

# The Denver Business Journal

October 12, 2001

Business Strategies

## Promote people who take charge and succeed



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Ivonne Labrada, a Miami-based public relations executive, reminds us that, “leadership is an open-book exam.”

Both you and the President can get information and advice from many sources. The benefits of asking are obvious. But when facing a shrinking economy, cutthroat competition or terrorists, it’s crucial to know who not to ask or even listen to.

**Don’t ask people who are:**

- \* Scared, overwhelmed, discouraged or continually negative and critical.
- \* Exhausted or complacent lovers of comfort, convenience, ease and appeasement, too soft to fight.

\* Sure that fairness and justice are the best ways to win or are more important than winning.

\* Stuck in “analysis paralysis.”

\* Disillusioned because their hope for friendly, win-win solutions has been challenged by a reality of cutthroat competition and win-lose fights to the death.

**Talk to people who have the determination and energy to try to mold the future to your liking.**

Listen to people who know what it takes to thrive in hard times and to defeat determined enemies. Don’t even listen to “energy vampires” who sap your will.

**Become low maintenance.**

Whether you’re a manager or an employee, an official or a citizen, be a person who can pitch in and help out. The grief of families who lost their loved ones is one thing. The rest of us, whose tasks are to get our economy going and to prepare for the next battles, must be courageous and strong. You must be like the passengers who sacrificed themselves to retake United Airlines Flight 93, or the

New York police and firefighters who went back into the World Trade Center, or the N. Y. fire chief who said that even though he’s carrying the weight of all those grieving families, he still has a job to do.

**Promote people who take charge and succeed - don’t keep employees who fall apart in a crisis.**

In a world descending into recession and terrorism, your company and your country can’t afford to carry wimps, whiners and weaklings, panicked or immobilized by fear. If you keep them, they’ll drag you under.

**Your job is to support calmness and productivity under pressure. You have a business to run.**

When you’re facing determined opposition, strong, skillful and concerted action is more important than

catering to debilitating feelings. Your goals must determine the feelings you have and tolerate in others. Getting the economy going again may be the most important factor in what happens to us and our children.

**Leaders stick together.**

Have “all-hands” meetings whenever possible. Tell people what you expect them to accomplish and how you expect them to act. Support each other if some employees complain that you’re not being sympathetic enough to their fear, whining and hysteria or not giving them enough time off to recuperate. Your job is to support calmness and productivity under pressure. You have a business to run.

**Take intelligent risks; don’t be too prudent.**

Remember F.D.R. saying, “The only thing we have to fear is fear itself.” Too much hesitation and prudence will send us into the depression we want to avoid. Invest in yourself, your company and your country. Buy and build. Fly to visit loved ones and on business trips; not because it’s safe but because your family, your business and your country need you to. Be as prepared to defend yourself as your opposition is determined to destroy you.

**Tell hero stories.**

You’ll hear friends, family, children or coworkers upset because we can never really be safe or secure or speculating about what might happen. Tell them about people with courage and skill in the face of danger. Tell them about the teachers at the World Trade Center day care who had practiced what to do if there were a disaster and

then got every one of the children out safely. Tell them what it took to survive the depression in the 1930’s. Remind them of what they must do when their moment of crisis comes.

**Success must be fought for and won; it won’t be given.**

The British didn’t leave America in 1776 because they were politely asked to. Hitler didn’t stop because he was appeased. The Taliban government that converted a donated soccer field into a stadium for the enjoyment of public executions is not going to stop because we’re upset.

Hard times and war are great opportunities to be great. Prepare yourself to be brave and skillful. Losing is a much worse example for our children than is war and victory.