



Yuri LUZHKOV

LEADERSHIP ALGORITHMS  
Guide for a young leader

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*Guide for a young leader*

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**The history** of mankind, the progress of society or its regress and reverse movement, the development of states and ethnic groups all over the intelligent life on earth are related to individuals, who mobilized people for the achievement of social goals. These individuals objectively rise not only above the bearers of the mass averaged level, but also over the elites. In social practice, such people are called leaders.

Addressing the topic of leadership, we understand the inevitable parallels with the debate on the role of personality in history.

In Soviet times, this role was interpreted in a crudely sociological context: there are masses of people, there are historical patterns, and there are some personalities put forward by the masses. Their role in this interpretation is nearly ridiculous: grasp the historical “moment” and loudly inform the masses tired of waiting. (It is characteristic that theory makes an exception for V.I. Lenin (Ulyanov), giving him not only hyper-genius, but also eternal life so to speak, as reported with poetic

fervor: “Lenin is very much alive even now — our banner, strength, and arms!”)

Meanwhile, the role of personality in history is many times bigger and much more significant than communist propagandists assigned to it. It has long been an axiom. Actually, in a sense, the history of mankind is the history of its development through the deeds and actions of leaders. The historical shifts, the big wins, the huge advances always have a name. And this is not the serial number of the historical period, but the name that represents the time.

Talking about the phenomenon of leader and leadership, we take into the scope of analysis not only the vertex displays of leadership as one of the main factors in the mankind development, but also the leadership as a unique institution of superiority carried out on various levels and floors of the social building.

Why, in fact, do they say that one person is a natural-born leader, and another just has trained leadership skills? It should be noted, that these arguments relate to ones or the one, who has already proved leadership skills. We are well aware that there is no leadership without the implementation of congenital or self-developed leadership skills. Thus, in one of the few monarchies, several princes stand next to the throne, but only one of them will be the King. Even granting someone a high rank does not automatically mean that this person will be the true leader of the nation, for the son of a genius artist is not necessarily an artist.

Do all young people want to become leaders? It would seem that the answer is obvious: if not all, then the majority, for sure.

This alleged evidence conceals false interpretation of the desire to lead as a property inherent in the young, in principle, but not subject to social circumstances.

If take as leaders young people aimed at creating their own business (and that in the particular circumstances is the realization of leadership ambitions), we will be somewhat surprised by the results of sociological research, represented by prominent Russian newspaper "Vedomosti" (June 24, 2013). In Russia, only 2.6% of young people surveyed are striving to become the leaders, creators of their own business, while in developed countries, their number exceeds the Russian level 5 to 10 times.

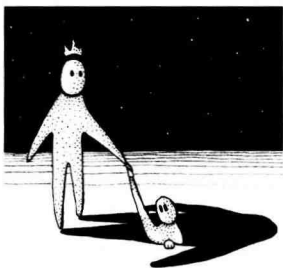
Other studies concretize preferences as follows: 13% of the total number of respondents wants to become the leaders, the others position themselves as follows: 50% are satisfied with good, interesting work, but if they will be invited to become leaders, they will agree. 30% want to have a job, but never, under no circumstances, will agree to be leaders, and 5 to 7% believe that if they will have the minimum conditions for life, they do not want to work at all.

Paradox? No. The distribution of level of striving for leadership embodies many factors ranging from social conformity to a real understanding of own level. From the belief that nature does not make people equally strong to accurate estimation of the Russian environment as a semi-hostile to business, whereby business career has no serious prospects.

Many young people clearly understand that leadership (management) is a heavy burden of responsibility not only for themselves and their families, but also

for the team you created. Sometimes it is a huge group of people. It is well known that no one ever calls the life of a top manager calm. Constant stress, which cannot be compensated by, say, a high level of consumption — for the reason that work becomes the real drug for leader. The term “workaholic” exhaustively describes this type of boss. And not everybody believes a workaholic is happy.

At the same time we can not help but admire the implemented talent of a well-known politic, businessman, head of scientific or creative team. Let us recall such names as academician Sergei Korolev and People’s Artist of the USSR Igor Moiseyev. Both were luminaries in their fields, they have become legends in their lifetimes, and these legends are embodied in the outstanding achievements of the schools created by them. It is hard not to admire their genius, which has literally transformed the whole areas of human activity!



## BECOMING A LEADER

One way or another, but the youth always has a gust for leadership. Even the most precise studies do not take into account the fact that far from every future leader reveals his plans, even though anonymously. There is reason to believe that the number of people with leadership intentions is greater than the number of people announcing these intentions.

...I would like to address those, who have the desire for leadership, is soberly aware of own possibilities, considering that the membership in the leaders' club is unattainable for him/her. Not in the manner of consolation, but only for objectivity, we emphasize that there are only vanishingly small fractions of a percent of geniuses, natural, sheer leaders by the "set of chromosomes" in the world. In most cases known to the country and the world leaders **are trained to be**.

The wish recorded in some part of the younger generation does not suffice to gain leadership. Let us turn to

the concepts of sufficiency and necessity to increase the likelihood of achieving the goal.

The situation is quite clear with the necessity: leadership is necessary for you, it is the meaning of your life, the vector of direction of all your efforts.

Conditions of sufficiency require a more detailed discussion. In which circumstances, in which medium, in which profession, in which country, in which socio-political system do you want to become a leader?

Certain conditions must emerge in the state, and effective social mechanisms for identification of potential leaders and determining the “road map” for them should be present. A social request for a new generation of leaders should be formed. In a totalitarian state, it was easier in some sense — easier, rather than fairer: talented designers, engineers, and technologists were isolated from society; they were given a task to “make”, for instance, the plane required for the army. Exertion peculiar democracy of equality for all — from the chief designer to the draftsman — brought amazing benefits in the form of activation of a new brilliant assemblage of talented experts. It does not necessarily mean that under normal conditions, this process would be inhibited, but it means that such a concentration of forces and purposes went through the fates of many luminaries of science and technology of the USSR period.

In the political sphere, request for the upgrade of leadership body is formed in the most complex and contradictory manner. **The applicant must have the whole set of skills, which would serve the main point: deep understanding of the needs and aspirations of peo-**



**ple, the ability to express these aspirations, the ability to rally staunch adherents in the party structure, and literally reorient society to face new challenges.**

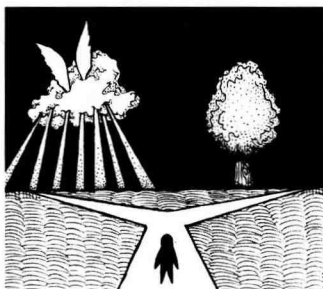
It is difficult, but possible and feasible in the democratic states, where the rotation of leaders is a natural process. There are, however, examples of other types of states, and the clearest example is the Soviet Union. Irremovable leadership of "team of comrades" blocked the political lift, so the visible stagnation in the personnel movement came to fruition, and since 1980-s, degradation of social mechanism has been clearly delineated.

Of course, the process is not described here in exhaustive detail; we focus on those of its important aspects, which illustrate the provisions of this work.

Modern Russia does not repeat the Soviet Union trajectory literally, but now we have felt the known bias in favor of the introduction of the persons, who have no outstanding achievements or ideas, to the leadership structure. Hence the **circular rotation** in unchangeable personnel cage, hence the lack of new bright politicians, hence the objective complexity of the road to the policy for those, who have decided to devote themselves to this path.

Opportunities to build a leadership career in the economy are narrowed in the same way as in politics. Exclusive club is closed. If a person becomes dedicated to a simple task of creating his/her own business, obtaining success in work, it is a hundred times more difficult to make in the stagnant economy focused on the sale of raw materials, than in an emerging economy.

If the economy is not market, competitive (rather, quasi-market), the process will certainly rise atop the waves those



people, who are close to the authorities, whom the authorities treat as “one of them”. There are plenty of examples of this situation in Russia. Especially when the authorities are, in fact, serving a limited number of businesses, and the bureaucracy surround any right decision with cumbersome obstacles in order to meet their own mercantile interests.

Such circumstances greatly complicate the commitment of young talented people to the profound self-realization in the business sphere.

According to some estimates, over 70% of Russian senior students seek to work abroad after graduation. This is an alarming statistic.

However, I would like to emphasize that these findings do not mean that it is impossible to build a political or entrepreneurial career in today’s Russia. It is possible, but I should warn you: no one will lay a carpet in front of you, no one will call a social lift for you. Be prepared for the fact that **the leadership is a struggle. Fight and fight again.**

It seems that the future leader should determine the choice of purpose in life at the beginning of the path.

Two and a half thousand years ago, Socrates said so, and a hundred years before him — Pythagoras, who claimed that the definition of life's path should be carried out immediately upon receipt of the initial, basic knowledge. It is no accident that Pythagoras emphasized the letter **Y** of the Greek alphabet, considering it a symbol of the path choice. According to Pythagoras, having received a basic knowledge, the young man comes to a fork in life's paths and has to make the choice between the "divine wisdom" and "earthly wisdom", designated by left and right parts of the letter **Y**.

By "divine wisdom" Pythagoras meant the public service (national services, pedagogics, medicine, education, art); by "earthly wisdom" — crafts, agriculture, animal husbandry, fisheries.

Pythagoras wisely warned against mixing the two principles, and, of course, was right.

The thought of the dangers of mixing different services is confirmed by egregious examples of Russian reality, where some persons holding high public offices, without further ado, participate in business. Is it possible in this case not to confuse your own interests with those of the state?

I leave you to answer that question.

Next Pythagoras speaks about the necessity for the country in a reasonable ratio between the two types of service. If the majority of talented young people will elect a "divine wisdom", the "earthly wisdom" will inevitably weaken, that is the economy in modern terms. The development of this country will be suspended. And if the majority prefers the "earthly wisdom", the result will be

just as disastrous, but for another reason: there will be nobody to run the state, there will be nobody to educate and train young people, there will be nobody to heal ailments of old ones.

**Thus, the problem of reasonable authorities is to create and ensure a harmonious fullness of capacities in both directions: the one that serves the administrative, social, and cultural functions of the state, and the one that develops the economy.**

Times of Pythagoras and Socrates passed a long time ago, but I would advise potential leaders, making their choice, to consider the phenomenon of the leadership of these two titans. Their genius came into our culture through unimaginable thickness of time, through a huge series of changes in all earthly civilization, through the endless attempts to declare their heritage archaic and meaningless in the realities of the latest period of history.

I am confident that their wisdom will not fade in the next two and a half thousand of years.



## ORATORY

Similarly, understanding of their incomparable oratory, ability to express deep thoughts through the chased word will always stay in the memory of mankind.

The last note is directly relevant to the topic of leadership. The leader must be able to convince people, this is one of his assignments. He is the creator of the new, and keeping in mind the other Creator, we are reminded of the Biblical: “In the beginning was the Word”.

Pythagoras, Socrates, Cicero, Julius Caesar... in recent history: Lenin, Trotsky, Bukharin, Lunacharsky, Churchill, Fidel Castro — this incomplete series incorporates those who led by both the word and the deed.

Oratory can serve the forces of evil. Suffice to mention Hitler, Goebbels, and Mussolini...

So what is oratory? (Note, no one says — “oratorical craft”). The ability to master speech resources, to emotionally strengthen and emphasize the meanings, to build speech in ac-

cordance to impeccable logic and, as a result, to make people your co-thinkers — that is, perhaps, a brief definition of oratory.

It is a rare gift, but you can learn this art!

**Tip from my personal experience: before the speech, make a plan of what you want to say. Carefully memorize the sequence of questions, you can even write them down. But keep in mind that sometimes, at the moment of speaking, your mobilized mind can prompt an unexpected semantic twist, a sharp thought, an unexpected, but striking and appropriate word.**

If this happens, then you can consider yourself a novice speaker with good potential, for the improvisation has always been highly valued in oratory.

**Try never to read speech from a piece of paper.** Finished formulations may fade in oral language, but the logic scheme of speech, backed with the bright thoughts and brilliant definitions, will never let someone, who does not immerse in the prepared text, down.

**Do not use long sentences, do not pile up participial constructions,** make sure that the attention of the audience is not only maintained, but occasionally reaches the highest levels.

One of accurate signs of extreme concentration of attention is **the sudden absolute silence in the audience.** Prepare those brief, bright words, which will blow the silence up with deafening applause. And let these words be the essence of your speech.

Do not oversaturate speech with special terminology, pseudo-scientific phrases, job-specific vocabulary. Here is an example. Folk wisdom warns: “One cannot pour water into a sieve”.

And here is the quasi-highly scientific version of this wise statement: “As a result of long-term field experiments, the economic inadvisability of transporting liquid-phase products in containers with a perforated bottom was confirmed”.

It is needless to say that pseudoscientific style devalues simple and clear thought, baffles the audience, creates rejection of what has been said in them.

Try to speak concisely and briefly. This does not mean your speech should meet the volume of congratulatory letter, but there is no need to inflate lavishly.

When they say: “I wish he was chewing gum, rather than speaking”, — this is a telltale sigh of the fact that the ill-luck speaker stammered and was confused, lost thoughts and could not find the right word, began to mutter, and move away from the topic.

The tongue-tied speaking is masterminded by the ignorance of the subject of speech, the uncertainty in own position. This is the worst thing that can happen to a speaker.

A sense of the natural anxiety comes before the performance. Do not be afraid of it, it is just a sign of the outbreak of concentration and will. Sometimes anxiety can make people forget everything that has been prepared for the speech, when, as the saying goes, “everything slipped out of mind”.

If this happens to you, then you need a rehearsal of the speech in front of a mirror, your relatives, or trusted advisors.

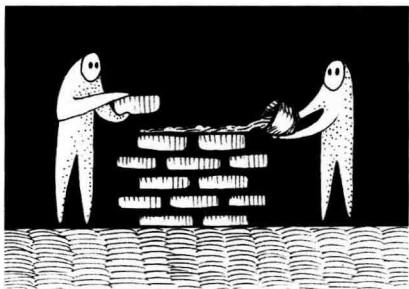
My first mentor, Nikolay Festa, once said: he repeatedly performed his every speech in the family circle — friendly, but very demanding.

It would seem a waste of time and energy. Quite the contrary. His public speeches were brilliant in form and deep in thoughts; they literally fascinated audience, making people allies of the speaker.

The best check of your oratory level is a performance in front of a small or even a medium sized audience. This presentation will give you the necessary tips for the correction of your oratorical skills.

I once was able to observe training in oratory of young Buddhist monks. They were divided into groups of three, and in each of these groups one monk fervently convinced his two listeners of something. Those listened attentively and stimulated the speech with the signs of approval, and if they did not approve it, then it meant that they did not believe in fidelity of the idea or accuracy of the words of the speaker. Rehearsal? Yes. But so efficient!





## **KNOW HOW TO BUILD RELATIONSHIPS**

You learned to speak and to convince, you managed to create your team of associates, you felt what is called the nerve of time, you caught a wave. Here begins the most important stage for the leader — learning to work with people. It is very difficult, but, having mastered the full relationships with subordinates or colleagues, you will not only be able to get the political, artistic, or commercial success, but also to experience the true pleasure akin to that experienced by an outstanding conductor during a triumphant performance of the orchestra he conducts.

In this context, it is interesting to consider the results of the study of the USA scientists, who have revealed the top priorities of the respondents. The first place was taken by health, but the second, a very, very important — how to understand people, how to live in harmony with them, how to position oneself in a team.

**The leader must be able to understand the infinite number of characters, moods, influences, preferences, internal relationships, and dependencies of people.** All this diversity has to be revealed to his inner eye.

It might seem that it is impossible to understand all of these entanglements. However it is not like that. There is a range of rules and principles that allow handling the situation, promoting collaboration and harmony between people in order to succeed in a common cause.

The first of these principles seems simple: **each and every one in your team should be motivated to achieve success. All together. And each taken separately!**

I remember my great teacher L.A.Kostandov, the Minister of Chemical Industry of the USSR. I, a young ministry employee, was invited to Kostandov to the meeting on the plastics production organization. The matter was clear, well-prepared meeting ended soon. I mustered up the courage and immediately after a short debate came up to Kostandov. Knowing his goodwill, I decided to express my opinion: it seemed to me that well before the meeting, the minister thoroughly had known the problem and foresaw its solution.

Kostandov listened to me attentively and explained that his purpose was to ensure that **every participant of the meeting would be the co-author of the decision made.** After that, added the Minister, he could be sure of success.

I have learned this lesson once and for all. Later on, this approach often brought the desired result in my independent work as a business leader.

**Thus, make your employees co-authors of the idea, create business atmosphere of its discussion, so that everyone can feel their contribution emphasizing the value of suggestions given – and success will be more likely to happen.**



## HUMAN RESOURCES ARE ESSENTIAL

Recruitment is also one of the main tasks of the leader and often the first and most important your priority. It is essential to reach a “historic optimism” in your team, to provide career advancement to those, who have approved themselves. **People should be promoted alongside with the development of your business.**

**Never trust flatterers as they will either fail, or in the worst case, will betray you.**

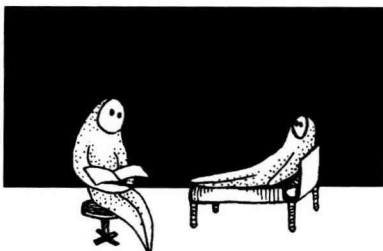
My friend V.F. Utkin, Chief Designer of strategic missiles, the creator of the famous “Satan”, said that he was trying **to train his own employees and not to hire outsourced employees.** When you invite outsourced employee, in the beginning this person seems ideal to you, without any vices, that your employees have. However, in practice, new employee turns out to be not only far from the ideal, but also differs for the worse from your em-

ployees. In that case, there might be a rather tense atmosphere in the team, as employees do not understand the logic of your decisions, they see that their career advancement is put on hold for the sake of nobody knows what, or, rather, who.

Exceptions exist, of course, when it is necessary to hire a new employee but the general rule is that **for success of business you have to give an equal opportunity to all your employees.**

You have to feel deeply each of them and understand their psychological types, temperaments. If you give a lot of urgent tasks to quiet, focused and well-balanced employee, then you just imbalance him/her, put this person in a situation of need for prompt decision-making. He/she is not in his/her element. He/she is more useful in calm, concentrated activities that demand particular care, deep careful analysis, calculation of processes and events scenarios. If you commit such person a serious task, that requires all the qualities and skills, the result can be phenomenal.

Never limit or restrain choleric people, they better work at "fast pace". However, it is better not to commit such person to solve fundamental analytical tasks. He/she cannot cope with them, because he/she is not prone to long, focused reflections. Phlegmatic and choleric people should achieve their goals and maintain their pace. Don't forget, however, the definition of Chekhov: "He looks phlegmatic, but at heart he is rather a little beast". Sometimes it happens.



## PSYCHOLOGY OF SUCCESS

Leadership includes not only political, social and personal aspects, but also an important psychological component. **Creating a comfortable and creative psychological climate in your team, development of a special “culture of peace and creation” are the most important task of leader, chief.**

Several tips on how to achieve this by implementing simple at first glance, but as practice shows important decisions. To begin with the fact that in your environment, we certainly deal with personalities. It is important for them how the leader treats them, how environment perceives them, what colleagues think of them. These circumstances are often more important for true personality than financial security, although it is an essential element too.

Chief should respect employees. And yet how to respect someone who does not work using his/her full po-

tential and makes mistakes regularly? For such cases, there is a simple rule: **encourage in public, criticize in private**. Do not give a lesson in public as it spoils the mood of the team, making people fear or causing, even worse, refusal of initiative.

“No initiative goes unpunished” — that was the people’s response to the actions of the authorities in the Soviet period, and in response there was a question “do you care most of all or what?”

**After inviting the loser to conversation, do not criticize him/her immediately. Tell this person that you appreciate him/her, that in the recent past, he/she did his/her job well and you remember it. Only after such introductory words, tell a person the most bitter, the most honest word about current failed decision.**

Such “contrast shower” will be remembered once and for all. **An employee will understand — you did not “bring him/her to nought”, you remember his/her achievements, and therefore he/she will take the most severe criticism as a kind of help.** After a while, you will be amazed to see that how this person has improved at work and strives to work his/her way up. My standing experience in management certainly confirms the effectiveness of this method! If the employee is completely unsuitable to work in a team, if he/she is not useful, because he/she is not able to bring positive results, it is necessary to dismiss such employee. Even in that case, it is necessary to ensure to psychological comfort, in order not to provoke antipathy and hostility!

Let’s agree that **the concept “ego” is the key and the most important for a personality**. The majority of people it is protected and defended better than the secu-

rity services protect, for example nuclear facility. This is not an exaggeration. A man protects his “ego”, his inherent value and cannot stand violations in this regard. Who, first of all, are you looking for at the team photograph, of course for yourself! Only then you are looking at the others. It is not selfishness, but only psychological and social norm, irrevocable law.

**Protecting his/her personality, a person protects his honor. There is a postulate about personality even in the song genre: “Your soul belongs to God, your heart – to woman, your duty – to your country, but your honor – to no-one”.**

In order to make a stroke for history, people spend millions of personal finances, perform feats, and take great risks. Many theaters, libraries, hospitals, museums were built due to donations and these facilities have the name of a sponsor (for example, Rockefeller center). Not everyone has a lot of money. Once an offer came in to Moscow Mayor’s Office to make in one of a churches under construction a wall, where there would be written surname of a person, who had made donation to the church in the amount of \$5 and more. It is clear that there would be thousands of those bricks. This initiative was not implemented but it expressed people’s attitude towards their own name. There are opposite examples.

Have you ever thought that the representatives of underworld groups conceal their names, using nicknames, why they give each other “so-called appellation”? Conspiracy? Yes and no.

Let’s refer to the work of famous psychologist Aaron Belkin “Fate and power”, in which he analyzes the phe-

nomenon of party members' pseudonyms. Leaders, who had arranged the October Revolution (until 1927 referred to as October coup), in the vast majority have pseudonyms. Let's recall some pairs of surname—pseudonym: Ulyanov-Lenin, Dzhugashvili-Stalin, Bronstein-Trotsky, Skryabin-Molotov, Kostrikov-Kirov. If it was done only for the sake of conspiracy — (under Tsarist secret police persecution), why did no one of these people regain their true identity? Aaron Belkin concludes: **“It is easier to do what you cannot do using fictitious name. The act of thinking up a nickname gives freedom to criminal.”**

Indeed, hiding behind a pseudonym, protecting in that way your “ego”, made it easier to commit terror, to rob peasants, to kill the tsar with his family, to arrange mass execution of tragic 1937, to destroy the clergy and the intellectuals, to build Gulag. According to various estimates, at least 50 million people were affected and killed throughout “the war of pseudonyms with the people”. My study of the subject provided the same results. I would like to mention that this does not apply to pseudonyms that use artists. Other laws and energy are applied there. I made this digression in order to reaffirm (even in tough-paradoxical way) **the importance of maintaining your “ego” in the creative business, and vice versa, unavoidable “escape to pseudonym” in the underworld.**

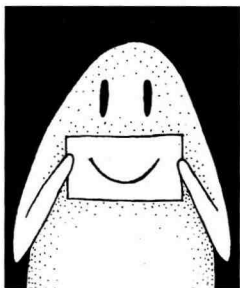
Leader should learn that his name, his “ego” incorporates not only his fate and biography but also becomes part of the collective destiny of several generations of his predecessors, relatives. **“My name is my own self; my surname is “ego” too in an endless alternation of generations. Name incorporates the whole personal-**



**ity, with its character and the world of emotions, with all higher order regulators (super ego, according to Freud) of the very instance that we strongly protect, that we are proud of, when we have done something good and useful". (A. Belkin)**

**There is one more rule for leader — to be polite with your employees, to show your respect and to pay special attention, not only as an element of common courtesy. If there are a lot of employees in your team, it is particularly important and useful to address a person formally and praise him/her in public. The person's behavior includes astonishment, respect and admiration as he/she knows your full name, not only watches your achievements but also emphasizes your importance in the team.**

This is one-size-fits-all approach both in business and in politics. Margaret Thatcher, former Prime Minister of the United Kingdom, successfully used the approach. Her popularity was based not only on her uncompromising attitude to the Falklands Conflict and on radical, but effective economic decisions, but also on great memory for names and faces, that she was demonstrating with bewildering simplicity.



## KEEP SMILING!

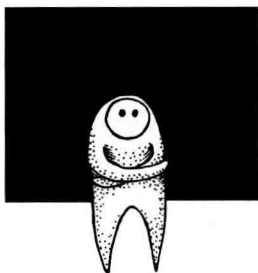
### **Be benevolent.**

Americans teach young generation to keep smiling regardless of the lump in your throat. Confucius says “Don’t open a shop unless you like to smile”. **You should remember that your problems are your own problems, you shouldn’t complain about them to your interlocutor**, for at least two reasons:

The first reason: It could spoil his/her mood; ruin the meeting making it prospectless.

The second reason: Showing weak points is not necessary.

**Good cheerful mood, optimism – are those emotional pulses that a leader-type personality should generate.**



## KEEP YOUR TEMPER IN CHECK

**Nervousness, hysteria, broken tone when losing your temper, shout are absolutely unacceptable.** Shouting shows your weakness, not strength. Some unfit leaders direct their anger, disrespect and shout at employees, thinking their severe management style improves staff working capacity. I wonder what disappointment such a person gets eventually realizing that he is not just hated by unfairly scolded staff, but also being ridiculous in their eyes.

**Raising voice at employees means loss of composure over yourself and the team, communication gap, through which your will should be transferred to employees.** Besides, team state of mind will be ruined. They start to worry, back away from initially right stance under the pressure of negative emotional flow. Employee's "Ego" suffers and subsequently his/her energy will be directed to restoration of status quo, not to performance of his/her duties. This insult will remain deep inside for a long time.



## ENCOURAGE INITIATIVE

**Pay special attention to your staff creativity, encourage any signs of initiative.** You should foster initiative as it is the ladder of team success. The employee's initiative is innovation within the team; the absence of innovations at the state level, refusal to accept important decisions and projects conversely means extremely vague, may be even disastrous prospects of such state.

I want to give an example from my own soviet background. There was a challenging situation with subsistence support of Moscow in 1987, especially with vegetables and potatoes supply. We had to eradicate a lot of problems. It included involvement of academic and labor teams into the manual and the dirty work at vegetable warehouses, complete disorganization of facilities, the lack of everyday vegetable basket. We were in charge of remediation of the situation. We started with a proposal to increase the material incentives in improving storage con-

ditions for products in warehouses. We imposed new regulations ensuring the overall benefit to the city, the state, consumers and industry workers, warehouse collectives.

The State Agriculture Committee of the USSR rejected those regulations!

Nevertheless, innovations had remarkable results, which were shown in products savings and quality improvement.

It turned out that the unwinking eye of the State Agriculture Committee of the USSR kept the wary eye not on the results, but on the correctness of the implementation of formal procedures. While speaking at the meeting of this severe Committee, I ventured to say that it was built for suppress local initiatives and the grand total of such activities would be disastrous for the state. The result, however, was deplorable for us for that moment — it was too great offence for pen-pushers to fair criticism. No doubt, this is not the main thing. The point is that sluggish wheels of state ultimately petrified and degraded, hereupon in a couple of years the state collapsed. The connection between state collapse and vegetable case is not in the whole volume proximate causation case, but it certainly has.

When we talk about effectiveness, initiative and maximum staff efficiency, act keeping in mind the principles described in Dale Carnegie's book *How to Win Friends and Influence People*:

- **Do not make a person your enemy or detractor, if you want to benefit from communication with him;**
- **Maximum efficiency will be achieved only when an employee or a colleague wants to complete the task himself.**

There is the most important conclusion following from the 2nd thesis that **the order (or threat) doesn't provide to an employee necessary creative spirit to perform errands. Coercion is associated with the examples of slavery, and slave labor was never productive.**

**The greatest success is achieved, when a person considers his/her errands to be the part of his/her own creativity, when the person sees the possibility of establishment of a new level of his/her "Ego" within the team and within the society. Most people are ambitious, and that's great, and pursuit of success, of fame and influence should be encouraged.**

Therefore it is clear, that one of the essential competencies of the leader is **ability to stir the blood through his/her team, his/her society.** This leadership quality is reflected on the ambience, strengthens team attitude. Colorless or gray leader, dull and unenthusiastic head, regardless of the extent of his/her power, whether it is the government or a company, ultimately leads to a decline in business or to deep stagnation. **There were quite a lot of these kinds of leaders in our country (in our time). We have them now. It is a crime. They keep stealing the country's the most important thing: historical time for development.** Mediocrity in power does not cease to be mediocre, but the results of its actions impress with the extent of damage to the state and people.

It is important to distinguish the real leader and the head who was appointed with superior support. The appointed official doesn't always meet the requirements regarding intellectual, moral, organizational and personal

qualities and standards. A functionary is the limit of his/her competency. A functionary is not a creator.

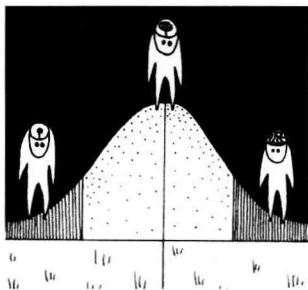
The life of the real leader is far from being easy, but it is always entertaining and colorful. So why only a small number of young people declares their desire to be leaders who are associated with honor and respect? (an anecdote comes up to my mind, when a seller wanted 100\$ for the parrot sitting on his wrist, 200\$ for the one sitting on his elbow, and 300\$ for the one sitting on his shoulder. However, all parrots were of one breed, one kind and of the same age. The seller explained the price difference as follows, the first parrot can speak, the second one knows two languages, and the third one is dumb from birth, but first two call him their boss!)

The level of 13% of the contenders for the leadership of the total number of young people is commonly announced? It is believed to be a small amount.

No, it is not! Just right. Let us recall the so-called span of management — a scientifically verified category. It is expressed by the ratio of one to eight, that is, the leader must have eight subordinates for the management to be effective.

Viewed in this way, the ration of thirteen to a hundred looks fair as the ratio of one to almost eight, doesn't it?

What is restraining the remaining 87 per cent of young people in the desire to give society their prominence "me"? First of all, objectively high requirements to the leader skills.



## LEADERSHIP ASPECTS

Thorough in-depth study of intellectual potential of the population has given the widespread (and equal across regions) result corresponding to the so-called normal distribution curve, first described by genius Gauss. Graphically, it is a hump with sloping edges on the sides. To the right, almost at the ground level, are placed solitary geniuses, above the curve — talents in increasing numbers, of course, at the next level — a growing number of smart people, and at the top of the hump — the majority of people who have common, average intelligence.

The left slope of the hump holds the number of people descending from mass to units with different levels of intelligence. If at the top an average level is found, at the bottom it is the level of those who are intellectually incapable, which, fortunately, are not so numerous in the community.



Gauss curve strongly suggests that a serious intellectual potential is required in order to train leadership skills. You should agree that it is difficult to deceive yourself in this regard at any level of ambition.

The second braking point is that most people are well aware: the role of the leader is the role of a heavyweight that does not have an opportunity for a break or stopping at rest. **Your leadership responsibility is always with you, it becomes a part of your personality, a precondition and circumstance of life.** Difficult precondition and not the very comfortable circumstance.

There is one more sober observation: **the loss of a leadership position is something complex and difficult.** Especially if your removal from the affairs is not due to personal injury or inconsistency with the level of requirements, but merely an absurd and ridiculous will of the one, who can pull the leader function off you.

The third crucial factor that many of thinking people understand about leadership is **the highest responsibility for the fate of the people who believe you. It does not matter whether it is a small team, or an entire country. The nature of the responsibility is one and the same: you have no right or privilege to break and mangle the fates of those you lead.**

The sum of requirements for the qualities of the leader is enormous by volume, and comprehensive by composition. This is benevolence and sincerity, integrity and diplomacy, the ability to encourage and the ability to punish, and these actions should be lead to the same positive result according to the laws of dialectics. A deep interest in the work of one employee must be combined

with the ability to evaluate the performance of everybody, and to evaluate it accurately. It is essential to see the ego, the personality in each subordinate, and not only to exploit this person for the good of the cause, but also to develop it.

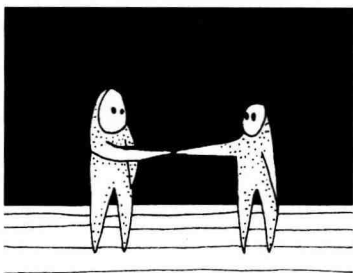
**A natural concern for the own reputation and credibility should not prevail over the business interests, for only success in business is able to create a truly high prestige.**

**One should also be able to listen to the person, whether he/she is a subordinate or his/her head. Here is an eloquent example.** I was the head of the largest engineering company that produced automation equipment for the chemical industry. Production process required machines. At that time in the USSR, they were released only through work-permits. In the ministry, granting of work-permits was under the supervision of the former director of the largest chemical enterprise in Siberia, and later — Deputy Minister Ivan Reznichenko. He was strict and principled man. He had one “weakness” I liked: passion for the development of technological processes in the chlorine industry. I was in Siberia in matters of the company and inquired how things are going with the innovations of the former director. Later, at the meeting with the Deputy Minister, I began the conversation not with my request, but with the problems of commencement of new production in the chlorine industry. Substantive professional conversation ensued, really interesting to me and to Ivan Reznichenko. Only half an hour later he asked what was the purpose of my visit. I reported on the purpose of

the visit, and the request. As a result, I got everything, even what I have never dreamed about!

**This is how in practice the principle of attention to the matter, which is of great interest to a man, works; interest to his interest; respect to his competency.**

Modern businessmen inform me about a different kind of interest, which they face quite often in their offices. This is an avid interest for a case with bundles of banknotes. It is very sad, but this is true.



## **DETAILS ARE IMPORTANT**

There are no trifles in the work of a leader. For example, he/she meets a lot of people. How should he/she greet them? There is no one remedy for this. If you greet a person, who approaches you for the first time and you do not know this person, and it is happening in your office, stand up, walk from behind your desk, be the first to hold your hand for the handshake. Make your handshake energetic, after which invite your vis-a-vis to take a sit and start the conversation.

Or imagine that an old colleague of yours came to visit you, you have solved a lot of joint problems. Greet this person with a smile, show with all your body that you are glad to meet him. The handshake should be different in this case, depending on how close you are. Take him on the elbow and hug on both shoulders and show this way that you favor your friend, colleague, companion.

Begin the conversation with a proposal of a cup of coffee and with a “warm up”, but do not drag on and show your business attitude to your colleague.

When a woman comes to you on a business matter, you must stand up, go from behind your desk to greet her, but wait until she holds up her hand for a shake first. Do not be ashamed of making a simple compliment about how well she looks or what a beautiful brooch she has on her dress.

Madeleine Albright, former US Secretary of State, enjoyed wearing large brooches, and she was flattered by my comment, that her brooch was marvelous and it suited her blouse perfectly.

A completely different situation is when you come to a manager who is of a higher rank than you are. **You must wait until the supreme person who invited you takes the initiative to shake your hand and to start other elements of the meeting.** It might be that he/she is not happy with your performance, and he/she wants to show his/her attitude towards you not just verbally but also by a special distance and formality. The situation when your hand remains to hang in the air is quite uncomfortable.

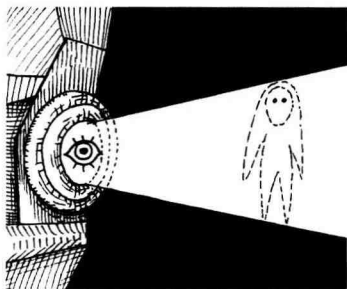
This happened to me once, but I will remember this forever. I was invited to Mr. Yeltsin, the President of Russia at that time, so that I could, as it turned out later, listen to a very harsh criticism for my profound disagreement with the so-called “privatization as per Chubais”. I criticized this neo-bolshevist program on destruction of the country’s real economy a lot and quite bitterly. Chubais and the company strongly disliked that position of mine, because it exposed the criminal nature of this

privatization. These people persuaded Yeltsin to have a tough talk with me.

When I entered his office, I held my hand up in accordance with the tradition and the protocol, but he didn't shake it. Journalists, who were well prepared, were happy to show this episode to the whole country and the world.

This is what the price of a seemingly routine act, like the handshake of the president and the mayor of the capital, can be.

By the way, to be objective, I should mention, that you cannot reproach Yeltsin for uncouth behavior, particularly, he never allowed himself to swear in no circumstance.



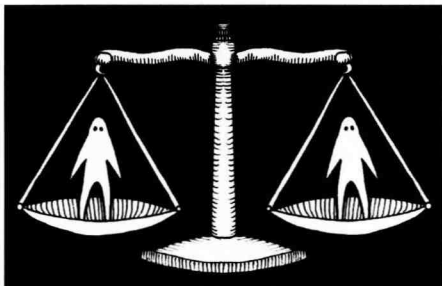
## MASS MEDIA ISSUES

...The modern life is full of information flows. And people are helpless in front of them. If the person is a leader, a news-maker by definition, then he/she should know some principles of work with mass media and particularly with the omnipresent television. These issues relate to the behavioral matters, but also to the strategy of creating one's image in the media space.

**The camera lens, watching us, is a collective eye of the multimillion audience. Do not turn away from this eye: you look at the people and they look at you. Answer the questions in a simple and concise manner, do not overuse interjections, do not stutter. You have to learn to think our loud being watched by others.**

**I would also advise avoiding talk shows, where those win, who shout more and loudly. Participation in these farcical hoots may destroy your image of a highly educated and moral person. And both these elements are extremely important.**

And with this we will turn to our next group of issues.



## SELECTION OF THE TEAM

Does a leader always know the matter and its details better than his/her team? Is he/she an oracle (in politics)? Is he/she the truth at the first and last instance? Is the leader always a genius?

Don't be afraid to answer "no" to all four questions. There are just no people, who impersonate all four "yes". **Leaders make mistakes just as all other people do.**

What is different about it is that the leader's right for a mistake is not as absolute, as in case of his/her team or party. **A leader guides thousands of people. He/she is responsible for them and serves them. The price of a single mistake in this situation is enormous. Let's think, for example, about the price of mistakes of Yanukovich, the President of Ukraine.**

The number of errors is in reverse proportion to the number of necessary qualities the leader has. We have talked about many of these qualities already. Notably,



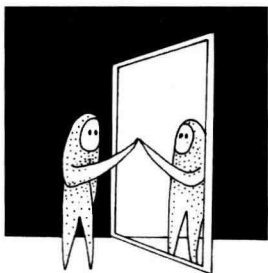
these do not include deep specialized knowledge on each area of activity. Why?

Because this is not necessary. Nor is it feasible.

Peter the Great found it vital to show himself to the country as a seafarer, a carpenter and a military leader.

**He could do a lot, but he only reached the maximum possible in those specific historical circumstances when he selected and raised a host of government leaders, managers, scientists, artists, artisans, work masters, specialists and (first of all) like-minded individuals.**

As a leader, you should not be afraid of hiring the most competent specialists in your team — people of profound knowledge, non-standard way of thinking and acting. Give them freedom! You will be amazed at the results, as these people do not compete against you — they compete against themselves, they are trying to overcome themselves.



## YOUR OWN EGO

**You will never find the key to success by deliberately hiring a team where all members are weaker than the leader.** Let's remember a great book by C. Northcote Parkinson *Parkinson's Law: Or The Pursuit of Progress*, where he sarcastically described English bureaucracy, where each leader selected his staff to be less capable than himself, so as to avoid competition. This way the entire HR system degraded from top to bottom.

**It is much more important for the leader to possess a set of skills required to make decisions at the highest level of competency; he/she has to be an unrivalled strategist, seeing all issues fully. A leader is a systems integrator, consolidator and driver of joint efforts.**

**He/she has to plan success with a technologist's precision and organize his/her time in the most rational way. This is an axiom. I remember a journalist**

coming to interview a successful leader of a large enterprise and asking basic questions on workday planning, meeting schedule, list of important calls. A secretary could answer most of these questions competently enough, but the journalist continued torturing the leader with technicalities of his job. At the end of the interview he asked the most “unexpected” question: how does the leader end his workday?

The leader ironically gave an equally “unexpected” answer: “Simple. I close my mouth and leave”.

Proper workday planning is just the first and the most obvious action needed from a leader. It is much more important to be able to organize proper operation of the entire team. This isn’t something you can achieve with words alone. It is hard to imagine the effect we got at our research and production association after introducing so-called operations calendar of the organization, which included mandatory performance of all government requirements, reporting, strict work schedule, timely preparation and performance of the operating plans. The operations calendar became a bible for all leaders and all experts in our company. We all had a clear roadmap of our actions. Everyone knew what they and their colleagues were to do.

Lee Iacocca emphasizes in his book *Where Have All the Leaders Gone?* that **employees should receive written instructions, not verbal ones**. Sounds simple, an obvious little thing. But indeed, **a written instruction is always more specific than a verbal one, and does not give the employee any chance to say he/she misheard or misunderstood something**.

**A young leader full of energy and the desire to do everything at once and see the results of his/her frenzied activity right here right now, may miss the bigger picture.**

The joy of feeling the specific results of your efforts, inner excitement of a right decision is understandable. This excitement can be compared to the deep emotional feeling of a creative genius who has just completed a new musical composition, a literary masterpiece or an extraordinary painting.

**The nature of inspiration and creativity, the joy of creating a new product are the same in all areas of activity.**

Importantly, though, this feeling of excitement is always short-lived; the most important part is to be aiming for the future.

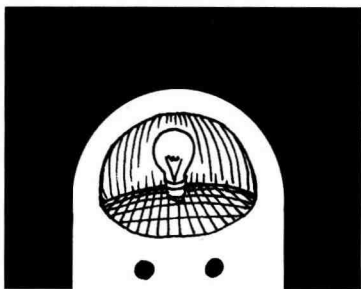
**This aiming for the future is what differentiates a strategic leader from a lucky winner in the short run.**

The thing is, most of the leader's colleagues and employees do not think in the long run: Engaged in the creative process, they leave it up to the leader to take care about tomorrow, about the next steps, about the next goal. This distribution of roles is fair and natural.

Let me explain this with another example from the personal experience. My interest based on a long love for the land includes agricultural sector too. I implement this interest while being in charge of one agricultural organization that was not only set on its feet within a short period of time, but also "set up in the world", which means it gave rich grain crops. At the first glance everything runs by itself: the ground is opened and sowed, then fer-

tilized, replacement details and fuel are bought. Every person is doing his job, and together they make a united and coordinated team. At the same time **the leader, and only the leader, must be thinking about the next year, the next business and nature's cycle, finances, logistics, and everything that does not concern directly the executives. The leader takes care of all the issues that need resolution including people's employment and wages, the plan for the business development for years and years ahead.**

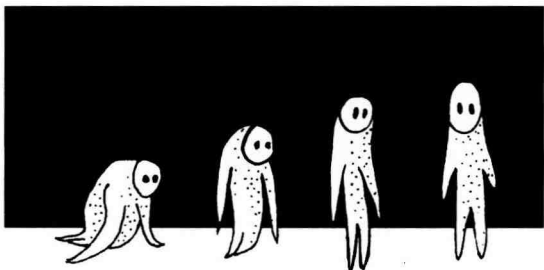
The logic of the issues, distribution of tasks, determination of priorities, using the full range of management tools and process forecasting — all of these are typical for structures of different scale handling socially important tasks. There is good reason why the best leaders come from practical men, and statesmen, who changed their party offices for ministry chairs, always fail. That's what we've seen recently of the case of the Gaidar campaign.



## THINK!

In the recent past, as a joke, I offered to nominate me a Nobel Prize for new way of work for our research and manufacturing association: “the product of a thought and metal is a constant”. (You may replace metal with concrete, plastic, grain crop or milk yield — just any embodiment of labour). The idea of this formula is that **the original, well-thought creative solution to a complicated issue (e.g. — the development of a technologically complex structure) would require much less material inputs than a typical solution.**

Let’s recall the great Russian engineer and constructor Shukhov, who designed many wonderful spatial constructions. His famous, named after him television tower in Moscow was the symbol of progress in television and at the same time the example of the brilliant engineering solution. With all the comparable measurements it weights twenty times less that the Eiffel Tower. Indeed, the product of a thought and metal input is a constant.



## THE ATTITUDE TO THE PAST

Having outlined the basic patterns and conditions for achieving leadership I'd like to warn the future leaders from making a very common mistake in Russia. **It is connected with the first step of the leader and consists in starting the leadership with ardent criticism of the predecessor. Never do anything like this, as this type of criticism doesn't pass the standards of the attitude to the past and the other leader, and moreover would determine quite low value for you among your colleagues and subordinates.**

I remember an ironic joke from Soviet times, when a fired chief gives his successor three envelopes. "Open the first tomorrow" — said the chief leaving his post. The successor did that and read: "When they start to criticize, cast the blame on me. When this doesn't work, open the second envelope."

The time to open the second envelope has come very quickly. There was a note to the following effect: "Repent

to the shortcomings and omissions. Beg for time for correction. When it no longer works, open the third envelope.” The time to open the third envelope didn’t take long. There was a piece of paper as follows: “Prepare three envelopes”.

It is a sad story. Who was it about? About two pseudo-leaders, about so-called irremovable head circle, who are indifferent to what they are entrusted either philharmonic or sauna. Eventually it was about the system that doesn’t reproduce leaders.

Rasul Gamzatov said: “If you fire at the past from a pistol, The future will shoot back from a cannon.”





## **YOUR FACE IS YOUR STANCE**

And one more request: **never trade your principles, do not be afraid to lose, when the situation will be above your ability to overcome it.**

**Remember: honor belongs to no one. The one who saved his honor-saved himself.**

Thereby I recollect the destiny of the great Chinese revolutionary Deng Xiaoping, who was purged and forced to retire from all his positions during the Cultural Revolution and who was severely disgraced, and didn't give up. Then he led China through far-reaching market-economy reforms. His persecutors have been forgotten, his name was written in history of China and the world. The great destiny.

I have written the book on the assumption of necessity for synthesis of experience and youthful energy, civilized conservatism and new breakthrough social technologies. Russia can only reckon on the Russian people, on young generation in particular. I appeal to you.

**There are future heads of the states, business leaders, powerful politicians, ingenious scientists and creators among you. All positions are vacant, Russia is waiting for you.**

Be leaders.

Good luck!

A handwritten signature in black ink, appearing to be 'Ly mmmmm', with a long horizontal line extending to the right.

## **Yuri Luzhkov publications:**

We Are Your Children, Moscow.1996

We Did It in Moscow — we'll Do It in Russia! 1999

*Russian "Parkinson's Law:" Lecture. 1999*

*Way to effective government: plan for transformation of public authority and management systems in the Russian Federation. 2002*

The Renewal of History: Humanity in the 21st Century and the Future of Russia. 2002

Tomorrow of Russia begins today. 2002

Open perspective. International university (in Moscow). 2002

Guide for the Future Mayor: 20 Conversations in a Library. 2003

*The Development of Capitalism in Russia — 100 Years Later: a Polemic with the Government on Social Policy. 2005*

Rural capitalism in Russia: Clash with future: So agrarian question government.2005

The Secret of Gostiny Dvor: About the City, The World and Myself. 2006

On Love... 2007

Russia 2050 in the System of Global Capitalism: On Our Tasks in the Modern World. 2007

The Kurils' syndrome / Y. M. Luzhkov, I. B. Titov. 2008

*Russian characters: stories. 2008*

Water and Peace, 2008

*Transcapitalism and Russia, 2009*

