

# Leadership

A "How-To" Guide for Government &  
Corporate Emerging Leaders

Fred C. Kniggendorf, Ph.D., and Don Philpott



  
Government Training Inc.™

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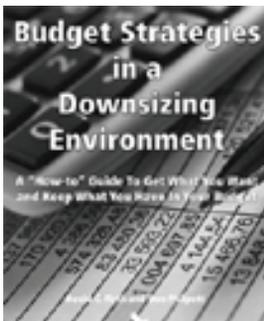
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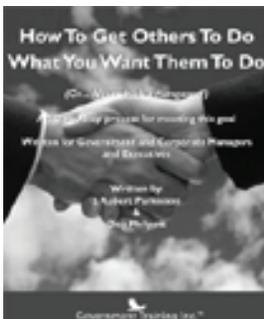
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## Business Management

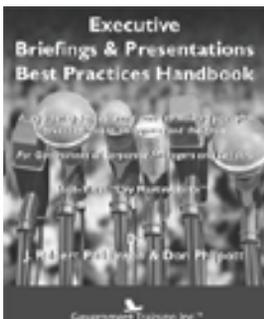
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A very timely and insightful new book Budget Strategies in a Downsizing Environment , answers that question. It explains in a concise and engaging way, the emerging budget scene and what budget planners and managers need to know and do to respond effectively to budget reductions in a downsizing environment. It details effective techniques to formulate, defend and execute an operating budget in the new austere funding environment.



This book explains that getting people to do things your way doesn't just refer to what others will do – it is about what you will do. It stresses that getting people to do things your way requires that you know what you want - and that you are willing to work to get it. The book then teaches/ describes all the various tools and techniques available to you and when and how best to use them.



This handbook will teach you how to develop presentation skills so that you grab the audience's attention from the very first moment. It also discusses in great detail how to make maximum impact using posture, hand gestures, eye contact and all the other factors that come into play when successfully communicating with others. There are also chapters on how best to perform on radio and television, what to say and what not so say and how to get your message across even with a hostile interviewer.



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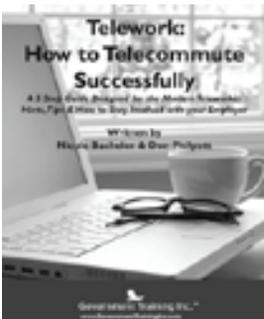
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This book is an A-Z guide aimed at managers tasked with introducing teleworking or overseeing teleworkers and ensuring that everything runs smoothly. The rules for managing teleworking are the same whether you are a federal or state employee or work for a private company or organization. The book is also very useful to people who are thinking of teleworking or trying to persuade their employers to introduce it.



This Handbook is an easy to follow and implement Five-Step Toolkit for all managers and decision makers involved with teleworking. It explains how to set up a telework program, how to train managers and in turn, how managers should train and supervise their teleworkers. The Handbook discusses all the arguments that have been put forward against teleworking and debunks them using all the latest surveys and case studies.



This book spells out all the positives – and the negatives – and with the use of checklists and questionnaires will help you reach the right decision. While the book is aimed at people considering telecommuting it is also relevant to employers who have to decide if workers should go this route and if so, how best to manage them.



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PowerPoint presentations, however, can be an enormously effecting communications tool provided you follow some basic rules. These rules are spelled out in “Delivering Your Message with PowerPoint” written by Dave Paradi, a proven expert and sought after speaker at all levels of government and corporations. Using a simple to follow, five-step process, the book talks you through creating the right sequence and structure for your presentation, how to plan slides and how best to deliver them.



The book describes the key characteristics of cloud computing and various deployment and delivery models. It contains case studies and best practices, how to set and meet goals, how to implement and use cloud computing and how to make sure it is working. It is packed with practical tips, checklists and unique templates that can be used to design and implement cloud computing to meet agency specific needs.



This comprehensive, expert book uses an easy-to-understand, easy-to-follow six-step process that guides you through the complete contract lifecycle. It steers you through all the cloud service and deployment models available, highlighting the benefits and downsides of each. Discussed in detail are critical issues, such as security, vendor lock-in, and legal and regulatory obligations.



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The book uses case studies, checklists and best practices to guide you through the RIF process with a wealth of information on planning and implementation, employee counseling and outplacement assistance and how to handle appeals and grievances. This Handbook covers the management and human resources role in planning for restructuring actions.



The book is packed with useful tips, best practices, case studies and checklists that walk you through the process from understanding the violence cycle to implementing an effective WVP program and ensuring that all management and employees are aware of it. There are practical tips on managing conflict – from bullying to domestic violence, dealing with mental health concerns and avoiding negligent hiring.

## Symbols

Throughout this book you will see a number of icons displayed. The icons are there to help you as you work through the Six Step process. Each icon acts as an advisory – for instance alerting you to things that you must always do or should never do. The icons used are:



This is something you must always do



This is something you should never do



Really useful tips



Points to bear in mind



Have you checked off or answered everything on this list?

# About the authors

## Dr. Fred Kniggendorf

Dr. Fred Kniggendorf is a training and adult-education consultant. He has more than 30 years' experience in business and manufacturing, primarily in the areas of management, customer service, training, and business writing with U.S. Steel, the American Management Association, and, most recently, as president of Gravyloaf, L.L.C. A sought-after speaker at conferences and onsite corporate training courses, he has traveled extensively throughout the United States and abroad, facilitating training courses for a wide variety of clients.

## Gravyloaf

Gravyloaf, L.L.C., is a training and consulting resource designed to provide solutions to the problems that people at work encounter on a regular basis, primarily in the areas of communication in all its glory and forms. The company's market is primarily onsite training, conferences, and keynotes.

## Don Philpott

Don Philpott is Managing Editor for Government Training Inc. Publishing, and he also serves as editor of *International Homeland Security*, a quarterly journal for homeland security professionals. He has been writing, reporting, and broadcasting on international events, trouble spots, and major news stories for more than 40 years. For 20 years, he was a senior correspondent with Press Association – Reuters, the wire service, and traveled the world on assignments, including Northern Ireland, Lebanon, Israel, South Africa, and Asia.

He writes for magazines and newspapers in the United States and Europe and is a regular contributor to radio and television programs on security and other issues. Author of more than 120 books on a wide range of subjects, he has had more than 5,000 articles printed in publications around the world. His most recent books include *Integrated Physical Security Handbook*, *Securing our Schools*, *Workplace Violence* and *CARVER + Shock Risk/Vulnerability Assessment Methodology*. All of these books have been published by Government Training Inc. He is a member of the National Press Club.

## Acknowledgements

This book is largely based on Dr. Kniggendorf's 30 years' experience as a management consultant and leadership coach. It also draws on relevant authoritative materials published by many federal agencies and organizations. These materials are in the public domain and accreditation has been given both in the text and in the reference section, should you need additional information. In particular, the authors acknowledge Headquarters, Department of the Army and the United States Air Force for the use of many excellent publications and guides on leadership, particularly the Army's *Army Leadership Field Manual* and the Air Force's *Tongue and Quill*.

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# Introduction

“If your only tool is a hammer, every problem looks like a nail.” To be a good leader you need a complete tool box so that you have a choice of options. The person who has all of these options to choose from is going to be the one who succeeds.

## What Separates a Rookie From a Pro?

Rookies learn by trial and error. Pros have an actionable plan about what to say and how to act.

If you want to change the world, start by changing yourself.



Whether you’ve been in a leadership role for a while, are new to it, or have it as one of your career goals, you know that one of the biggest challenges all leaders face is to be taken seriously.

It’s no accident that politicians devote a lot of energy to maintaining a positive public image, so they’re not treated dismissively by their colleagues or constituents. They’re coached on how to communicate effectively, how to respond in certain situations, and how to appear confident and assertive. This doesn’t come naturally and has to be learned. Model yourself on leaders that you admire. Read about them and read things that they have written that will give you insights into their thinking and strategies. Discover who most inspired them and then read about them as well. Knowledge is power and you can never have enough knowledge.

There are many lessons to be learned, but as you read through this book you will discover:

- Two things you can do to demonstrate loyalty to your team and your organization
- Simple tips for developing an agenda so that you, and your team, will stop dreading meetings
- Vocabulary tips: Surprising sources of “leader-speak”
- What you need to do to make your workspace look more “presidential”
- “Executive posture”—a simple technique to lend more authority to your voice
- How to use “back-channel communication” to show you’re listening to people
- Three reasons for workplace negativity and what you can do to overcome them
- How to determine and communicate your expectations to others
- What you can and can’t manage: The critical difference between actions and attitudes
- How you can use questions to manage an interaction with someone, and why this works
- How to raise your team’s visibility within your organization
- Whether negativity is sabotaging your leadership style

## What is Leadership?

Leadership is the quality to inspire others to get things done. A good leader needs strong values and character, the knowledge of what has to be done and why, and the ability to get it done.

While character and knowledge are necessary, by themselves they are not enough. Leaders cannot be effective until they apply what they know. “Leader actions” – what leaders **DO** – are directly related to the influence they have on others and what gets done.

The U.S. Army uses the expression “Be-Know-Do.” All leaders share the same values and attributes, regardless of position, although they become refined through experience and assumption of positions of greater responsibility. Leadership requires knowing about tactics, technical systems, organizations, management of resources, and the tendencies and needs of people.

Knowledge shapes a leader’s identity and is reinforced by a leader’s actions.



### Some definitions:

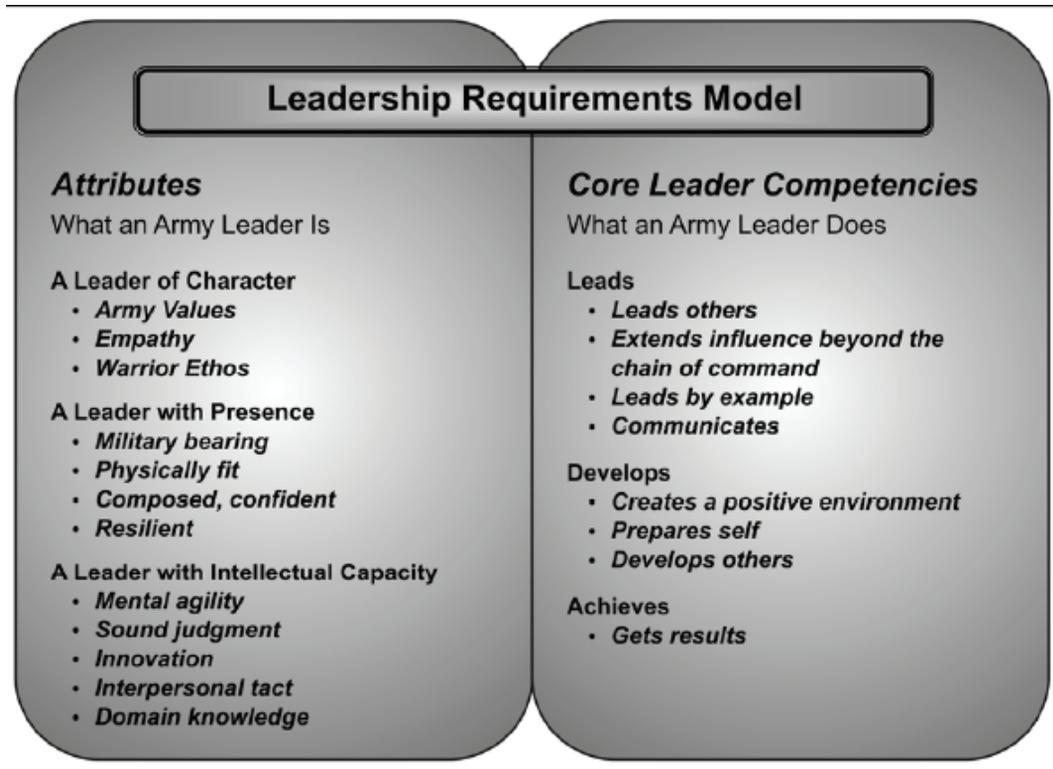
**Influencing** is getting people to do what is necessary. Influencing entails more than simply passing along orders. Personal examples are as important as spoken words. Leaders set that example, good or bad, with every action taken and word spoken, at or away from work. Through words and personal example, leaders communicate purpose, direction, and motivation.

**Purpose** gives subordinates the reason to act in order to achieve a desired outcome. Leaders should provide clear purpose for their followers in a variety of ways. Leaders can use direct means of conveying purpose through requests or orders for what to do.

**Vision** is another way that leaders can provide purpose. Vision refers to an organizational purpose that may be broader or have less immediate consequences than other purpose statements. Higher-level leaders carefully consider how to communicate their vision.

**Direction** involves communicating how to accomplish a mission: prioritizing tasks, assigning responsibility for completion, and ensuring subordinates understand the standard. Although subordinates want and need direction, they expect challenging tasks, quality training, and adequate resources. They should be given appropriate freedom of action. Providing clear direction allows followers the freedom to modify plans and orders to adapt to changing circumstances. Directing while adapting to change is a continuous process.

## The Army Leadership Requirements Model



**Motivation** supplies the will to do what is necessary to accomplish a task. Motivation comes from within, but is affected by others' actions and words. A leader's role in motivation is to understand the needs and desires of others, to align and elevate individual drives into team goals, and to influence others and accomplish those larger aims. Some people have high levels of internal motivation to get a job done, while others need more reassurance and feedback. Motivation spurs initiative when something needs to be accomplished. As a leader, learn as much as possible about others' capabilities and limitations, then give over as much responsibility as can be handled. When subordinates succeed, praise them. When they fall short, give them credit for what they have done right, but advise them on how to do better. When motivating with words, leaders should use more than just empty phrases; they should personalize the message. Indirect approaches can be as successful as what is said. Setting a personal example can sustain the drive in others. This becomes apparent when leaders share the hardships.