

Traditions built through  
Leadership and  
Service

LEADERSHIP PACKET

April 16, 2018

Dear Prospective Student Leader,

Congratulations on your interest and desire to be a more integral part of the Marching Viking band. Your interest in our program is valuable to the overall success and the future of the band. Hopefully, the ideas and decisions acquired as a student leader will give assistance to you future endeavors.

The student leader should possess such personal attributes as the ability to get along with people, skill in communicating ideas clearly and simply, enthusiasm for work, and high personal integrity. Good interpersonal relations with students and staff are essential. The student leader has a significant responsibility in the development of esprit de corps in marching band. This common spirit is attained through the sincere personal effort of the student leaders in working for the best interest of the group and in sharing responsibilities for the attitude of the band.

The student leader is the Marching Viking Band's first link with rising 8th graders. It is essential that the student leader set an excellent example in musicianship, character, seriousness of purpose, and love for the band program. The connections you make with the upcoming class of 2022 will impact and guarantee a bright future for future classes.

The band's annual leadership class is designed to be a creative and vibrant tool in maintaining a healthy band program. With the addition of a new staff, this represents an exciting period of develop for our band. The sky is the limit and the potential is limitless. The questions of "How can we possibly top last year?" and "What else can I get from the band?" are the kinds of attitudes that can ruin any potential of great music making. The answer is no, we cannot "top" last year, but instead improve upon ourselves to prepare ourselves for the next step, the competition from within. The 2018 Viking Band has an unwritten future – the effort and drive you put into this year's band will allow you to make a unique mark on the band's history.

Musically Yours,

Mark Linn

Andrew LaRose

# *S.P.I.R.I.T.*

**SKILL** – IS THE FOUNDATION OF OUR BAND PROGRAM. WE MUST HAVE SKILLS IN BOTH MARCHING AND PLAYING. THE SINCERE PURSUIT OF MUSICAL SKILL IS VALUED ABOVE ALL OTHER ATTRIBUTES.

**PRIDE** – IS THE MAINTAINANCE, PROMOTION, UPLIFT, AND PURSUIT OF OUR STANDARD OF EXCELLENCE. TO HAVE PRIDE IS TO ULTIMATELY

CARE ABOUT HOW YOU, AS THE EMBODIMENT OF OUR PROGRAM, IS PERCEIVED IN AND OUTSIDE OF THE BAND.

**INTEGRITY** – IS THE UPHOLDING OF STRONG MORAL PRINCIPALS AND HONOR WITHIN OUR PROGRAM. IT IS THE VALOR, HONESTY, LOYALTY, DUTY, SELFLESSNESS, REQUIRED TO MAKE OUR BAND CONTINUE TO MOVE FORWARD.

**RESPECT** – RESPECT FOR ONES SELF AND THE PROGRAM IS AN UTMOST PRIORITY. THE PROGRAM IS BIGGER THAN YOU AND YOUR INDIVIDUAL NEEDS AND DESIRES. PNHS BAND MEMBERS MUST ALWAYS BE RESPECTFUL IN HOW THEY ADDRESS EACH OTHER, IN HOW THEY PREPARE THEIR RESPONSIBILITIES, AND IN HOW YOU REPRESENT THE PROGRAM.

**INITIATIVE** – PNH BAND MEMBERS UNDERSTAND THE BOUNDARIES OF THEIR MANDATE. WITHIN THAT MANDATE, STUDENTS SHOW INITIATIVE TO PRACTICE, CLEAN, PREPARE, ASSIST, AND AID. TO SHOW INITIATIVE IS TO BE A PROBLEM SOLVER. INITIATIVE IS THE ABILITY TO ASSESS THE NEEDS OF THE PROGAM AND ASSIST IN ITS GROWTH, DEVELOPMENT, AND OVERALL HEALTH. LEADERS ARE THE OIL OF THE MACHINE

**TRADITION** – LEADERS ARE THE CENTINALS OF THE PROGRAM; THE GATE KEEPERS OF OUR TRADITONS BOTH LARGE AND SMALL. WE MUST ALWAYS HONOR, REPSECT, AND ENHANCE OUR TRADITIONS TO CONTINUALLY MAKE OUR PROGRAM PROSPER.

# Leadership Program Philosophy

The underlying philosophy of the program is based on three assumptions. They are:

1. There are no secrets.
  2. There are no victims.
  3. There are no solos.
1. **There are no secrets.** It is usually a mistake to assume that leaders are prepared to adjust to drastic changes in their environments and lifestyles. Assuming they know how to lead and how to be effective followers is also often a mistake. Being a leader for many years is no guarantee that you have mastered the process of leadership! No one demonstrates this fact more than our dysfunctional Congress.

When talking to leaders who have dropped out, we discover that most leaders took the position with both the ability and the motivation to succeed. What they lacked was a clear understanding of the specific strategies needed to get the job done.

There are no secrets about how to be a successful leader. Anyone who can read a paragraph and follow simple directions can succeed in leadership. The path to success is clearly mapped. It is rarely a question of fundamental ability or motivation. More often it is a question of a leader being aware of effective strategies, experimenting with them, finding the ones that work for him/her, and adopting them as habitual behaviors.

2. **There are no victims.** *Blaming*, whether we are blaming other people, circumstances, or ourselves does nothing to empower us to get what we want in our lives. YOU CREATE IT ALL! (Both good and bad...leadership is Total Responsibility!)
3. **There are no solos.** We are social animals. Peer pressure is a major force in our lives. Others play a powerful role in the development of our values, beliefs systems, and behaviors. A supportive environment, which includes positive support groups, is a critical element of leadership success. This program provides an opportunity for leaders to bond with others and form mutually supportive relationships.

# Leadership Program Purpose

**The purpose of this program is to provide an opportunity for leaders to learn and adopt methods to promote their success in their given task.**

Reminding yourself of your own purpose for being a leader helps you stay on task throughout your daily activities. A purpose gives meaning and importance to what you are doing. Examining purposes and keeping them in mind supports leadership.

The intention of this program is made clear by closely examining your leadership purpose. You can carefully review the purpose by discussing each of the following key phrases.

1. **Purpose** – Everyone has untapped potential. Becoming a leader is a lifelong process. The purpose does not prescribe a final destination. It suggests a direction of growth and learning. It is impossible, for example to arrive at a destination called “east”. Travelling east makes more sense. We can use this purpose like a point on a compass and continually monitor our progress.
2. **Provide an opportunity** – The American Heritage dictionary defines “teach” as “To cause to learn...” “Cause” is defined as “A person or thing responsible for an action or result.” Since everyone is responsible for his/her learning, no one else can be the source or cause of that learning. So we have an interesting dilemma. No one can cause another’s learning and teaching is causing another’s learning. There is only one possible conclusion. Teaching is impossible!

Don’t be discouraged. Leadership as a profession is not in jeopardy. Even though it is impossible, leaders have an incredibly challenging and useful job. They **provide an opportunity for others to learn**. They can invite others to learn. Leaders set the stage in the most effective way possible for learning to take place. The responsibility for learning rests with the individual

Learning, defined as “The act of gaining knowledge or skill”, is not only possible, it is the most natural act humans perform. It begins before birth and continues at least until death.

Leaders are responsible for providing an opportunity. The individual is responsible for learning. The more adept you are at creating opportunities, the better and more successful you will be.

3. **Learn and adopt** – Knowing what is needed to be successful is not enough. Unless strategies for success are put in ACTION, they are useless. The program encourages leaders to not only learn, but also adopt methods to be successful in life. This often requires behavioral change. Selling leaders on the idea of changing their behavior is the ultimate challenge of this program. Shifts in attitudes, values, and beliefs accompany shifts in behavior.
4. **Methods** – Most of the program involves concrete techniques and specific strategies for success. Parts of it, however, are philosophical in nature. These are ideas that can be used as tools to build a successful experience in leadership and life!
5. **Successful in leadership** – There is no one model of leadership success that is appropriate for everyone. People are different and so are their pictures of success. It is not the intent of the program to promote leadership as defined by parents, teachers, or other leaders. Success needs to be defined individually by each unique leader.

Being a successful leader may help ensure success later in life. While some of the material in the program can be seen as dealing with general life skills, the purpose is to teach effective leadership through intense self-development, communication skills, and sensitivity to others. SEEKING TOTAL EXCELLENCE.

## A SPECIAL NOTE TO STUDENT LEADERS

A student leader's role is dual in capacity, serving the band and director in a leadership capacity while functioning as a participant in the band. In a sense, student leaders bridge the gap between band members and the director. Student leaders can assume many responsibilities that do not require the specialized and extensive professional education their directors have experienced. With a minimum amount of training, student leaders can assist with organizational duties such as taking attendance, planning trips, preparing the drill field and band room for rehearsals, issuing or collecting music and equipment, etc. During rehearsal they can help teach and refine drill or work with individuals who need special help. Student leaders can learn how to assist with writing drills, selecting music, and planning the marching shows. The possibilities are infinite and all contribute to the ultimate success of the band.

There is, however, a very important myth to dispel – **a student leader should never be someone who “bosses” his or her peers.** Student leaders should never be placed in a position where they must “give orders” to their peers, make policy decisions and interpretations, or discipline other students. Band members will resent student leaders who go beyond the boundary of authority as defined by their directors. To clarify this with the band, directors must specifically define the responsibilities of the student leaders. In addition, student leaders should be trained how to teach in a consistent manner using specific teaching procedures. **REMEMBER... .STUDENTS DO NOT WANT TO BE “BOSSED AROUND” BY OTHER STUDENTS, NOR WILL THEY RESPECT FELLOW STUDENTS WHO PERCEIVE THEMSELVES TO BE SUPERIOR TO THEIR PEERS.**

Student leaders must support the philosophies and goals of their band director. They must prove, by their actions, they deserve a leadership role. Becoming an effective leader demands hard work and an ongoing commitment to acquiring a command of basic fundamentals and knowledge related to the marching band medium. The greatest challenge is to develop the ability to share their expertise with others in such a manner that the entire band benefits. **It is important to remember that everyone in the band is equal and makes a significant contribution to the total success of the band.**

## SYSTEM + SPIRIT = SUCCESS; A GUIDING AXIOM

The two most important attributes of a successful marching band are **SYSTEM** and **SPIRIT**. **SYSTEM** is a way of doing things. The **SYSTEM** is what the band director provides such as organization, procedures, activities, philosophies, teaching methods, marching and playing style, and policies. **SPIRIT** represents how the band members react to the **SYSTEM**. It includes good attitudes and work ethics. When both features are outstanding, **SUCCESS** follows, producing “by-products” such as pride, enthusiasm, and dedication. **It is the products of SUCCESS that create great bands.**

## GROUP PSYCHOLOGY

An ensemble is defined as "two or more people performing as a group". Since a marching band is an ensemble, it is a group effort and should be perceived by its leaders as an organization that can be influenced to behave in various ways. Since success is the goal, it is also important that the group's leadership understand some basic principals that are common among all groups. Listed below are some important principals that are often neglected by the leadership factions of a group activity:

- Group participants should understand that there are no shortcuts to success. Only hard work with clearly defined goals, with effective methods to achieve them, can result in our group's success.
- Good discipline within a group is the end result of leadership's efficiency, organization, consistency, and communication. Discipline breaks down when there is confusion or disagreement.
- People desire to participate in, or identify with groups that are visibly successful.
- Participants of successful groups tend to have healthy attitudes and are willing to sacrifice much time and effort to sustain and build upon future success.
- Individuals within any group effort want to be treated as equals with other participants
- Members in a group need to feel that their contribution is significant to the operation of the organization
- Participants want to feel they have input and influence on the overall philosophies and policies of their organization.
- It is important that all students understand the goals of the group and the methods used to achieve them
- All individuals need to understand that their performance skills are built upon a strong base of fundamentals, which continually undergo a process of maturation.
- No individual should feel that their contribution is more important than others in the group
- Veterans should use their experience to benefit the group by assisting younger participants who may be struggling with new skills
- In addition to the good feeling of success, every group needs to understand the educational, mental, physical, social and musical benefit of participation
  - Individuals within a group want to be respected and feel that their efforts are appreciated
- Successful groups want to hear the truth at all times
- The integrity of any individual in any group should never be questioned • No individual within a group wants to be singled out to be reprimanded in a negative manner
- A leader should NEVER pass judgment on what is going on inside someone else's mind. Never take on the role of judge, jury, and executioner. The reasons for someone's negative behavior are seldom what they seem on the surface
- Successful groups can learn more by observing the efforts of other groups with similar objectives



## Approach People One-On-One

### **Sometimes it takes a few "no's" before we see a yes.**

Keep in mind that people are not rejecting you. People hold back from participating because they are afraid of doing something wrong, being embarrassed and thus being rejected.

Just remember there is wonderful "yes" out there waiting to be asked by you!

## Reaching People One-On-One

1. Approach a person when they are alone. Do it by yourself or have a friend joint you. Let them know what you are planning.
2. Tell them "I need your help."
3. Explain what it is you want them to do and by when
4. Write it down. Get a commitment from them
5. Involve the person in the planning. Make sure they know what is expected of them.
6. If a deadline is important, take time to give them a reminder
7. During the activity, let them know they did a good job-on the spot. Let others take credit and let them look good. It takes a strong person to do this, but it leaves you with a great feeling inside.
8. After it's all over, send them a big thanks!!

# The Art of Listening

"Listening is caring."

"People don't care how much you know, they only know how much you care."

Listening has taken a bad rap-so many times it is connected to discipline. So when "listening" is talked about we just tune out.

Good listening makes you a good leader. When you care about others, they care about you. One of the best ways to show you care is by becoming an expert in the Art of Listening.

Watch what happens. Most people talk at 125 words per minute while our Minds take in 600-800 words per minute. Often times the person listening tends to take Mini-vacation...like to the Bahamas.

## Create Warmth

**"Let's stop trying to make ourselves feel superior by making others feel inferior."**

A place to belong! Individuals, families, churches, temples, companies, and communities flourish when the environment is one which enhances belonging.

Students excel academically...participate on a higher level...and maintain stronger friendships in schools which have a warm and caring atmosphere. One of your greatest tasks as a student leader is to ensure that your school is a place to belong.

## **Quality Leader Traits We All Like**

**Have a Sense of Humor.**

**Have a Passionate Interest in Some Things**

**Have High Energy Levels.**

**Are Tolerant of Changing Moods.**

**Know How to Listen.**

**Are Creative.**

**Are Enthusiastic.**

**Exude Self-Confidence.**

**Appreciate Success-Are Sympathetic When I Fail.**

**Appreciate When We Can Be Together-Don't Fuss When We Are Not.**

**Have a Keen Sense of Justice and Injustice.**

**Are sensitive to the Needs of Others.**

**Can Take Risks.**

**Have an Air of Mystery About Them.**

**Are Optimistic.**

**Don't Make Fun of People.**

**Can Offer Love Unselfishly.**

**Are People in Whose Presence I Like Myself More.**

# TO RISK

William Arthur Ward

**To laugh is to risk appearing a fool,  
To weep is to risk appearing sentimental.  
To reach out to another is to risk involvement,  
To expose feelings is to risk exposing your true self.  
To place your ideas and dreams before a crowd is to risk their loss.  
To love is to risk not being loved in return  
To live is to risk dying  
To hope is to risk despair  
To try is to risk failure  
But risks must be taken because the greatest hazard in life is to risk  
nothing.  
He may avoid suffering and sorrow,  
But he cannot learn, feel, change, grow, or live.  
Chained by his servitude he is a slave who has forfeited his all freedom.  
Only a person who takes risks is free.  
The pessimist complains about the wind;  
The optimist expects it to change;  
The realist adjusts the sails**

We all have the ability to live inspired lives but we have suppressed our dreams for so long that we don't know where to begin to find out how or where to ignite them again.

### **Ancient Hindu Legend**

One time all men on earth were gods, but men so sinned and abused the Divine so much that Brahma, the god of all gods, decided that the godhead should be taken away from man and hidden some place where he would never again find it to abuse it.

“We will bury it deep in the earth”, said the other gods. “No”, said Brahma, “because man will dig down in the earth and find it.”

“Then we will sink it in the deepest ocean”, they said. “No,” said Brahma, because man will learn to dive and find it there, too.”

“We will hide it on the highest mountain,” they said. “No,” said Brahma, “because man will some day climb every mountain on the earth and again capture the godhead.”

“Then we do not know where to hide it where he cannot find it,” said the lesser gods.

“I will tell you”, said Brahma. “Hide it down in man himself. He will never think to look there.”

**“Real leaders are ordinary people with extraordinary determination”**

**-anonymous**

**“The price of success is hard work, dedication to the job at hand, and the determination that whether we win or lose, we have applied the best of ourselves to the task at hand.”**

**-Vince Lombardi NFL Coach**

**“Unless you try to do something beyond what you have already mastered, you will never grow.”**

**-Ronald E. Osborn**

**“A total commitment is paramount to reaching the ultimate in performance.”**

**-Tom Flores NFL Coach**

**“Quality is never an accident. It is always the result of high intention, sincere effort, intelligent direction and skillful execution. It represents the wise choice of many alternatives”**

**-Willa A. Foster**

**“We are what we repeatedly do. Excellence, then, is not an but a habit.”**

**-Aristotle**

**“You will become as small as your controlling desire; as great as your dominant aspiration.”**

**-James Allen**

**“Do not follow where the path may lead. Go instead where there is no path and leave a trail.”**

**-anonymous**

# Important Attitudes of Leadership

1. Honesty
2. Trust
3. Confidence
4. Being Helpful
5. Respect
6. Sense of Humor
7. Be Competent
8. Be Interesting

**Getting anything done is a three-step process:**

1. Vision –“Ready”
2. Commitment –“Aim”
3. Action –“Fire”

You will have better results if you follow this procedure. The person who says, “Ready, Fire” usually makes a mistaken judgment or later regrets his quick action. The person who says, “Ready....Ready....Ready” accomplishes little. Others just “Fire” with no thought of the possible consequences. These are the ones who are always busy, but seldom get anything done.

## Leadership Mythology

It is a myth that:

Leadership is a rare skill  
Leaders are born  
Leaders are created by dramatic events  
Leaders are always in control  
Leaders must be charismatic  
Power is bad.

# Why Do People Reject What I Say?

50% of your followers don't feel good about themselves.

25% of your followers don't understand what is expected of them.

15% of your followers are "devil's advocates." They will always say or do the opposite of what you ask of them

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90% of your followers reject you for the above reasons. It has nothing to do with you personally.

This leaves 10% of your followers. They don't necessarily reject you, they just have their own opinions.

## Qualities Necessary for Leadership

1. High Energy Level
2. Knowing how to Listen
3. Have Self Confidence (Image)
4. High Level of Integrity
5. Be Sensitive to Other People
6. Be Willing to Fail
7. Have a Sense of Humor
8. Be Optimistic
9. Do Not Compare
10. Care and Share

## Commitment

COMMITMENT IS WHAT TRANSFORMS A PROMISE INTO REALITY. IT IS THE WORDS THAT SPEAK BOLDY OF YOUR INTENTINOS, AND THE ACTIONS, WHICH SPEAK LOUDER THAN WORDS.

IT IS MAKING THE TIME WHEN THER IS NONE; COMING THROUGH TIME AFTER TIME, YEAR AFTER YEAR, AFTER YEAR.

COMMITMENT IS THE STUFF CHARACTER IS MADE OF; THE POWER TO CHANGE THE FACE OF THINGS

IT IS THE DAILY TRIUMPH OF INTEGRITY OVER SKEPTICISM.



# Communication

There are many ways to communicate with those around you. Some are very effective, while others may not get the message across.

7% of communication is the word itself. 38% is the tone used when saying it. 55% is your body language.

Positive vs. Negative

If you say something positive, it spreads at the ratio of 1:3. If you say something negative, it spreads at the ratio of 1:10.

# Listening Skills

Most people do not set out to intentionally make mistakes. The reason they do make them is usually because they were not listening to the instructions. Listening with your eyes as well as with your ears can help, but everyone must make a conscious effort to improve his or her listening habits.

~ The root word of IGNORANCE is IGNORE ~

# Management

“Managers do things right.. Leaders do right things”

1. People are your mirror; they reflect your attitude.
2. Whatever you resist/don't like, your group will persist in doing
3. Skeptical people are scared.
4. Let people be OK. Everyone is not the same, and everyone is certainly not just like you.
5. You become what you think you are. “I can't” will become a true statement

every time.

## Perspectives on Leadership

National surveys show the four most important requirements for a leader, according to followers are:

1. HONEST
2. COMPETENT
3. CONFIDENT
4. INSPIRING

Credibility – The combination of honesty, competency, confidence and inspiring others.

When the leader is perceived by followers to have high degrees of credibility and strong philosophy, students are more likely to:

- • Be proud to tell others they are part of the organization.
- • Talk up the organization
- • See their own values as similar to those in the organization.
- • Feel a sense of ownership in the organization.

Conversely, when credibility is low,

- • They produce only when watched
- • They are motivated primarily by material things
- • They give good lip service to the organization but feel differently inside
- • Quit when times get rough

# Real Leadership

Dr. Tim Lautzenheiser

This article goes out to all of those people who wish to be leaders. Probably everyone is going to say, "That's ME...I want to be a leader. To have everyone look up to me, to be important, to be able to tell other people what they should do, to have others be envious of my position. Yep... I want to be a leader. How can I do that?"

To begin with, many people get leadership and politics mixed up. Being a leader is much different than being a politician. If you want all those things described in the first paragraph, I suggest you try politics. But if you want to be a leader, it is going to be a long haul...and it won't be easy. Lots of people say they "want to be a leader," but there are only a choice few who actually achieve this very special title.

We often think we can read a book and it will give us all the answers. Not true!!! We can learn some "concepts" about what it takes to be a leader, but every situation is different and the true leader must be able to take the concepts and "apply" them to the specific situation at hand. There in lies the secret: "Can you take what you know and apply it to whatever circumstances happen?" (As you can see, real leaders have to be very flexible.)

The easiest part about "leading" is getting the job. Whether it's a drill team captain, drum major, pom-pom captain, band president, or whatever...the election or appointment carries with it a lot of excitement and roaring congratulations for the victory. Then, the trouble starts! First of all, you are confronted with people who thought they should have received the position and didn't...then you have all of their friends to contend with. Soon your own friends may begin to pull away and resent the position of authority you have attained. Are you prepared to handle this kind of damaging jealousy in your life? The "glory" will certainly not offset the hurt. Here is your first chance to show that you're a leader. Move forward knowing this is part of what every leader experiences. Chin-up...Move forward!!!

Next...this "assigned authority" will diminish in effectiveness. You may delegate some things to be done only to find they were never carried through as per your orders. When you question the person about the lack of follow-through, you might well be told in no uncertain terms what you can do with your position, your authority, and your stupid assignment! **HAVING A TITLE DOESN'T MAKE YOU A LEADER.** With your hallowed title and a quarter, you can't buy a Coke!!! Your job is "to lead," not to be a dictator of unquestioned power. What you may find happening is "a sense of feeling alone" it may seem that nobody understands your predicament and what you are going through. Talking to people about the situation won't make

any difference...and it will be so tempting just to "cash it in." Let someone else do all this leadership stuff!!

There is no question that the position of leader has been over glamorized to the point of non-reality. Our society has given the impression that leaders are given special privileges, are exempt from many menial tasks, and are constantly in the spot light of fame and fortune. Nothing could be further from the truth! Leadership involves "giving." It is about doing for others...it is based on making "we-us" more important than "I-me"...it is about wanting to be excellent regardless of the price.

Although there are no "carved in stone" rules about leadership, there are some concepts which seem to be common to all people who succeed at this task of helping others through their efforts. (Which ultimately improves the life of the leader) For those people who truly want to take on this job, here are ten thoughts about the attributes of leaders, whether they are leading a country or squad of four people in their marching band.

1. Real leaders are also doers. Not only do they help direct the efforts of others, but they are willing to “get their own hands dirty.” These are the people who come in early and stay late, and they can always seem to find “one more thing to do” to make it better for the whole group. They lead by example!!!
2. Real leaders always have time for others. Although they may have an extraordinarily busy schedule, they always find time to squeeze in one more responsibility to “help out” the group or friend. They display a sense of “anti-selfishness” which is without fanfare. They care!!!
3. Real leaders are quick to identify mistakes, but they spend little time talking about them; rather they go about setting a plan to correct the mistakes and do something about the situation. They always look upon failure as an opportunity to correct and improve.
4. Real leaders do not spend time criticizing others; they use their energies to “help” those around them. They never “exclude”, but are always willing to “include.”
5. Real leaders avoid “put-downs” and sarcastic remarks, which can wound other people. They don’t make themselves look better by making others look worse. In fact, they are constantly looking for ways to compliment those around them and build self-respect.
6. Real leaders never strike back or try to “get even” Even though they are susceptible to pain, they refuse to hurt another person in an attempt to “even the score” They see blame and revenge as wasted energy, therefore, they move ahead rather than dwell on the negative
7. Real leaders “share” rather than “compare.” They see competition as a chance for self-improvement and know the only person they are really competing against is the person in the mirror. They “accept” others for who they are and support them in becoming better.
8. Real leaders accept the reality of peer pressure, but do not “give-in” to the threats of “not being one of the gang” They understand that their integrity is the foundation of their present and future growth and they price themselves in being a “self thinker”
9. Real leaders never attack anyone or purposefully hurt another person. They understand that we always end up hurting ourselves when we choose to attack another.
10. Real leaders always “go the extra mile.” When others have given up, quit, or rationalized an easier short, the real leaders are “on the job— getting it done.” Yet when the awards of championship are passed out, they are always in the background applauding everyone else.

As you can see, the demands for being a great leader are extreme. It’s certainly not all spotlight and glitter. Yet, the personal satisfaction, which comes from doing the job, is of immeasurable value and it will always lead you to a new and bigger challenge.

It is so much easier to “join the masses” and complain about everything than it is to roll up your sleeves and “do something” about it. Yet, we all know, regardless how much “fussing and fuming” we do, eventually, it is all going to come down to getting on our feet and taking in whatever task lies ahead. The real shortcut is to jump in and do it!!!

There are many times when we don’t want to be responsible. It is so much easier to blame someone for the circumstance than to go about making the situation work; yet, this is the one quality evident in all great leaders; the ability to stay in there until the job is done. They take on every challenge with a sense of purpose and caring for those around them. They are not smarter, more talented, or luckier than anyone else...they just don’t give-up!!

**ARE YOU READY TO MEET THE CHALLENGE?**

Taken from BANDWORLD magazine March-April 1991

## Do's and Don'ts For Leaders — Dr. William P. Foster

1. DO be tactful and exercise intelligence at all times.
2. DON'T force respect, but demand respect by positive actions and thinking.
3. DO give praise for a job well done, no matter how large or how small.
4. DON'T let friendship mix with responsibility.
5. DO be casual and associate with all members at some time or other.
6. DON'T have "picks."
7. DO "place" yourself in the other person's position when solving problems.
8. DON'T press your authority when not necessary.
9. DO report problems of serious implication to the band staff.
10. DON'T argue at any time
11. DO accept constructive criticism
12. DON'T embarrass a fellow leader in front of the band.
13. DO call a fellow leader aside and point out mistakes
14. DON'T attempt to instruct or conduct the band unless you understand all aspects of the signals, maneuvers, music, etc...
15. DO have "side-line" chats frequently.
16. DON'T argue and "bicker" among yourself
17. DO assist the student officers and leaders.
18. DON'T move within the ranks to make observations while the band is in motion.
19. DO make observations in a firm, but pleasing tone of voice to sectional leaders or rank sergeants.
20. DON'T "shirk" your social and financial obligations as set forth in the Band Handbook
21. DO set the ultimate example at all times
22. DO abide by, enforce, and interpret the rules and regulations of the band and school at large
23. DO feel a sense of responsibility toward the band and every member within its ranks.
24. DON'T use your authority and position to demand personal favors or to settle personal disputes
25. DO assume leadership of the band in absence of director or assistant director
26. DO assist the band director and assistant band director at all times.