



Learning to Lead

Two books offer new perspectives on leadership.

By Terrence Fernsler

Your Leadership Legacy: The Difference You Make in People's Lives

By *Marta Brooks, Julie Stark, and Sarah Caverhill*. 93 pages. Hardcover. San Francisco: Berrett-Koehler Publishers, Inc., www.berrett-koehler.com.

Leaders don't simply manage. They value the people they lead and work with them to uplift their organizations. Effective leaders make a difference, not just in their organizations but in the lives of

Dare to be a person,
not a position.

the people they touch.

The authors explain three simple guidelines to leadership: Dare to be a person, not a position. Dare to connect. Dare to drive the dream.

True leaders admit their fallibility. They listen intently and communicate effectively. They broadcast people's successes. They're relentlessly committed to a dream and

help others see the outcomes of that dream. They seek out those who complement their talents and gain commitment, not compliance. They empathize with others.

An interesting underlying theme in the book is that lessons often arrive from unexpected sources. Leaders must be open to learning, no matter where it comes from.

How you affect people can inspire them to live better lives than they thought possible. This book is an excellent, easy-to-read reminder of how to do that better. ■

The Peon Book: How to Manage Us

By *Dave Haynes*. 165 pages. Softcover. San Francisco: Berrett-Koehler Publishers, Inc., www.berrett-koehler.com.

This book is intended to give managers insight into how their employees feel about their jobs. It also suggests ideas for helping workers be more effective.

People work better for managers they trust. The key to forging this trust is to be open and honest with employees. Treat them as part of a team. Ask for their input, and

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applaud their talents. Always keep your promises.

Just showing a personal interest in each employee will improve the workplace. Simple things like remembering birthdays and milestones make a vast difference.

Motivation depends on respect. If a manager truly respects the value employees add to an organization, it will show, and it will

encourage employees to continually seek ways to improve. People reflect back the attitude managers show toward them, so if managers want respect and empathy, they must display it.

Management styles du jour are demoralizing and demeaning. Set a vision, and allow employees to follow it. The best way to lead "peons" is to not treat them like peons. ■

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