

Leadership Qualities

Initiative

Determination

Courage

Intelligence

Aggressiveness

Integrity

Self-confidence

Contrasts in Leadership

CRISIS LEADERSHIP

Dependence on leader.

Acceptance of leader's ideas

Loyalty to leader.

Discipline as incentive

Orders

Objective: obedience

CONSTRUCTIVE LEADERSHIP

Individual responsibility.

Chance to develop own ideas.

Group feeling.

Job satisfaction as incentive.

Consultation.

Objective: cooperation.

Road to Constructive Leadership

1. Respect the personal integrity of the people you lead. Each person is a worth-while individual in his own right. The fact that one person is homelier, or less able than another, doesn't make him less of a person.

Help your people develop their talent abilities. Every one has a greater potentiality than he ever realizes. It's a matter of degree, of course, but by encouraging your people to further education, training, and so on, you increase not only their satisfaction, but their accomplishment as well. This covers both their in-Mosque activities and outside interests.

Help them advance in the Mosque. You accomplish this not only by your own training efforts, but by setting up objectives for their efforts. When you tell a brother: "Brother John, I feel with a little more study and effort you'll qualify for the next grade in this classification", your setting up a tempting target he's not likely to overlook. There's a double gain. For the believer it's improved status. You benefit from having a better-equipped believer.

Weld your people into a group. Besides the personal relationship between you and the individual, you strive to create group feeling. This attitude, the individual develops as a group member.

Make it possible for your people to contribute their ideas. By inviting suggestions, by consulting with your people in your over-all planning, you give them the sense of participation that makes the objectives of your Mosque their objectives.

Troubles of the Insecure Laborer

He passes the buck.

He takes all the credit.

He doesn't give information to subordinates.

He surrounds himself with favorites or yes-men.

He gets panicky over having to make decisions.

Troubles of the Sadistic Laborer

He tends to "take it out on his men".

He like to "see people eat dirt".

Picks on individuals.

He's overquick to punish.

Some Problems Laborers

Wishy-washy. Not sure of anything, least of all himself.

Domineering. He runs the show, and wants everyone to know

Slave driver. Wages personal war with his people, and is to win.

Out-of-touch. Leave details and everything else to subordinates.

Palsy-walsy. He thinks, 'I can get the so-and-so's to work better by means of a little back-slapping.'

Moody. Personal problems keep him out of the running.

Knows-it-all. Knows all the answers and nobody else knows any

On his way up. Has eye on the next rung and his foot on your neck.

Overburdened. Starts running the moment he wakes up, but hasn't caught up yet.

Are You the Cause of the Laborer's Trouble?

Do you like to "show up" your superior?

Do you resent taking his orders?

Do you tend to by-pass him?

Do you get emotional in thinking or talking about him?

Do you think you should be in his shoes?

Do you depend on him too much?

Do you dislike him for "personal reason"?

Do you keep him in the dark as much as possible?

Are you afraid of him?

Three View-points of Grievances

- 1. The person involved**
- 2. The Nation**
- 3. The laborer's view**

The Person Involved View

Grievance procedure gives him formal recognition in dealing with his superior. This gives him status, prestige.

It provides him with the means of protecting his rights as an individual on the scene. This tends to act as a guarantee of fair treatment.

He can get a hearing from top laborers. This means he has access to the ultimate authority in the Mosque.

The Nation View

Grievances show the friction points of believer-laborer relations. Each case pinpoints an area that bears watching, or treatment.

It's the safety valve that blows off before personnel pressures have a chance to build to the explosive point. In this way, minor matters remain minor, before emotional irritations can manifest them.

A Mosque's grievances are a rough measure of supervisory performance. Because it's so complex, supervisory job performance is difficult to measure. Success in handling grievances is one of the indicators management uses.

The Laborer View

A means of Communication. The worker has a formal channel along which to broadcast his viewpoints and his wishes directly to the laborer.

A means of satisfying the believer. He may or may not get what he wants, but at least he had his say.

The laborer can deal with irritations at the time they start. Thus, the grievance procedure becomes a trouble-spotting device

As it is true of any contact the laborer has with his people, he has a chance of cementing his relationships, getting to know them better, satisfying them further.

Steps for Handling Grievances

1. Prepare yourself.
2. Prepare the believer.
3. Listen to his story.
4. Analyze the grievance.
5. Judge it.
6. Sell your opinion.
7. Follow up.

Essentials of the Effective Order

1. Make sure it's necessary.
2. Think it through.
3. Issue under proper conditions.
4. Decide who's to get the order.
5. Get cooperation.
6. Fit the details to the believer.
7. Select the best form of the order.

- **the direct order**
- **the request**
- **the suggestion**

Things Laborers Should Be Concerned With.

1. Job progress
2. How to do job.
3. Nations or Mosque's plans and results.
4. Recognition of achievement through:
 - Advancement

- Credit from good job.
- Pleasant relations with people.
- Consideration of job is important.

A laborer who is effecient, is fair, gives full consideration to complaints, gives clear orders and instructions, considers others personal problems, give subordinates chances to make suggestions and opportunity to use initiative.



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