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# Voice Mail

## Fashion Dos and Don'ts

*The following messages are in response to TUWYT (October 1992), in which we requested some sartorial guidance for trainers.*

I believe it's best to err on the conservative side. Wear a suit that fits well and flatters you so you can forget it. Your mind should be on the group, not on yourself. The audience should be focused on the message, not on your clothes.

If you want to lighten the mood or relate to your audience in a casual way, let your presentation and manner—rather than a change of clothing—reflect that. Have fun, smile, and be yourself. Audiences aren't likely to resent you for being dressed up, but they may resent you for talking down to them. Haven't you seen some political candidates take off their jackets and roll up their sleeves when talking to blue-collar workers? Who do they think they're kidding?

My pet peeve is bad shoes. Wear well-maintained, clean shoes—no salt stains on the heels. If a woman's high heels click, she should replace the heel tips. The repair costs \$3.

Think twice about bracelets—especially on men—and other jewelry.

— **Carroll V. White**  
Computer Discount Warehouse  
Northbrook, Illinois

As a male trainer, I'm concerned about what kind of earring to wear, because I have a pierced ear.

A garnet might be appropriate for addressing a conservative group. Maybe a flashier diamond or hoop for a young crowd. For some groups, a yin/yang symbol might be fitting. And no earring at all is best when meeting with senior executives.

So, valuing diversity takes a new

twist: What kind of earring should a male wear?

By the way, "Voice Mail" is a lot of fun. I hope others will continue to use it; it's a great way to share ideas. It's the ultimate virtual reality.

— **Arnie Bellefontaine**  
General Services Administration  
San Francisco, California

Once when I was speaking to a large group of women on the topic of good listening skills, a participant interrupted by saying, "We can't possibly listen until we've taken a good look at your suit." I modeled briefly and then led the audience into a valuable discussion about the things that help—and hinder—listening. I still wear the scarf they gave me.

When you are in front of a group, you are selling yourself. I like to look enough like the people in my audience to be accepted and different enough to be intriguing. I never want my attire to be more important than what I say. My style of dress is professional/comfortable. No glitz. A removable jacket that can dress up or dress down your outfit is appropriate in any situation.

By the way, I will be going on a two-week cruise on the Nile. What should I wear?

— **Lois Greenwald**  
Mount Sinai Medical Center  
Cleveland, Ohio

**Editor's note:** A scepter and lots of black eyeliner—and have a great trip!

## A Few Good Leaders

During my 17 years in management and organizational development, I've sometimes been overwhelmed by the amount and different kinds of training for

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## Voice Mail

helping people become better leaders.

Billions of dollars are spent each year in the United States on leadership training. If you examine the various types, a pattern emerges. There are seminars on ways to deal with poor performers, ways to manage bosses, ways to deal with angry customers, and so forth. We've become a nation of business leaders who can analyze and modify the outward behavior of others. But we've fooled ourselves into thinking that's the essence of leadership.

In our zeal to examine, direct, and control the behavior of others, we've ignored the most important component of leadership—the ability to examine, direct, and control our own behavior. That's where true leadership begins.

Managers control and outwardly direct the behavior of others; leaders control and inwardly direct their own behavior. We have enough managers; what we need is a few good leaders.

A new paradigm of leadership called "Servant Leadership"—based on the philosophy of the former AT&T training executive, Robert K. Greenleaf—calls for leaders to be of service to others, to give more than take, and to serve others' needs rather than their own.

The concept of servant leadership is refreshing and inspiring. Who can argue against it? In the 20 years since Greenleaf first wrote *The Servant as Leader*, his publications have been shared around the world. So if Greenleaf's model makes so much sense and feels so good, then why is it rarely practiced? Why don't we do it?

We don't do it because becoming a servant leader involves looking into oneself. It means admitting that manipulating the behavior of others isn't what leadership is about. Leadership is about supporting others in their growth and improvement.

Servant leadership means having the courage to put our egos aside. It means caring enough about others to facilitate their success. Few of us can do what it takes. We've been taught that to succeed in business, we have to be controlling, tough, powerful, and detached. Once, those may have been appropriate ways to manage, but they aren't appropriate ways to lead.

The true way to lead is by being human. We can be human only

when we dismantle the armor of "the controlling executive," which many of us have been wearing for so long. Each of us has to remove that armor ourselves; it can't be done by external forces. That is the challenge for people who want to become leaders.

The great leaders of the world have the courage to take a personal, inner journey—to evaluate who they are and to examine their motivations. They emerge with a view of the world and of themselves that values a sense of wholeness and community and recognizes that a soft touch is the strongest kind. For them, leadership becomes a calling. They are inspired to lift up others.

An inward journey is hard and fraught with confrontations with our own fears and doubts, but it's the only road to leadership that can create lasting, necessary changes for bringing our organizations back to the wholeness we long for.

Perhaps it's time to put away all the books on management and to tune out current business seminars. Before we can change our organizations, we have to change ourselves. The key to unlocking the leadership crisis isn't to examine and change the world around us. It's to examine and change the world within us.

— **Victoria R. Saunders**

*United Medical Manufacturing Company  
Indianapolis, Indiana*

**Editor's note:** Readers can contact the Robert K. Greenleaf Center at 1100 West 42d Street, Suite 321, Indianapolis, IN 46208.

## Correction

Due to a typographical error, Charlotte Stuart's address was listed incorrectly on page 21 of the October 1992 issue of *Training & Development*. The correct address is the TRACON Group, 841 North Central, Suite 232, Kent, WA 98032. *T&D* regrets the error.

"Voice Mail" is compiled and edited by **Haidee Allerton**. "Voice Mail" welcomes your views. Send your letters and comments to "Voice Mail," Training & Development, 1640 King Street, Box 1443, Alexandria, VA 22313-2043; fax them to Allerton at 703/683-9203; or call them in on the "Voice Mail" line, 703/683-9590.