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Leadership Today

A Challenge and Duty

Quote

“No one is compelled to choose the profession of police officer, but having chosen it, everyone is obligated to perform its duties and live up to the high standards of its requirements.”

– President Calvin Coolidge

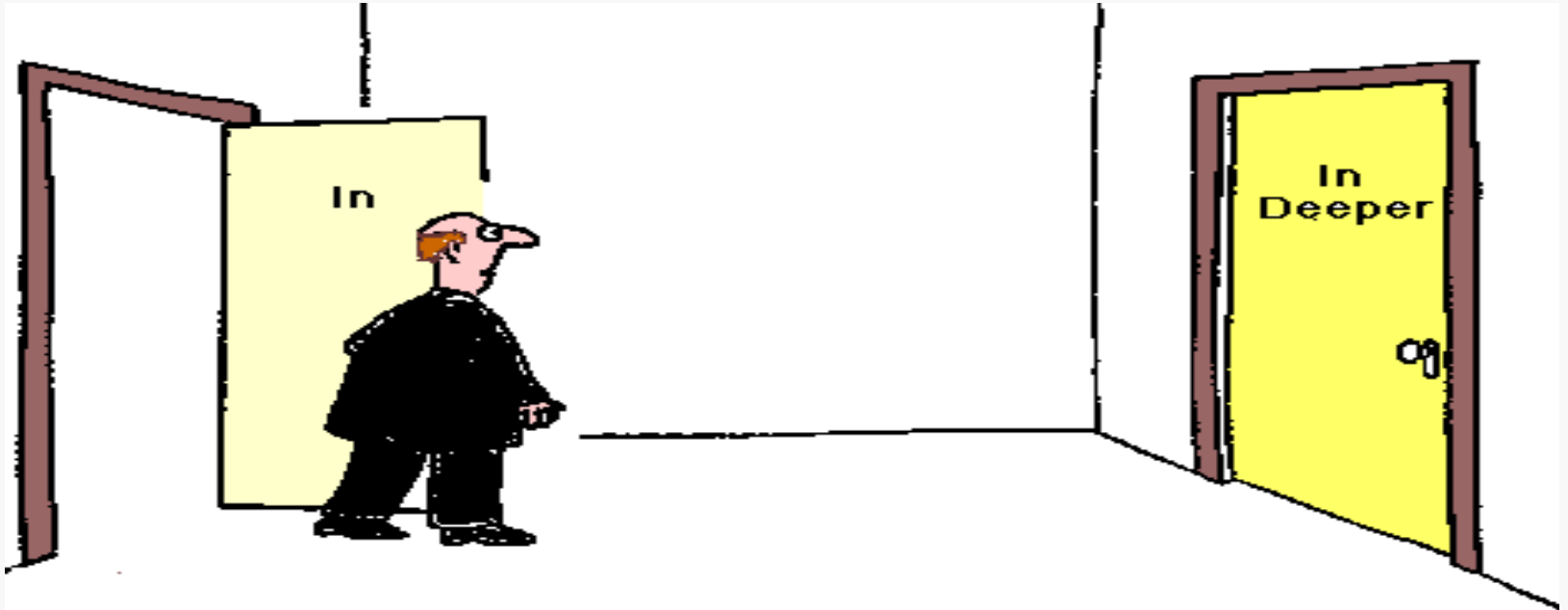
Outline

- Introductions
- Leadership vs. Management
- Leadership Styles
- Six Leadership Principles
- Ineffective and Effective Leaders
- Servant Leadership Theory, Practice and Stages
- A Leadership Primer
- Final Thoughts

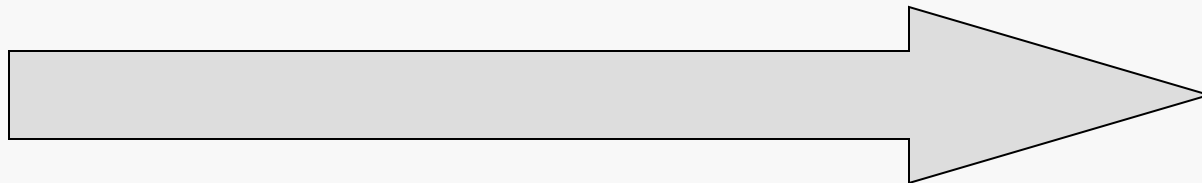
Outcomes

- Learn it
- Practice it
- Actualize and Share the Deserved Success

TODAY



S.G.R.



Quote

“Leadership happens at every stage of your life.”

- Bill George (*True North*)

Define Leadership



Define Management



Leadership vs. Management

An important distinction – both are important and require constant attention and development

Leadership vs. Management

“A Leader know what’s best to do; a Manager knows merely how to do it.”

- Ken Adelman

Quote

“Do not go where the path may lead, go instead where there is no path and leave a trail.”

- Ralph Waldo

Leadership Theories / Styles

- Formal
- Informal
- Situational
- Transformational
- Transactional
- Autocratic
- Charismatic
- Servant / Authentic

Quote

“It’s never too late to be what you might have
been”

- George Eloit

The Six Leadership Principles

The principles are irrefutable. They are constant and do not ever change. Whereas values can change over time depending on various circumstances.

The Six Leadership Principles

- Moral Courage
- Responsibility
- Respect
- Integrity
- Trustworthiness
- Service

Principles: Stages of Contribution

- What do you have to offer your organization?
- How do you add value?
- How much potential is not being utilized?
- What would your organization have lost if you had not worked there?

Principles: Stages of Contribution

The “Right” Probationer

Learning the fundamentals

- Energy
- Enthusiasm
- Basic Skills
- Rapid Learning
- Dependence on others for direction

Principles: Stages of Contribution

The Evolving Leader

Applying Expertise

- Narrow, deep perspective
- Expertise
- Independence
- Network of colleagues
- Pulls his/her weight
- Requires little direction

Principles: Stages of Contribution

The Mature Leader

Guiding Others

- Broad perspective
- Interdependence
- Robust internal and external network
- Develops capability in others
- Provides “local-leadership”

Principles: Stages of Contribution

The Formal/Effective Leader

Strategic direction

- External focus
- Represents the organization
- Grooms future leaders
- Exercises organizational-wide influence

(2005 Zanger/Folleman Company)

Moral Courage

- Justice
- Ethics
- Fairness
- Honor

Responsibility

“The buck stops here.”

- Harry S Truman

Respect

A Leader must exhibit fairness and civility at all costs when dealing with an organization's most important asset – its personnel.

Integrity

- How well do I treat people if I gain nothing?
- Am I transparent to others?
- Do I role-play based on the person I am with?
- Am I the same person in the spotlight as I am when I'm alone?
- Do I quickly admit wrongdoing without being pressed to do so?
- Do I put people ahead of my personal agenda?

Integrity

- Do I have an unchanging standard for moral decisions, or do circumstances determine my choices?
- Do I make difficult decisions, even when they have a personal cost attached to them?
- When I have something to say about people, do I talk to them or about them?
- Am I accountable to at least one other person for what I think, say, and do? – (Maxwell, 2003, p.61)

Trustworthiness

- Integrity
- Honesty
- Accountability
- Loyalty
- Open Communication

Service

Principle-centered leaders are committed to their cause for the cause's sake and not their own.

Quote

“Every calling is great when greatly pursued.”

- Oliver Wendell Holmes

Ineffective Leaders

They are everywhere and have to go.

Effective Leader Development

How does one become an effective leader: Are leaders born or made?

Effective Leaders

- Develop and conceptualize the overarching vision or the long-term overriding purpose to be achieved
- Clarify and articulate goals and objectives
- See that the long-range plans and the organizational structures that will be needed to enable the organization attain its goals are specified
- Allocate the responsibilities and determine the accountability for the major departments, or segments of the task

Effective Leaders

- Determine the means to be used to monitor results, measure progress, and decide the corrective action that may be required
- Act as a key resource for solving problems and overcoming difficulties encountered along the way
- Motivate, inspire, encourage, and reward effort and achievement; correct and discipline unsatisfactory performance; maintain morale and team spirit

Effective Leaders

Are highly committed to self-improvement...

- What was the last professional book that I read? When did I read it?
- How many professional periodicals do I read weekly?

Effective Leaders

Are highly committed to self-improvement...

- When was the last time I took an educational course?
- What was the last contribution I made to my organization based on something new I learned?
- If someone accused me of professional development and preparing for the future, what evidence would they have to convict me?

Effective Leaders

Care about those in their charge...

- How well do I know my people?
- How well do I know about the significant people in their lives?
- How quickly can I assess when any of my people are in pain or have problems?

Effective Leaders

Care about those in their charge...

- How do I demonstrate to others that I care?
- How much attention do I give my people?
- How well do I really listen to my people?

Effective Leaders

Have a vision of their future...

- Do I understand the changing nature of my organization?
- Where is my organization heading the next 5 years?
- Do I know what my community will look like in ten years?
- Have and live by their mission and vision

Quote

“Whatever you are, be a good one.”

- Abraham Lincoln

Servant / Authentic Leadership

The servant leader recognizes ...

- When getting things done through people, there will always be two dynamics involved – the task and the relationship
- Leading by serving first is not for the faint of heart
- Leadership is not about being. Rather, leadership is dynamic and active, always changing, always growing

Servant / Authentic Leadership

- Servant leadership begins with a natural desire to serve, followed by a conscious choice to aspire to lead
- The time for servant leadership has arrived
- “The committed leader is dedicated to growing, stretching and continuously improving – committed to becoming the best leader they can be, and that the people they lead deserve.” –The Servant (1998) James C. Hunter
(Magellan Executive Resources, Inc.)

Seven Pillars of Servant Leadership

- Person of Character
- Puts People First
- Skilled Communicator
- Compassionate Collaborator
- Has Foresight
- Systems Thinker
- Leads with Moral Authority

Person of Character

- Makes Ethical, principle-centered decisions
- Maintains Integrity
- Demonstrates Humility
- Values Spirituality

Puts People First

- Helps others meet their highest priority needs
- Displays a Servant's heart
- Is Mentor-Minded
- Shows Care & Concern

Skilled Communicator

- Listens deeply and speaks clearly
- Demonstrates Empathy
- Invites Feedback
- Communicates Persuasively

Compassionate Collaborator

- Strengthens relationships, supports diversity, and creates a sense of belonging
- Expresses Appreciation
- Builds Teams
- Negotiates Conflict

Has Foresight

- Imagines possibilities, anticipates the future, and proceeds with clarity of purpose
- Visionary
- Displays Creativity
- Exercises Sound judgment

Systems Thinker

- Thinks and acts strategically, manages change effectively, balances the whole with the sum of its parts
- Comfortable with Complexity
- Demonstrates Adaptability
- Considers the “Greater Good”

Leads with Moral Authority

- Worthy of respect, inspires confidence, and establishes quality standards for performance
- Accepts & Delegates Responsibility
- Shares Power & Control
- Creates a Culture of Accountability

(Seven Pillars by Magellan Executive Resources, Inc.)

Quote

“It’s not whether you get knocked down, it’s whether you get back up.”

- Vince Lombardi

My Servant Leadership Perspective

External and Internal Influences

- Community
- Customers
- Employees
- Colleagues
- Culture
- City Council
- Administrators
- Media

Quote

“The role of leaders is not to get other people to follow them, but to empower others to lead.”

- Bill George (*True North*)

Final Thoughts

- **Change is Inevitable; Growth is Optional**
Everyone want progress, yet no one wants change
- “If you don’t like change, you’re going to like irrelevance even less.” General Eric Shinseki, Chief of Staff, U.S. Army

Final Thoughts

- You must take care of your troops if you want to carry out your mission
- Focus on what you can control
- Sometimes you are the dog; and sometimes you are the hydrant

Final Quote

As John Adams once answered to the following question, “If we do all of this, will we be successful?” “No, I can’t assure success, but I can assure you that you will deserve success.”