

Stewardship Forum

An evangelical alliance Partnership for Change

Events : Selected Materials from M:POWER 2004

Title: Effective Leader

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Becoming An Effective Leader

I. Definitions

Interesting to note that decades of analysis have given us 350 definitions of leadership.

Leadership

- a. Leadership is the ability to obtain followers (In a very real sense, leadership is conferred by followers. We are often *given* subordinates; we have to *earn* followers)
- b. Leadership is the capacity to lead
- c. Leadership is about change
- d. Leadership is what gives an organisation vision and its ability to translate that vision into reality.
- e. Self management - if you can't manage yourself, you can't lead others. (See "Let's Get Rid of Management" in handouts)

Leader

- a. A leader is a *person* who influences *people* to accomplish a *purpose*.
- b. The task of leadership: To equip, empower, and enable others in pursuit of a shared vision.
- c. The task of management: To focus energy and resources on productivity.

Two Types of Leaders

"There are two basic types of leadership: the *transactional* and the *transforming*. The relations of most leaders and followers are *transactional* -- leaders approach followers with an eye to exchanging one thing for another: jobs for votes, or subsidies for campaign contributions. Such transactions comprise the bulk of the relationships among leaders and followers, especially in groups, legislatures, and parties.

Transforming leadership, while more complex, is more potent. The transforming leader recognizes and exploits an existing need or demand of a potential follower. But, beyond that, the transforming leader looks for potential motives in followers, seeks to satisfy higher needs, and engages the full person of the follower. The result of transforming leadership is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents.

-- James MacGregor Burns, *Leadership*

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II. The Need for Transforming Leaders

“These are the hard times in which a genius would wish to live. Great necessities call forth great leaders.”

-- Abigail Adams 1790, in a letter to Thomas Jefferson.

III. Values

1. The role of values
 - a. What's really important
 - b. What people pay attention to
 - c. Values are the soil in which vision and goals grow
 - d. Values as guides -- as a “behaviour guidance system” -- they inform us what to do and what not to do
 - e. Values provide the context within which issues are identified and alternative goals evaluated.
 - f. Values shape perception (what we see and don't see) and decision making
 - g. Values are crucial in “focusing the projector,” and in “managing the mindset”
 - h. A crucial task of leadership is to continually develop the capacity of their constituents to put shared values into practice.
 - i. Values serve a motivational function. They keep us focused on *why* we are doing what we're doing and the ends toward which we are striving. Values are beliefs about what means and ends are desirable or undesirable, preferable or not preferable.
2. A Values Audit
3. A Values Statement

“People are persuaded more by the depth of your passion than the height of your logic.”

- a. A value statement *articulates* values
- b. Management systems give those values life and reality within your organisation.
- c. To change values, you must change the organisational culture -- the “social architecture” of the organisation -- including management processes, organisational structure, management style, reward systems.
- d. Trim-Tab Principle - “If it's going to be, it's up to me.”

“Lasting improvement does not take place by pronouncements or official programs. Change takes place slowly inside each of us and by the choices we think through in the quiet wakeful moments lying in bed just before dawn. Culture is changed not so much by carefully planned, dramatic, and visible events as by focusing on our own actions in the small, barely noticed, day-to-day activities of our work. In a way, the only culture that exists for us is in

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the room we are in that holds the possibility

of transforming the culture of the rest of the organization. It is change from the inside out.”

-- Peter Block, *The Empowered Manager*

IV. Mission

“Know thyself.”

-- Inscription at the Delphic Oracle. From Plutarch, *Morals*

“We ask to know the will of God without guessing that his will is written into our very beings. We perceive that will when we discern our gifts. Our obedience and surrender to God is in large part our obedience and surrender to our gifts.”

-- Elizabeth O'Connor, *Eighth Day of Creation*

A. Gift mix

B. Teaching pigs to sing

- The folly of focusing on correcting weaknesses

C. A great myth: “You can do whatever you put your mind to.”

- If at first you don't succeed, try, try again.
- Practice makes perfect.
- If you can conceive it, you can achieve it.
- If I can do it, you can do it.

As Clifton and Nelson point out in *Soar With Your Strengths*, these phrases should read:

- You can be anything *your strengths* allow you to be.
- If at first you don't succeed, *check to see if you're building on strength*.
- Practicing *strength* makes perfect.
- If you can conceive it and achieve it, *it was probably there all along*.
- If I can do it, *those with the same strengths can too*.

Trying to succeed in an area where you are weak will likely lead to frustration, failure, and a negative self-concept. A negative self-concept is disempowering, and dramatically reduces your ability to be a transformative leader.

D. Fit/Alignment

- Strengths
- Situation

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V. Vision

“There is no more powerful engine driving an organization toward excellence and long range success than an attractive, worthwhile, and achievable vision of the future, widely shared.”

-- Burt Nanus, *Visionary Leadership*

“Vision is the best manifestation of creative imagination and the primary motivation of human action. It’s the ability to see beyond our present reality, to create, to invent what does not yet exist, to become what we are not yet. It gives us the capacity to live out of our imagination instead of our memory...More than any other factor, vision affects the choices we make and the way we spend our time.”

-- Stephen Covey, *First Things First*

“In every one of the growing, healthy churches I have studied, there is a discernible link between the spiritual and numerical growth of those congregations and the existence, articulation and widespread ownership of God’s vision for ministry by the leaders and participants of the church. Conversely, there is invariably a clear absence of vision in those congregations in which there is neither spiritual nor numerical growth taking place. Rarely in my research do I find such overt, black-and-white relationships.”

-- George Barna

In a recent survey, 1,500 senior executives (many of them CEOs) from 20 countries were asked to describe the *key traits* or *talents* desirable for a CEO today and those critical for a CEO in the year 2000. The principal trait most frequently referenced both for now and the 21st Century was *a strong sense of vision*. Fully 98% viewed this attribute as the most indispensable for the year 2000.

A “CLEAR VISION”

Compelling
Lucid
Energizing
Attractive
Releasing

Visual
Inspired and Inspiring
Stretching
Inwardly focused
Outwardly focused
Not a mission statement

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VI. Empowerment

"If you can't empower, you can't lead."

"Managers control, leaders empower."

A. Power

"Vision is the commodity of leaders, and power is their currency."

-- Burt Nanus, *Visionary Leadership*

1. POWER - the basic energy to initiate and sustain action translating intention into reality.
2. The importance of a personal Pentecost: "But you will receive power when the Holy Spirit comes on you, and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth." Acts 2.8

B. Empowerment is widely misunderstood.

1. Power isn't something that leaders magically give to followers. People already have tremendous power. The task is to liberate it -- to take the chains off and let people loose.
2. *Psychology Today* survey/Gallup Great Britain study
3. Some keys to empowerment
 - Clarity - of values and vision. People are more in control of their own lives if their values and direction are clear. In this sense, values are empowering.
 - Courage - willingness to take risks; continual acts of courage.
 - Competence - people need to be functioning within their gift mix to feel genuinely empowered.
 - Commitment - people must have a sense of ownership that is the result of choice, not coercion.
 - Confidence - people must feel good about themselves. Nothing succeeds like a relentless series of small successes. Make goals big enough to matter, small enough to win.

John Gardner notes that enabling and empowering are not separable tasks. They require a variety of actions on the parts of leaders:

- Sharing information and making it possible for followers to obtain appropriate kinds of education
- Sharing power by devolving initiative and responsibility
- Building the confidence of followers so that they can achieve their own goals through their own efforts
- Removing barriers to the release of individual energy and talent

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- Seeking, finding, and husbanding the various kinds of resources that followers need
- Resolving the conflicts that paralyze group action
- Providing organizational arrangements appropriate to group effort

-- John Gardner, *On Leadership*

C. The Zapp Factor

"Vision is central to leadership. It is the indispensable tool without which leadership is doomed to failure."

-- Burt Nanus, *Visionary Leadership*

"If you treat people to a vision of themselves, if you apparently overrate them, you make them become what they are capable of becoming. You know, if we take people as they are, we make them worse. If we take them as they should be, we help them become what they can be...If you say this is idealism -- overrating man -- then I must answer, 'Idealism is the real realism, because you help people actualize themselves.'" "If you treat people to a vision of themselves, if you apparently overrate them, you make them become what they are capable of becoming. You know, if we take people as they are, we make them worse. If we take them as they should be, we help them become what they can be...If you say this is idealism -- overrating man -- then I must answer, 'Idealism is the real realism, because you help people actualize themselves.'"

-- Viktor Frankl, "Youth In Search of Meaning"

1. If focusing energy on productivity is the primary task of management, then the quantity of energy available to the manager or leader has to be viewed as a crucial asset.
2. High voltage or high metabolism organisations
3. Transference - you can't transfer what you don't have (remember: thoughts and feelings are contagious)
4. Thinking/Feeling - people will often follow you not because of who you are, but because of how you make them feel.

For Zapp to work, people need:

- Direction (key result areas, goals, measurements)
- Knowledge (skills, training, information, goals)
- Resources (tools, materials, facilities, money)
- Support (approval, coaching, feedback, encouragement)

Who determines how Zapped (or Sapped) an employee is?

In order of importance:

1. The person's immediate boss (the group leader)

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2. The other people who affect the person's job (suppliers, services, support)
3. Higher management
4. The organisation and its systems

By far, the most important enZapping influence is the supervisor or manager to whom the employee directly reports.

-- William C. Byham, *The Lightning of Empowerment*

D. Major source of blockage to empowerment is our own dependency.

Yearning for a source of external control (the leader, my boss, etc.) is an expression of our dependency.

E. Ownership

VII. Summary / Conclusion

1. Each person here is a leader, whether or not you have a position of leadership.
2. You will either be a transformative leader, or a transactional leader -- the choice is yours.
3. The keys to being a transformative leader include:
 - Values
 - Mission
 - Vision
 - Knowledge of your constituents or stakeholders
 - A knowledge of empowerment
 - The ability to align individuals and the social architecture of your organisation around values, mission and vision
 - The ability to inspire hope
 - Being a change agent

In Search of Incandescence

"This is the true joy in life, the being used for a purpose recognized by yourself as a mighty one; the being a force of nature instead of a feverish selfish little clod of ailments and grievances complaining that the world will not devote itself to making you happy.

I want to be thoroughly used up when I die, for the harder I work the more I live. I rejoice in life for its own sake. Life is no "brief candle" to me. It is a sort of splendid torch which I have got hold of for the moment, and I want to make it burn as brightly as possible before handing it on to future generations."

-- George Bernard Shaw