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COLLEGE



TEXTBOOK (ACADEMIC VERSION) LECTURES ON LEADERSHIP, VOLUME 1

COURSE: LEADERSHIP 101 (LT301)

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Lectures
on
LEADERSHIP

Volume I

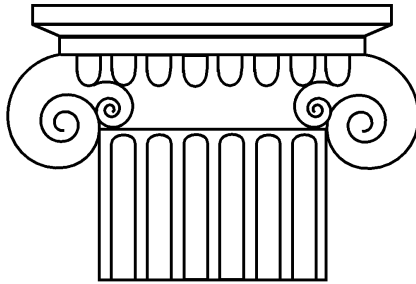
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Chapter 1



What Is Leadership?

Introduction

Nicholas Murray Butler said: “There are three kinds of people in the world: those who don’t know what’s happening, those who watch what’s happening, and those who make things happen.” The third kind of people are the ones who become leaders.

Although *leadership* is not easy to define, the one characteristic common to all leaders is his or her ability to make things happen. Leadership is not manipulation. Manipulation is based on deception and undermines the people who are being led. Leadership is not dictatorship. A dictatorship is based on despotic control of an overbearing individual over his people. Leadership is the ability to motivate people to act decisively to accomplish mutually desired results. The secret to success as a leader is to find and understand a real problem, then solve it, and to find and understand a real need, then fill it.

Leadership Traits

Traits are characteristic acts, thoughts, and feelings that are habitual and instinctive.

- One trait of a leader is **enthusiasm**. This includes optimism and hope. No pessimist ever made a great leader. The pessimist sees difficulty in every opportunity, while the optimist sees opportunity in every difficulty. A pessimist forgets to laugh; an optimist laughs to forget. A leader is an optimist: he thinks positively.
- The second trait of a leader is **trustworthiness**. A Christian leader is honest and transparent in his dealings and relationships. A leader must be worthy of following. He must have integrity, and he must be a man of his word.
- The third trait of a leader is **discipline**. A leader is able to lead others because he has conquered himself and has been conquered by Christ. The leader will work while others waste time. The leader will study while others sleep. The leader will pray while others play.
- The fourth trait of a leader is **confidence**. If a leader does not believe in himself, no one else will. The great golfer Gary Player has said he has a plaque in his home that states "God loathes mediocrity. God says, 'If you are going to keep company with me, don't embarrass me.'"
- The fifth trait of a leader is **decisiveness**. When he has all the facts, a leader makes swift and clear decisions. He resists procrastination and vacillation for he

knows that indecision in the time of emergency destroys the ability to lead.

- The sixth character trait of a leader is **courage**. Courage is the capacity to stay in the battle five minutes longer. God's leaders hear His word, "Be of good courage." They know and experience fear, but they refuse to give in.
- The seventh character trait of a leader is **humor**. A leader has the ability to see the bright, the funny, and the strange side of life. He knows the value of a contagious smile.
- **Loyalty** is the eighth trait of a leader. The leader must be loyal to those he leads just as they must be loyal to him. Loyalty does not make you a leader, but disloyalty will prevent you from becoming a leader!
- Finally, a leader must have the trait of **unselfishness**. The leader forgets his own needs in the interests of others. Remember: Self-preservation is the first law of nature. Self-development is the first law of success. Self-sacrifice is the first law of leadership.

Summary

Leaders are made, not born. Leadership is learned. Therefore, we must learn the techniques and develop the traits of leadership if we would lead!

Emulating someone else is not enough. We must know our weaknesses, evaluate our hindrances to change, and develop strengths of leadership.

People are more important than policy, and unless your

policy grows out of filling people's real needs, it is not a leadership policy. Our goals must never arise out of our policy but out of meeting the real needs of people.

Leadership Is Applied Through Management

Einstein once said: "Vision without execution is hallucination." For best results, one must manage well. Management brings leadership to the point of opportunity and need.

Good management consists of three things:

1. setting goals and objectives;
2. determining the best way of accomplishing them;
3. evaluation of whether they are accomplished.

Good leadership and management operate on the assumption that the more clear the idea one has of what one is trying to accomplish, the greater the chances of accomplishing it. Another assumption is that progress can only be measured in terms of what one is trying to progress toward. Progress is measured by whether we are fulfilling our purpose.

Finally, good management operates on the assumption that clear objectives provide the basis for establishing mutually satisfying relationships and successful results. These are the assumptions of management.

Ten Ingredients of Successful Execution of Leadership Management

1. **Determine your objectives.** Determine the important end results you want to attain and when you want to attain them. State them in writing: accurately, briefly, and clearly.
2. **Plan necessary activities.** Decide what major activities must be performed in order to achieve your objectives. Do this planning for your general objectives, your specific objectives, your long-range, intermediate, and immediate objectives. Ask these questions: Is it necessary? Is it important?
3. **Organize your program.** Make a checklist of all important things that must be done. Remember that urgent things are not necessarily important. Dwight Eisenhower said, "The urgent is seldom important, and the important is seldom urgent." Arrange the important things in their priority and make a breakdown of each activity. Identify essential steps in the sequence of their importance. Helpful questions are:
 - **What** is to be done?
 - **Why** is it necessary?
 - **Where** should it be done?
 - **When** should it be done?
 - **Who** should do it?
4. **Prepare a time table.** Prepare a work schedule. Set a time for the completion of each step in your