

46. No Favoritism (2:55)

Consistency really works. If everybody is treated the same, if there's no favoritism, they know that you are measuring them for who they are and not who they want to be, or whatever, some other reason. It is a form of caring because, when I've got a bunch of people, like when I was Class Advisor, as far as I'm concerned I try to treat them all the same.

As Class Advisor, I rarely mentioned much about my Aviation because I just didn't want the class of 100 and whatever, it was 200 and some when we started but when they graduated 114, I didn't want 114 guys to think that I favored the 11 or 12 guys that were aviators. I didn't.

They were all in the class and I was the Class Advisor for all of them, regardless. You guys hired me to be their Class Advisor, so I was a Class Advisor for every one of them. It worked really well.

First place, you're going to have favorites and you do have favorites. And you may do some favorite things with them. You got to want all your people to do well, and you got to work on ones that are marginal. I mean you got good guys that do stuff all the time, you don't have to do much with them, but the ones that are marginal, you have to invest some time in them.

And sometimes it's just a matter of getting them started. Or getting them enthused, seeing, you know, just tell them "Look, see what some of the other people that are performing." And they learn to find out what joy there is in performance and getting, doing the job, and then they get on board.

I've always felt that favoritism is really wrong in a team organization. You got to love them all. Rather than the other way, just love a few. Love them all! They're all important to you. Some you like better than others, of course. Because they either talk with you well or they're smarter or they are more helpful or they're more like you, maybe. Part of the reason you like people, is they like you too.

And if they're honest and hard-working and push forward and are aggressive and are eager, come on! I'm going to like those people. I like people, and I think many people do find that to be true, if they just look. I just like people, and if they relate to me at all, I will usually respond.

Related Primary Leadership Principles

Decision-Making	Capacity to Care	Credibility
Drive to Achieve	Followership	Military Core Values
Effective Use of Resources	Recognition	Character
Mission	Team-Building	Expectations
Responsibility		High Energy