

## SCHWARZKOPF'S LEADERSHIP PRINCIPLES

General H. Norman Schwarzkopf gained notoriety as the commander of the US Forces in the Persian Gulf War in the early 2000's. In an interview with Inc. magazine, the general revealed his leadership principles:

1. You must have clear goals and you must be able to articulate them clearly to others.
2. Give yourself a clear agenda. Every morning write down the five most important things to accomplish that day and get those 5 done.
3. Let people know where they stand.
4. What's broken fix now. Don't put it off. Problems that aren't dealt with lead to other problems.
5. No repainting the flagpole. Make sure all the work your people are doing is essential to the organization.
6. Set high standards. People won't generally perform above your expectations, so it's important to expect a lot.
7. Lay the concept out, but let your people execute it.
8. People want to succeed. So don't operate on the principle that if they aren't watched and supervised, they'll bungle the job.
9. Never lie. Ever.
10. When in charge, take command. Some leaders who feel they don't have adequate information put off deciding to do anything at all. The best policy is to decide, monitor the results and change course if it is necessary.
11. Do what is right. The truth of the matter is that you always know the right thing to do. The hard part is doing it.