

*"Tells you what you need to know to win in the game of leadership in these turbulent times."*

—J. W. Marriott, Jr., Chairman of the Board and President, MARRIOTT INTERNATIONAL, INC.

# DON'T OIL

## THE SQUEAKY WHEEL



and 19 Other  
**Contrarian Ways**  
to Improve  
Your  
**Leadership**  
**Effectiveness**

**WOLF J. RINKE, Ph.D.**



## Advance praise for *Don't Oil the Squeaky Wheel*

Tells you what you need to know to win in the game of leadership in these turbulent times.

—J. W. Marriott, Jr., Chairman of the Board and President  
Marriott International, Inc.

This is a motivating and inspirational read—it takes us back to the basics—reminding all leaders that true excellence is only achieved through their people.

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An easy-to-read and entertaining book which will give you lots of powerful advice on how to improve as a business leader. Dr. Rinke presents his ideas in a simple and straightforward fashion—yet, practicing what Wolf preaches can make a radical difference in your life.

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Wolf Rinke knows how to have fun and entertain you while providing valuable tools and resources to improve your leadership skills.

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—Gudrun Bjorno, Vice President Corporate Education  
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Wolf Rinke is one of those rare people that can make dry management and leadership science useful and entertaining.

—Gordon Peters, Founding Chairman and CEO  
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An enjoyable and easy read that provides you with world-class leadership strategies that will help you succeed in an increasingly competitive global economy.

—Marti Morenings, CEO  
Universal Companies, Inc.

Hits the “sweetspot” of core actions that will enable you to lead your people to peak performance.

—Dudmundur Gudmundsson, General Manager  
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Chairman, Joe Batten Associates and  
author of Tough-Minded Management

Destroys 20 leadership myths that continue to stand in our way of taking our organization to the next level.

—Michael Golz, Vice President IT,  
SAP America, Inc.

Wolf Rinke has a gift for making us look at how we lead people and create an organizational culture as never before. Then, he provides us with the tools to transform both.

—Dan Cohen, President  
AquaGuard

# **Don't Oil the Squeaky Wheel**

**Also by Wolf J. Rinke, Ph.D.**

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*Winning Management: 6 Fail-Safe Strategies for Building High Performance Organizations*, 1997

*The 6 Success Strategies for Winning at Life, Love and Business*, 1996

*Make It a Winning Life: Success Strategies for Life, Love and Business*, 1992

*The Winning Foodservice Manager: Strategies for Doing More with Less*, first edition, 1989, second edition, 1990

# Don't Oil the Squeaky Wheel

and 19 Other Contrarian  
Ways to Improve Your  
Leadership Effectiveness

Wolf J. Rinke, Ph.D.

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Dedicated to leaders who have  
the guts to look at what others do  
and do something different.

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mastered the art of doing more with less. Hang in there, Mom and Dad; I still have much I want to learn from you.

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# About the Author

Wolf J. Rinke, LTC (ret), Ph.D., C.S.P., is a management consultant, keynote speaker, seminar leader, executive coach, and author.

Dr. Rinke, America's business success coach, is the president and founder of Wolf Rinke Associates, Inc., a human resources development and management consulting company. Since 1988 his firm has been *custom* designing and delivering stimulating and informative keynote presentations, interactive problem-solving "*funshops*," and highly effective consulting, coaching, and educational services. The firm specializes in building high-performance organizations, facilitating trust-building initiatives, providing one-on-one executive coaching, building high-performance teams, and implementing exceptional quality service (EQS) systems.

Dr. Rinke is

- A highly effective management consultant and executive coach with over 30 years of hands-on management and leadership experience.
- A dynamic certified speaking professional (CSP\*) who is known internationally for his ability to energize, entertain, and empower. He has spoken to over 80,000 people in 13 countries.

\*CSP—a credential earned by fewer than 400 individuals worldwide.

- A widely published author of numerous audio and video programs, hundreds of articles, and 13 books, many of which have been translated into several languages.
- An editor of the electronic newsletters *The Winning Manager: Putting People First* and *Make It a Winning Life: Strategies to Help You Succeed Faster*.
- A media personality who has appeared on hundreds of TV and radio shows.
- A highly decorated retired Lt. Colonel of the U.S. Army Medical Specialist Corps.
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Dr. Rinke's clients include ACE USA, ARAMARK, Am Red Cross, BCE Emergis (Canada), bil-jax, Bristol-Myers Squibb, Brookings Institution, Cigna, Delta Air Lines, Dept of Health & Human Services, Dole, Duke Power, EAC (Singapore), Giant TMC (Malaysia), ISS A/S (Denmark), Litton PRC, Manor Care, Marriott, MBNA, Michelin, Motorola, NORTEL, OPM, Perez Companac (Argentina), Phillips Publishing, Pierce Leahy, SAP (Germany and United States), Sargento Foods, Select Service Partner (Denmark), Seneca Foods, ServiceMaster, Sinar Mas Group (Indonesia), Sodexho, Sysco, US Foodservice, Warner Bros., and Wyeth-Ayerst, plus hundreds of other companies, organizations, and associations throughout North and South America, Europe, and the Pacific Rim.

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# **Don't Oil the Squeaky Wheel**

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# Knowledge Is *Not* Power

*Genius, like a thunderstorm, comes up against the wind.*

—SØREN AABYE KIERKEGAARD

KNOWLEDGE IS POWER. How many of you agree with this statement? This is what I like to ask my audience members. And guess what, virtually all hands go up. (I bet you agreed too?) I don't! Here is why. The number of leaders and managers I have had the opportunity to work with who *know* how to lead people always startles me. Some know more than I do. They've got it all together. They can talk a great game, and yet, when I watch what they actually do, which is what consultants and coaches do, I find that generally they do not act in accordance with what they know. They act in accordance with their habit patterns, which typically are based on what has worked for them in the past. The problem—need I say it?—is that we live in a hyperspeeded global economy where what has worked in the past may no longer provide you with optimal results *today*. This is why I wrote this book. It's all about breaking your tried-and-true *Weltanschauung*—your view of the world of leadership—assumptions that have worked for you in the past that need to be revisited, reevaluated, and maybe even, horror of horrors, changed.

Here is the brutal fact: You know an awful lot of stuff. And you are about ready to learn additional cutting-edge strategies from this book—great stuff, stuff that has the potential to change the way you lead people and have an immediate payoff on the bottom line. However, all this out-of-the-box stuff in this book won't do you any good whatsoever *unless you apply* what you have learned and develop powerful *new* habit patterns. (You're familiar with the old saw: If you do what you've always done, you will always get what you've always got. And if you want something different to happen without making a change, that's defined as insanity.) You see, it is not what you know that makes a difference; it's what you do and what you apply over and over again until it causes you to transform new knowledge into a new autopilot response pattern. And this will *not* happen from *reading* this book. (You can read all the diet books in the world and never lose a pound.)

A good example, recently shared with me by Walter, one of my "coachees" (the people I coach) involves one of Walter's grade-school buddies walking up to the high diving board at the beginning of the swimming season and without a moment's hesitation jumping into the pool. Never mind that the dive looked absolutely atrocious. Once he was in the water, the boy floundered so badly that the lifeguards had to pull him out. Once back in the showers, Walter asked his friend what had happened. "Not sure," he said. "Actually, I had it all figured out. I've been reading several how-to-swim books all winter long. But once I hit the water, it just didn't seem to work."

Okay pessimist, I hear your questions: What if the stuff in this book does not work? What if it fails? What if it causes you to fail? First, and let me be a bit emphatic here, *there are no failures*; there are only *outcomes*. If you apply something from this book and it does not give you the results expected, try it again. And if it is really important to you, try it yet again. And if it is superimportant, try it up to seven times. (Lots of things that happen are caused by random events and have nothing to do with the intervention, especially since you are in the people business and people are quite unpredictable.) And if it still does not work, you've learned something you didn't know before—I don't call that failure. On the other hand, if it does work, you've hit the mother lode—a new strategy that will enable you to improve your performance, productivity, and maybe even your organization's profitability. (Hey, even I'm getting excited.) The key, then, is not knowledge but doing, experimenting, making yourself uncomfortable—oh, oh, that's a dreadful thought.