

Qualifications Of The Leader

It is by no means enough that a leader should be capable in his or her profession. He or she must be that, of course, but also a great deal more. He or she should be as well a gentleman or gentlewoman of liberal education, refined manners, punctilious courtesy, and the nicest sense of personal honor.

A leader should be the soul of tact, patience, justice, firmness, and charity. No meritorious act of a subordinate should escape his or her attention or be left to pass without its reward, even if the reward is only a word of approval. Conversely, he or she should not be blind to a single fault in any subordinate, though, at the same time, he or she should be quick and unfailing to distinguish error from malice, thoughtlessness from incompetence, and well meant shortcoming from heedless or stupid blunder.



Adapted by Thomas S. Baer, of Baer Resources, from *Qualifications of the Naval Officer*, based on letters of John Paul Jones.

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Techniques For Handling An Angry Teammate

Sometimes, even on the best teams, emotions can spin out of control. An error occurs. You're responsible. You apologize. But your teammate flies off the handle. You need to preserve your working relationship with this person. Here's how to do it:

Step 1 –

Do little or nothing. Let your teammate vent. It may be difficult to sit still and take abuse from an angry person, but doing so will allow her to vent some pent-up anger. *Remember:* Never tell an irate colleague to "calm down" or behave in a certain way. This will only increase her anger.

Step 2 –

Play back the gist of the angry message – without the anger.

Example: "If I understand you correctly..."



Step 3 –

Propose a remedy, if you

have one. If you don't, ask your teammate, "How would you like to resolve this?" *Reason:* Anger often goes hand in hand with powerlessness. But if you ask an angry person to tell you what she wants you to do or say, you give her power. And that will often reduce her anger.

Step 4 –

Try to agree on a solution. Then, commit to taking the necessary actions.

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ONE MINUTE IDEAS

Back Up Important Data

What would you do if your computer suddenly and completely failed, all the contents of your hard drive lost? Do you have a backup of the important information on your computer? It's a good idea to keep regular backups, including some offsite in case of fire or flood.



Password Tips

Be careful when choosing passwords, easily guessed passwords can expose you to security risks. Don't use simple dictionary words or your birthday, but rather mix in numbers and even some capital letters. If you have trouble remembering, find a safe place to store a list of your passwords in case you forget one.



Quotation Corner

"A life spent making mistakes is not only more honorable but more useful than a life spent doing nothing"

George Bernard Shaw

"The road to wisdom begins with the acknowledgement that we are ignorant"

J.P. O'Rourke



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Step 4 (continued) –

If you're not sure you can comply with the proposed remedy, ask for some time to consider and investigate. *Caution:* Arrange a specific time and place for a follow-up discussion so your teammate won't think you're trying to avoid the situation.

Tip: If one of your teammates becomes abusive or threatening, get out of her area immediately. Tell the person, "This is getting out of hand. I'm going somewhere else for a while, but I'll be back in half an hour. Let's both try to cool down so we can discuss this more productively then."

How To Say It At Work, Jack Griffin. Prentice Hall, Paramus, NJ

"Pleasure in the job puts perfection in the work."

– Aristotle

Are We Really Listening?

The next time you're in conversation with someone think about this question for a second. Many times we're simply thinking of what we're going to say next, rather than actually listening to the person with a clear mind. If you're guilty (as I sometimes am) of this at times there's some really bad news. The other person knows this as well. It's written all over our faces.

It's in the very words that we use to follow up with in our discussion with that person. The good news is that by making ourselves aware of the fact that we're not truly listening we can begin at that very moment correcting the problem. Make yourself aware of the importance of listening and you'll reap many rewards. It's one of life's most awesome facts that people are drawn to those who are good listeners. Upon reading the biographies of many leaders one thing is clear. Each in their own way are magnificent listeners.



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*John O'Sullivan is the founder of Aberfoyle Associates, a company that brings simple, common sense, practical solutions to organizations, large and small. His company provides Coaching and Consulting Services to companies nationwide and is dedicated to helping his clients get better results. In the final analysis, it is **RESULTS** that count; achieve yours now! Call or e-mail for your Complimentary consultation. (info@aberfoyleus.com)*