

## Leadership: Love Politics

Many of you are probably at the second or third level of middle management, though first level management works here, too. Not many of you probably are foreign secretary or secretary of state of the United States. Well, George Shultz, the former secretary of state for Ronald Reagan said, at one point, you go to Washington, in this case, for the *best* of reasons. And then you get so caught up in the power games that, before you know it, you've forgotten why you came in the first place. Well, as I said, no secretaries of state. Me, neither. On the other hand, I think what Mr. Shultz said is the case. I *firmly* believe that all organizations are political. And I firmly believe that you have to be directly engaged, and, in fact, *enjoy* engaging in the internal politics.

On the other hand, I would strongly ask you to sit down with a peer, or sit down with yourself, once a week, maybe Friday afternoon or before you go back to work on Monday morning, and say to yourself, "What's the point of this? What happened last week that a) I'm proud of, that b) helped develop people, that got our objective done in a way that increases our customer base or makes a couple of our customers feel a little better." Somehow or other you've got to stay grounded with the basics. "Why am I here? Why did I take this job?" And make sure that the politics, which surely *are* part of the process, do not *totally* overcome the space that was associated with, "Wow! I can get this done in this position."