

Leadership Lessons Level 3



Big Mistakes Leaders Make

**The imperative of learning
Servant-Leadership**

(Participant's Workbook)

Leadership = _____

Great leaders inspire us to go places we would _____, and to attempt things we _____.

H. Finzel

Biblical leadership means _____ people to follow the purpose of God for their lives

Top-flight leaders really aren't born, they learn by trial and error. The severity of their errors determines their survival or demise. One or two glaring faults remaining unchanged is the undoing of most great leaders.

Name some of the leaders you admire . whether historic or contemporary, biblical or secular.

Write a single sentence after each name that describes the traits, skills or attributes that you see in them and admire.

Most leaders have not had _____ or good _____!

Many leaders often get off on the wrong foot because

- We replicate the poor leadership habits of others
- We aren't _____
- We lack _____
- We lack _____
- We are confused over _____ models

Among the most common leadership faults are

- Attitudinal _____ . the %Top-Down+Attitude
- _____ in Decision-making . Edicts from Olympus
- _____ Delegation . keeping one hand on the wheel
- _____ Before People . cloistered versus MBWA
- _____ Absence . forgetting to praise
- _____ or the Highway . no room for _____
- _____ Communication . expecting by assuming
- _____ Blindness . corporate & community culture
- _____ of Evaluations . learning to listen & change
- No _____ . failure to prepare new leadership

While these are not the only faults we make as leaders, they are common and chronic and are a worthy place to start.

1 _____ . the %Top-Down+Attitude

Luke 22:24-27 Phil. 2:5-8

%e that thinketh he leadethõ and hath not followersõ . _____

_____+
J. Maxwell

A military model of leadership demands unquestioned and immediate submission. It is necessary for survival in combat. But it will almost certainly result in continual battles in the workplace.

How does this Top-Down Attitude reveal itself?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Why is it so commonly repeated generation after generation when it is so obviously ineffective and problematic?

- It's traditional . it's what I've observed
- It's the most common approach . so it must be right! Right?
- It's easiest . I don't have to listen to others or change or be vulnerable
- It comes natural . it fits our sinful disposition to control

Bradford & Raines, in their book *Twenty-something+* outline the following in their analysis of **UNDERSTANDING YOUNG WORKERS**

Turn-ons

- Recognition & praise
- Time spent with managers & leaders
- Seeing that their experience is making them more marketable
- Opportunities to learn new things
- Fun at work . structured play, jokes, surprises, cartoons
- Small, unexpected rewards for jobs well done

Turn-offs

- Hearing about the past . especially yours
- Inflexibility about time
- Workaholism
- Being watched & scrutinized
- Feeling pressured to conform
- Disparaging comments about their generation's tastes & styles
- Feeling disrespected

Douglas McGregor, *The Human Side of Enterprise*

McGregor challenged contemporary thought regarding the workplace in 1960 by giving another perspective to traditional assumptions concerning workers.

Theory X is Traditional

- Most people hate work
- Most people are not ambitious
- Most people cannot solve problems
- Motivation occurs only at the Physiological and safety level
- Most people must be closely controlled and often coerced
To achieve organizational goals

Theory Y is McGregors

Work is as natural as play if conditions are good
Self control is essential to achieve corporate goals
The capacity to creatively solve problems is widely distributed among the population
Motivation occurs at all levels . including social, self esteem, personal development, physiological and safety levels
People can be self-directed and creative at work if properly motivated

_____ - _____ is still leadership . but the style is totally a non-military approach. **Luke 22:24-27 Phil. 2:5-8**

1. _____ . allow the group the privilege of input before you move on a course of action. This is more time consuming, but it motivates and inspires people, and allows you to benefit from their insights in the rare case you haven't thought of absolutely everything yourself!
2. _____ . see your role as one who makes it possible for those who work for you to be successful. You are there to empower and enable others to become more effective in what they do.
3. _____ . build a leadership team with a democratic process that enables the group to have a vital role in the nature and direction of their organization.
4. _____ . view yourself as a side-by-side or leading the charge, but not on the top of a giant pyramid.

Remember J. Maxwell's 5 Levels of Leadership

- _____ . people follow you because they have to - job description
- _____ . people follow you because they want to
- _____ . people follow because of what you've done for the organization
- _____ . people follow you because of what you've done for them
- _____ . people follow you because of who you are & what you represent

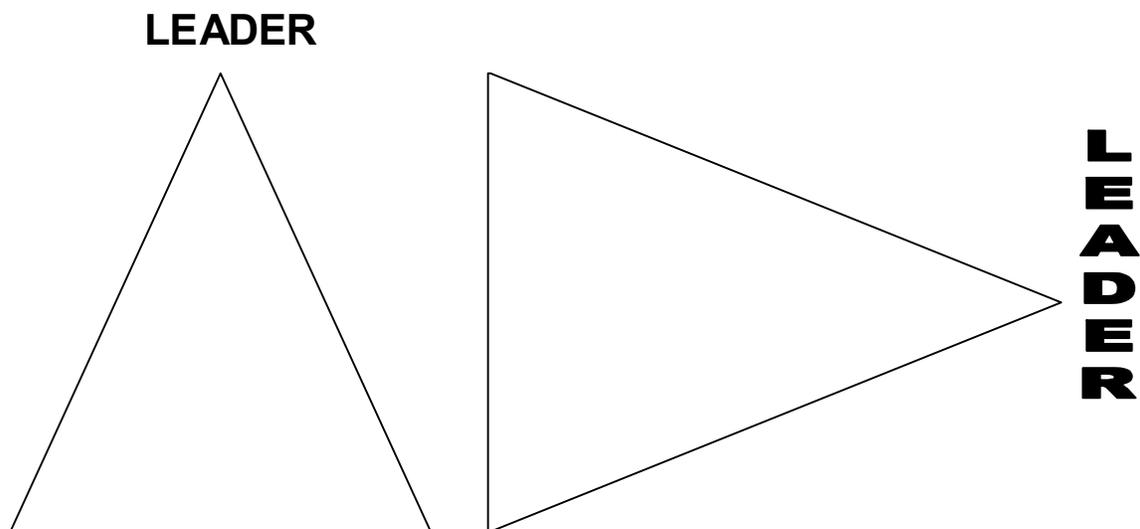
Leadership is a growing, developing, living thing that requires the leader to be real, transparent, growing, developing, caring, serving, and trustworthy. Every day adds to your credibility or takes away from it in the lives of those with whom you serve.

2 Dictatorship in Decision-making . Edicts from Olympus

Leadership is the art of influencing others towards a common purpose. It isn't the ability to _____ and _____
_____ all on our own.

Leaders who fail to listen to their followers and learn from them, will soon find that the best and brightest will go elsewhere.

Top-Down must become Leading-the-Charge



Dr. William Commons: President of ABWE 1935-1970

Matriarchal administration

Family delegation

Doctrinal deviation

Financial dependency

Core Values that Leading the Charge Leaders must model

_____. every part of the organization is important and must be treated with respect, which includes listening to their ideas and concerns

_____. Leading the charge leaders lead leaders This must allow for leadership development within the ranks. Let those who are responsible decide how the jobs will be done. Involve those who will be affected in the process of evaluation. If you don't listen to those who are most affected during the process, you will certainly hear from them after the decision is made. Because that decision will usually be a poor and ineffective one.

_____. leaders are responsible for those they lead. A willingness to help those who follow us succeed will cause the larger purpose to succeed as well. Help people develop their skills & abilities. Show your confidence in them by giving them ownership of responsibilities as they prove faithful, and increasing that responsibility as they grow and mature.

“You do not lead people by hitting them over the head...that is assault, not leadership” D. Eisenhower

“Leadership is the ability to recognize the special abilities and limitations of others, combined with the capacity to fit each one into the job where he will do his best.” J. Oswald Sanders

Don't be a _____! Dirty delegators delegate responsibilities, then turn around and take it back or give it to others without their knowledge, or hover over their shoulders every step of the way. . Effective %Leading the Charge+leaders must learn to have confidence in the leaders they lead. Dirty delegation defeats and discourages development of leaders.

“I'd rather get ten men to do the job than to do the job of ten men” D.L.Moody

**“The best executive is the one who has sense enough to pick good men to do what he wants done, and self restraint enough to keep from meddling with them while they do it.”
T. Roosevelt**

Delegation means giving ownership! This is a major part of delegation and leadership development. Those we lead must know they have ownership of the tasks assigned to them. It must become %theirs+, not %ours+.

4 Questions Followers Ask (L. Sanny, 1992)

1. _____
2. _____
3. _____
4. _____

4 Steps for Good Delegation (H. Finzel, 1994)

1. _____. clearly communicate all aspects of the job
2. _____. give them the resources they need at the start
3. _____. they must know to whom to report, and what
4. _____. they need to be rewarded verbally for good work

Delegation works differently with different people

Low _____ High _____

Low _____ High _____

Low _____ High _____

_____ - in its pure form **works best with HIGH people** . self initiators, self motivators

_____ - **works best when people need to know how to do a task from beginning to end**. The leader walks the individual through the entire process from beginning to end before delegating it.

_____. **people who are highly skilled but skeptical** of the process or task must be **sold** on the importance and relevancy of the task to be assigned. You must be sure the person who is asked to **own** the task is willing to **own** it or just willing to **hold** it until someone else comes along.

_____ - **low interest, low motivation and low skill people must be assigned tasks suitable for them to handle well**. Not everyone will become a leader. This is the lowest form of delegation and should be used only when necessary, and as rarely as possible.

5 Essentials for Clean Delegation

1. _____ . in the ones you lead
2. _____ . from the obsession of doing it all yourself
3. _____ . in your desire to do it faster yourself
4. _____ . to see others develop under your leadership

3 Men or Machines, Putting _____ Before _____ The Cloistered CEO versus MBWA (_____ by _____ around)

How can I get anything done if people are always interrupting me?+

Signs of misplaced and misunderstood priorities:

_____ if at all
_____ with currents in the workplace
Tends to _____ people . insensitive
_____. tends to say %Out with it+
_____ - _____ - _____

Why do we put paper over people?

Seen, measurable _____
Relationships take so much _____ and are so intangible
We are evaluated by what we _____, not who we _____
I can _____ paper
Relationships won't fit into _____

H.J.Nouwen

% an old professor at Notre Dame..said with a funny twinkle in his eyes: % have always been complaining that my work was always interrupted, until I slowly discovered that my interruptions were my work. This is the great conversion in life: to recognize and believe that the many unexpected events are not just disturbing interruptions of our projects, but the way in which God molds our hearts and prepares us for His return.+

T.O. or P.O. Which are you?
_____ Oriented versus _____ Oriented

T.O

P.O.

Type A personality

Type B personality

Often affected by birth order

Leadership is basically a _____. Experts confirm that the best and most effective leaders are those who spend most of their time **being with people and solving people problems.**

“Our top executives spend roughly 90% of their time concerned with the messiness of people problems” Bennis & Nanus 1985

Influencing people changes people. People change people by _____

**Well, doesn't the job have to get done?
We can't spend all our time talking, can we?
Don't most of us waste an incredible amount of time?**

**Which comes first, the person or the task?
“If you're at a party, it's people first,
if you're at a fire, it's task first” Lorne Sanney**

(Blessed is he who knows the difference between the two!)

HOW TO PUSH ASIDE THE PAPER TO MAKE ROOM FOR PEOPLE

_____ your wastebasket . next to your dog it's your best friend

Do _____ away from work if possible

Take time _____ with your spouse, kids, and friends

_____ for particular people

Do something _____ with your colleagues . job, walk, golf, play ball, bowl, whatever

Make sure you get _____ and get _____ with people

_____ more

Learn to _____, you don't have to read everything

_____. manage by wandering around

Skills to learn in relating to those you are seeking to lead

_____ when a guest enters your office (anyone not usually there)

_____ your hand, _____, and welcome folks by _____

_____ when they leave, _____ them for coming

Make folks feel like they did you a _____ by coming in to talk with you

_____ something about the person . ask sincere questions

Don't _____ the point . let them get ready to address the issue on their mind

Seek to _____ to their concerns or problems

Ask _____ and _____ questions to make sure you understand the real issue

_____ back with them after a few days to see if any improvement has occurred

4 _____ Absence . forgetting to _____

What could possibly be better than a pay-raise?

The soft sciences: Affirmation and praise are essential to bring out the best in others

We wildly underestimate the power of the tiniest personal touch of kindness

Each person needs a different level of affirmation

Little confidence
Laps up affirmation

More is better
Fragile

Self-reliant
Skeptical of
affirmation
Leave me alone
Tough as nails

Certain times call for _____

Just starting a new task, job, position . where we feel out of the loop and practically useless to the company or team

After completing a major project

After changes, reversals, difficulties, or in the midst of stress

How do I give affirmation to my co-workers?

_____ that affirmation doesn't _____. it requires application repeatedly

_____. the L in Leader means ~~listen~~+

_____. share in the lives of others, let them know you're human too

_____. reach out in word and deed

_____burdens . give practical assistance when the burden is getting heavy

Get _____ of your office . when someone does a good job, ___ to him or her

Don't let good work be a _____. thank them personally

_____ Affirmation . at meetings, conferences, etc. . give public recognition to team members by name, and when introducing them

5 My _____ or the _____. no room for _____

Webster on Mavericks: “a pioneer, an _____ individual who does not go along with a _____”

Great Mavericks

_____. passionate about his core beliefs

_____. when told to sit down and shut up, he went to India and started the modern missionary movement

_____. outsider who reinvented Chrysler from the top down

_____. Nixon hatchet man to prophetic voice for American church

_____. a dream to die for, changed America

_____. from his little garage with big ideas brought IBM to its knees

_____, Chester Carlson, George Washington Carver

Mavericks think _____ the lines

_____: ~~am~~ looking for a lot of men with an infinite
for not knowing what can be done.+

_____ *Businesses encourage Mavericks*

3M requires its employees to goof around with new ideas and experiment at least 3 hours of every work week on company time! Any idea that becomes marketable guarantees them a 3% ongoing share of all profits!

Mavericks can save institutions from _____ and _____

The Institutional Aging Process

Stage 1 _____. overwhelmed by the need to begin. Often the focus is on what we won't do and what we won't be due to faults seen in the Mother Company.

Stage 2 _____. coming to grips with who we are and how we intend to become what we have envisioned

Stage 3 _____. expanding markets, methods, and means

Stage 4 _____. defining job descriptions, developing flow, traditions, and corporate culture

Stage 5 _____. next generation inherits a fully functional organization. The organization has become an institution. Promotions come from playing the game according to well-established rules, not from improving the organization. Suggesting change viewed as attacking or criticizing previous leadership or values.

Stage 6 _____. decline, hardened habits, tendency to irrelevancy, standing for policies that employees see as irrelevant and counterproductive, eventual death of the organization

%think there is a world market for about 5 computers+
Thomas Watson, CEO of IBM, 1943

%there is no reason for any individual to have a computer in their home+
Ken Olson, President of Digital Equipment Corp, 1977

Don't kill _____ ideas by _____ control

A Maverick's definition of committees ÷ ÷ .

A committee: keeps _____ and wastes _____

A committee: the unfit leading the unwilling to accomplish the unnecessary

A committee: those who separately do nothing and together decide nothing
can be done

God so loved the world ÷ He didn't send _____

The old organization was built on _____. But the world has changed.

The world is moving at such a rapid pace that _____ has become a

_____. We must balance _____ with _____. But there

is room for far more freedom than you every _____. + Tichy &

Sherman, 1993

Not all _____ are mavericks. Some are just troublemakers.

Some are a pain and don't do anyone much good. How do you tell the difference between a healthy maverick and a problematic malcontent?

_____ Cares about the good of the organization

Has same basic goals & values

Making a positive difference

Willing to earn the right to be heard

Their influence produces positive results

_____ Cares only for their own ideas

Differing values & beliefs

Creating circle of discontent

Demand to be heard now

Their influence creates chaos

How to _____ the _____ of Mavericks

- Give them a _____ tether . trust them
- Put them _____ of something they can own
- Listen to their _____. they think outside the lines
- Give them _____. help them see the positives
- Let them work _____ if they wish, or choose their team workers
- Keep _____ but don't _____
- Don't make them go through _____ of management or committees
- Don't make them _____ months for decisions to be made

6 Unclear _____ by _____

Never assume anyone knows anything

Nothing happens until people _____.

Nothing _____, that is!

The _____ the group, the more _____ must be given to _____, _____ communication.

We _____ communicate enough.

Never!

Communication is the _____ of an organization.

Without it, _____ disappears, _____ and _____ take over.

Organizations must _____ to grow in communication.

Patterns of communication tend to _____

Oral
Informal
Spontaneous
Active
Lively

Written
Formal
Planned
Passive
Liturgical

When left in the dark, people dream up wild rumors

The two words information and communication are often used interchangeable, but they signify quite different things.
_____ is giving out; _____ is getting through!+
S. J. Harris

Share an example of communication breakdown and its results in your own experience.

Leaders must be effective communicators, privately as well as publicly...within the organization as well as to those on the outside

There may be no _____ thing more important in our _____ to achieve meaningful _____ and fulfilling _____ than to learn and practice the art of _____.+ Max DePree

What happens when communication breaks down

- _____ about the groups direction
- _____ & disagreements about priorities
- _____ of resources through cancelled jobs
- _____ & unused resources
- _____ of efforts
- _____ morale
- _____ among departments
- _____ productivity and job insecurity

Why leaders fail to communicate, listen, and succeed.

Too little _____

Too many _____

Too much _____

Communication _____

CRM, Inc. Expectations & Privileges of CRM Staff

To know those who lead me and what they believe

To have leaders who will explain to me their vision

To never be left in isolation

To be heard

To be trusted

To be provided a context for growth

To be held accountable

To be the object of grace

How to assist in the art of communication organizationally

Provide a clear purpose/vision _____ that is genuine
Provide a clear _____ of command . who to go to for what
Provide a _____ map . who does what & where
Provide a clear, workable _____ description for everyone
Keep memos _____
Include _____ on top of lengthy reports
Use fax & _____ to keep up to the minute
Use _____ meetings when lengthy discussions aren't needed
_____ (manage by wandering around) Stay face to face
with your key workers
Practice _____ communication
H _____, O _____, T _____ ã .remember
Nothing happens until people talk!
Nothing good, that is.

Evaluations – learning to listen & change

Doing _____, _____, _____, _____ evaluations
are an essential process in fostering clear communication and
_____ to those who are most passionate and affected by
the status quo.

Evaluate _____, _____, _____, _____, and _____.

Everyone needs to be evaluated by someone.

Evaluations may be _____ or _____.
Personal _____ evaluations are less threatening and less
conflictive than informal ones
Formal evaluations are up-front and _____.
Formal evaluations are _____ and _____ for.
Formal evaluations are _____, in that everyone affected has the
opportunity to _____ and be _____.

7 _____ – corporate & community culture

Corporate culture is “the way we do things around here”

_____ the culture is essential.
Working _____ it is essential.
_____ it is not easy.

Never underestimate the mighty power of your organization’s corporate culture.

Corporate culture is the way _____ behave based on the _____ and group _____ they hold.

Beliefs and Values must be understood distinctly

_____ **are moral absolutes, black and white issues**

We will be honest, open, forgiving
Theft will not be tolerated among our people
We will not hold bitterness
We will not lie to each other, ever
The Bible is God’s inerrant word to the world

_____ **are the preferences and tastes of the organization**

We will use the latest technology to get our work done
We will do quality work, even if it takes longer
Speed is important, faster is better
We will write our memos down
We will provide monthly ministry reports

all have corporate culture

Leaders must _____ that culture for their leadership to flourish.

Effective leaders _____ culture over time.

© Moody Bible Institute and Ministries+ J. Stowell, III

What are some examples of the corporate culture in your workplace, neighborhood, church, and ministry?

REACTIONS TO CULTURE CONFLICT

The _____. %just accept things and work within it+

The _____. %d may have to work here, but I don't have to like it+

The _____. %lets change a few things around here+

The _____. %ob? What job? I just put in my time and go through the motions.

The _____. %ve got to get out of here, now!+

The _____. %They can't make me conform. Id just show them+

Who stays and who leaves?

Adapt, embrace and promote the culture wholeheartedly

Adapt reluctantly and submit passively

Reject the culture and try to change it

Reject the culture and be a troublemaker & be miserable

Reject the culture and leave

Reject the culture and make everyone miserable trying to change it

8 No _____ – failure to _____ future leadership

“Success without a successor is failure” W. Webster

“Finishing well is an important and final _____ of your leadership _____.” H. Finzel

Transitions in Leadership (Lyle Schaller)

Of all the leadership transition mistakes, two occur most frequently:

- Leaders tend to stay _____ in a position rather than not long enough
- Leaders who stay too long do much more _____ than those who don't stay long enough

Everything costs something, and some things cost everything.

There is a price to pay in leadership transitions. It is costly for both the new as well as the old leader. But the cost is far greater if the price isn't paid up front!

The Price of

_____ security . what am I going to do next
_____ of Retirement . loss of significance, self worth . this job is my life
_____ to change . the saddle is comfortable
_____ for the role . I love this job
_____ of investment . I've poured my life into this group

The Price of coming on board as a new leader

_____ track record in the new role . no confidence in your leadership
_____ the unknown surprises . people & situations
Inheriting the corporate culture without really _____ it
_____ to the stories about your predecessor
_____ out of the loop, not part of the family, no backlog of memories

Facing the Future.....Leadership demands looking ahead.

%A leader is one who sees _____ than others see, sees _____ than others see, see _____ others see+ Leroy Eims

%Stay _____ step ahead of your people and you are a leader.
Stay _____ steps ahead of them and you are a martyr.+ Unknown

%Leaders are _____ ã people who venture into unexplored territoryã .they guide us to new and unfamiliar _____ã .the unique reason for having leaders is to move us _____ã .leaders get us going someplace+ Kouzes & Posner

%Leadership is seeing the _____ of our actions _____ in the _____ than those around us can+ B. Gothard

If we do not make time to _____ for the future, we will be its victims. We will become reactionary, defensive, critical, and fearful. When organizations _____ their methodology they _____. We need proactive leadership that _____ the future and _____ into it with confidence.

DREAMERS T. E. Lawrence

All men dream; but not equally.

Those who dream by night
in the dusty recesses of their minds
awake to find that it was vanity.

But the dreamers of day are dangerous men,
that they may act their dreams
with open eyes
to make it possible.

Leaders _____ for the future, and _____ the men and women who will inherit it.

Who will you begin preparing for future leadership?

Set aside time to think about the following....

- What are our strengths
- What are our greatest weaknesses
- What should be our highest priorities
- What do we do well
- What do we do poorly
- What barriers do we need to remove to enhance our effectiveness for the future in truly substantial (not just cosmetic) ways

Annual Goals for every department of your organization

Quarterly Goals for every department of your organization

SMART GOALS

S _____
M _____
A _____
R _____
T _____

Who will do what, when, how, with whom, who needs to know, who will be most affected, when will it start, when will it end, how much will it cost, who will fund it, what will be needed (supplies), how will we inform, how will we promote, what will determine if we are successful?