

# Book Reveiw “The Top Ten Mistakes Leaders Make” Chapter 2: Putting Paperwork Before Peoplework

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Tags: **Hans Finzel's The Top Ten Mistakes Leaders Make, John Maxwell**

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“Putting Paperwork before Peoplework” is the title of chapter two in [The Top Ten Mistake Leaders Make by Hans Finzel](#). This chapter is about the confessions of a Type A Personality. Finzel says that in spite of living in the telecommunication age “we will only impact people spiritually and permanently by one-on-one contact.”

Task-oriented style of leadership, the extreme cases are called obsessive-compulsive, put paperwork before people work. Finzel had devised a test to determine if you are task or people oriented: “When someone walks into your office, or wherever you happen to work, and interrupts your task at hand for the sake of conversation, how do you react? Do you view that person as an interruption or an opportunity? Does your face brighten as your people antenna powers up, or do you grimace inside at the ‘interruption’? If you relax and converse until the chat has a natural closure, you’re obviously a people person. But if you press to squirm your way out of the conversation with a bombardment of verbal and nonverbal clues, then you are one of us: the dreaded type As.”

Characteristics of stress junkies are “being impatient, excessively time-conscious, insecure about one’s status, highly competitive, hostile and aggressive, and incapable of relaxation.”

Most organizations demand Type A producers. Steve Jobs, founder of Apple Inc. says that “leaders ship.” But this demand is counter-productive to the organization. Bennis and Nanus in *Leaders from their leadership surveys* reported “What we have found is that the higher the rank, the more interpersonal and human the undertaking. Our top executives spend 90 percent of their time concerned with the messiness of people problems.”

Jesus is our model as Luke 4:40 indicates: “Now when the sun was setting, all they that had any sick with divers diseases brought them unto him; and he laid his hands on every one of them, and healed them.

"Also Paul had people work as his goal of ministry: "Whom (Christ) we preach, warning every man, and teaching every man in all wisdom; that we may present every man perfect (mature) in Christ Jesus: Whereunto I also labor, striving according to his working, which works in me mightily" (Colossians 1:28, 29).

Why is people work so important? "People change through direct contact....Every survey I have ever heard about regarding this question (How are people changed?) comes back with one resounding answer: A person or a number of key people with whom one has had real-life personal contact has been the primary change agent in the person's life."

Here are some practical steps for paper pushers to take to push the paper aside:

1. Love your wastebasket. You don't have to read everything that lands on your desk.
2. Do lunches away from work.
3. Take time off with your coworkers, spouse, children, and friends.
4. Plan getaways with combinations of the above.
5. Pray for people.
6. Exercise with your colleagues.
7. Change locations to get out among people.
8. Delegate more.
9. Learn to 'ransack' instead of reading everything.
10. See people as priority one.
11. MbWA—Manage by Wandering Around. John Maxwell stresses this same step when he talks about walking slowly through crowds.