

# High Performance Leadership

Teamwork, Leadership, & Communication

## ■ The Power of a Leader

**True leaders are not those who strive to be first, but those who are first to strive and who give their all for the success of the team.**

**True leaders are the first to see the need, envision the plan, and empower the team for action. By the strength of the leader's commitment, the power of the team is unleashed.**

# High Performance Leadership

## Finding Your Way in the Fog

Leadership Challenges in Disaster Response

**“ Rank does not confer privilege or give power. It imposes responsibility ” - Peter Drucker**

Timothy W. Tackett  
B.S., A.S., Paramedic

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## ■ Team Leadership Mission

- **Train your leadership staff**
  - The Individual
  - The Team
  - The System
  - The Interdependence
- **Develop organizational processes, systems, and culture that drive individual and organizational integrity**
- **Combine management doctrine of military, volunteer and private sector models**
- **Be accountable and responsible for the ethical direction of the team**
- **Understand the rules of the game**

# High Performance Leadership

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## ■ Myths of Leadership

**“ I like what you teach about leadership, but I’m not the main leader ”**

- **The great majority of leadership occurs not at the top, but from the middle of the organization**
- **You can learn to influence through your leadership even if you report to someone who is not a good leader**
- **Learn to use your influence 360 degrees**
  - **Up: Your boss and his peers**
  - **Across: Your peers**
  - **Down: Your subordinates**

*Adapted: The Three Hundred Sixty Degree Leader, Maxwell, John C., Nelson Business; 1995*

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## ■ Myths of Leadership

- **You do not have to be held hostage by your current position or circumstances**
- **After this session, someone will come to me and say:**  
**“I wish my boss could have heard this presentation”**
- **My answer to you:**

**You are the one to make the change**

**You can improve your leadership & influence with all the people around you – from anywhere in the organization**

# High Performance Leadership

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## ■ Myths of Leadership

- 1 Position
  - “ I can’t lead if I am not at the top ”
  - Leadership does not come from position or title
  - The true measure of leadership is influence
  - Many are overcome by this myth
    - Instead of building relationships, they are waiting on a title
  - Leadership is a choice you make, not the place you sit
  - You can make a difference no matter where you are

Choose to become a Leader

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## ■ Myths of Leadership

- 2 Destination
- **“ When I get to the top, I’ll learn to lead ”**
- **Learn as much about leadership as you can before you have a leadership position**
- **Good leadership is learned in the trenches**
  - **Learn to use your leadership & decision-making skills when the stakes are small & the risks are lower**
- **“ One day when I’m the boss...” Start training now**

Learn to Lead before

You have a Leadership “ Position ”

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## ■ Myths of Leadership

- 3 Influence
  - “ If I was at the top, people would follow me ”
  - People with little leadership experience tend to overestimate the importance of a leadership title
  - Influence must be earned
  - Position only gives you a chance

Position doesn't make a Leader

# High Performance Leadership

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## ■ Myths of Leadership

- 4 Inexperience
  - “ When I get to the top, I’ll be in control ”
  - “ You know, if I were in charge, I would have...”
  - The desire to improve the organization is good
  - If you’re a leader and you have other leaders under you:
    - They think they can do a better job than you
    - They do – They really think this – You know they do
    - Just like you do
  - Without experience at the top, others over-estimate the control you have

Position does not give You Total Control

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## ■ Myths of Leadership

### ■ 5 Freedom

- “ When I get to the top, the sky’s the limit... ”
- Anyone who has ever owned their own company or been at the top as a leader knows this is just pure

### Fantasy

- As you move up in an organization, the weight of your responsibilities increases
- Responsibilities usually increase faster than authority
- In many ways, leaders have LESS freedom as they move up, not more

# High Performance Leadership

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## ■ Myths of Leadership

### ■ 5 Freedom



As You Climb in the Organization

Responsibilities Increase

Rights Decrease

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## ■ Myths of Leadership

### ■ 6 All or Nothing

■ “ If I can’t get to the top, then I won’t try to lead ”

■ What are the prospects for your getting to the top of your organization?

■ The reality?

– Most will never be CEO

“ If I can’t be Captain of the Team,  
then I’ll take my ball and go home ”

# High Performance Leadership

Teamwork, Leadership, & Communication

## ■ Myths of Leadership

- 6 All or Nothing
- Don't define success as being at the top
- You don't have to be " Top Dog " to make a difference
- Improve & practice your leadership skills
  - Improve and change your organization
  - Be someone who adds value to your team
  - Learn to influence people at every level
  - Change people's lives

You can Lead from  
Anywhere in the Organization

All the Right Moves

# Lead the Way

## ■ When to Manage, When to Lead

### ■ What Can You Manage?

- Time
- Process
- Resources
- Tasks

Keep the mission in mind

### ■ What Can You Lead?

- Purpose
- Direction
- Inspiration

Take care of your people

All the Right Moves

# Lead the Way

## ■ The Leader

- **Have an Honest Understanding**
  - Who You Are
  - What you know
  - Know what you can and cannot do
  
- **Know Yourself**
  - Strengths
  - Weaknesses
  - Capabilities
  - Limitations

All the Right Moves

# Lead the Way

## ■ The Leader

- **Look Honestly at Yourself:**
  - Seek council from your peers & experienced team members
- **If you were not in your position or stripped of your power, how would you be described?**
  - Bully
  - Geek
  - Inexperienced
  - Too nice
  - Friendly
  - Complicated
  - Redneck
  - Too Serious
  - Lazy
  - Over-educated
  - Knowledgeable
  - SOB
  - Hard to define
  - Bubba

All the Right Moves

# Lead the Way

## ■ The Leader

- **Don't Shoot the Messenger**
  - Have to have real data
  - Commo is from the top down & bottom up
- **The “Truth” will not be Obvious to Anyone**
  - We all gather & sort information differently
- **Be Open to All Information**
- **Study the Trends**

- STOP
- LOOK
- LISTEN
- SMELL

Get in Tune with Your Environment

All the Right Moves

# Lead the Way

## ■ The Leader

- **Things just don't happen by Command**
- **It is helpful if employees understand what the direction is and why**
- **To a great extent, success will depend on the execution**
- **Don't be afraid to say "I don't know"**
- **Speak your mind, even if it means making people uncomfortable**

*It's not personal – it's business*

All the Right Moves

# Lead the Way

## ■ The Leader

- Two Key “ Real World ” Strategies

**WIN: What’s Important Now?      WBS**

**MBWA: Management By Walking Around**

**“ People learn by observation, not conversation ”**

**- Will Rogers**

**“ Leadership is action, not position ”**

**- Davy Crockett**

# Lead the Way

## ■ Define the Game

- Change
- Challenge the status quo
- Encourage experimentation & initiative
  - Replace the “old ways”
- Push the institutional mindset away
  - Paradigm: “ The Dance of the Blind Reflex ” (Oshry, 1995)
  - When we don’t understand the system’s dynamics, we get trapped into cycles of blaming and self defense

“ it’s always someone else’s fault ”



All the Right Moves

# Lead the Way

## ■ Define the Game

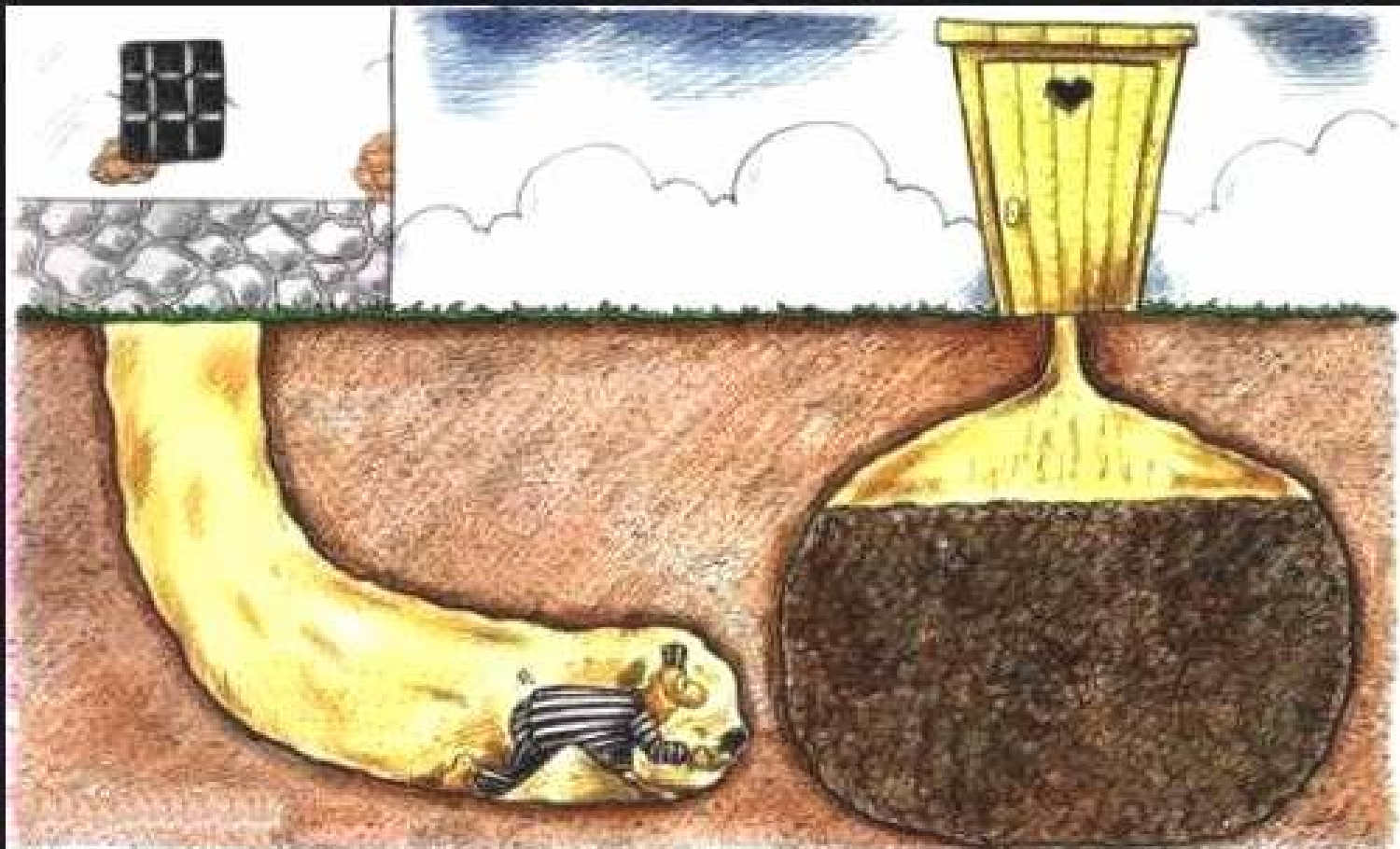
- Performance
- **Provide the assets to build skills sets**
  - Tools
  - Technology
  - Training
- **Help people get rid of habits & mindsets that don't work anymore or are obsolete**
- **Make the message clear**

Performance Counts

All the Right Moves

# Lead the Way

- Poor Planning



All the Right Moves

# Lead the Way

## ■ Plan for Failure

- **When things go wrong the usual response is**

### Blame & Guilt

- Assess your systems
- How did you wake up this morning?

- **Don't be surprised !**

- Why are we surprised?

- **Capture lessons learned**

- Checklists
- Training
- Personnel issue
- Systems failure

**“ If a problem has no solution, it may not be a problem, but a fact - not to be solved, but to be coped with over time ”**

**- Shimon Peres**

All the Right Moves

# Lead the Way

## ■ Plan for Failure

- **The usual suspects are people and training**
  - systems failure cause 80% - 90%
- **Know your job**
- **Train to be a leader**
  - Muscle – Motor – Memory
  - Execute tasks with Confidence & Precision
- **Stay calm and in control**
  - Look the part
  - Act the part

**“ Stress is an ignorant state.  
It believes that everything is an emergency”  
- Natalie Goldgerg, Wild Mind**

All the Right Moves

# Lead the Way

## ■ Plan for Failure

- **What is failure? Have you defined it?**
  - Very complex missions
- **You won't always achieve your goals**
- **Don't take it personally**
- **People don't plan to fail**

## BRAD

- Back up
- Regroup
- Assess
- Drive on

"One does not plan & then try to make circumstances fit those plans. One tries to make plans fit the circumstances. I think the difference between success & failure in high command depends upon the ability, or lack of it, to do just that"

George S. Patton

# The Fog

# Character is Everything

- The Ethical Compass
  - **Integrity is a choice. It is consistently choosing the purity of truth over popularity**
  - **Will it pass the “Smell Test”?**
  - **Live your integrity: make it clear to the entire organization that you will not tolerate ethical lapses**
  - **Develop a core set of command ethics and train your leadership staff and team**
  - **Never compromise your values**
  - **In the absence of certainty, your character is your destiny**

# Character is Everything

- IT'S NOT PERSONAL, IT'S BUSINESS
  - **General Colin Powell's Leadership Primer:**
    - **LESSON ONE: “ Being responsible sometimes means pissing people off ”**
  - **Leadership is not about being nice.**
  - **It's about being right and being strong**
  - **You're neither right or wrong because other people agree with you. You're right because your facts are right and your reasoning is right.**

*That's the only thing that makes you right*



# Character is Everything

- The Art of Command
  1. **Selflessness**
  2. **Decision: the essence of leadership**
  3. **“Feel” or “Sixth Sense” in decision making**
  4. **An aversion to “Yes” men**
  5. **The importance of reading & history**
  6. **Mentorship: guidance, counsel, & teaching**
  7. **Consideration**
  8. **Delegation**
  9. **Fix the problem, not the blame**

# Character is Everything

## ■ Selflessness

- **It is clear that there is absolutely nothing as important in successful leadership than character**
- **Knowledge is the second most important asset, as it builds confidence & decisiveness**
- **Leadership can be cultivated**

**“ I had been accustomed throughout my life to classify all public servants into one or the other general categories: one, the men who were thinking what they could do for their job; the other, the men who were thinking what the job could do for them ”**

**– Henry L. Stimson, Secretary of War, 1909-11; Secretary of State, 1928-32; Secretary of War, 1939-45**

# Character is Everything

## ■ Selflessness

- **Are men born as leaders?**
- **The strongest supporters of the born leader thesis believe there are certain qualities you must be born with, but even these characteristics must be developed**
- **Leadership has to include a certain decisiveness, a certain confidence, based on knowledge from studies and training**

# Character is Everything

- Decision: The Essence of Leadership
  - Making decisions is part of leadership
  - One who does not have the strength to make decisions & the judgment to be right a large percentage of the time does not belong in a position of command
  - Leadership is most noticeable when tough decisions finally have to be made
  - Decision must be based on:
    - The facts as you see them
    - The evaluations of the many factors as you see them
    - The relationship of one fact to another
    - And above all, your convictions and ethics
    - This part of leadership is often concealed from the group

# Character is Everything

- **Decision: The Essence of Leadership**
  - **1 Commander must act on the facts available at decision time**
  - **2 To anyone who has never been involved with making high-level decisions, the process looks easy**
    - Those in lower echelons are mostly ignorant of the complexity of Command's problems & become impatient when they receive a late or unclear decision
  - **3 Another Command decision-making key is a Commander can select his key staff members**
    - Probably the most competent people he knows
    - One cannot take the advice of these people lightly

# Character is Everything

- Decision: The Essence of Leadership
  - **The worst leader is the one who won't make a decision**
  - **A bad decision, at least, causes action to occur within the organization**
  - **Many times the organization itself can take a bad decision & turn it around to make a good one**
  - **When you get no decision at all, then the whole organization just sits.**

# Character is Everything

- Decision: The Essence of Leadership
  - **Decisions based on intuition have to be tempered by knowledge, experience, & judgment**
  - **Remember that your character is your destiny**
  - **In the absence of certainty, instinct is all you have to follow**

**You can't make the right decision every time, but you can make a decision and then make it right**

*It's not personal – it's business*

# Character is Everything

- “Feel” or “Sixth Sense”
  - **Are you born a leader?**
    - Most agree that the truly great leaders have possessed a “Feel” or “Sixth Sense” for decision making
  - **Part of the “Feel” is that special instinctively gift**
  - **Showmanship: look the part**

Michael Jordan

Billy Graham

George Patton

Martin L. King

Elvis

Are There Naturally Born Leaders?

# Character is Everything

- An Aversion to “Yes” Men
  - **“ The first method for estimating the intelligence of a ruler is to look at the men he has around him ” - Machiavelli**
  - **Good judgment comes from experience, and a lot of that comes from bad judgment**

**“ Trying to get everyone to like you is a sign of mediocrity.  
You'll avoid the tough decisions ”  
- Colin Powell**

# Character is Everything

- An Aversion to “Yes” Men
  - **“ When we are debating an issue, loyalty means giving me your honest opinion, whether you think I’ll like it or not . Disagreement at this stage stimulates me. But once a decision is made, the debate ends. From that point on, loyalty means executing the decision as if it were your own ”**
  - **General Norman Schwarzkopf**

# Character is Everything

- The Importance of Reading & History
  - **Most all of our great leaders have shared a passion for reading and history**
  - **Reading plays a vital role in character development**
  - **Study time**
  - **Practice and exercise your skills**

**“ There is no history: There is only biography ”**

**- Ralph Waldo Emerson**

# Character is Everything

## ■ Mentorship

- **The first duty of a leader is to create more leaders**
- **Mentorship works both ways**
- **You should be actively training & teaching others to replace yourself**
- **Roadblock:** " Information is Power "

“ How does one develop as a decision maker?

Be around people making decisions ”

- General of the Army, Dwight D. Eisenhower

# Character is Everything

- **Consideration**
  - **Thoughtfulness**
  - **In every position of command, your subordinates will want to know how much you care for them, far more than they will ever care how much you know**
  - **The morale of an organization is not built from the bottom up; it filters from the top down**
  - **Remember the three R's:**
    - **Respect for yourself**
    - **Respect for others**
    - **Responsibility for all your actions**

# Character is Everything

## ■ Delegation

- **Few things help a person more than placing responsibility on them and let them know we trust them**
- **The object of teaching is to enable those taught to get along without the teacher**

**“ You must avoid passing on to the Commander petty decisions....Get away from the shovel handle and out of the ditch to oversee the workmen on the project ”**

**- General of the Air Force Henry H. Arnold**

# Character is Everything

- Fix the Problem, Not the Blame
  - **Success is, an amazing amount of the time, a positive manipulation of failure**
  - **“ If a problem has no solution, it may not be a problem, but a fact – not to be solved, but to be coped with over time ” – Shimon Peres**
  - **In your search for answers, don’ t rule out sheer stupidity**
  - **Define the problem / situation: systems failure**
  - **The “Hot Stove” management theory**
    - If you touch the hot stove, you get burned

# Character is Everything

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# Character is Everything

## ■ Problem People

- **A man who cannot lead and will not follow invariably obstructs**
- **No man ever became wicked all at once**
- **Nothing in the world is more arrogant and self-important than a man of moderate capacity when once raised to power**
- **If you are silent on problem issues, you are validating this behavior. The team is watching**

**“ A fool always finds a greater fool to admire him ”**

**- Nicolas Boileau, (1636-1711), French poet and critic**

# Character is Everything

- Problem People

- *The Team is watching*
- Have the courage to tackle the problem head-on
- Inaction validates the behavior

**“ A tyrant is always stirring up some war or other,  
in order that the people may require a leader ”**

**- Plato**

# Character is Everything

## ■ Problem People

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# Character is Everything

## ■ Problem People

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- Have the courage to tackle the problem head-on
- Inaction validates the behavior

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