

# Real Leadership:

## What It Takes

By Dr. Tim

*“The people who get on in this world  
are the people who get up and look for  
the circumstances they want,  
and, if they can’t find them, make them.”*

The following article goes out to all of you wish to be leaders. Probably, everyone is going to say, “That’s me. I want to be a leader, to have everyone look up to me, to be important, to be able to tell other people what they should do, to have others be envious of my position. Yep, I want to be a leader. How can I do that?”

To begin with, many people get leadership and politics mixed up. Being a leader is much different than being a politician. If you want all of those things described in the first paragraph, I suggest you try politics. But if you want to be a leader, it is going to be a long haul, and won’t be easy. Lots of people say they “want to be a leader,” but there are only a choice few who actually achieve this very special title.

We often think we can read a book and it will give us all the answers. Not true! We can learn some concepts about what it takes to be a leader, but every situation is different and the true leader must be able to take the concepts and apply them to the specific situation at hand. Therein lies the secret: Can you take what you know and apply it to whatever circumstances happen? As you can see, **real leaders have to be very flexible.**

The easiest part about leading is getting the job. Whether it’s as a color guard captain, drum major, section leader, band president, or whatever, being elected or appointed to these positions carries with it a lot of excitement and roaring congratulations for the victory. Then, the trouble starts!

First of all, you are confronted with people who thought they should’ve received the position and didn’t. Then you have all of their friends to contend with. Soon your own friends may begin to pull away and resent the position of authority you have attained. Are you prepared to handle this kind of damaging

jealousy in your life? The “glory” will certainly not offset the hurt. Here is your first chance to show that you’re a leader. Move forward knowing this is part of what every leader experiences. Chin up. Move forward!

Next...your “assigned authority” will diminish in effectiveness. You may delegate some things to be done only to find they were never carried through as per your orders. When you question the person about the lack of follow-through, you might as well be told in no uncertain terms what you can do with your position, your authority, and your stupid assignment! *Having a title does not make you a leader.* With your hallowed title and a quarter, you can’t buy a coke! Your job is “to lead,” not to be a dictator of unquestioned power.

What you may find happening is “a sense of feeling alone.” It may seem that nobody understands your predicament and what you are going through. Talking to people about the situation won’t make any difference and it will be so tempting just to “cash it in.” Let someone else do all this Leadership stuff!

There is no question that the position of leader has been over-glamorized to the point of non-reality. Our society has given the impression that leaders are given special privileges, are exempt from many menial tasks, and are constantly in the spotlight of fame and fortune. Nothing could be further from the truth! **Leadership involves “giving”.** It’s about doing for others. **It is based on making “we-us” more important than “I-me.” It is about wanting to be excellent regardless of the price.**

Although there are no carved in stone rules about leadership, there are some concepts which seem to be common to all people who succeed at this task of helping others through their efforts. (Which ultimately improves the life of the leader.) For those people who truly want to take on this job here are ten thoughts about the attributes of leaders, whether they are leading a country or a squad of four people in their marching band.

1. **REAL LEADERS** are also **DOERS**. Not only do they help direct the efforts of others, they are willing to get their own hands dirty. These are the people who come early and stay late, and they can always seem to find “one more thing to do” to make it better for the whole group. They lead by example!
2. **REAL LEADERS** always have time for others. Although they may have extraordinarily busy schedule, they can always find time to squeeze in one more responsibility to help out the group or a friend. They display a sense of “anti-selfishness” which is without fanfare. They care!

3. **REAL LEADERS** are quick to identify mistakes, but they spend little time talking about them; rather, they go about setting a plan to correct the mistakes and do something about the situation. They always look upon a failure as an opportunity to correct and improve.
4. **REAL LEADERS** do not spend time criticizing others. They use their energies to help those around them. They never exclude, but are always willing to include.
5. **REAL LEADERS** avoid put-downs and sarcastic remarks which can wound other people. There is no attempt to make themselves look better by making others look worse. In fact, they are constantly looking for ways to compliment those around them and build common self-respect.
6. **REAL LEADERS** never strike back or try to “get even.” Even though they are susceptible to pain, they refuse to hurt another person in an attempt to even the score. They see blame and revenge as wasted energy. Therefore, they move ahead rather than dwell on the negative.
7. **REAL LEADERS** “share” rather than “compare”. They see competition as a chance for self-improvement and know the only person they are really competing against is the person in the mirror. They accept others for who they are and support them in becoming better.
8. **REAL LEADERS** accept the reality of peer pressure, but do not give in to threats of “not being one of the gang.” They understand that their integrity is the foundation of their present and future growth and they pride themselves in being a self-thinker.
9. **REAL LEADERS** never attack anyone or purposely hurt another person. They understand that we always end up hurting ourselves when we choose to attack another.
10. **REAL LEADERS** always go the extra mile when others have given up, quit, or rationalized an easier shortcut; the real leaders are on the job, getting it done. Yet when the awards of championship are passed out, they are always in the background applauding everyone else.

As one can see, the demands for being a great leader are extreme. It's certainly not all spotlight and glitter. Yet, the personal satisfaction which comes from doing the job is of immeasurable value—and it will always lead you to a new and bigger challenge.

It is so much easier to join the masses and complain about everything than it is to roll up your sleeves and do something about it. Yet, we all know, regardless how much fussing and fuming we do, eventually, it is all going to come down to: getting on our feet and taking on whatever task lies ahead. *The real shortcut is to jump in and do it!*

There are many times when we don't want to be responsible. It is so much easier to blame someone for the circumstances than to go about making the situation work; yet, this is the one quality evident in all great leaders: The ability to stay in there until the job is done. They take on every task with a sense of purpose and caring for those around them. They are not smarter, more talented, or luckier than anyone else. They just don't give up!

**\*Leadership Challenge: A challenge for you to meet the requirements of being a real leader.**

## The Penalty of Leadership

author unknown

In every field of human endeavor, he that **LEADS** must perpetually live in the light of publicity. Whether the leadership be vested in man or product, **ENVY** is always at work.

In Art, in Music, in Industry, the reward is widespread recognition-the punishment-fierce denial and detraction.

When one's work becomes a standard for leadership, it also becomes a target for the shafts of the envious few. If the leadership is mediocre, he will be left severely alone, but if it is of great value, it will set a million tongues a-wagging.

Jealousy does not protrude her tongue at the **LEADER** who is common. Only if your work is stamped: **QUALITY** will you be subject to slander.

Long after the **REAL LEADERS** have accomplished the task, those who are disappointed or the envious continue cry out, "It cannot be done!"

The **REAL LEADER** is assailed because he is the **LEADER**, and the effort to equal him is merely **ADDED PROOF** of that leadership. Failing to equal or excel, the follower seeks to depreciate and destroy...but only confirms once more, the **LEADERSHIP** of the one he strives to defeat.

There is nothing new in all of this. It is as old as human passions. Envy, fear, greed, ambition, and the desire to surpass...and it all avails nothing.

If the **LEADER** truly leads, he or she remains the **LEADER**. That which is great makes itself known no matter how loud the clamor of denial. The real leader wins...always!

# Leadership Purpose

By Dr. Tim

Reminding yourself of your own purpose for being a leader helps you stay on track throughout your daily activities. A purpose gives meaning and importance to what you are doing. Examining purposes and keeping them in mind supports leadership.

- 1. PURPOSE.** Everyone has untapped potential. Becoming a leader is a life long process. Purpose does not describe a final destination; it suggests a direction for growth and learning. It is impossible for example, to arrive at a destination called, "east." Traveling east makes more sense. We can use this purpose like a point on a compass, and continually monitor our progress.
- 2. PROVIDE AN OPPORTUNITY.** An American Heritage dictionary defines "teach" as: "To cause to learn ..." "Cause" is defined as: "A person or thing responsible for an action or result." Since everyone is responsible for his/her learning, no one else can be the source, or cause of that learning. There is only one possible conclusion. Teaching is impossible! Don't be discouraged. Leadership as a profession is not a jeopardy. Even though teaching is impossible, leaders have an incredibly challenging, and useful job. They provide an opportunity for others to learn. They can invite others to learn. Leaders set the stage in the most effective way possible for learning to take place. The responsibility rests with the individual. Learning, defined as "the act of gaining knowledge or skill," is not only possible, it is the most natural act humans perform. It begins before birth, and continues at least till death. Leaders are responsible for providing an opportunity. The individual is responsible for learning.
- 3. LEARN AND ADOPT.** Knowing what is needed to be successful is not enough. Unless strategies for success are put into action, they are useless. Leaders must not only learn, but also adopt methods to be successful in life. This often requires behavioral change. Selling leaders on the idea of changing their behavior is the ultimate challenge. Shifts in attitude, values, and beliefs accompany shifts in behavior.
- 4. SUCCESS IN LEADERSHIP.** There is no one model in leadership success that is appropriate for everyone. People are different and so are their pictures of success. Success needs to be defined individually by each unique leader.

## **LEADERSHIP PHILOSOPHY**

The underlying philosophy is based on three assumptions. They are:

- 1. There are no secrets.**
- 2. There are no victims.**
- 3. There are no solos.**



1. **There are no secrets.** It is usually a mistake to assume that leaders are prepared to adjust to drastic changes in their environments, and lifestyles. Assuming they know how to lead and how to be effective followers is also often a mistake. Being a leader for many years is no guarantee that you have mastered the process of leadership!

When talking to leaders who have dropped out, we discover that most leaders took the position with both the ability and the motivation to succeed. What they lacked was a clear understanding of the specific strategies needed to get the job done.

There are no secrets about how to become a successful leader. Anyone who can read a paragraph and allow simple direction can succeed in leadership. The path to success is clearly mapped. It is rarely a question of fundamental ability or motivation. More often, it is a question of a leader being aware of effective strategies, experimenting with them, finding the ones that work for him/her, and adopting them as habitual behavior.

This material will demonstrate how to become a positive and appealing image of a successful leader. Almost anyone can identify with it. Once a leader sees that there is no secret or magic associated with being successful, and begins to identify with a successful image, a powerful thing happens. The daily activities and performances begin to fall into alignment with this self-perception. There is more than halfway to his/her goal of becoming a master leader!

2. **There are no victims.** Blaming, whether we are blaming other people, ourselves, or circumstances, does nothing to empower us to get what we want in our lives. **YOU CREATE IT ALL!** (Both good and bad, leadership is Total Responsibility!)
3. **There are no solos.** We are social animals. Peer pressure is a major force in our lives. Others play a powerful role in the development of our values, belief systems, and behaviors. A supportive environment, which includes positive support groups, is a critical element of leadership success.

# THE COMMON LEADERSHIP MYTHS

By Dr. Tim

There is exhaustive research identifying students of the arts as the leaders in our society. Their sense of discipline and persistence offer them some certain tools for success as they assume the responsibilities of their life.

After years of presenting in-depth leadership workshops for this select group, certain patterns have surfaced which are worth sharing, for it will aid as you begin your leadership training with the students in your program.

One of the realizations which has come out of all of this involves the countless number of myths so many young people have about the mysterious world of leadership. Before we can define or even teach what leadership is, we must erase these false notations, otherwise we are simply pouring water in a glass which is already full.

The explanation of Leadership Myths might be enlightening to you. In fact, it will afford many of the people who would never consider themselves to be "leaders" to come forward and offer wonderful talent and skills that you would otherwise never know existed in the organization. This is truly a positive win-win benefit.

## Seven Myths about Leadership

- 1. LEADERSHIP IS A RARE SKILL.** Although there are very few that choose to be leaders it is certainly not a rare skill. More appropriately, it is a "rare attainment." Research has proven time and time again that leadership could be taught. Every student has the ability to become a leader in some area of the group. Let us be quick to add that leadership is not to be confused with politics, or popularity. Some of our greatest examples of effective leaders focus on people who started out at the bottom of the heap. If one is willing to "pay the price," the goal is within reach... no exceptions.
- 2. LEADERS ARE BORN.** Society has glamorized the idea of the "born leader" via T.V., movies, and the popular "rags and riches" stories which serve as an inspiration for all of us. Leadership is not genetic. Although we look at certain people as having extraordinary communication abilities, these are learned skills too. Those who carry the label "personality plus" work at this endeavor each and every moment until it becomes a positive life-style habit. If you are born, then you can be a leader, and that is about the only thread of truth in myth

number two.

3. **LEADERS ARE CREATED BY DRAMATIC EVENTS.** We've been watching too many "Rocky" movies, it seems! All-star wrestling and roller-derby have also added to this falsehood. The red-nose reindeer is a great story with a wonderful message, but needs to be put in perspective as we go about our day-to-day leadership responsibilities. So many people say, "Well, the opportunity for me to be a leader hasn't appeared yet." It won't! Most leaders get their positions through their present dictation to some rather mundane and thankless jobs. They do it with such a sense of excellence they are automatically promoted to take on more prestigious assignments. "Nose to the grindstone, and out of the air!" 'Tis the roadmap to success.
  
4. **LEADERS ARE AT THE TOP OF THE ORGANIZATION.** The myth probably keeps many from doing what needs to be done, because they do not feel they have the advantage to make a difference. We have come to think that the title or label somehow buys a higher level of understanding and makes decision-making easier, and more accurate. Undoubtedly, it is a benefit to have a higher profile if one is to lead, but certainly not a necessity. Some of our most influential leaders in history were people who embraced their mission with personal enthusiasm and carved their own way to success.

Ultimately, the true measure of a leader is determined by the degree of accomplishment rather than the political posturing.

5. **LEADERS CONTROL.** Unfortunately, we often envision the leader as someone who maintains strict control over each and every situation, not to mention the authoritarian attitude towards the people they are leading. We often find the leader is very much "at the effect" of some rather obscure circumstances, and certainly things aren't always to their liking, but they persist in their goal-driven efforts. There will be people who violently disagree with them, others who do not obey their directions or delegations, yet the leader continues to move forward, demonstrating an undying commitment to complete the task-at-hand. So often the word "control" implies : oppression demonstrating coercion, and manipulation. It is important to remember that we only have control over one person: ourselves. If people are "forced" to follow another out of fear instead of personal choice, it is not leadership, but rather dictatorship. (And history clearly points out the predictable results of this negative hierarchy.) The one form of control all leaders execute is self control.
  
6. **LEADERS ARE CHARISMATIC.** Certainly there is some leaders who are charismatic, and if have "the gift", (the literal meaning of the word) then by all means you should weave it into your leadership style, but it is not a requirement. Recent studies have lead many experts to believe the ability to capture the audience (followers) –which we have labeled "charisma"– maybe an extension of highly developed communication skills, that can be taught when the creative side of the mind is unleashed



through a series of mental exercises. In other words, we are going to be able to teach people to be charismatic, which maybe no more than teaching people the confidence to express themselves with discipline, enthusiastic presentation skills. Even the great speakers have stage fright, insecurity blocks, and the proverbial nervousness. However, they pass through the apprehension and take a stand. It is called leading!

**7. POWER IS BAD.** Power is only bad when associated with greed, and selfish ambition. This myth has forced many to stand back when they have so much to offer the organization. They have heard so many people accuse others of “letting the power go to their head” that they won’t take the risk of being put in the same light.

We can quickly sight many examples of great leaders judiciously administrating power for the welfare of people : i.e. Winston Churchill, Martin Luther King, John K. Kennedy, Ghandhi, our great religious leaders.

And power doesn’t necessarily mean control. Again, society has often associated power with tragedy and human suffering. Though there are many examples of power abuse, there are an equal (if not more) situations, where power has created a better world for men, including electricity, laser energy, medical breakthroughs, and certainly, the shift which we are experiencing in the quest for world peace. Truly, it is the way we use the power.

It is said, 10% will achieve leadership status in their life. (A recent Harvard project has narrowed the small percentile of 5%.) Is it possible this figure is not larger simply because people are not choosing to be leaders? And, if that is so, are they making this choice built on some misconceptions, preconceptions, and /or bad information about “what it takes?”

Apparently so.

Teaching and explaining Seven Myths of Leadership, might open the door of opportunity to many of your students. It is amazing how many of them have already given up any notation of ever being a leader because of their sincere beliefs in one of the above fabrications. Here is a chance to unleash a wonderful source of possibilities for your program, and involve more “leaders” at a higher level of responsibility.

I am sure if you post this article of the bulletin board, you will have several students curiously reading its message to be followed by some thought-provoking conversation. Encourage this! It is healthy beyond measure. And, most importantly, it will build the self-image of that quiet student who has been avoiding any form of leadership, because of the fear of “not having what it takes.”

Everyone has a special gift. Sharing that gift with others is the key to enjoying it’s full value. And since we cannot lead others until we lead ourselves, it is time to make the most of our lives, by removing the myths and taking the lead.

***“The reward to a thing well done is to have done it.”***

**Ralph Waldo Emerson**

# CHARACTERISTICS OF QUALITY LEADERS

By Dr. Tim

- 1. HIGH ENERGY LEVEL** – Since leaders are often asked to “go the extra mile” it is important they have a high level of energy to maintain a busy schedule, to perform last-minute duties, and to be the hardest worker of their group. The followers rarely will out-work the leader. The leader sets the pace!
- 2. KNOW HOW TO LISTEN** – Such an important “secret to success!” Not only is this important when taking instructions, but it is mandatory when working with others. Listeners are few in number, and we all appreciate someone who has time for us. A great rule for leaders: Keep your mouth shut and your ears and brain open!
- 3. EXUDE SELF CONFIDENCE** - a role model is three to four times more of a teacher than a teacher, If the leaders is to gain the respect of his/her followers, then self-confidence is a must. None of us wants to follow someone who lacks confidence. We want secure, assured leaders paving the way for us.
- 4. HIGH LEVEL OF INTEGRITY** - Leaders understand the ultimate importance of truth. They will always use complete honesty as the basis for any and all of their choices. Any deviation of this will, ultimately, damage the group.
- 5. SENSITIVE TO OTHERS** - Truly great leaders operate from a position of “we-us” rather than the popular “I-me.” They are integral part of their group. They constantly avoid a posture of “being above” the other people; rather, they put themselves in the follower’s position and accommodate their needs. They sense the mood of the group, as well as of the individuals, and this atmosphere is of constant concern, care, and sensitivity.
- 6. WILLING TO FAIL** – Yes, they admit to being human. They are quick to admit their mistakes and equally as quick to correct them. They push the blame on any unsuspecting scapegoat, but realize there is more strength in truth than in “looking right” at another’s expense.
- 7. SENSE OF HUMOR** – Although there has to be disciplined focus on the goal, it is often necessary to “lighten-up” and allow the followers a chance to relax, laugh, and then get back in action. Humor and silliness are not the same. Humor supports forward motion while silliness restricts it.

8. **THEY EXEMPLIFY OPTIMISM** – They do not react with undo trauma to problems, but realize that within every problem lies an opportunity for growth and forward progress. They welcome problems as a chance to test their leadership and gain self-improvement.
9. **AVOID COMPARISON GAMES** – They realize that most comparison stems from insecurity. Their goal is not to “be better than someone else,” but to “be the best they can,” thus allowing their group to be the best it can. Competition turns into cooperation and all “competitive spirit” is used to improve the situation for everyone.
10. **CARING AND SHARING** – They will never hurt intentionally, even though they understand there will be times when individual wishes will be overlooked in favor of the group’s welfare. They understand that part of leadership is ‘taking some of the heat’ for those unpopular decisions and they accept this responsibility with strength and dignity.

## **PRESS ON**

**Nothing in the world can take the place of  
persistence.**

**Talent will not; nothing is more common than  
unsuccessful people with talent.**

**Genius will not; unrewarding genius is almost a  
proverb.**

**Education will not; the world is full of educated  
derelicts.**

**Persistence and determination alone are  
omnipotent.**

**-Calvin Coolidge**

# OBEYING THE THREE LAWS OF STUDENT LEADERSHIP

By Dr. Tim

You can't lead others until you lead yourself.

This concept is crucial. It is an embellishment of the well known phrase, *lead by example*. Role modeling is still the most effective leadership technique. It embraces all the peer pressure implications and offers a constant source of information to the follower.

Whenever there is a question or a decision concerning how to act or what to do, the follower can simply "watch the leader," see what is appropriate, and then model it.

Students imitate both positive and negative behaviors; therefore, the leader must be keenly aware of every predictable outcome based on how he or she acts in every situation. The followers will be close behind.

"Do as I say, not as I do" will be the certain downfall of any leader. One cannot show up late but expect the "followers" to be on time. The leader must establish the highest standards and then become the dedicated example of fulfilling the necessary requirements for goal attainment. As a leader, one cannot expect more from others than from oneself. As the engine determines the speed of the train, the leader dictates the responsibility level of the group.

Be certain the aspiring student leader is well aware of the number-one fundamental law of leadership. It is imperative this prerequisite be the basic theme. **NO EXCEPTIONS!**

You're Only Worth What You Give Away

There are many talented and knowledgeable people who aspire to be student leaders. Unfortunately, they often are thrust into a position of authority based on their expertise, but find themselves ineffective in their ability to guide others. This results in frustration, abrasion, confrontation, and a total breakdown in communication.

Though talent and skill are vital elements in the selection of a leader, they represent only a part of the competence –formula to guarantee effective leadership. **Leaders must also “give away” or share the information with others.**

A student leader who chides or berates another student because he or she cannot perform at the expected level or does not meet up with the talents of the “leader” is doing nothing to help the situation. It is less threatening for the subject of such chiding to withdraw than it is for that student to try again and not succeed. This logic is well known and creates a standstill foe all concerned, including the leader.

Student leaders must be aware that personal risk is an important part of the agenda. Their leadership value is measured by their capacity to bring their knowledge to others, or in reality, to give it away.

## You Can Only Give What You Have.

Though simplistic in reasoning, this premise is often overlooked because the student leaders are so busy with “what needs to be done.” In an all-out effort to achieve the given goals, please the director, serve the followers, etc., the priorities become reset, and illusions, of grandeur serve as the “leadership roadmap” instead of a realistic plan of action. Only in rare exceptions will the follower outperform the leader, and when that is the case, a new leader will soon be designated. Therefore, a program of ongoing self-improvement is required.

***The equation is basic: The more I have, the more I can give. The more I give, the more I learn, which creates more information to give.***

A very talented student will develop quickly, and the “new enthusiasm” will serve as high-powered fuel in the early-day stages of learning. Also take into the account the student’s desire to achieve a position of status within the band as well as the personal payoff which comes with the exploration of the art form.

This observed motivation may appear to be exemplary behavior model for the entire group, and there is a temptation to thrust this student into high-profile position. Beware a common backlash of this hasty decision; the student often becomes enamored with the entrusted power and refocuses his or her energy into *self-promotion* instead of *self-improvement*. In other words, they give up their intense learning habits and become engrossed in personal advancement.

The chosen student must understand the leadership position carries with it the responsibility of increasing one’s work ethic and establishing a new set of goals which reflect and even higher level of excellence and achievement. This requires a very mature understanding of what leadership commitment really means and is the distinguishing characteristic of the certain-to-be-successful student leader. There must be a dedicated program of continued learning to increase the value of the leader’s message.



It is counterproductive to have leaders who don't lead. If the leaders are patiently waiting for you, the directors, to tell them what to do, then they are not leaders, but managers.

*Managers do things right, Leaders do right things.*

**When students observe the three basic laws of leadership:**

- 1. You can't lead others until you lead yourself;*
- 2. You are only worth what you give away; and*
- 3. You can only give away what you have;*

**They will find themselves enjoying a feeling of personal self-worth, and everyone in the group will benefit from their productive and positive contribution.**

**Take The Lead!**

**SUCCESS IS NOT SOMETHING THAT  
OTHERS CAN GIVE TO YOU.**

**DISCIPLINE YOURSELF AND  
OTHERS WON'T HAVE TO.  
RESPECT EVERY OPPONENT,  
BUT FEAR NONE. THE BEST  
WAY TO IMPROVE YOUR TEAM  
IS TO IMPROVE YOURSELF. DO  
NOT MISTAKE ACTIVITY FOR  
ACHIEVEMENT. IT IS AMAZING  
HOW MUCH WE CAN  
ACCOMPLISH WHEN NO ONE  
CARES WHO GETS THE CREDIT.  
TIME SPENT GETTING EVEN  
WOULD BE BETTER SPENT  
GETTING AHEAD.**

**-John Wooden**