

CHOOSING ASSOCIATES

- a. Leaders must be **sincere** in beliefs about the organization and her place in it.
 - b. Must be able to **inspire** others to follow her with confidence.
 - c. Thoughtful leaders **choose people** to work with them for their **special qualities** different from hers, other capabilities.
 - d. Choose associates who are not a rubber stamp...but delegate to people who **think for themselves**.
 - e. Leader's job is to get **work done by other people**
 - 1. Senses readiness in associates for further development.
 - 2. Sets stage so associates work their efforts toward the assigned purpose.
 - f. Leader must be wary of having her **finger in every pie**, dictating every detail, what is done & by whom.
 - g. Slacken the rein so associate can **learn by experience**...even at the risk of making mistakes.
 - h. Leaders must **trust their associates** and be ready to back them up
 - i. The more dynamic the leader is, the more she needs to **control her irritability** if projects are delayed ...off track...botched!!
 - j. Leaders must exhibit **patience** in finding out reasons and ideas to improve the situation.
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DEALING WITH ASSOCIATES

- a. Leaders mobilize the best in their followers who in turn demand more from their leaders.
- b. The art of being a leader is the art of developing people...
--getting people to work for you when they are not obligated to!!
- c. The best kind of leader is like a coach in spirit.
 - 1. Kindle interest, teach, aid, correct, inspire
 - 2. Look for special talent
 - 3. People will cooperate for the good of team.
- d. True leaders suppress their own egos and encourage progress of others
- e. They create in the group a sense of mutual effort, directed toward a specific goal.

Leader must convey that she understands the people's desires and the people themselves make decisions that reflect their true interests in the long term.