



Earning the Trust of Your Team

Avoiding micromanagement, delegating tasks properly, and celebrating successes, are all ways to increase your high regard and trust for your team, but trust is a two-way street. An effective leader is one whom the followers will trust implicitly. Trust, like respect, does not come automatically. Some people may be naturally inclined to trust people, but the degree of trust you need to lead effectively must be earned.

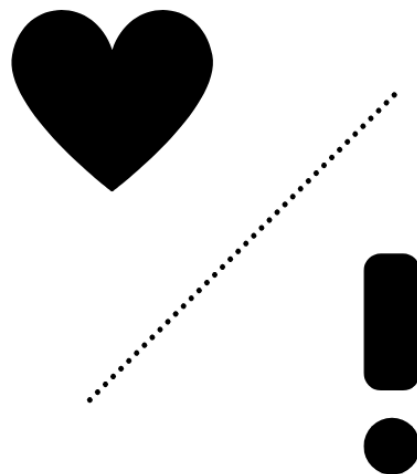


Understanding Motivation

You can't always get into the head of another person. Even if this were possible, understanding what motivates another person can be so complex that even that person is unaware of their motivations. However, to a certain degree, the essence of leadership is getting others to do what you need them to do, as if it were their original plan. While you may not be able to specifically identify another person's motives, there is a good rule of thumb that was developed by Kenneth Burke called **dramatism**.

Is it Better to Be Loved or Feared?

This famous question comes down to us from Niccolò Machiavelli, a political theorist who lived in Italy during the Renaissance. He contended that a leader who is feared is preferable to a leader who is loved. However, he also lived during a time of great political instability when city governments changed in a flash, usually violently, and usually involving executions of the previous leadership. Since we no longer live in an age in which stepping down from a leadership position or being removed would involve the loss of one's head, do we really need to adopt the route that proved so disastrous for such ruthless dictators as Saddam Hussein and Augusto Pinochet?



Lighting a Fire

You will often find yourself in a position where you need to get your employees energized and motivated to work hard and enthusiastically. One who has adopted the rule-through-fear paradigm will consider this the time to become forceful and aggressive, but this can frequently backfire. Instead, an effective leader uses inspiration and positivity to harness enthusiasm in employees. Lighting a fire isn't akin to burning down the house so much as shining a light to guide your employees. Here are some suggestions for increasing employees' enthusiasm:

- Share inspiring quotes, speeches, or ideas. While the movie *The Wolf of Wall Street* is not a great example of ethical leadership, it does give a good idea of how powerful inspiration can foster enthusiasm in employees. This is why coaches in professional sports like to give the "Win one for the Gipper" style speeches.
- Use upbeat music to get people going. Music that has a good beat and makes people want to dance also helps to instill enthusiasm and a kind of esprit de corps.
- Celebrate group and individual successes in order to foster a positive and forward-looking morale.

