Keys to Excellence in Leadership

Jan 31, 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

- Keys
  - Insights
- Excellence
  - Life-long learning
- Leadership
  - That ‘intangible’ virtue
  - Success = 20% strategy + 80% people
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Leadership: an intro

[keypoint] Every human cause requires a champion

[keypoint] Since the Fall, standards and values have tended to fall

[keypoint] Conditions of great difficulty require a leader
  - Joseph in the period of famine
  - Churchill in war-time England

[keypoint] 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.
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
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?
“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*
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
Outline

☆ Introduction

☆ What I have learned …

☆ The character of leadership

☆ Power principle: influencing with honour

☆ The leader’s tool kit
The character of leadership

- Self-discipline
- Purpose
- Accomplishment
- Responsibility
- Knowledge
- Laddership
- Example
The character of leadership

- Self-discipline
  - Principle-centred
    - “True north”
  - 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
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?
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
The leader paradigm

• The big picture.
• Managing paradox.
  • Empowerment Vs. hands-on
  • “Head in the clouds” Vs. “feet on the ground”.

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### Managing paradox

#### Not “or” but “and”

<table>
<thead>
<tr>
<th>Stability</th>
<th>Progress</th>
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</thead>
<tbody>
<tr>
<td>Cult-like culture</td>
<td>Individual autonomy</td>
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<tr>
<td>Home-grown leaders</td>
<td>Fundamental change</td>
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<tr>
<td>Conservative practices.</td>
<td>B H A G’s</td>
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<tr>
<td>Multiplication</td>
<td>Promoting values + purpose</td>
</tr>
<tr>
<td>Process.</td>
<td>Result</td>
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The power principle

- It’s about influence
- Money Vs. knowledge/competence
- Board room power play
  - Body language
- Corporate governance
  - What role for business leaders in society?
  - Ethics Vs. social responsibility
    - E.g. ‘Marketing’ prospective customers – any limits?
THE "POWER" PRINCIPLE

YOU

CHOICE

POWERLESS
- DOUBT
  - UNRESPONSIVE IRRATIONAL IMMOBILITY

POWERFUL
- COERCIVE
  - FEAR
    - TEMPORARY REACTIVE CONTROL.
- UTILITY
  - FAIRNESS
    - FUNCTIONAL REACTIVE INFLUENCE.
- PRINCIPLE CENTRED
  - HONOUR
    - SUSTAINED PROACTIVE INFLUENCE.

DOING TO OTHERS
DOING FOR OTHERS
DOING WITH OTHERS
Principle-centered leadership

- Learning is a life-long endeavour
- Lead balanced lives
- Believe in other people
- Radiate positive energy
  - Beware of societal deference
- Influence with honour
  - Gandhi
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).
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
🌟 Depending on one’s ability to attain these heights can lead to frustration
🌟 March to excellence guaranteed when we rely on a superior power – the Divine 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