The Authority Figure Handbook

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Introduction

“Innovation distinguishes between a leader and a follower”
- Steve Jobs

“Only the guy who isn’t rowing has time to rock the boat”
- Jean Paul Sartre

For the longest time there has been a significant misconception about the relationship between influence and authority.

Hypnotic influencers or practitioners of both influence/persuasion and hypnosis tend to separate influence from authority, because authority often brings about images of regimes and dictators, and no one really wants to be associated with these artifacts of history.

The problem with this approach to influence is that you will be lacking a vital pillar that will enable you to use hypnotic influence or conversational hypnosis more effectively.

The process of covertly influencing another person involves changes in the subconscious level and the conscious level. If you are able to create change in these two levels of the mind, you can be assured that your hypnotic suggestions will meet their mark.

Inversely, if you only work on the conscious mind and not the subconscious mind, it’s possible that at some point, your input or feedback will be rejected completely by your subject.

Rejection or resistance occurs primarily because the subject does not see the speaker as an authority and therefore he cannot possibly be the leader during the dialogue.
What is authority anyway?

The Merriam Webster Dictionary has several interesting definitions for the word authority, listed below:

**Authority is:**

- The *power* to give orders or make decisions.

- The *power or right* to direct or control someone.

- The *confident quality* of someone who is very knowledgeable about something or who is respected and obeyed by other people.

- A quality that makes something *true or real*.

From these definitions we can cull three essential and very important concepts: **power**, **right** and **truth**. Being an authority figure can give you power and the right to control situations and outcomes when interacting with others.

Having the **right** to control or direct someone is given to you by your subjects. Unless you’re part of a royal family, you don’t start with this kind of power – you develop it slowly as you employ conversational hypnosis techniques and influence others to follow your lead.

And finally we have **truth**. People have to believe that you are an authority before they can start accepting and believing what you say. When people see you as an authority figure, your words and ideas are given legitimacy.

When you speak, you speak not only with the confidence of a natural leader but with the power of someone who really knows what he’s talking about. Being an authority figure automatically increases your subject’s regard of your current knowledge and expertise.
We can see how this works when we watch talk shows on TV. When a talk show wants to discuss a mysterious disease or a scary new health threat, they don’t bring in ordinary folks – they bring in recognized experts from the appropriate fields.

**When we see and hear these experts on TV, we are instantly hypnotized by their words and body language.**

*Why does this happen?*

According to science, our tendency to follow authority figures is inextricably entwined with our herd instinct. Herd instinct or herd mentality can be found throughout the Animal Kingdom, not just in mammals like buffaloes or zebras.

Humans are mammals too and even though we are capable of creative thought and complex mental processes, that doesn’t mean that we don’t operate using our naturally evolved instincts. On the contrary, all of our behaviors are one way or another influenced by our primal instincts.

**We live, breathe, think and act according to our primal instincts.**

We are hardwired to survive, accumulate resources and seek out compatible social groups. We are also instinctually designed to engage in mating behavior and biological reproduction.

The main point is, we engage in all of these behaviors partly because of our instincts and these instincts are already there when you’re born.

*How do we know who to follow? Why do we follow authority in the first place?*

Scientific observations of herd behavior show that animals within a herd follow authority figures for the simple reason that the animals don’t know where to go. Ironically, animals who exhibit herd mentality (such as humans) have the explicit desire to move with purpose. But
then again, not every member of the herd would know where to go in different situations.

According to scientists, natural leaders within the herd would have special knowledge that would benefit the herd (such as the general direction that would lead to drinking water) and this would then cause them to behave in a particular manner.

Members of the herd will recognize the difference in these leaders and many would follow them.

In humans, making the choice to follow an authority figure appears to be purely instinctual and once distinct traits or characteristics are seen, the right to lead over the ‘human herd’ is bestowed immediately to the perceived authority figure.

Does this logic still apply when you follow an authority figure even if you don’t and if others are doing the same?

The answer to this question is yes, it’s still herd mentality. The component that makes this part of herd mentality is recognition of the natural leader and bestowing upon the authority figure the power or right to lead you.

That’s why leadership and authority are so important to world politics because whole nations can “get behind a fellow” if he/she is recognized as someone who is worthy to be a leader.

Think of Winston Churchill, John F. Kennedy and even Pope Francis. See, it doesn’t really matter what a person’s political or religious orientation is – if he/she shows the traits of an authority figure, people are going to think he/she is a leader and they’re going to follow him/her.

Let us be clear: the decision to follow someone as a leader is primarily instinctual and the thoughts that legitimize this decision emerge from the subconscious mind.
What about the conscious mind?

The conscious mind, in turn, legitimizes the subconscious mind’s decisions.

That’s why it’s actually perfectly logical to call someone’s brand of rationality “irrational”. Why? Because before it was rational, it was quite the opposite.

It was first formed and crystallized by the subconscious mind, which is the part of the human mind that is not overly concerned with logical thinking!

Where does this lead the hypnotic influencer?

If you’re passionate about influence and using hypnotic language patterns, you definitely have to focus on projecting and acting as an authority figure.

Before your subject can see you as a leader, you have to be recognized as an authority figure first. This takes time and effort but in the end, you will be amazed at how quickly you will be able to break down resistance before it becomes a problem.

This book revolves around the concepts of authority, leadership and power. These concepts make hypnosis an even more formidable tool of influence.
Chapter 1: The Philosophy of Authority
I have always been a firm believer that if a person understands the inner workings of a machine, he/she would be able to use it more effectively and if something doesn’t work, he/she would also know the why’s and how’s of the situation he/she in.

**The same belief applies to authority and power.**

Do you want to become an authority figure in the eyes of the people you want to persuade? If your answer is yes, then it’s time to understand the foundations of authority and the roles that it plays in modern society.

*How has authority evolved thus far?*

Technically speaking, the concept of authority has always been associated with the public sphere: it’s easy to imagine mayors, governors and even the president when you hear the word authority. The navy, military and police are also manifestations of a higher authority, that of the state itself.

Inarguably, authority cannot be separated from politics. It is a political concept that has always been part of people’s private lives - only we don’t pay much attention to it.

Authority enables both the private and public sphere to gain some form of structure, no matter how shaky these structures may be as human civilization continues to change and evolve.

*What gives rise to human authority?*

If we observe other species with herd mentality such as bees, ants and buffaloes, we would see that there are no complex concepts governing the idea of authority. Animals don’t think of authority in the same inquiring manner that we do.
When a herd of animals see some members bravely moving in a certain direction, the movement is recognized and understood as natural leadership. For example, a herd of 200 buffaloes would function well with 5 or 10 natural leaders who remember where they can graze and drink safely, away from the predators. There is definitely an instinctual assumption that those who have innovated by moving in a certain direction know what they’re doing.

We can say that this is instinctual leadership where the members of the social group (the animals) behave purely through their primal motivations.

It’s a bit more complex when we apply the concept of authority to people, especially large groups of people. Having authority over a group of people actually requires power – which is the ability to exert control over others.

But where does power come from?

Here’s the really interesting part: power (which allows people to have authority) actually comes from persuasion.

Essentially, persuasion/influence is a requirement of authority. You can’t become an authority figure if you’re not persuasive. Persuasion allows authority figures to influence others without the use of force. People willingly believe and follow authority figures, as long as the authority figures maintain their image as natural leaders.

How do people determine which leaders to follow?

People may be guided by their instincts but that doesn’t mean that we follow authority figures blindly. People choose to follow authority figures based on their legitimacy as leaders.

Legitimacy is another important concept that you should be aware of as a hypnotic influencer. When a person is considered a legitimate
leader by the people that he wishes to influence, people deem his words and actions as positive and beneficial.

In the public sphere, lawfulness is the primary criterion for determining the legitimacy of an authority figure. A legitimate authority acts in accordance to the law.

In the private sphere, a leader is considered a legitimate one if he uses his authority to influence others in such a way that those who follow him benefit from his words and actions.

How does popular approval affect the status of an authority?

Well-known names in leadership and personal development like Stephen Covey and Tony Robbins all have one thing in common: popular approval. People read their books and listen to their shows on TV and on the Internet and folks believe in them because others do.

Popular approval is distinct from legitimacy because logically speaking, you don’t have to be popular at all to be a legitimate authority figure.

However, social scientists also argue that popular approval is the link that establishes a concrete connection between the authority figure and his/her subjects.

An authority figure that does not have his/her subjects’ popular approval may be doing or saying something that does not benefit people who used to follow him/her.

Popular approval is a clear sign for other potential subjects that an authority figure is both legitimate and that his/her actions are beneficial to those who follow him/her.

While it is obvious that popular approval may not always be reliable when it comes to determining the authority figure’s brand of ethics
and morality, it is a good indicator that he/she is doing something positive.

The basic argument here is that people will not approve of someone who may end up harming others through his words and deeds.

*Why do people submit to authority figures that they are not familiar with, such as the President or the police?*

While European anarchism may argue that the idea of authority is irrational and that a counter-model, association or cooperation is the more logical option for modern civilization, many philosophers such as David Hume also argue that following authority figures is not just a “shortcut” to becoming a good citizen but it is also a way for ordinary individuals to contribute to the betterment of society by protecting what is deemed as the “common good.”

There is also the argument that when people agree to follow legitimate authority figures, they also maintain harmonious relations within society by propagating values, mores and ethos that are beneficial to everyone.

In short, if a person knows how to follow authority, he/she must know how to lead a harmonious life with others who also subscribe to the same way of thinking.

*Does the mere presence of authority undermine individual freedom or autonomy?*

The short answer to this question is no, authority alone does not undermine individual freedom. The concept of liberty, when taken out of context, can easily lead people to think that any form of authority is bad for individual freedom.

If we look at liberty closely, it actually revolves around the freedom of the individual as expressed by his/her affiliation to a particular community.
Authority would be meaningless without community because there would be no standards of rightness or wrongness to consult with. Such standards of behavior can only logically come about when a person is part of a community.

The presence of authority within a community and the act of subscribing and following authority figures is a sign of stability, because individual members of a community will strive to give their popular approval to authority figures that will promote and maintain positive standards.

It should also be noted that in the end, people have the choice to act according to their own decisions regardless of the presence of an authority figure.
Chapter 2: Modes of Authority
Authority figures come in all shapes and sizes and frankly speaking, physical appearance has little to do with the actual power of a natural leader. Positioning oneself as an authority figure requires more than just body language and using the right hypnotic patterns.

While it is true that plenty can be achieved through communication alone, meaningful leadership requires the right mindset and most importantly, the right set of actions in different situations.

This chapter deals with four modes of authority or leadership.

There are two approaches to applying the information contained in this chapter and in the next one. If you know for a fact that you already have some leadership qualities, the next logical step would be to determine what type of leader you are based on your strengths as an authority figure.

The second approach is for individuals who are just beginning to understand the vital link between influence and authority. Study the different modes of authority and learn the different themes and skills involved. You have 100% control as to what type of authority figure you want to be!

The Four Modes of Leadership

An authority figure is always a leader. You cannot position yourself as an authority figure while avoiding the responsibilities of leadership. Authority is based on the premise that people will bestow to you the right to lead because of your strengths and knowledge.

Now it’s time to find out what type of leader you are:
I. The Problem Solver

The Problem Solver is a powerhouse of discipline and accomplishment. This leader lives and breathes to tackle all forms of challenges head on, no matter how daunting the circumstances are. If there is a problem that requires a solution, it’s the Problem Solver that comes to the fore before anyone else.

The second strength of the Problem Solver is his/her ability to identify great ideas and work with them so that they become a concrete reality in the quickest amount of time.

The Problem Solver is not only a good listener but he/she is also a powerful, analytical person because he/she is able to firmly ground ideas into the present reality affecting everyone in the group.

II. The Influencer

The Influencer is a master of persuasion. This type of leader pulls out all of the stops when it comes to promoting all kinds of ideas and plans to other people.

You can also expect the Influencer to be the most vocal and straightforward of all leaders. In situations where no one wants to become a leader, the Influencer comes forward to take control of the situation and end the chaos.

Do Influencer-type authority figures use a large volume of rhetoric to get things done?

This is certainly a possibility but it is not a prerequisite. Influencer-type authority figures may choose to say only a few things at a time but they would still have a tremendous impact on the people who choose to follow them.
The main advantage of Influencer-type authority figures is they don’t have to exert a lot of effort to convince others to follow them. The brand of self-assurance and confidence that the Influencer has is unmatched and this allows the Influencer to instantly gain the popular approval of those around him/her.

III. The Brood Master

If the Problem Solver can be expected to get things done and the Influencer has no issues getting people to follow, the Brood Master is capable of binding together the most volatile of people.

The Brood Master doesn’t just harmonize people within the group – he/she is also capable of amplifying the power and capability of the group itself through his/her words and actions.

This authority figure is able to do this by preventing negativity from seeping into the dynamics of the group that he/she is leading.

The Brood Master also takes a more personal approach when it comes to identifying the key strengths of the people around him.

Instead of demanding that each member of the group perform a fixed set of tasks, the Brood Master-type leader recognizes the importance of individual strengths. In short, this leader maximizes group strength by utilizing individual talents and strengths.

IV. The Tactician

The Tactician is the most forward-thinking of all the leader types. This authority figure is primarily concerned with applying his/her knowledge and all sensible inputs from the group to create an ever beneficial and positive outcome. The Tactician is able to do this by taking into consideration the past, present and future.
The Tactician-type leader wants the best possible result in the future so he/she molds the present by learning from past successes and failures.

Another strength of this leader is his/her passionate drive to seek better routes and avenues for growth and improvement while keeping everyone grounded in the present issues affecting the group.

The third major strength of the Tactician is his/her focus on cause-and-effect relationships.

It doesn’t matter if something failed or broke down, what is more important to the Tactician is discovering why it happened in the first place. There is no such thing as “bad luck” to the Tactician – only bad design and bad planning, which automatically makes this leader type a powerful realist.
Chapter 3: Power Skillsets
Now that you are familiar with the four modes of leadership, it’s now time to learn the distinct skillsets of each type. Take note that it is very unusual for a person to fall into just one specific category.

**What usually happens is that a single authority figure would have a combination of skills from two or more categories, not just one.**

As a budding authority figure, you have everything to gain from discovering and applying the special skillsets of the Problem Solver, Influencer, Brood Master and Tactician.

**Problem Solver Skillset**

A Problem Solver-type authority figure is notable for the following skills:

1. **Identifying Core Challenges**

   When faced with a challenging situation, ask yourself:

   *What is the core cause of this obstacle? What’s holding me back?*

   The Problem Solver rarely lets challenges get in the way. Instead, this leader sits down and identifies the individual factors that create the challenge in the first place.

   This leader accomplishes this by performing two distinct steps:

   - By analyzing the challenge and dissecting it to reveal the primary parts and how it affects himself/herself and the group.
- By gathering feedback from others and integrating the feedback to create a clearer picture of the actual problem.

- By enumerating the circumstances that are sustaining the core problems. These circumstances are then divided into workable and non-workable ones.

What's the difference between these two categories of circumstances?

As the name implies, workable circumstances are those that can still be fixed by some form of action or intervention.

For example, if the leader of Group A wants to promote recycling within a community, they may be able to identify common obstacles such as not having enough time to recycle or lack of interest in the cause.

A Problem Solver would identify major stumbling blocks that are still workable and he/she would devise solutions to work through or around them.

This type of leader would harness the ideas of the group and mold them to come up with a specific set of solutions that would eventually weaken the main challenge.

What about non-workable circumstances?

Non-workable circumstances would still be part of the equation but they would not be given a lot of energy and attention because the Problem Solver knows that it is beyond his/her agency to solve them at the present moment.

What’s more important to him/her is to move forward despite these difficulties because nothing is more important to the Problem Solver than getting things done by overcoming obstacles.
2. Setting Incredible Goals

An incredible goal is an objective that may seem/sound too grand or difficult for anyone to accomplish at the present time. That’s right – the Problem Solver actually loves setting incredible goals!

Setting incredible goals may not sound like an actual skill to some but here’s the catch: a Problem Solver would only take it upon himself/herself to set this type of goal if he/she has an actual time frame and realistic expectations.

However, it should be noted that what may be realistic to a Problem Solver may not be realistic to another leader.

3. Always Taking Solid Responsibility

After setting an incredible goal, a Problem Solver-type authority figure will take immediate, solid responsibility for it. A Problem Solver will not be eager to “spread the work around” – the incredible goal is his/hers alone and the main machinations should come from the leader and not anyone else.

We could say that the incredible goal is the Problem Solver’s “baby” or beloved project.

Do you see the difference now? An ordinary individual would feel stressed and aggravated that so many obstacles are in the way of accomplishing a particular goal. To a Problem Solver, the challenges are just part of the “package” and the reward lies at the end of the rocky path.

More than anything, this power skill requires a very particular mindset: one that sees challenges as opportunities for growth and advancement.

This kind of mindset is obviously very challenging to develop especially in our day and age where instant gratification has long been the order of the day. But as an influencer and specifically, a
The concept of leadership isn’t just a static concept. Leadership is not just about “looking the part” or “sounding convincing” – it’s about being able to rise above the expectations of others. It’s about being an expert when no one else wants to have that responsibility given to them.

4. Staying in Overdrive

The Problem Solver is a literal powerhouse of sustained effort. Days, months and years don’t matter to this type of authority figure as long as he/she is able to work toward his/her incredible goal.

When this type of leader has his/her mind set on accomplishing something, he/she is able to stay motivated and determined no matter what.

*Does this mean that Problem Solvers are immune to negativity, stress, etc.?*

In an ideal world, it would be possible for a very determined authority figure to not feel fatigue and raw emotions. Problem Solvers are just as vulnerable to negativity. Some of them might even feel like quitting at some point in time.

But again, what separates these leaders from ordinary folks is that they are seemingly immune to the idea of completely giving up on problems. To them, if a problem exists then an equivalent solution also exists. The solution may not be immediately apparent or easily achievable but it exists, nonetheless.
5. Creating & Sticking to a System

Problem Solvers are not magicians. They don’t have a mystical ability to render all of life’s problems solved with a wave of a wand or the flick of a wrist.

What makes them seemingly magical is the way they approach their goals and life in general. Problem Solvers rarely stop to dwell on the negatives of life because they lead very structured lives.

People who love spontaneity often think of any kind of structure as restrictive and boring. Problem Solver-type authority figures think of structure in work and life in general as a liberating device.

Why do Problem Solvers need plenty of structure?

If we go back to the basics of the Problem Solver authority type, we would see that at the very center of it all is the desire to create good by solving problems.

A leader would be able to take control of a problem by taking it apart so that each contributing factor is revealed.

Having some form of structure gives the Problem Solver more control of the situation. By laying out what can be done in the present and in the near future, the Problem Solver is also able to avoid repeating past mistakes because everything is analyzed and designed beforehand.

Granted, not everyone would be able to adapt this type of mindset when it comes to tackling problems, but the idea that structure can help you sustain a difficult effort is something that all practitioners of influence should look at.
Influencer Skillset

An Influencer-type authority figure is known for these distinct capabilities:

1. Independent Thinking Under Pressure

When a person is under pressure, the tendency is to “go with the flow” to avoid incurring the ire of others. The Influencer performs the direct opposite.

When the mantle of leadership and authority has been given to an Influencer-type authority figure, this type of leader will immediately think of how to maximize his/her power without having to walk in another person’s footsteps.

Other leaders would be nervous to suddenly innovate and deviate from a set course. Influencers on the other hand, see only potential good when the right changes are made. Influencers are highly ambitious in this regard because they are always thinking of ways to make something good even better.

Politicians often use the main theme of the Influencer to convince voters that they are indeed the better choice.

There is always a comparison with the incumbent politicians because in order to utilize the theme of independent thought you have to visualize the path that will supersede what’s already been done.

Are Influencers ever afraid that they might lose popular approval?

The best and most truthful answer to this question is no, they are never afraid of losing popular approval. This might sound like a step back in terms of gaining legitimacy as an authority figure, but Influencer-type leaders have good reason to think this way.
You see, an Influencer-type authority figure would never be happy nor satisfied with the idea that he/she has to copy exactly what others have done before as leaders.

The Influencer will make it clear from day one that while people are in good hands because he/she is the leader, there is no guarantee that the Influencer will abide by established methods and values.

2. Maximizing the Good

Influencers know a good thing when they see it and they will exert every effort they can to keep and maximize whatever positive aspects they find in every situation. Don’t expect an Influencer-type authority figure to become easily contented with the present state of affairs.

**Influencers will rock the boat… In a good way!**

By raising common standards, Influencers are able to amplify the positive aspects of any situation through the help of those who choose to follow and listen to this type of leader. Admittedly, the decision to raise the bar on certain things doesn’t always garner popular approval but it is incredibly effective in making the Influencer an ideal catalyst of change.

The Influencer is well aware of the fact that radical changes often brings about vocal opposition. This leader is not afraid of opposition: he/she deals with it swiftly, with a firm resolve and he/she is willing to carry his radical new ideas to their conclusion no matter what.

**Do not expect this type of leader to bend and change his/her mind when other experts are telling him/her that his/her idea might not work.**
Is the Influencer also an impulsive leader?

It may appear that the Influencer is impulsive because of his/her penchant for innovating and change but in reality, this leader is very analytical and will only “rock the boat” if he/she thinks that there is more to be gained by leaving the well-beaten path.

3. Focusing on the Little Things

While other types of leaders are concerned with the big picture and how to best take it apart, the Influencer is equally concerned with the smallest of details.

For example, a hotel manager who wants to improve the overall experience of his/her guests may decide to analyze how hotel staff actually interact with individual guests.

By gathering seemingly inane feedback from individual guests, the hotel manager is able to gauge how the current norms are affecting the business as a whole.

Influencer-type authority figures are also known for increasing the significance of their decisions by highlighting how it will affect each member of the group, not just the group as a whole.

Influencers actually gain energy and momentum when they see how even their smallest actions can bring great, positive changes to the current situation.
Brood Master Skillset

The Brood Master is notable for the following unique abilities:

1. Focus on Long-Term Benefits

Many leaders seek to create solutions that would make everyone happy at the present time. The Brood Master is not one of these leaders. The Brood Master is the kind of authority figure that would look at the status quo and see far beyond its current contours.

The Brood Master believes that if any real progress is to be made, he/she would have to see what can be done to make things even better in the long-term.

You can’t plan for long-term progress if you don’t like change – that’s why the Brood Master is also a master of change. The Brood Master never shies away from change… He/she actually initiates change when the time is right!

This leader will only be happy when he/she is assured that the set course will be able to withstand potential issues down the road.

The Brood Master is an expert in predicting outcomes and identifying the potential steps that may be used to prevent negative outcomes from ever ruining the stability that he/she is trying to establish.

Stability is the main theme of this type of authority figure. But in order to remain stable in the long term, this leader also believes that you have to break down old structures to create newer, stronger structures to hold everything up.
2. Relating and Staying Connected with Individuals

While many leaders make the mistake of thinking of authority as a dichotomy between the leader and his/her followers, the Brood Master is intimately concerned with establishing a solid and meaningful relationship with each follower.

If the Brood Master is a leader of 20,000 employees, he/she will still take the time and effort to reach out to each of these 20,000 employees so that they will know exactly what he/she is thinking at the moment.

This power skill is obviously very appropriate for corporate-type authority figures who wish to revitalize the human component of the organization.

Brood Masters are aware that before any real progress and cooperation is attained within any kind of group, you have to find a way to tap into the passion, talent, skills and ideas of each member.

This relational skill gives this leader an added edge when it comes to organizing people. The Brood Master is not afraid of other leaders and experts – in fact, he/she sees them as the keys to solving existing or future problems.

Instead of maintaining the status quo by leaving people to their own devices and old assignations within the group, the Brood Master seeks new talent whenever possible and takes risks to ensure that the right people are performing the right tasks 100% of the time.

While this leader’s approach to finding and adding new talent to the existing group might be met with strong opposition from time to time, he/she doesn’t care as long as he/she is assured that the “human component” is being rejuvenated and replenished from time to time.
In a way, no one is indispensable to the Brood Master when it comes to performance and talent. If someone else shows sufficient talent and capability, he’s in. If you’re not performing well, you might be replaced by the Brood Master for the sake of the entire group.

3. Hyper-Communication

The Brood Master is not a man/woman of few words.

This leader is the direct opposite of the conventional leader who uses his/her influence so that others will take inspiration from his/her past actions even if he/she doesn’t communicate with them directly. This leader doesn’t use “aural leadership” to get things done.

Instead, the Brood Master uses hyper-communication to ensure that everyone knows exactly what he/she is planning to do.

Again, it doesn’t matter if this type of leader is faced with 10, 100 or 100,000 followers or members. He/she will find a way to communicate with each individual to let them know that every member is important and that no one is ever left out.

This type of leadership might be stressful to those who aren’t used to communicating with others on a regular basis.

But think about it: if every member of the group is fully aware of what’s going to happen next then you can expect the entire group to perform more efficiently because there will be no shock or surprise when new changes begin to roll in.

When a Brood Master makes a conscious effort to hyper-communicate with everyone, he/she does so with much fervor and creativity.

This leader will go to all lengths to ensure that his/her message is understood rather than just seen or heard. As persuasive communicator yourself, you’re probably already aware that being understood is very different from simply being heard.
We hear noises outside all the time and yet, we barely know what these noises are and what they are about. A leader whose message falls on deaf ears is barely a leader – he/she is simply part of the “noise” that people ignore on a daily basis.

4. Cultivating Trust Through Openness

Conventional wisdom often teaches us that followers should never be able to predict what their leader is about to do next. The Brood Master completely discards this conventional wisdom in favor of a more human-centered belief: *that people will trust you more if you trust them sufficiently, too.*

This type of leader is able to cultivate the culture of trust and solid responsibility by being open to everyone and by showing others that shortcomings and errors are all part of life. When a leader is able to speak about his/her mistakes in the past and how he/she was able to correct them, he/she is showing others the right path – the path that will make everyone more accountable for their own mistakes.

The Tactician Skillset

The Tactician, the forth authority model, also has a set of powerful leadership skills that make this leader distinct from the rest:

1. Unorthodox Contemplation

When it comes to coming up with new ideas, the Tactician can be one of the most unbeatable forces around because this leader will leave the well-travelled road in search for the best ideas in the most unlikely places.

Like other leader types, the Tactician is never comfortable with what’s in front of him/her. This leader is preoccupied with seeing beyond the present, which often hides problems and limitations. Often what people see in the present is simply an illusion of stability: their comfort zone.
Tacticians are not comfortable with the idea of a “comfort zone!”

A comfort zone is like a death sentence to a Tactician because he/she will not be able to think of other ways to make something work. He/she requires the freedom to do what he/she wants in search for new ideas. A Tactician can be a doctor, lawyer or teacher – it doesn’t matter what profession you’re in, if you are Tactician you have probably searched for solutions in the oddest of places.

Tacticians also love the idea of reaching out to “non-experts” in their search for vital insights on how to make things work.

These leaders do it because they know that the world is much bigger and richer than any book in existence. They thrive when they learn through real-world experiences and live interactions with people who are on the frontlines.

When this leader contemplates a new plan of action, he/she values time with himself/herself. This leader will do everything he/she can to see the angle that others have missed.

He/she is there for the sudden flash of inspiration that will knock everyone down with its brilliance.

He/she is not afraid to be branded ‘crazy’ because of how he/she thinks. Instead, he/she embraces the oddness or weirdness of his/her methods as long as he/she is able to think and process challenges the way he/she wants.

The Tactician is not just contemplative, he/she is also curious to no end.

The old adage says that curiosity killed the cat. The Tactician is one cat who missed this kindergarten lesson.
To the Tactician, curiosity is the key that unlocks fresh ideas for contemplation. So expect a Tactician to be very keen in investigating the tiniest details of things – he/she is simply doing what he/she does best, which is being eternally curious.

2. Passion for Dialectics

Leaders tend to shy away from conflict and many use their power to silence those who oppose them.

This is another ‘crazy’ skill of the Tactician. Instead of being afraid of resistance and opposition, this leader welcomes it to no end. This leader type embraces polemics and debate and he/she actually wants people to oppose his/her ideas.

The Tactician has not lost his/her marbles. He/she is simply doing what he/she thinks is right: By allowing opposition, the Tactician is able to determine for himself/herself what could be improved with his/her own ideations.

To the Tactician, opposition and polemics don’t reduce his/her value as a leader. Opposition is actually the diamond drill that perfects the precious stone. Without opposition, the Tactician will not be able to see other angles that he/she might have missed in his/her unorthodox contemplation.

3. Sticking to One’s Strengths

If other leaders are interested in maximizing the strengths of the group by magnifying individual strengths, the Tactician is more inward-looking. This type of leader functions better when he/she is able to magnify the power of his/her followers or group by understanding his/her own strengths.

The Tactician doesn’t pretend what he/she is really not in the first place.
Instead of putting on a false façade of expertise, this leader is always aware of his/her limitations. He/she is able to iron out these limitations by “butting heads” with others who may not have the same ideas.

Instead of eliminating opposition to get his/her way, the Tactician always strives to improve himself/herself by improving his/her ideas through other people’s feedback. This vital leadership skill is often in short supply because only a small percentage of leaders want to face any kind of opposition while they are in power.

4. Thirst for Learning

There’s an old maxim in business management that says, “You’ve failed if you say ‘I don’t go to seminars – I give them’”. The reason for this maxim is quite simple – if you think you have nothing more to learn, that automatically makes you an inferior leader because other leaders continue to be thirsty for new knowledge.

This is one of the Tactician’s most important skills. Contemplation and curiosity are only useful if a leader is willing to learn more every single day.

This is what the Tactician is all about. He/she will admit that he/she knows very little and because there is a “lack of knowledge,” he/she will continue to seek newer avenues for learning, even if it takes the Tactician off the beaten track.
Chapter 4: Authority Toolbox
After mastering the essential skills of the four authority types, it’s now time to open the toolbox of strategies that will enable you to become an adaptable expert and leader in different situations.

As we have previously discussed, leaders often show skills and traits from different modes of authority. There’s nothing wrong with “mixing and matching” skills from different categories as long as you know your genuine strengths and weaknesses.

This part of the book will deepen your understanding of other leadership concepts and techniques so that you will have a more comprehensive toolset to reference and use in challenging leadership situations.

**People Management**

The right to lead or govern a group of people can be given to anyone, either by luck or circumstance… But that doesn’t mean that everyone can actually handle a group of people well.

If you’re having challenges getting people to work together harmoniously and productively, try these strategies to boost your people management powers:

1. **Allow Conflict to Exist** – Many leaders seem to think that the presence of conflict in a group is a sign of weakness or failure. It’s actually a sign that people are simply being people and that sometimes, ideas and interests will clash.

   Drowning out conflict by saying that you’re “the boss” will not solve it. The conflict will remain, unexpressed, and this may cause even bigger problems in the future.

   If there is conflict in your group, allow the dissenters to voice out their opinions and oppositions. If someone from the group has another idea that counters the first voice of dissent, allow that person to speak his/her mind, too.
When everyone has been able to voice their worries, anxieties and alternative ideas, remind everyone of the main goal and ask them to work through the conflict with the main goal in mind. This usually helps fix irate group members who become too preoccupied with ideas that do not directly contribute to target outcome.

Allowing people to be heard will certainly improve the mood of those you lead and will show people that you care for their ideas as much as they do.

This is important when establishing yourself as a leader for the first time. People are naturally afraid of new leaders who won’t listen. Don’t be that leader. A manager or leader is just that – someone who guides everyone else.

Now, when you allow members of a group to debate about a certain idea or move, encourage them to present their data and evidence.

By keeping the discussion logical and factual you will be able to determine which members are trying to contribute and which ones are simply voicing out their resistance to change.

It’s normal for people to be afraid of change, but as a leader, it’s your task to reassure everyone that if there will be changes, these changes will benefit everyone in the group, not just you.

2. Always Set Priorities - If one hundred people would not be able to create a beautiful painting with one brush stroke per person, no leader would be able to move forward if each succeeding step is determined by every member of the group.

Gathering feedback from the members of your group is important but you have to set priorities, too. You have to weigh which steps are necessary now and which ones can be discarded or performed at a later time.
When your group starts to slow down and expected outcomes are no longer being attained, it’s possible that you have not set the right priorities and therefore, the outcomes are not as ideal as you’d hope they would be.

When you set priorities with your members or followers, always keep in mind that what the whole group is working toward is much bigger than all of you combined.

By bringing this vision of the outcome to the forefront, you will be able to defuse egos that might have missed the point of working with a group in the first place.

**When excessive egoism is set aside, that would be the time when a mere bunch of individuals will finally be able to act as a group – with a common end in mind!**

**3. Don’t Forget Everyone’s Personal Lives**

As leaders, we are often asked to ignore certain things in favor of “more important” elements such as goals, milestones and how to solve the current problems being faced by the group.

While there is nothing wrong with focusing on the actual work involved in leading other people, you should never forget to take the personal circumstances of individual members into consideration.

Why? Because no matter how much we try to separate our personal lives from the life we lead outside of our homes, our personal lives will eventually “seep out”, especially if individual members of your group are suffering from different hardships.

If you can do something to help or improve the personal condition of your most challenging members or followers, do it. This will enable you to further solidify your position as an authority and at the same time improve the performance of your members by contributing to the effort of balancing their lives.
Yes, this does sound like a lot of work and admittedly, not everyone is ready to take upon themselves to ask followers or members questions like, “How are things at home?”

However, I’d still like you to think of the long-term when you look at members of your group, especially if you have been designated as an authority at work.

4. Appreciate and Utilize Talent

First-time leaders often think that they are leaders because they are the most talented, intelligent and productive in the group.

This may be so, but that doesn’t mean that you will be able to carry the group all by yourself. In order to become a truly effective authority figure, you must be able to spot real talent within the group.

To accomplish this, you need to be open to the idea that some individuals within your group are better suited for specific tasks.

Once you get over the “Big Boss Syndrome” or the misconception that you hold all the keys to the group’s success that would be the time when you will be more open to accepting help directly from your group members.

As a leader, it’s also your job to cultivate and support talent when you find it. You can do this by providing the appropriate resources to your group members so that they would be able to carry out their tasks to the best of their abilities.

Additionally, leaders would only be able to cultivate talent within their group if they are willing to invest personal time and energy in communicating and working with key team members.

A true leader is flexible and adaptable when it comes to these things – if more time is needed to improve the performance of an important team member, then the leader would not hesitate to give his/her member more time.
Responsiveness to Needs

For many years now, social scientists have agreed that in order to become an unquestionable authority, you have to go back to the basic premise of leadership: being responsive to the needs of members or followers.

Too often we forget that leadership is not about us – it’s about establishing a meaningful relationship with other people and showing everyone the path that would bring the most benefit to all parties concerned.

Leadership is never about glorifying or exalting a single person: it’s about bringing desired results into fruition by magnifying one’s power and knowledge through the combined effort of the individual members of the group.

A leader of 15 people would be just as effective as a veteran authority of 100,000 people if he/she followed the essential strategies of ethical and productive leadership. In the end, the best authority figures are those who have always put their followers and members first before anything else.

Here are some ways that you can transform yourself into the responsive leader that everyone can look up to:

1. Embody Integrity and Truth

Nobody wants a leader that doesn’t put truth first in his/her list of priorities. A leader that is not truthful to his followers will not cultivate trust within the group or organization.

CEOs, managers and presidents around the world know that people expect leaders to hold on to integrity no matter how difficult this act may be.
The moment a leader relinquishes his/her hold of personal integrity, would be the time when popular approval will vanish and the leader will no longer be able to exercise his/her power over the group.

Being a truthful individual also improves people’s overall regard of you as a person. When followers see their leader as a humane person with integrity, opposition is also lessened and people begin to think of ways to directly/indirectly contribute to the group.

On the flipside, when members of a group think of their leader as a swindler or crook, they will find no motivation to help move the group along unless a new leader with more integrity is put into place.

**Cultivating trust isn’t just for your image as an authority figure.**

If you want members of your group to work harder and more effectively, you have to have a meaningful relationship with them. Current studies show that members or followers tend to work better when they feel that the leader is aware of their presence and talents.

In short, you have to maximize people’s trust of your leadership skills by reaching out to each member of the group to find out what each one is good at.

Think of the Tactician and Brood Master – these two leader types are always curious as to what individual members of the group can contribute so that other members will benefit collectively.

*Do members also have to trust each other to make things happen?*

The answer to this question is a resounding yes. Investigations in corporate productivity have shown that when members of a group know and trust one another they get the job done in a fraction of the average time needed for a particular project or task.

**This is in comparison with groups of the same size and expertise but are composed of members that are not familiar with each other at all.**
It appears that people are more likely to put their best foot forward if they know they are working with people they truly trust – this goes for the leader and the actual members of the group.

What about personal flaws?

Leaders tend to have nightmares about their flaws. However, if you look at the situation carefully you would see that the more you own your mistakes and weaknesses the less likely it will be for your followers to resist, oppose or reject you.

Why? Because by owning your responsibilities and liabilities, you are also showing everyone that you can be trusted as a leader. So the next time that you feel like you want to hide your weakness, use it as an opportunity instead to seek help from your group.

2. Exude Warmth and Care

This may sound like an odd recommendation for authority figures, but if you look at the current research revolving around the role of leadership in maintaining a productive and genuinely dynamic organization, you will see that the major reason why people stay in a particular organization or group is because the leaders within the organization show that they genuinely care for their employees or members.

As was mentioned before, it is actually very difficult to separate a member or follower’s personal life and his/her work within the organization or group.

There will always be confluences and intersections where a member’s concerns in life will begin to show up at work or when the group you’re leading is hard at work.

If you choose to stifle or discourage this from happening, there will only be a backlash: lower productivity, disengagement from the group and general unhappiness because the members of the group will become over-focused on their personal problems and issues.
A leader who shows concern for the welfare and well-being of his/her members will immediately see a marked change in how the members work and how they interact with each other.

Generally speaking, you can expect only good things to happen when you take the proper steps to become a genuinely concerned and caring authority figure.

*How can you become the caring leader that your group deserves?*

Here are some secret techniques that high-powered leaders use to show their followers warmth and care:

i. **Staying Positive** – Positivity is not only a powerful *personal* mindset but it’s also the type of thinking that all kinds of followers want to see.

Why? Because the world is already filled with negativity and people don’t need any more negativity in their life. So when a follower sees a leader that exudes positivity at every turn, he/she feels that he/she is headed toward the right path.

Positivity also begets positivity, so if you’re always positive when dealing with your members/followers and you always strive to be constructive, you will gain even more support from your followers.

ii. **Focus on Well-being** – No one likes to work when a family member is sick or when the family is just recovering from a tragedy.

Part of your task as a caring leader is to somehow find balance between your member’s obligations to the group and giving allowances and support when some members go through difficult times.

There is no specific formula for this step – you would have to determine the best mode of action based on what you experience with your own group.
3. Create Constancy and Permanence

Human civilization as a whole has always been in a never-ending quest for stability. That’s why the concept of equilibrium was devised in the first place. We can only truly thrive when there is balance, stability and permanence.

Throughout this book we have talked about the importance of innovation and being open to the idea of change.

The purpose of these two is to create a much better equilibrium for everyone. A leader who wishes to create long-term success for his/her group will only be able to do so if he/she is willing to sacrifice stability for a short while as he/she establishes a much stronger set of foundations for his/her followers.

The second most important factors why followers choose to follow authority figures is the presence, or at least, the promise of continued stability.

When there is no sign of stability and the leader shows no capability in taking control of chaos and disharmony within the group, that is the time when followers will begin to question the legitimacy of the leadership itself.

Group stability is directly proportional to the individual confidence levels of each member or follower. You cannot expect your followers to be happy and confident within the group if they are constantly faced with signs of instability and confusion.

In corporate America, even companies with the highest of capitalizations are no match against instability.

A single scandal or even a rumor within the inner workings of the organization can send shockwaves and create unforeseeable damage to it. Instability in any form is toxic to all social groups, not just businesses.
How can you make your group and leadership more stable?

There are two clear ways to accomplish this:

i. Be Analytical & Think Long-Term – Avoid making hasty decisions that will only bite your backside after a short while.

If you are planning to implement “temporary fixes” to some of your group’s problems, be sure to brainstorm for permanent solutions that will benefit everyone for the longest possible time.

Also, if you’re going to make promises to the members of your group, be sure that you have time, energy and resources to provide what you promised. This will also help maintain stability in the long-term because staying true to your words will improve your overall reputation as an authority figure.

ii. Practice Transparency, No Exceptions!

Transparency may sound like a threatening term to a leader, but it really isn’t. Being transparent is really tied to the themes of genuineness and openness. These two themes will instantly help you cultivate a culture of trust within the group.

Remember – you are part of the group! The leader is never separate from his members or followers. If there is a challenge, you’re included in the package that will have to deal with the challenge sooner or later.

So if you’ve committed mistakes or if you’ve done something that doesn’t comply with your own standards, own up to these things to maintain your integrity as an authority figure.
4. Radiate Hope

The final piece of the puzzle is hope. Hope is the ever-burning fire that has kept many civilizations going until their last breath. Hope is the unique aspect of the human personality that separates it even further from other members of the Animal Kingdom. **Hope makes giants out of ordinary individuals and titans out of exceptional leaders.**

*When do people feel hope?*

Within the formal structure of an organization, hope is often described as feeling motivated to move forward because of a positive, foreseeable future.

Hope is the antidote to chaos and disruptions and it keeps everyone grounded and ready for change. When people feel that all hope is lost, they will no longer feel that they’re ready to face anymore challenges.

**Disengagement** is a huge problem in corporate America and employee disengagement is actually costing businesses big money. Why? When a person is disengaged from his/her work, his/her productivity and drive goes down considerably.

Imagine a whole army of employees working only so that they would attain the minimum required effort for each day. This is the cost of losing hope and being disengaged within an organization.

In the end, everyone suffers because the loss of hope affects the organization as a whole and also deepens the dissatisfaction of people within the affected organization.

*How can you give your followers hope?*

The most effective way to give people hope is by avoiding “knee-jerk reactions” and by focusing on **constructive planning and actions.**
When a tragedy affects a group or organization, the last thing that people want to see or hear is that the organization is crumbling exactly the way they envisioned it.

For example, if a business owner finds out that he/she is operating with his/her last cash reserves, the knee-jerk reaction would be to lay off employees immediately to cut down on operating costs. This is not how you create hope in people because once other employees are removed, the remaining employees will feel that they’re up next. The alternative approach would be to think of a way to increase profits continually while keeping most or all of the good employees.
Conclusion

Being an authority figure is no easy task… But this is one difficult task that you can conquer if you really want to.

The main theme of this book is overcoming challenges and obstacles as an authority figure. It is my sincere hope that in some way, these techniques and skills have been able to clarify the various roles that an authority figure would have to fill.

The science/art of influence has always been inextricably intertwined with the figure of the natural leader, probably because influence is a form of leadership in itself.

You cannot influence or persuade people if you do not come across as a leader, because we humans operate within the binaries of “leader and follower.” This isn't a bad thing, but rather, a natural limitation that you can still use to gain the upper hand as an influencer.