

Building A Leadership Powered Organization

September 24, 2003

Outline

✦ Prologue

✦ Introduction

✦ What I have learned ...

✦ The character of leadership

✦ Power principle: influencing with honour

✦ The leader's tool kit

✦ Epilogue

Prologue: Three themes

- ✦ Building an organization

 - ✦ Engaging/shared vision

 - ✦ Participatory

- ✦ Leadership

 - ✦ That 'intangible' virtue

 - ✦ It's about people

 - ✦ Success = 20% strategy + 80% people

 - ✦ Life-long learning

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Leadership: an intro

- ✦ Every human cause requires a champion
- ✦ Since the Fall, standards and values have tended to fall
- ✦ Conditions of great difficulty require a leader
 - ✦ Joseph in the period of famine
 - ✦ Churchill in war-time England
- ✦ Change always demands a visionary
 - ✦ President Kennedy in the early 60s

Leadership: an intro

- ✦ The single most important task for society is to understand leadership
 - ✦ Organisations and nations prosper or decline based on the vision of leadership
 - ✦ The challenge of leadership is not unique to modern times
 - ✦ Man was made to have dominion.....
 - ✦ Not everyone truly desires to be a leader
 - ✦ It's not about position
 - ✦ It's connecting the heart with the head
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Leadership: an intro

- ✦ Chinese parable
 - ✦ “The unseen space”
 - ✦ You cannot lead people beyond where you’ve been
 - ✦ True measure of leadership is influence
 - ✦ Leaders touch a heart before they ask for a hand
 - ✦ A leader’s lasting value is measured by succession
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Just a moment please ...

✧ Short personal reflection

✧ *If people had a choice, would they follow you?*

✧ *What would make people ask you to be their mentor?*

The leader as mentor

“More than four out of five of all leaders that you ever meet will have emerged as leaders because of the impact made on them by established leaders who mentored them.”

- John C Maxwell

The 21 Irrefutable Laws of Leadership

Origin of mentoring

- ✦ Mentor: An individual in the poem –
The Odyssey by the Greek poet Homer

Mentor was tutor of Telemachus, the son of the poem's central character, Odysseus. Mentor's role was to raise Telemachus while his father, Odysseus, was away fighting in the Trojan War.....

Origin of mentoring

✦ Just to complete the story

The Trojan War lasted ten years, and it took Odysseus another ten years to find his way home. He returned to find Telemachus had become a full grown man, exhibiting tremendous strength of character.....just the way he would have brought up his son if he did it himself.

The task came to be known as **mentoring**.

5 myths of leadership

- ✦ Leadership is a rare skill
- ✦ Leaders are born, not made
- ✦ Leaders are charismatic by nature
- ✦ Leadership exists only at the top of an organisation
- ✦ The leader controls, directs, prods, and manipulates

Quote

No Man Can Climb Out Beyond The
Limitation Of His Own Character

John Morley

What Lies Behind Us And What
Lies Before Us Are Tiny Matters
Compared To What Lies Within Us

Oliver Wendell Holmes

Let's think about it ...

- ✿ You cannot lead people beyond where you've been
- ✿ You cannot demand from people what you are unwilling to give
- ✿ Ponder this:
 - ✿ The sun gives away its energy for plants to grow. They in turn grow towards the sun

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What I have learned ...

- ✦ People buy into the leader, then into the vision
- ✦ Demands a commitment to life-long learning
- ✦ Leadership is not about position
 - ✦ If you need to remind people who you are
 - ✦ Influence with honour
- ✦ People listen with their eyes
- ✦ You have little or no ‘secret’

What I have learned ...

✦ It's about compass not clock

✦ Thermostat not thermometer

✦ The pursuit of excellence is a matter of lifestyle

There can be no excellence in all this world that can be separated from right living

✦ There is a lot of goodness in every human being

✦ Take the mirror test often

Building a leadership powered organization?

- ✦ Leadership qualities **from** the top, but grow leaders at every level
 - ✦ The test of good leadership is NOT good followers, but developing other leaders
 - ✦ Consistency of policy
 - ✦ Prepare to take the difficult decisions as well as the pleasant ones
 - ✦ Clear and shared value system, and reinforce at every opportunity
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The character of leadership

- ✦ Self-discipline
- ✦ Purpose
- ✦ Accomplishment
- ✦ Responsibility
- ✦ Knowledge
- ✦ Leadership
- ✦ Example

The character of leadership

- ✦ Self-discipline

- ✦ Principle-centred

- ✦ “True north”

- ✦ **Ethical** behaviour

- ✦ Motivation from within

- ✦ “Motive for action”

- ✦ Three steps to qualify to lead

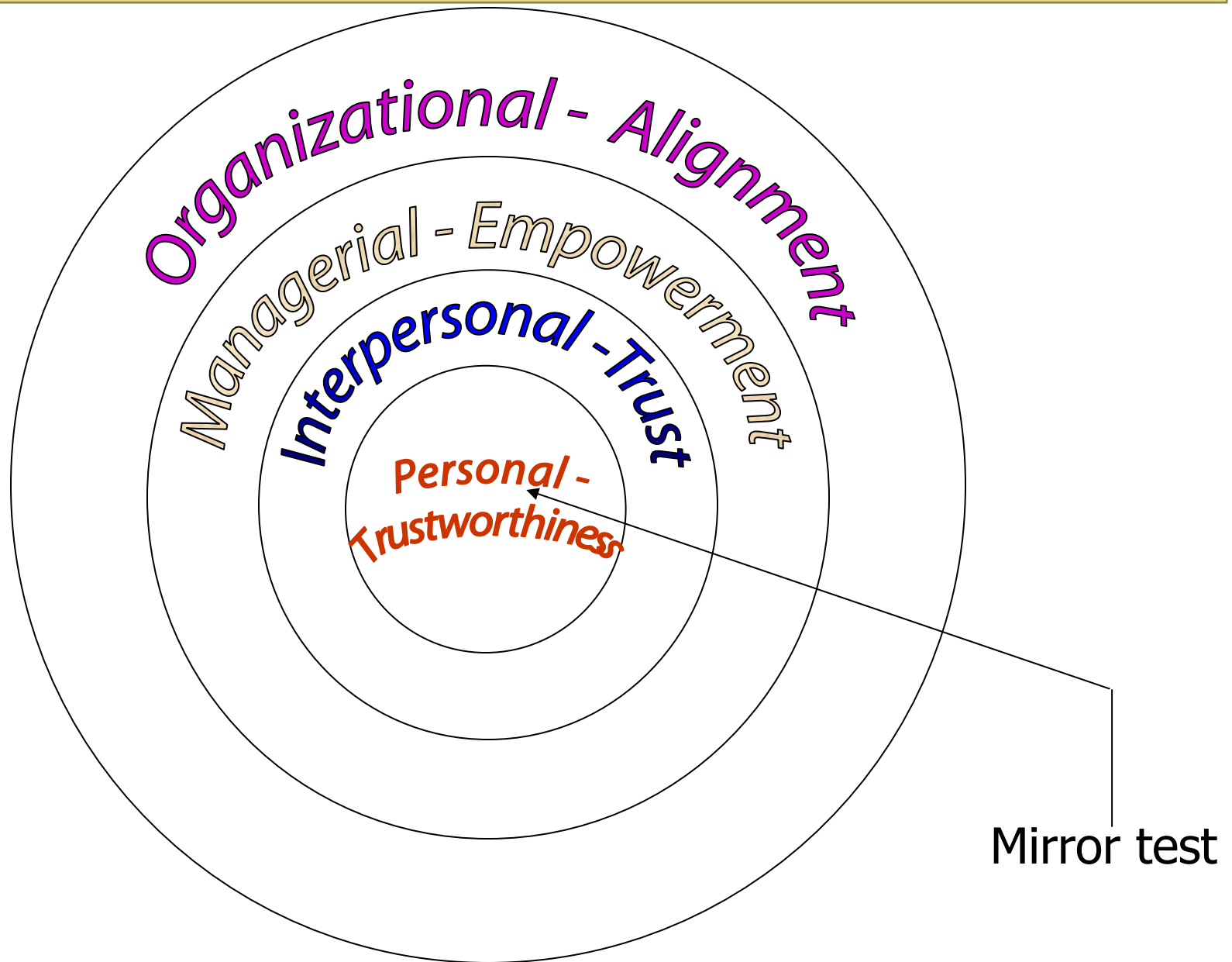
- ✦ Self-determination

- ✦ Decision

- ✦ Action (expediency versus rights)

- ✦ Foundation for trustworthiness

Four levels of principle-centred leadership



The character of leadership

✧ Purpose

- ✧ Intense determination to achieve vision

- ✧ “It is better to have an army of asses commanded by a lion, than an army of lions commanded by an ass”

- ✧ Test of purpose:

 - ✧ Seek what is right, not what is easy

 - ✧ Show courage and patience in times of crisis

 - ✧ Honour legitimate obligations even when it's difficult

- ✧ An effective leader does not worry about promotion

The character of leadership

- ✦ Purpose: Example of Nehemiah
 - ✦ Nehemiah 1:1-11
 - ✦ Passion for a cause and a people orientation
 - ✦ Not distracted by temporary success
 - ✦ Self worth only in fulfilling his unique role
 - ✦ Keen sense of history
 - ✦ Proactive in planning
 - ✦ What circumstances in your firm require leadership?
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The character of leadership

✦ Accomplishment

✦ Successful results are the foundation of leadership

✦ “Timidity is not born of healthy caution, but is the stepchild of cowardice”

✦ Track record is the passport to trust

✦ Important versus Urgent

The character of leadership

✦ Responsibility

- ✦ Response ability

- ✦ Leadership is not about power; it's about responsibility.

- ✦ Nine accountabilities

- ✦ See clearly

- ✦ Hear correctly

- ✦ Think carefully

- ✦ Inquire critically

- ✦ Show respect

- ✦ Maintain calm when challenged

- ✦ Consider consequences of decisions

- ✦ Create desirable results

- ✦ Do what is right

The character of leadership

✦ Knowledge

✦ With all thy getting, get understanding

✦ Knowledge does not come from intuition, but is the result of study and experience

✦ Study to show yourself approved

✦ Seek perfection – the ultimate standard is Godliness

The character of leadership

✧ “Laddership”

- ✧ The organisation, communication, and cooperation that must exist to reach the goal
- ✧ Your attitude determines your altitude
- ✧ Example of Daniel & his 3 friends (Daniel 1:1-21)
 - ✧ Passion for excellence
 - ✧ Clarity of his beliefs and principles
 - ✧ Willing to be put to test

The character of leadership

✦ Example

- ✦ The leader's actions become the model for the group
- ✦ Embodiment of standards
- ✦ A superior leader is easy to work with but difficult to satisfy
- ✦ Character is a habit
 - ✦ Habit is what you do everyday
- ✦ Integrity is everything (integrity = “integrated”)

What leaders do

✧ Pathfinders (heads)

- ✧ Vision, context strategy, pace, goals.

✧ Team builders (hearts)

- ✧ Create other leaders.
- ✧ Help others get things done.
- ✧ Coach.

✧ Gardeners (hands)

- ✧ Create culture.
 - ✧ Provide recognition.
 - ✧ Prune.
 - ✧ Plan for harvest/replanting (succession).
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What leaders are

✿ Orchestra conductors

✿ Servant leaders

✿ Coach

Quote

✦ You've got to lead and not drive

Inspire and not dominate

Cause respect and not fear

Win support and not opposition

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The leader's tool kit

✦ Self-Awareness

✦ Self-Regulation

✦ Motivation

✦ Empathy

✦ Social skill

Self-Awareness

Definition

- ✦ The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others

Hallmarks

- ✦ Self-confidence
- ✦ Realistic self-assessment
- ✦ Self-deprecating sense of humour

Self-Regulation

Definition

- ✦ The ability to control or redirect disruptive impulses and moods
- ✦ The propensity to suspend judgment – to think before acting

Hallmarks

- ✦ Trustworthiness and integrity
- ✦ Comfort with ambiguity
- ✦ Openness to change

Motivation

Definition

- ✦ A passion to work for reasons that go beyond money or status
- ✦ A propensity to pursue goals with energy and persistence

Hallmarks

- ✦ Strong drive to achieve
- ✦ Optimism, even in the face of failure
- ✦ Organizational commitment

Empathy

Definition

- ✦ The ability to understand the emotional makeup of other people
- ✦ Skill in treating people according to their emotional reactions

Hallmarks

- ✦ Expertise in building and retaining talent
- ✦ Cross-cultural sensitivity
- ✦ Service to clients and customers

Social skill

Definition

- ✦ Proficiency in managing relationships and building networks
- ✦ An ability to find common ground and build support

Hallmarks

- ✦ Effectiveness in leading change
- ✦ Persuasiveness
- ✦ Expertise in building and leading teams

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Epilogue: where I am coming from

- ✦ The ultimate in excellence is Godliness
 - ✦ We cant attain it by trying
 - ✦ We must be re-born
 - ✦ March to excellence guaranteed when we rely on the Devine source
 - ✦ That's the way it was meant to be
 - ✦ We were made to 'replenish' and have been equipped for the task
 - ✦ We were made to be like the Maker
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Managing Organizational Change

September 24, 2003

The nature of change

- ✦ Every system has a natural tendency to decay
- ✦ Standards are susceptible to gravity
- ✦ The type of change can be influenced
- ✦ Only two directions of change
 - ✦ Downwards
 - ✦ Creative
- ✦ No system ever stands still

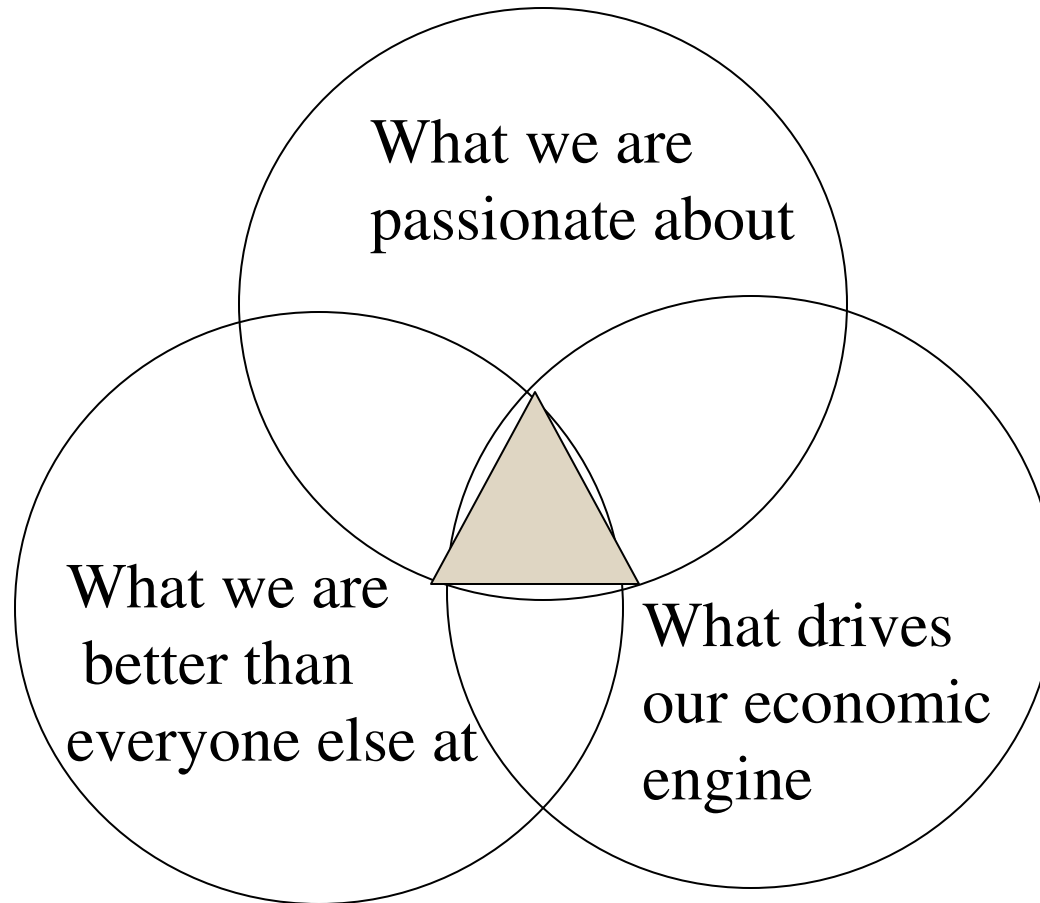
Managing change

- ✦ Arresting decay
 - ✦ Organization values and philosophy
 - ✦ Shared vision
- ✦ Raising the bar
 - ✦ Empowerment / Ownership
 - ✦ Communication
- ✦ Creating desired behaviour change

Managing change

- ✦ What change is most desired in your organization?
- ✦ Creating the desired behaviour change
 - ✦ Motivation?
 - ✦ Skills?
 - ✦ Awareness?
- ✦ Image / Perception / The rumour mill

The power of focus



The hedgehog concept