

People constantly look for leaders who have moral soundness, honor, trustworthiness, dependability, honesty, loyalty, and physical and mental courage. When you show integrity you are consistent and constant. People know what to expect from you. Honor, moral soundness, and courage allow you to uphold those principles and to do things without holding back. Honesty, trustworthiness, dependability, and loyalty are characteristics that are expected and required of leaders and followers.

Self-Discipline

Self-discipline means that you do a task because you see that it needs to be done, not because you are told to do it. You show self-discipline when you complete necessary tasks even when they are unpleasant. Chapter 6 discusses other types of discipline, what they are, why they are important and how they relate to leadership.

Listening

As a follower, or a leader, listening is a must. It helps you understand what others mean when they are trying to help you; this is called feedback. Because of outside noises, active listening is hard because of internal barriers: we think about the speaker instead of the message; we think we already know the solution before the speaker states it. Here are some DO's for good listening:

- ▶ DO keep an open mind. Do not allow your personal ideas too interfere with accepting new ideas which may prove better. Tune out your own ideas. You are not open-minded to the speaker's ideas if your head is full of your own ideas. Open-mindedness requires humility, and rests how well you can listen actively.

- ▶ DO listen to understand, not to argue or challenge. If you try to argue, thinking you know everything without separately trying to understand, often you will find you never understood the idea in the first place. Argue, challenge, or doubt the material *after* you have heard the whole story.

- ▶ DO listen to what the speaker says not *how well* the speaker says it. Remember, the speaker may have a great idea but may not express it well. Listen for the idea—what the person is really trying to say—not just the words.

- ▶ DO take notes with care. Taking notes flatter the speaker if you take only a few good ones. But if you take too many notes, you are focusing too much on the notes and too little on listening.

- ▶ DO make and (usually) hold eye contact. Let the speaker know you care about what is being said. If the speaker prefers not to hold eye contact, act as though you're waiting patiently.

- ▶ DO keep your feelings positive. If you do not trust the speaker, your face will show it. If you control your negative feelings toward the subject (or the speaker) and strain to accept what you hear, you will have an open mind, and may actually change your mind!

- ▶ DO listen to new ideas and when you pass them on, give credit to the source. No one stands taller than those who show the good sense to recognize the value of new ideas and honestly give credit to their sources.

The key is that self-discipline is internally, not externally motivated

IDENTIFY EFFECTIVE LISTENING SKILLS.

Listening is a critical skill for everyone. Without it you can only fail. Even deaf people "listen" through signing.

Listening is the key to learning. Without it you must learn the hard way, alone, missing the help of knowledgeable persons. Remember, it is natural not to listen. It takes self-control to listen.

There is a difference between listening and merely hearing.

The systems approach to listening is: Input data before you edit or process it. Doing one thing well is more efficient than splitting your efforts.