



LL #73 Demand. Demean.

During an opening scene of Stanley Kubrick's Vietnam epic "Full Metal Jacket," Lee Ermy delivers a standout performance as Marine Corps Drill Instructor Gunnery Sergeant Hartman. Any Marine watching the film will know within five seconds of Lee Ermy being on screen that he was an actual *real* Marine Drill Instructor himself. The way he composes himself, his physical presence, the cadence of his voice, his mannerisms; no actor before or since has captured the role as a Drill Instructor as authentically or powerfully. His "lines," many unrehearsed, although hilarious are also demeaning when first introducing the new recruits to *his* Marine Corps. Teammates and leaders must understand though that demeaning communication destroys trust and cohesion, and fosters negativity. It will destroy selflessness and accountability- two mission-critical components of a world-class culture.

Instead, as UNLV Football Coach Marcus Arroyo explains, leaders need to be demanding, not demeaning. Great teammates and team leaders set the example and then hold teammates accountable. In other words, we first hold ourselves to the highest standards possible, and then expect and *demand* that same high standard from our teammates. Further, we help them achieve it. Great teammates and leaders push teammates to be a version of themselves that they may have



thought impossible by effectively communicating. Not yelling and screaming epithets. Not by demeaning teammates.

Further, although performance is important, great teammates and leaders understand that it is a by-product of our behaviors. Therefore, we must consistently focus on them. We must commit to improving those aspects of our life that we control: our effort, our attitude, our communication, our physical, mental, and emotional response to adversity, and others. Great leaders and teammates demand that we do so. Poor teammates and leaders instead focus on things we cannot control: our talent, race, gender, sexual orientation, or any of the countless immutable traits with which we are born. They will demean instead of demand. It is not a catalyst for improvement. It destroys it and any motivation to do so.

Often, people will confuse demanding and demeaning. They will try and get the best out of their people by “being hard” on them. They will target them and lower their dignity. This may lead to a short-term improvement in effort due to fear, but it will permanently destroy loyalty and love—two other critical components of a world-class culture. Teammates within a championship culture, instead treat each other with dignity and respect. During The Program’s experiential training, when individuals are thrust into leadership roles with their peers, they often realize how challenging it is to lead when everyone is speaking at once sharing their ideas. It is crucially important that the leader (hopefully with help from teammates) exerts his or her authority and quiets the team down so they can effectively communicate (which includes effective listening). However, this often comes in the form of the leader screaming “Shut the FUDGE Up!” (But they don’t say “fudge...”). This always results in a corresponding emotional response back from members of the team who feel their dignity has been violated. Valuable time is wasted, focus is lost, and mission accomplishment suffers. Instead, demand but still treat each other with respect. It is not easy.

Great teammates and leaders help teammates become the best version of themselves. This requires high levels of accountability, work, and sacrifice throughout an organization. We commit to do so though because of our love for our team and teammates. We are willing to experience discomfort demanding the most from our teammates if it means helping our teammates achieve the success of becoming the best version of themselves— a version greater than they thought possible. Demeaning accomplishes the opposite.

Do not demean. Demand. Great teammates and great team leaders do.

ATTACK!



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