

### Chapter 1 : Leadership the Hard Way: Why Leadership Can't be Taught and How You Can Learn it Any

*Leadership the Hard Way presents a method of living and working that can truly facilitate the learning of leadership. Their method shows how to go against the current, fight conventional wisdom, and embrace the unexpected.*

Books , Guest Blogger , Leadership Leaders and managers are always changing something in their organizations, but they often make costly mistakes. You would think that leaders of organizations would understand a problem before they try to fix it. After all, they are leaders, and they are expected to know how to manage and make their organizations efficient and productive. The bad news is that many leaders make costly mistakes each day because they do not fully grasp the situation before they attempt to solve a problem. Instead, they leap in and do a quick fix when the problem deserves a rigorous diagnostic process. To illustrate the point, here is a true story about a plant manager, Mike, of a employee automotive parts facility who really screwed up his organization because he leaped before he looked. Mike gave the go ahead, and they installed the new machine. Several weeks after the machine was installed, Mike was walking by the new copier and observed a long line of people standing waiting to use the machine. Mike thought that this was a waste of time and assumed that employees just wanted to use the new machine instead of the other machines. He decided to swing by the two other copiers and found the same thing people standing in line. Mike never understood the underlying problem. Here is the point: Mike gave the go ahead to install the new equipment with no evidence of what the problem was. First of all, he should have recognized he had a problem before his ad manager rushed in and told him about it. He needed to make sure that he fully grasped the situation before he gave the go ahead. Once he clearly understood what was going on, he needed to study his options for fixing the problem. Next, if Mike had done it the right way, he would have picked the solutions most likely to work and tested it to be sure it would solve the problem. If it worked, then he would install and monitor it to be sure it is solving the problem. Finally, Mike would have notified members of his organization of the changes and asked them for their feedback on how the changes are working from their standpoint. These steps are quite simple, and it works in 80 to 90 percent of the change situations you will find yourself in. What Mike failed to understand was the underlying problem. Following the diagnostic steps seems so logical; however, it is easy to get caught up in the moment and make a snap decision without fully understanding the issue. But think about it this way: Organizations need similar care in the sense that leaders should not be so quick to act. In conclusion, here are a few suggestions that will save you money and pain: Make sure to slow down and think before you act. Be foresighted and see a potential problem before you have one. Make sure that you fully grasp the situation before you act. Once you understand the problem, design a solution. Finally test your solution, install, and check it. Do you want to make changes the easy way instead of the hard way? Then always fully grasp the situation before you take action. Varney, PhD has spent more than 20 years in leadership roles in industry and 25 years in academia. He is a recognized teacher, practitioner and consultant and has written extensively about leadership and organizational change. Varney is the co-author of Grasp the Situation: Did you enjoy this post? If so, I highly encourage you to take about 30 seconds to become a regular subscriber to this blog.

Chapter 2 : thoughtLEADERS, LLC: Leadership Training for the Real World Â» Do You Make Changes the

*Leadership the Hard Way offers a straight-from-the-gut perspective on leadership, as seen from the dynamic edge of the global economy. Author Dov Frohman, the founder of Intel's operations in Israel and a pioneer of Israeli high tech, argues that leadership cannot be taught but that it can be learned.*

And, some I repeated many times. I hope you can learn them from me without having to repeat them. The hardest decisions a leader makes always involve people. Many times a leader knows the right thing to do in employment situations, but simply needs whether the leader knows it or not someone to confirm it. This is true whether hiring, firing, or correcting. At times, the person helping me discern has been my wife. Other times it has been other coworkers or a team of people formed only for this purpose, obviously dependent upon the confidentiality of the situation. In some cases you need outside advice. I have consistently relied on a board of advisors in leadership – whether formal to the organization or informally gathered by me. Rarely make decisions alone, which impact people in a major way. Little things can be big things. The little things are often bigger deals and cause more problems in an organization than the big things. Take something such as enthusiasm, for example. But, that one smaller dose of enthusiasm, if celebrated well and strategically, may become contagious to the entire team. A little enthusiasm goes a long way. The reverse is true also. Years ago, when I was in another field, we had an administrative assistant several layers down from me in the organization, but her attitude impacted mine. It was actually toxic to be near her. In this case, it was no longer a small matter. It was a big deal. Healthy change requires a healthy team. The greater the challenge the greater the need for a healthy team. Healthy teams are formed when everyone feels they add value to the team and their voice is being heard. Communication is often the missing element in many organizational problems. Let people have input into the way change is made. Give them a seat at the table of discovery and implementation. We moved too soon, or with the wrong people, or without building enough consensus or motivation. The health of the team should always be considered first. If you need to make major changes, spend as much time developing a healthy team. Humble leaders attract loyal followers. I once had someone meet with me who was offended by something I said years ago. They had even carried it with them even after they left our team. What could I do? I asked for forgiveness. And, I hope the person can now move forward, but that will be up to them. The more I can humble myself, seek forgiveness, and attempt to learn from them and make fewer similar mistakes, the more willing people seem to trust me and follow my lead. No leader is perfect. Keep trying to get better.

### Chapter 3 : Leadership the Hard Way : Dov Frohman :

*Leadership the Hard Way presents a method of living and working that can truly facilitate the learning of leadership. Their method shows how to go against the current, fight conventional wisdom, and embrace the unexpected. It is about trusting oneself and valuing intuition, principles, and.*

But as the years progressed and the church grew, the worship staff did also and in my final years, I was leading a staff of 11 paid staff plus interns, and over volunteers. Unfortunately, most people who are educated for Ministry are not taught these things, and they should be. Some of you lead a department at a ministry or church, some of you lead volunteers whether a serving team or a small group, and some of you lead other moms or even just your own family for now. But you ARE a leader. And how you lead truly influences others and their perspective of Jesus. So, as a leader, I wanted to share some tips I have learned along the way to help you as well as my own daughters. Because I learned some of these lessons the hard way, I want to save you some pain and share with you some great wisdom that I know God taught me. The people you lead need the same question answered and sometimes act like toddlers. But the grown ups you lead need a better answer. There may be several answers, but there is usually an essential answer. Here is an example: Why do we practice our Worship services? Mistakes are very distracting. Extend Empathy from Experience. Okay, back to the lesson. I think one of the reasons leaders who have actually raised a church, department, ministry, or business from the ground up receive so much respect is because they have done some pretty tough things themselves. Everything that my staff had to do, I had done myself at one time or another although on a much lesser scale, on much lower quality equipment, and I had a much lower talent level! So it was very easy for me to be empathetic when it took 60 hours to edit a video because the rendering took so long. Or recording vocal parts kept getting interrupted by the kids. They need to know that. It will change your perspective and your empathy. The Power of Questions. Ask your team member questions to help them get to that conclusion themselves. Then they will own the solution so much more and remember it. And they will learn how to think for future problem solving and become leaders themselves. Manage their conflict through Understanding. This is a tool to use when there is a conflict among team members. It is a powerful tool to help people take down their wall of defensiveness because it helps individuals to feel understood. I actually learned this practice from a Christian counselor. When I would have two individuals from our team who were having a conflict, I would meet with them both at the same time. You cannot believe how powerful being understood was and how much this would help them be open to moving forward with what could be changed for the future. As you lead your team members, be sure you are staying close to the ultimate leader: She and her husband, Tim, who is the Senior Pastor at Parkview, both grew up in ministry families and moved to the Chicago-area in to minister to a year-old person congregation. Denise is involved with Tim in helping to reach out and assist the third-world country of Malawi, Africa to train their churches to help their struggling country.

## Chapter 4 : Leadership Tips From Someone Who Learned the Hard Way

*Ellevote Network is a global network of professional women committed to elevating each other through education, inspiration, and opportunity. Our mission is to close the gender achievement gap in.*

I hope you can learn them from me without having to repeat them. The hardest decisions a leader makes always involve people. Many times a leader knows the right thing to do in employment situations, but simply needs whether the leader knows it or not someone to confirm it. This is true whether hiring, firing or correcting. At times, the person helping me discern has been my wife. Other times it has been other coworkers or a team of people formed only for this purpose, obviously dependent upon the confidentiality of the situation. In some cases you need outside advice. I have consistently relied on a board of advisors in leadership—whether formal to the organization or informally gathered by me. Rarely make decisions alone, which impact people in a major way. Little things can be big things. The little things are often bigger deals and cause more problems in an organization than the big things. Take something such as enthusiasm, for example. But, that one smaller dose of enthusiasm, if celebrated well and strategically, may become contagious to the entire team. A little enthusiasm goes a long way. The reverse is true also. Years ago, when I was in another field, we had an administrative assistant several layers down from me in the organization, but her attitude impacted mine. It was actually toxic to be near her. In this case, it was no longer a small matter. It was a big deal. Healthy change requires a healthy team. The greater the challenge the greater the need for a healthy team. Healthy teams are formed when everyone feels they add value to the team and their voice is being heard. Communication is often the missing element in many organizational problems. Let people have input into the way change is made. Give them a seat at the table of discovery and implementation. We moved too soon or with the wrong people or without building enough consensus or motivation. The health of the team should always be considered first. If you need to make major changes, spend as much time developing a healthy team. Humble leaders attract loyal followers. I once had someone meet with me who was offended by something I said years ago. They had even carried it with them after they left our team. What could I do? I asked for forgiveness. And, I hope the person can now move forward, but that will be up to them. The more I can humble myself, seek forgiveness and attempt to learn from them and make fewer similar mistakes, the more willing people seem to trust me and follow my lead. No leader is perfect. Keep trying to get better.

## Chapter 5 : Leadership lessons learned the hard way | Today's Hospitalist

*Book Description. Leadership the Hard Way presents a method of living and working that can truly facilitate the learning of leadership. Their method shows how to go against the current, fight conventional wisdom, and embrace the unexpected.*

## Chapter 6 : 4 Leadership Lessons I Learned the Hard Way - calendrierdelascience.com

*Thought Leadership the Hard Way This is a guest post by Allison Symonds, a PR Associate and Content Specialist at calendrierdelascience.com.*

## Chapter 7 : DOV FROHMAN with Robert Howard | Leadership the Hard Way

*Here are four random leadership observations I've learned the hard way. And, some I repeated many times. I hope you can learn them from me without having to repeat them. Don't make solo decisions involving people. The hardest decisions a leader makes always involve people. Many times a leader.*

## Chapter 8 : 4 Random Leadership Principles Learned the Hard Way – Ron Edmondson

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*Do you want to make changes the easy way instead of the hard way? Then always fully grasp the situation before you take action. Glenn H. Varney, PhD has spent more than 20 years in leadership roles in industry and 25 years in academia.*