can make or break you---a missing part on my island exploration
    - Determine the needed resources
    - Break it into manageable tasks
  - Give everyone their goal
  - Give them guidance
  - Give them leeway
  - Hold them responsible

- 5. Communications
  - Effective leaders spend a lot of time selling the vision
  - Hold frequent informative meetings
  - Seek input from team members—get feedback
    - Get their ideas, involvement, hence their commitment
    - What are their problems, are they on schedule and cost?, etc.
  - CO of the Seabee Battalion
    - Walked the barracks, the job sites, the clubs
    - All 1200 knew me and the standards
    - Drunk mattress example
      - His petty officer had failed to detect this
      - The chain of command had failed
      - We could now take action to improve
  - Find problems early—they are easier to solve
    - you do not want surprises
  - Get out and around—see what is happening
    - Be seen—shows your interest in them
  
- 6. Decisive/good judgment
  - Effective leaders are decision makers
    - Only the leader can make final decisions
  - Decisions require risk and risk means the possibility of failure
  - Minimize risk:
    - Seek input—participatory management
      - Team members
      - Experts
      - People you respect
    - Analyze options
    - Use common sense
    - Discuss it with your leader



- All this makes it a calculated risk
  - You must take risk to achieve results
  
- 7. People
  - People are the tools of the leaders trade
    - People are the means by which things get done
    - An organization's vitality and worth are the heart and minds of the people in it
  - People need a goal and responsibility for achieving it
    - It is the source of motivation
    - All headed in the same direction
  - Never by pass the chain of command
  - Know your people
    - Their abilities
    - Their personal goals
    - Their issues
    - Treat them as individuals
    - Be open
    - Listen
  - Select the best people
  - Delegate and let them do the work
    - Gives them self respect and a sense of worth
  - Train
  - Recognize them
  - Don't let them compromise standards
  - New team member's first impressions are important
    - Assign a mentor—one of your best and most motivated
    - You—the leader meet with the person
    - Explain project, vision, etc.
    - Talk to the new person a few weeks later
  
- 8 Self starter
  - The leader has to ignite the flame

- Must have initiative
- Must have energy
- Someone who wants to make a difference
- 9 Stamina
  - Leadership is a hard job
  - Hard thinking, hard hours,
  - Just think of the time the local mayors put in
  - Set priorities and delegate
- 10 Personal confidence
  - Must have faith in yourself
    - Make the decisions
    - Withstand the second guessing
  - Team will see through you if you don't
  - Don't let your ego show
    - Turns people off

## **CONCLUSION**

- Effective leadership is hard work and can be risky
  - Rewarding
  - Satisfying
  - Recognition
  - Community or organization is better off
  - Rewarding to see your followers grow in their skills
    - Become leaders based on your example
- You are successful as a leader when
  - Followers believe in what the team is doing
  - Excited unity to achieve the vision
  - Values of an organizations can be expressed as the values of the individuals
  - You achieve it
  - You give the credit to the team