

Leadership Pitfalls to Avoid at All Costs

K f]HhYb`Vm:GHUZZK f]Hhfgz5ggcVUj]cb`cZ9ei]da YbhA Ubi ZUM fYfg

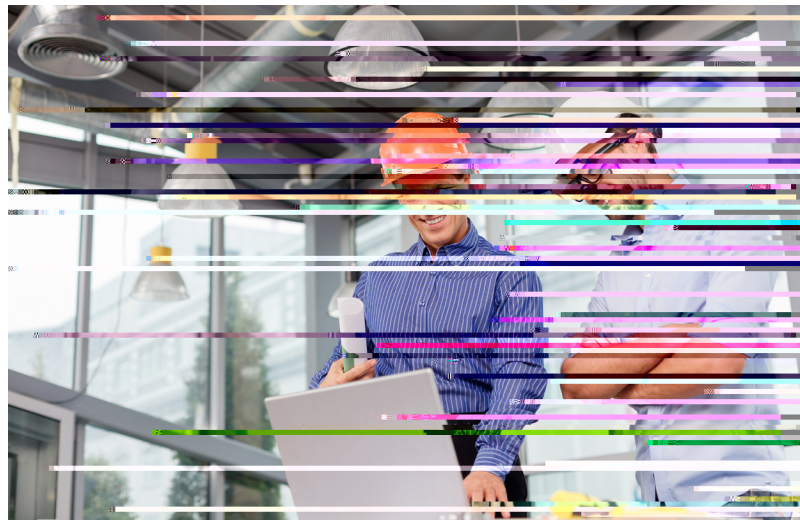
H`Uh`YUXYfg\]d`g_]`g`WUb`VY`XYj`Y`cdYX`UbX`fY` bYX`cj`Yf`h]a`Yz`cdYb]b[`h`Y`Xccf`hc`WfYfY`Uxj`UbW`a`Ybh`UbX`\`]]` \Yf`k`U`[`Yg`Zcf`a`Ubr`h`

U`dUfRbYf`UbX`dYfZcfa`UbW`]a`dfcj`Ya`Ybhia`UbU`[`Yf`k`]h`h`Y`Vtbgj`h`UbW`h[`fci`d`5HhU]ba`Ybh`b`Vh`h`Y`fghghYd`]b`fY`b]b[`

`YUXYf`H`Y`a`YUg`fY`cZU`[`ccX`YUXYf`]g`ck`k`Y`h`Y`f`h`Ua`Z`bVh]cbgk`]h`ci`h`h`Ya`z`Y`gU]X"

-h]g`bch`h`Y`YUg]YghVt`bWdh`hc`[`fUgdz`dUf]h`W`Uf`m`zcf`h`cgY`k`k`c`

fY`micb`h`f]YX!`UbX!`hfi`Y`h`VWb]VW`g_]`g`H`Y`gY`dYcd`Y`cZ`h`b`Uj`Y`U`U`fX`h]a`Y`Y`Hh]b[`[`c`cZ`h`Y`X`U`h`hc`!`X`U`h`Ug`g`h`Y`mj`Y`[`fck`b`U`W`W`g`ca`YX`hc`Xc]b[`cj`Yf`h`Y`Vt`i`fgY`cZ`m`Ufg`6i`h]b`h`Y`Y`bX`h`Y`ma`i`gh`Y`Uf`b`hc`XY`Y`[`U`h`f`UbX`b`chia`]Vt`ca`UbU`[`Y`E`V`V`U`i`gY`h`Y`f`U`V`]`h`m`hc`ghYd`]b`hc`U`b`Yk`Y`Y`UXYfg\]d`fc`Y`UbX`Z`m`Ya`VfUW`U`h`Y`fYgdc`bg]V`]`h`m`h`Y`dcg]h]cb`Y`b`Uj`]`g`XYd`Y`b`X`g`cb`



- » A]Vt`ca`UbU`[`]b[`Ya`d`cn`Y`g`z`f`U`h`Y`f`h`Ub`h`Y`d]b[`h`Ya`
- » BchVt`a`a`i`b]W`h]b[`Yi`d`V`W`U`h]cbg`V`W`U`f`m`h`
- » FYZ`g]b[`hc`k`c`X`Ya`d`cn`Y`g`U`W`W`i`b`U`V`Y`Zcf`dYfZcfa`UbW`
- » :`U`]`b[`hc`dfcj`]X`Y`Y`Z`V`W`]j`Y`dYfZcfa`UbW`Z`Y`X`V`U`W`UbX`
- » 5gg`a`]b[`k`h`U`h`a`ch]j`U`h`Y`g`h`Ya`dYf`g`cb`U`m`k`]`a`ch]j`U`h`Y`f`Y`a`d`cn`Y`g`z`hc`"

Avoid These Common Leadership Pitfalls

- » I`g]b[`h`Y`dck`Yf`cZ`h`Y`dcg]h]cb`Uf`h`cf]h`U`h]j`Y`n`f`U`h`Y`f`h`Ub`
- » Di`h]b[`ci`h`fYg`fY[`i`Uf`n`f`U`h`Y`f`h`Ub`dfc`U`W`]j`Y`m`XYj`Y`cd]b[`cb[`!`H`Y`fa`gc`i`h]cbg`
- » A`U`_]b[`X`Y`W`]g]cbg`Ya`d`cn`Y`g`g`l`ci`X`V`Y`a`U`_]b[`"

H`Y`gY`U`fY`U`g`na`d`h`ca`g`@`Z`U`U`W`c`Z`Q`Y`U`X`Y`f`g\]d`X`Yj`Y`c`da`Y`b`h`z`g`U]X`H`Y`b`b`U`b`h`";`fY`U`h`Y`U`X`Y`f`g`b`X`ci`h`k`h`U`h`a`ch]j`U`h`Y`g`Y`U`W`U`b`X`Yj`Y`f`m`d`Y`f`g`cb`h`Y`m`U`f`Y`a`UbU`[`]b["

G]a`]`U`f`n`f`Y`U`X`Y`f`g`g`l`ci`X`c`c`_`Zcf`h`Y`f`ech`V`U`i`gY`c`Z`d`ccf`Ya`d`cn`Y`dYfZcfa`UbW`"A`U`b`m`h]a`Y`g`z`h`Y`W`i`gY`V`U`b`V`Y`f`U`W`X`f][`h`V`U`W`_`hc`h`Y`Y`UXYf`":`cf`Yi`Ua`d`Y`Z`k`h`Y`b`Ya`d`cn`Y`g`

UFYb hgi fY'k \Uhirc'Xc'cf'k \m]hg]a dcfhUbhzh\YfY'jg'_LY'mU
Vta a i b]WU]cb'dfcV'Ya "K \Yb'Ya d'cmYg'_bck'k \Uhirc'Xc'
h\YcfYh]W' mVi hXcb h'_bck' \ck'rc'Xc'h\Y'cV'gdVWY' W' nã
h\YfY'jg'_LY'mU'fU]b]b['dfcV'Ya "K \Yb'Ya d'cmYg'Xcb h'
k Ubhirc'Xc'h\Y'cVzh\YfY'jg'dcgg]V'mU'a ch]j Uh]cb'cf'j]bWbh]j Y'
dfcV'Ya "

Prioritize and Manage Through Goals

HffmH'bbUbhgVi gj]bYgg'dUfYbYf'UbX'k [Zyz@]bXU'H'bbUbhgU]X'
h\UhicbY'cZh\Y'V][[YghWU'Yb[Yg'Zc'f'a UbmUgd]f]b["YUXYfg'
rcXUm]g'hfUbg]h]cb]b['Zfca 'U'fYUW]j Y'a]bXgYhirc'U'dfcUW]j Y'
cbYzUg]h'fYei]fYg'YUXYfg'rc'\Uj Y'U'd'Ub'h\Uhd]cf]h]nYg'hUg_g'
UbX'\Ug'rc'hU' h\Ua 'dYfZc'fa UbW'j]b'a]bX"; ccX'YUXYfg\]d'
fYVt[b]nYg'h\UhYZ' W]Ybh]UbX'YZZV]j Y'UFY'rk c'X]ZZYfYbh'
h]b[g'g'Y'gU]X" 6Y]b['YZ' W]Ybh]g'Uwci h[Yth]b['Yj Yfnt]b['
XcbY'Ug'ei]W' mUg'dcgg]V'Y"6Y]b['YZZV]j Y'j]g'Uwci h[Yth]b['h\Y'
f][\h'h]b[g'XcbY" #g]a dcfhUbhirc' [Yh'h\Y'f][\h'h]b[g'XcbY'cb'
h\Y'hUg_'g]h'

5Wt'fX]b['rc'@]bXU'H'bbUbhzh\][\!dUhcZZUW]j]h]Yg'fk'D5g'c' h\Y'
g]l' a cgh]a dcfhUbhUW]j]h]Yg'rc'k \]W' Ub'Ya d'cmY'g'lc'i 'X'
XYX]WU'h'Y'Ugh, \$i 'cZh\Y'f'h]a Y' 'g'lc'i 'X'VY'cb'h\Y'hUg_'g]h'
:]f'g'z'ck Yj Yfz'YUXYfg'a i gh]XYbh]Zn'h\Y'f'ck b' <D5g'h\Y'b'h\Ym'
k]'\Uj Y'h]a Y'rc'\Y'd'Ya d'cmYg'd]bdc]bh'h\Y'f'g'

@UXYfg\]d' <D5g] UfmiZfca 'Vta dUbnirc'Vta dUbmVYU] gY'
Yj Yfmc]f[Ub]nUh]cb'UbX'W]fW'a g]UbW'UFY'X]ZZYfYbh' #b'gca Y'
Vta dUb]Yg'YUXYfg'k]'\Y'fYg'dcbg]V'Y'Zc'f'W'fU]b]X'Umirc'!XUm'
h'W]b]W' 'hUg_g'h\Uhig]Xzh\YfY'UFY'gca Y'Vta a cb' <D5g'h\U'

- » 5W]j]Y'Y'Vi gj]bYgg' bUbWU' [cU'g'
- » 7ca a i b]WU'h'Vta dUbn]j]g]cbz] U'i Yg'UbX' [cU'g'
- » #XYbh]Zn' <D5g'UbX'_YmdYfZc'fa UbW'j]bX]W]rc'fg'UbX'W]YU'h'
g]t'fYU]fX'g'Zc'f'Ya d'cmYg'
- » Dfcj]XY'Ya d'cmY'dYfZc'fa UbW'ZYXVUW'_UbX'Vt'UW]b["
- » <Y'd'Ya d'cmYg'd]bdc]bh'h\Y'f'a ch]j Uh]cb'UbX'XYh'fa]bY'
- » 8Y]Y'cdzXcW'a Ybh]UbX'ja dfcj Y'dfcW'ggY'g'

H\Yg'Y'UFYUg'UFY'k \YfY'U'YUXYf'g'lc'i 'X'gdYbX'a cgh'cZh\Y'f'
h]a Yz'@]bXU'H'bbUbhgU]X" H\Y'Zc'W'g'cZU'YUXYf'j]g'h\Y'f'
Ya d'cmYg'dYfZc'fa UbW'"5"YUXYfg'c'V'j]g'rc'a U_Y'h\Y'h\Ua '
a cY'dfcXi W]j Y"

CbW'U'YUXYf'XYh'fa]bYg'h\Y'f' <D5g'zh\Y'bYi h'WU'Yb[Y'j]g'rc'
[Yh'cb'hfUW_]b'h'fa g'cZk cf_]b[]b'g' W'U'a UbbYf'h\Uh'h\Ym'
XYX]WU'h\Y'Vt'fYV]dYfW]b]U]Y'cZh\Y'f'h]a Y'rc'h\c'g'Y'hUg_g'
Hc'UW]j]Y'Y'h]g'g'Y'UXj]g'Yg'W'YXi]b['V'cW'g'cZ'h]a Y'rc'
d'Ub'UbX'k cf_'cb' <D5g' 'VY]b['g'fY'rc'Vt'bf'c']bh'fYi dh]cbg'
Xi f]b['h\c'g'Y'cW'g'cZ'h]a Y' 'Ug'k Y''Ug'XY'Y[Uh]b['ck!dUhcZZ'
UW]j]h]Yg'rc'ch\Y'f'Ya d'cmYg'

Establish a Delegation Plan

#hW]b'VY'U' 'rc'YUgnirc'Ugg'a Y'h\U'hYa d'cmYg'k]'\bY]Yf'
Xc'U'c'V'Ug'k Y''cf'Ug'ei]W' mUg'h\Y'YUXYf'z'k \]W' cZ'h'b'
a U_Yg'XY'Y[Uh]cb'U'g][b] W]bh'WU'Yb[Y'Zc'f'a Ubm'YUXYfg'
G]a i 'hUbYci g'nãh\Y'YUXYf'a UmZYUf'VY]b[]j]Yk YX'Vmh\Y'f'
g]dYf]c'fg'Ug'b'ck'cf_]b['\UFX'Ybci ['\cf'a U_]b['UV]['Ybci ['\

G]'\ZYZZV]j Y'XY'Y[Uh]cb'j]g]b'g'f'i a YbhU'rc'U'Vta dUbn]g'
UW]j]mirc'h'f]j Y'UbX' [f'ck'zU]h]U'ck'g'Ya d'cmYg'rc'a Ugh'f'U'
'Uf]Yf'bi a VYf'cZ'hUg_g'YbUW'j]b['h\Ya 'rc'hU_Y'cb'UXX]h]cbU'
fYg'dcbg]V']h]Yg'Ug'h\Y'Vta dUbn]m] dUbX'g'8Y'Y[Uh]cb'U'g'c'\Y'dg'
ZY'Y'i d'h]a Y'Zc'f'YUXYfg'rc'gdYbX'cb'h\Y'f'ck b' <D5g' 'h\Y'fYU'
g]Y'W]h'rc'a U]]a]n]b['h\Ua 'dYfZc'fa UbW"

#ZU'YUXYf'W]b'XY'Y[Uh]cb'Y'hUg_'h\Uh]U_Yg'\U'ZUb'\ci f'YUW'
XUmirc'Vta d'Yh'zh\Y'YUXYf'k]'\ZY'Y'i d'Ub'Ybh]fY'a cb'h'cZ'
h]a Y'c]Yf'h\Y'Vti fgY'cZU'mYUf'gU]X'@]bXU'@UXYfg'W]b'g]Uf'h'
Vm]g'W]ggz' '\m]XYbh]Zn]b['U'hUg_'Ub'Ya d'cmY'Vti 'X'Y]h\Y'f'
Xc'VY'h'f'z'Xc'Zc'f'Ygg'h]a Y'cf'a cbYnãcf'Xc'Zc'f'h\Y'f'dYf'g'cbU'
XYj Y'cda Ybh' G]Uf'hk]h' hUg_g'h\U'UFY'dfY'h'm'g'fU] [\h'z'fk UFX'
'U'a cgh]a YW]Ub]W']b'\ck' h\Ym]UFY'UW]ta d'j]g'YXz'g'Y'

ei]W' mVYU] gY'h\Ym]k]'\bYX'Ygg'h]a Y'cb'hfU]b]b['UbX'

Utilize Authority Effectively

I gY'Ui h\cf]mYZZYWlj Y'nāHffmHbbUbhUXj]gYg"6mZc`ck]b[' gca Y'VUg]Wfi `Yg'cZhi a Vž]hWlb`VY`XcbY"5`YUXYf'g\ci `Xb hi hfnhc`VY h\Y Ya d`cmYgZ]YbXžVi h\Y cf'g\Y'Ugc'g\ci `Xb hi



About the Author

H\Y'5ggcV]Uh]cb'cZ9ei]da Ybh'A Ubi ZUM' fYfg'f59A E]g'U'Bcfh'5a Yf]W]VUgYX']bhYfbUh]cbU' hfUXY' [fci d' fYdfYgYbh]b['cZ] fcUX'Yei]da Ybh'a Ubi ZUM' fYfg'UbX' gj' dd']Yfgzk]h' 'a cfY'h\Ub'%'\$\$\$'W'a dUb]Yg'UbX' 'a cfY'h\Ub'&\$\$'dfcXi W]']bYg'

Yei]da Ybh'a Ubi ZUM' f]b[]bXi g]fm]b'h\Y'I "G"gi ddcf]g'&', 'a]']cb' 'cVg'UbX' W'bf]Vi hY'g'fci [\`m' & , 'V]']cb'hc'h\Y'W'cbca mYj YfmYUF"J]g]hUYa "cf]

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FYdi V']g\YX'Zfca '7cbg]fi W]cb'6i g]bYgg'ck bYf'7cbg]fi W]cb'6i g]bYgg'ck bYf' f76Ck]g'h\Y''YUX]b['Vi g]bYgg'a U[Uh]bY'Zcf'W'bfUW'cf]g'UbX']g'XYg][bYX'hc'\Y'd' ck bYfg'cZ'W'bg]fi W]cb' fa g'fi b'g' W'ggz' 'Vi g]bYgg'g': ci bYX']b'&\$\$('z76C' dfcj]XYg'fYU!k cf'X'Vi g]bYgg'a UbU[Ya YbhYXi W]h]cb'UbX' _bck 'YX[Y'h\Uh]g'cZ fYU'j U'i Y'hc'h\Y'ck bYfg'cZ'W'bg]fi W]cb'W'a dUb]Yg'

5bn]j]Yk g'UbX'cd]b]cbg'Yi dfYggYX']b'h\]g'Ufh]WY'a Umcf'a Um]bchfY' YW'h\Y' j]Yk g'UbX'cd]b]cbg'cZ'h\Y'7cbg]fi W]cb'A UbU[Ya Ybh'5ggcV]Uh]cb'cZ5a Yf]W]VU' f7A 55E'6m]di V']g\]b['h\]g'd]YWz7A 55']g'bchYi dfYgg]b['YbXcf]gYa YbhicZ'h\Y']bX]j]Xi U'zh\Y'Ufh]WY'zcf'h\Y]f'UggcV]Uh]cb'zcf[Ub]nUh]cb'zcf'W'a dUbrh'