

The 11 Principles of Leadership*

1. **Know Yourself and Seek Self Improvement** - *You are never done growing as a leader.*
2. **Be Technically and Tactically Proficient** - *Know your business.*
3. **Seek Responsibility and Take Responsibility for Your Actions** - *Be accountable.*
4. **Make Sound and Timely Decisions** - *Be wise but be decisive.*
5. **Set the Example** - *More is caught than taught.*
6. **Know Your People and Look Out for Their Well Being** – *They don't care how much you know, until they know how much you care.*
7. **Keep Your People Informed** - *No team ever failed because of too much communication.*
8. **Develop A Sense of Responsibility in Your Subordinates** - *You are responsible for developing your people.*
9. **Insure the Task Is Understood, Supervised and Accomplished** - *Set clear expectations and goals, then coach and hold people accountable.*
10. **Train Your People as A Team** - *Culture is the Leader's job.*
11. **Employ Your Team in Accordance with its Strengths and Capabilities** - *Put your people in a position to succeed.*

* - Rewritten by Dave Anderson of Anderson Leadership Solutions

Schofield's Definition of Discipline

“The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instruction and to give commands in such a manner and such a tone of voice to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself.”

Major General John M. Schofield

Address to the Corps of Cadets, U.S. Military Academy

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