

LEADERSHIP 201



GENERAL GRAND CAPTER GENERAL GRAND COUNCIL GRAND ENCAMPMENT

EMERGING LEADERS PROGRAM



LEADERSHIP 201

Morning Outline

- Welcome and Introductions
- Review of Leadership101
- What is Leadership
- Leadership from a Follower's Perspective
- The Five Levels of Leadership

Review of Leadership 101

Some Major Topics covered in 101

- Defining Leadership
- Leaders deal with different types of people differently
- Types of people – triangles, squares, circles, squiggles
- The power of Vision
- Principles of the 7 Habits
- Goal Setting

REVIEW OF LEADERSHIP 101

- Discussion: What did you learn in Leadership 101?



LEADERSHIP DEFINED

LEADERSHIP IS INFLUENCE, NOTHING MORE, NOTHING LESS

- He who thinks he is a leader but has no followers is just taking a walk – John Maxwell

THINGS TO KNOW ABOUT LEADERSHIP

- Everyone has influence over someone
- Leadership can be taught
- Leadership is a process
- Leadership is earned, it is not an entitlement
- Leadership is hard to achieve but easy to lose

WHAT IS REQUIRED?

Leaders are learners; a commitment to leadership is a commitment to lifelong learning

Leaders are willing to take risks

Leaders are willing to invest the time to in other people and their own self development

Leaders know who they are and use the knowledge to lead themselves

Key Concepts of Leadership

- ❑ Leadership is a learned skill
- ❑ Leadership is a process
- ❑ Leadership begins with ME
- ❑ Leadership is all about RELATIONSHIPS

Leadership from a Follower's Perspective

Maxwell's 3 Questions

- When someone first meets the new leader, they have three questions in mind
 - Do you care for me?
 - Can you help me?
 - Can I trust you?

Posner and Kouzes' Research

- What Characteristics to people look for and admire in someone they would be willing to follow?

Top Scoring Responses

- Honest 85%
- Forward Looking 70%
- Inspiring 69%
- Competent 64%
- Intelligent 43%
- Broad Minded 40%

The Truth About Leadership, p. 17

Most Important Characteristics

- Honesty
- Forward Looking
- Inspiring
- Competent

The Combination

- Taken together, these characteristics comprise a larger single concept
- Credibility
- If a leader loses credibility, he is no longer a leader

**Credibility is closely related to
Integrity**

Ty Bennett 's 7 Investments

- Be the same person in public, private, and secret life
- Take Responsibility
- Keep Promises
- Build People Up; Don't Tear them down
- Give 100%, 100% of the time
- Be Humble
- Live your values

The Five Levels of Leadership

John C. Maxwell

Recommended Texts

- John C. Maxwell
 - *The Five Levels of Leadership*
 - *The Twenty-one Irrefutable Laws of Leadership*
 - *Developing the Leader within You*

Why this framework?

- Provides a good framework for understanding a complex subject
- Breaks a complex issue into manageable components
- Is easily adapted into a personal leadership development plan

The 5 Levels

- Level 1 Position
- Level 2 Permission
- Level 3 Performance
- Level 4 People Development
- Level 5 Pinnacle

THE
5
LEVELS
OF
LEADERSHIP

5

Pinnacle

— RESPECT —

People follow because of who you are
and what you represent.



4

People Development

— REPRODUCTION —

People follow because of what you have done for them.



3

Production

— RESULTS —

People follow because of what you have done for the organization.



2

Permission

— RELATIONSHIPS —

People follow you because they want to.



1

Position

— RIGHTS —

People follow you because they have to.

What do the levels do

- Defines the progression of leadership development
- Defines the elements of leadership
- Describes a process

A level is never left behind

It is a winding staircase

Leadership is all about relationships, and
relationships involve other people

You are at a different level with each person as
defined by your relationship

You must continually work on all levels

Why is this important

THE LAW OF THE LID

John Maxwell

Level 1 POSITION

- People follow you because they have to

Reality Check

- Someone thinks you have leadership potential
- You have been given a wonderful opportunity
- It does not make you a leader — it gives you a chance
- You have not arrived but just begun a journey

What to do?

- Begin at the beginning
- He who would lead others must first lead himself (Past Master)
- You are the beginning; you must begin with yourself

A Few Specifics

- Check your attitude: Understand the reality
- Develop Self Awareness
- Perform a Leadership Inventory
- Dedicate yourself to learning
- Create a Personal Leadership Development Plan
- Look, Listen and take notes

ACT

As you learn about leadership, code the concept as to what to do with it

A=Apply to your leadership

C=Change a behavior

T=Teach the concept to others

Best and Worst Level 1

WORST

- Deceived by his title
- Devalues people (they can't)
- Focus on Prerogatives
- Caught in the game

BEST

- Know the title must be earned
- Values people as the greatest asset and trusts them
- Focus on the job of leadership
- Keeps eyes on the prize – influencing people to accomplish great things

Problems with Positional Leaders

BEHAVIOR

- Push people (demands and orders)
- Creates distance from people
- Must assert superior knowledge in face of ignorance

RESULT

- Minimal compliance
- Doesn't know what is going on
- Makes mistakes; loss of trust

What's Happening

“Half of the harm that is done in this world is due to people who want to feel important....They do not mean to do harm....They are caught in the endless struggle to think well of themselves.”

T.S. Eliot

The Reality

“It is not titles that honor men, but men that honor titles”

Machiavelli

Avoid Getting Stuck

If you get stuck as a positional leader you are in real trouble in a volunteer organization

You have no carrots and no stick; all you have is your leadership

Start Connecting with People

- Drop the barriers – if you must remind them of your title, it is just a title
- Begin with those you need the most
 - The Informal Leaders (E.F. Hutton)
 - The staff – especially the recorder or secretary
 - The doers in the organization (Past Masters)
 - The leadership team
- All of the members and their families

A few Specifics

- Always be genuine – they don't care what you know until they know how much you care
- Never speak ill of anyone
- Treat everyone with Respect
- Listen
- When you speak keep on solid ground
- Take Responsibility
- Be a Servant

The Big One

Model the values you profess and the values of the organization

Once you have a position of formal leadership, always remember they are always looking

Level 2 Permission

People follow you because they want to

What got you here

- Connecting with people
- Showing Respect
- Staying on Solid Ground
- Building at atmosphere of Trust
- Living your values and those of the organization

What have you gained

- Connecting with people you now have relationship based influence
- You are now able to move beyond the nominal leadership tasks to those things that really count

Challenge the Process

- Most things you will want to do involve change of some sort
- Change triggers fear and with it resistance
- Start small and build your track record

Baby Steps

- Every project, however small, gives you an opportunity to
 - Build your relationships, especially with your team
 - Develop your navigational skills that enable you to get things done
- The goal at this stage is to demonstrate your ability to get things done

Planning at Level 2

Small projects do not require an elaborate plan;
but they do require one

Planning Realities

- Projects will succeed to the extent that people are committed
- People will not buy-in to your project until they buy-in to you as a leader; The messenger must have credibility
- At this stage you are building credibility and have laid a solid foundation, but you are probably not there yet

A General Process

- Start with WHY – if you don't have a clear purpose for a project, it won't go very far
- Run it up the flag pole – talk with the E.F. Huttons and as for their help – you will have a better project and their support (borrowed influence) plus they make good team members and mentors

General Process 2

- Revise your project and assemble your team
- Involve the team in planning
- Break the project into discrete tasks
- Assign people to the tasks, then let them perform – put them in charge
- Monitor progress and offer help
- Debrief
- Celebrate the success

Result

- Accumulate the small victories through small projects and you get the rewards
- More positive attitudes making more things possible
- A track record of getting things done
- Momentum

Level 3 Performance

People follow you because of what you have done for the organization

Moving on to Greater Things

- Your relationships are growing and your connection with people has deepened
- You have demonstrated your ability to get things done

- Now get ready to do greater things
 - Don't over promise – stay on solid ground
 - Develop a more formal planning process

Formal Planning at Level 3

- Same cycle as at Level 2
- Create a formal document
- Begin with a vision and a clear purpose
- Define success in some detail
- Two key points
 - A plan is never static; it must be fluid, but to be fluid it must be used
 - A plan is of little use unless it is communicated

Your Team needs Attention

- If you want your team to commit to the project, they must commit to you; they won't commit to you until you demonstrate that you are committed to them
- Actively engage in developing the leadership capabilities of your team members

Team Building

- Get the right people on the bus
- Get them in the right seats
- Look for the learners
- Take an active interest in their development as leaders — you will have to invest your time with them

Priorities

- Set priorities and focus your efforts – you can't make the investment of time in everyone
- Pareto's Curve

Evaluate your Team Members

- Dimensions
 - What value do they add to me
 - What value do they add to the team
 - What value do they add to the organization
- Strength of your Relationship
 - Does he trust me/Does he think I am truthful
 - Does he confide in me
 - Does he think I am fair
 - Does he share my core values
- Now perform the same analysis in reverse

Evaluate Projects and Tasks

High Cost

Low Cost

High Return

Low Return

Significance to the overall organization:

Long term

Short term

Differences from Level 2

- Allow plenty of time for buy-in and planning
- Strengthen relationships with the team – the level of commitment required is much higher for larger projects
- Strengthen relationships among team members
- Heavy Team Member involvement in planning
- Communicate, Communicate, Communicate
- Monitor and Mentor: The goal is to Empower
- Acknowledge and Celebrate

Working with Your Team

- Shared Vision
- Values should align
- Relationships among the members is strong:
They must be as committed to one another as
to you and the Vision
- Positive and Tenacious Attitude
- Communication that is open, honest, and
continuous
- RESULTS ARE THE GOAL

Key Concepts for Level 3

- Who you are is who you attract
- People do what people see
- Find a way to win; defeat is not an option
- Sacrifice – to go up you must give up
- People buy-in to the leader, then the vision
- Developing leaders is the most effective way to accomplish the vision
- Production is measured by what you get done through others

Ready to Move on?

- You have a well developed team of leaders who you have been developing and empowering
- Production is a more a result of team activity than your activity
- The big projects succeed, further enhancing momentum
- The Organizational Narrative is becoming more positive

Level 4 People Development

People follow you because of what you have done for them

Preparing for Your Departure

The true measure of a leader is not what he accomplishes while he heads an organization but what the organization achieves without him

This is the lasting legacy of a great leader.

The accomplishments of a leader are ephemeral

What lives on are the people

John Maxwell

Importance of Developing Your People

- To sustain organizational growth
- Empowers your people to fulfill leadership roles
- You are freed up to lead larger

Back to the Bus

- Recruit well
 - Chemistry
 - Character
 - Capacity to meet the needs of the team all the time
 - Contribution beyond their specific job duties
- Right Seats
 - Not always the best at specific tasks, it is the best who can work together to achieve results – Put your best team on the field

Developing Leaders

- Modeling – you are the example, do what you desire and expect them to do
- Teach them leadership – give them the working tools of a leader
- Help them to do their jobs well
 - I do it and you watch
 - You do it and I am coaching you
 - You do it

Key Concepts at Level 4

- Back to basics-leadership is developed daily not in a day
- Add value to others to add value to yourself; add value to yourself to add value to others
- Your leadership is limited or enhanced by your team
- If you have a good team you will get results; if you want to go beyond small scale results develop leaders

Legacy

- Have a clear vision of the legacy you want to leave
- Start leaving that legacy now by living it
- Develop the people who will carry on your legacy (all things pass; what is left are the people)
- Let Go! Trust those you have developed, and respect them enough to let them do it their way

Level 5 Pinnacle

- You have arrived at the pinnacle if the organization continues to prosper and grow after you are gone
- You are a pinnacle leader when you have developed level 4 leaders
- You are a pinnacle leader when you have established an enduring leadership culture

Relationships

The Bedrock Principle

John Maxwell's *Winning with People*

- Trust is the foundation of every relationship
- Trust is the frame of any relationship
- Trust is the height of any relationship
- Earning the trust of others
 - Trust begins with you
 - Trust cannot be compartmentalized
 - Trust works like a bank account (change in your pocket?)

Discussion

- What kinds of actions build trust?
- What behaviors cause you to trust a leader?



Connection Building

- Become genuinely interested in them
- Smile
- Listen – encourage others to talk about themselves
- Talk in terms of their interests, aspirations and desires
- Make the other person feel important and do it sincerely

John Maxwell, *Winning with People*

Listening

- Pay Attention
- Show that you are listening
- Provide feedback
- Defer Judgment
- Respond appropriately

Tom Peters

Meet on the Level

- Don't assume you already know what others know, feel or want
- Don't be arrogant – No one knows everything; you never know when a great idea will come your way
- Don't be indifferent – Leadership is about caring; caring deeply about other people
- Don't be controlling – It limits possibilities and potential

Communicate

- Keep it simple
- Get to the point
- Say it over and over and over again – the first time they hear, the second it is recognized, the third it is understood

Let them enjoy being with you

- Ask questions, then listen (you don't need to one up or have the last word)
- Keep the mood light
- Use stories to make a point
- Be enthusiastic
- For that moment they are the most important person in your universe
- Listen more than you speak

Attitude is Everything

“Attitude is a little thing that makes a big
difference”

Winston Churchill

Mindsets

Text on Mindsets

- Carol Dweck, Ph.D.
 - *Mindset: The New Psychology of Success*

What is a mindset?

- A deeply held set of beliefs about who you are
- These beliefs filter your experience of the world because they are the interpretative basis for your understanding

Nature v Nurture

- Nature: Genes drive destiny. We are who we are at a fundamental and immutable level.
- Nurture: The environment conditions us and makes us who we are.
- Most believe that both factors are in play all the time.

Fixed Mindset

Nature dominate

- Habitual beliefs about self and environment
- Say things like “I can’t change” or “I am too old to learn”
- The fear of failure
- The fear of being challenged
- Surround themselves with only those who reinforce their view of themselves
- Discard feedback inconsistent with their self-image
- Worried about being judged – don’t take risks

Growth Mindset

Nurture dominate

- Believe in ability to change
- Innovate, adapt and overcome
- Belief they can always learn
- Not afraid to fail – relish the challenge
- Expect and want feedback for improvement
- Surround themselves with people who challenge them
- Change their minds



Exercise

Situation: A once thriving Chapter has fallen on hard times, and without some help may soon cease to exist. One older PHP has run the Chapter with an iron fist for many years. You believe it is worth saving.

Task: What would you do to re-energize it? You must come up with 3 positive growth mindset moves that will get the job done.

Growth Mindset Dos

- View every experience as a learning opportunity and never waste an experience
- Practice the Masonic value of Brotherly Love
- Promote the value of learning in everything and the idea that anything can be learned
- Always remember that every person is important
- Keep in mind the importance of each Companion's personal growth and wellbeing by asking "how can I help"

More Do's

- Understand that the Companions and Sir Knights are what makes the difference
- Find the positive in every situation and promote it – even if it is a hard lesson
- Talk directly to any member who has an issue and really listen to him – you might learn something
- Appreciate the value of every Companion and allow them to play to their strength

Do you have More?

- Discussion



Failing Forward

John Maxwell

- There is no such thing as failure, just information
- You learn more from an unsuccessful project
- When things don't go as planned, accept the challenge and solve the puzzle.
- Don't entertain a vision of disaster; see the vision of opportunity within it and the brighter day beyond

Execution

Steps

- Mission Clarification
- Vision
- Focus
- Plan
- Execute with Excellence
- Debrief
- Celebrate

Mission Clarification

- The Four Questions
 - Who are we
 - For what purpose do we exist – what, exactly do we do
 - For Whom
 - Why do we do it

Who are we: Discussion

- What do we value
- What do we believe in
- What do we hope to be



Why do we exist

Discussion



For whom do we do it

- Discussion



Vision

- Inclusive process
- Inspiring –must be something important enough to commit to
- Expresses who we are
- Expresses what we do
- Expresses who we do it for

Vision Exercise

- Develop a Vision for your Chapter, Council or Commandery



Planning



Types of Planning

- Tactical Planning
 - Single Project
 - Goals, Punch List and Time Line (simplest level)
- Operational Planning
 - Annual Plan
 - Plan first, budget after
 - Priorities
 - Goals
 - Projects, Time Lines, Personnel
- Strategic Planning
 - Long Range Vision, Mission, and Goals

General Elements

- Goals
 - Tactical Plan – how do we define success; be sure to cover all dimensions with reference to Operational Plan Goals
 - Operational Plan – defined in terms of where we want to be at the end of the year, based on priorities and Strategic Plan Goals
 - Strategic Plan – defined in terms of where we want to be in five years – what is necessary to achieve the vision
 - All Goals should be SMART

General Elements

- Priorities
- Relationship among plans, goals, and tasks
- Planning Process
 - People
 - Time
 - Goal of the Planning Process – A Shared Vision and agreed upon steps toward attaining it

Discussion of Planning

- Tactical Planning
 - Questions
 - Discussion
 - Examples
- Operational Planning
 - Questions
 - Discussion
 - Examples
- Strategic Planning
 - Importance

Strategic Planning Continued

- Elements
- People
- Process
- Utilization and relationship to operational and tactical plans
- Questions
- Discussion
- Examples

Summary and Questions



Next Step

- Congratulations
- Attend the main department meetings next year



THANK YOU

