

Giving Orders

Giving orders only works in the military, and only when you're under fire. Any other time it is a sure way to breed resentment and sometimes rebellion in the ranks. Dale suggests you learn to make suggestions or ask questions instead. What kind of suggestions and questions? Here are a few he includes:

- You might consider this...
- Do you think that might work?
- What do you think of this?
- Maybe if we phrase it...
- Can you think of a way we could do this?
- Is there a different way to do this?
- Are there any changes we could make?

Give people the opportunity to do things themselves and learn from their mistakes. Why?

- It preserves a person's sense of pride.
- It gives a person the feeling of importance.
- It encourages cooperation instead of rebellion
- It makes the order more palatable
- It stimulates the creativity of the person you ask
- People accept an order more readily when they have a part in deciding what it should be before it's given.

We are not bosses. We aren't even coaches in the traditional sense. We have no authority over people other than our personal example. Once when I suggested to my mentor doing something new, he simply said, "I can't offer advice on that because I've never done it, and I've never heard of anyone who succeeded by doing that." He didn't say no. He merely suggested indirectly that it wasn't duplicatable. I understood it to mean that it would be a waste of my time. It could also harm me. I *chose* not to do it. He was being an effective leader.

Leadership principle: *No one can make me angry. I allow myself to become angry.*

*When anger does overtake me, the way I express it is usually a learned behavior. The good news is that, if it is learned, it can be unlearned. The **experience** of anger is different from the **expression** of anger. We all experience anger at some point. How we express it makes all the difference.*

Anger is just a form of energy. I can feel it well up inside me. I can either harness that energy for good, or I can become its puppet and allow it to be used for evil. That's a choice I can make.