



In Service to America®

# The Challenge of Leadership



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[www.leadershipoutfitters.com](http://www.leadershipoutfitters.com)



# Characteristics of Effective Leaders



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# Leadership Myths

## **Myth 1 – *Leaders Are Born, Not Made.***

Leadership is not a rare gift given to a few people. Most people have the potential to become good leaders. But, like any learned skill, it's training, practice, and coaching.

## **Myth 2 – *Leaders are charismatic.***

In *Good to Great*, best-selling business author Jim Collins found that the best companies – those that were growing financially— were those led by humble leaders. Leaders who cared more for the organization than for themselves.

## **Myth 3 – *Title or Position equals Leadership.***

Author John Maxwell in *The 21 Irrefutable Laws of Leadership* tells us that true leadership is not based on position or rank. Leadership is action not position.

## **Myth 4 – *Leaders Call The Shots.***

Effective leadership is not about control and its not about leading from the top down. Good leaders find that they build respect from their ability to work with people and give people an opportunity to contribute and lead themselves. Authors Jim Kouzes and Barry Posner include “enabling others to act” as one of the five practices of effective leaders in their book “The Leadership Challenge”.

## **Myth 5 – *Leaders are Heroes or Saviors.***

Peter Senge in *The Fifth Discipline* talks about the myth of the leader who rushes in and saves the day. Good leaders work with others to solve problems and create a proactive environment where the “hero” model is not needed.

# Managers and Leaders



## Managers

*Manage Areas/Projects*

- Concentrate on strategy
- Wield authority
- Administer programs
- Instruct
- Control
- Yearn for Stability
- Take Charge
- Concentrate on short term

## Leaders

*Lead People*

- Nurture culture
- Apply influence
- Develop People
- Inspire
- Empower
- Thrive on Crisis
- Encourage Delegation
- Seek long-term results

*Adapted from Mind of a Manager, Soul of a Leader. Craig Hickman, John Wiley & Sons*

# Leadership Is *Built Not Awarded*

*According to John Maxwell, people look to someone as a leader for specific reasons. The least likely reason is at the bottom of the list.*



- You earn their respect
- You involve them
- You do what you say and produced results
- They want to because you've built a relationship
- They are supposed to because of your "leadership" position

**What does leadership look like in your organization?**

**Strengths**

**Challenges**

*From John Maxwell's Developing the Leader Within You, Thomas Nelson Publishers.*

# The Leadership Challenge

## Model The Way

- Find Your Voice By Clarifying Your Personal Values
- Set an example
- Act as coach
- Walk the Talk

## Inspire A Shared Vision

- Envision the future
- Share their vision
- Get others to see exciting possibilities for the future

## Challenge The Process

- Search for opportunities by seeking innovative ways to change, grow and improve
- Experiment and take risks

## Enable Others To Act

- Foster collaboration
- Involve others in the process
- Create an atmosphere of trust and respect
- Strengthen others by sharing power and discretion

## Encourage the Heart

- Recognize contributions
- Celebrate accomplishments and values
- Care for the team



*From The Leadership Challenge, James Kouzes and Barry Posner, Jossey-Bass Publishers, San Francisco, CA.*

# The Leadership Challenge

*What you do now?*

**Model The Way**

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**Inspire A Shared Vision**

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**Challenge The Process**

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**Enable Others To Act**

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**Encouraging the Heart**

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*What we could/should do?*

**Model The Way**

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**Inspire A Shared Vision**

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**Challenge The Process**

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**Enable Others To Act**

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**Encouraging the Heart**

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*From The Leadership Challenge, James Kouzes and Barry Posner, Jossey-Bass Publishers, San Francisco, CA.*

# Leadership Self-Assessment



## *Model The Way*

- **Self Aware** of personal aptitudes, values, motivators, challenges and needs.
- **Self Manages** by demonstrating self discipline, accountability of actions, commitment to self mastery and goals.
- **Integrity**- models behavior that is consistent with beliefs and values. High degree of personal responsibility.
- **High personal & professional standards** - commands respect through actions. Encourages this behavior of team members.

## **Inspire A Shared Vision**

- **Inspirational** - inspires a compelling vision and ensures that the team works towards the organization's mission & goals.
- **Transformational leader** - anticipates changes in customer and employee needs and changing market conditions and changes business practices and organizational culture.
- **Manages results** - collaboratively establishes short-and-long goals.
- **Strategist**-demonstrate business acumen in core business areas including profitability, customer service and organizational planning.

## **Challenge the Process**

- **Curious** - takes calculated risks and realizes that disappointments and failures can be our greatest opportunities for learning.

## *Enable Others to Act*

- **Communicates effectively** - uses language that is respectful and unbiased, non-judgmental. Listens intently. Truthful. Encourages self expression.
- **Follows through** - can be counted on to do what promised. Builds relationships and trust with others.
- **Delegates** - trusts others to act and encourages growth.
- **Mentors** - helps others reach leadership potential.

## **Encourages the Heart**

- **Rewards and Acknowledges** - celebrates successes and empowers team members.

*Adapted from Cynder Niemela and Rachael Lewis, Leading High Impact Teams: The Coach-Approach to Peak Performance, 2001, High Impact Publishing and The Leadership Challenge, Jim Koozes & Barry Posner, Jossey-Bass Publishers, San Francisco, CA.*

# Leadership Self-Assessment



	<i>Strengths</i>	<i>Areas for Development</i>
<ul style="list-style-type: none"> <li>• <b>Self Aware</b></li> <li>• <b>Self Manages</b></li> <li>• <b>Integrity</b></li> <li>• <b>High personal &amp; professional standards</b></li> <li>• <b>Inspirational</b></li> <li>• <b>Transformational leader</b></li> <li>• <b>Manages results</b></li> <li>• <b>Strategist</b></li> <li>• <b>Curious</b></li> <li>• <b>Communicates Effectively</b></li> <li>• <b>Follows through</b></li> <li>• <b>Delegates</b></li> <li>• <b>Mentors</b></li> <li>• <b>Rewards and Acknowledges</b></li> </ul>		



# Building a Framework for "Great"

## "Good To Great" Business Models vs. Social Sectors: Some Big Issues

**Defining "Great"**

Defining "great" without business metrics. What is a "great" association?

**Level 5 Leadership**

Collins defines Level 5 leadership as leading by putting the organization first. What does this mean for volunteer organizations? How does Level 5 work with a staff & volunteer mix?

**First Who, Then What?**

Getting the right people on the bus within the constraints of a volunteer organization. Can you move volunteers in the bus?

**Hedgehog Concept**

Rethinking the economic engine without a profit motive. The intersection of passion, excellence, and the resources needed.

*Adapted from Good To Great and the Social Sectors. 2005, Jim Collins.*

# Defining “Great”



From “Good to Great and the Social Sectors”: *In 1995 the NYC police department was focused on “inputs”; how many arrests they made, reports taken, cases closed, and budgets met rather than on the “output” of reducing crime. A new police commissioner changed this focus and set goals that were focused on decline in crime rates. This is mission-driven focus and results in making an impact. Performance or “greatness” is measured and assessed relative to mission.*

***Think About ...***



- (1) How effectively do you deliver on the VVA mission and make a distinctive impact?**
  
- (2) Do you make a unique contribution, with such excellence, that if VVA were to disappear it would leave a hole that could not be easily filled?**
  
- (3) Can VVA deliver exceptional results over a long period of time, beyond any single leader, great idea, or well-funded program?**

*Adapted from Good To Great and the Social Sectors. 2005, Jim Collins.*

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# Level 5 Leadership



Principle

## Level 5 Leadership

- Put organization before self
- Modest and understated
- Long range vision/view

Jim Collins defines Level 5 Leaders as *“those that are ambitious first and foremost for the cause, movement, mission, or work – not for themselves – and will do whatever it takes for that ambition. Level 5 Leadership is about making sure the right decisions happen, no matter how difficult, for the long-term greatness of the organization and the achievement of its mission.”*

**Think About ...** 

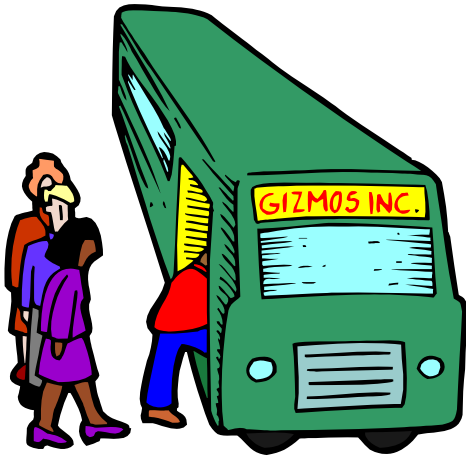
**(1) Are you leading with the best interests of VVA in mind?**

**(2) Do you work toward decision making based on the mission of VVA?**

*Adapted from Good To Great and the Social Sectors. 2005, Jim Collins.*

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# Getting the Right People on the Bus

## Principle

### First Who, Then What

- Get the right people on the bus
- Build deep & strong teams
- Find the best path to 'great'

- Build a “pocket of greatness” – you can work within the middle of the organization
- Focus on “first who” – do whatever you can to get the right people on the bus, the wrong people off the bus, and the right people into the right seats. This may take time to build a critical mass that then becomes a “culture of discipline”.
- Use early-assessment mechanisms – ask the right questions before letting new people on the bus. Selectivity becomes attractive in itself.

## Think About ...



- (1) What can you do on a small scale, within a “pocket of greatness”?
- (2) How can you juggle the bus load? What CAN you do, not what can't you do?
- (3) What questions can you ask of bus riders/drivers before loading the bus with anyone else?

*Adapted from Good To Great and the Social Sectors. 2005, Jim Collins.*

# Hedgehog Concept



Principle

## Hedgehog Concept

- Understand What You Can Be Best At
- What Drives Your Economic Engine
- What You Are Passionate About?

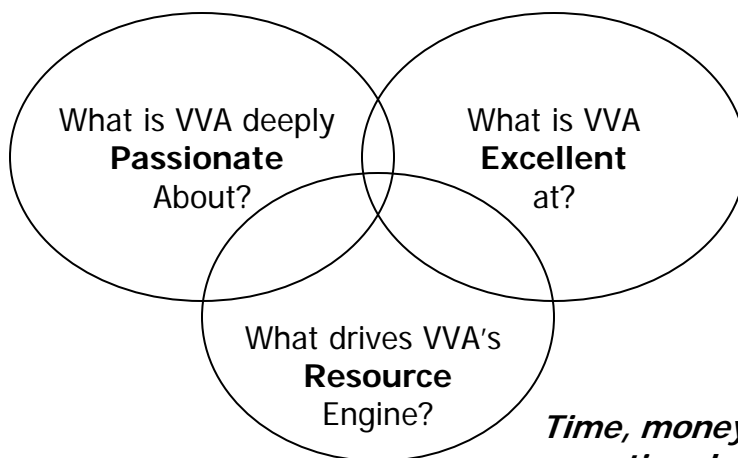
- The hedgehog concept means to understand how to produce the best long-term results and then exercising the discipline to say “no” to opportunities that fail to meet the hedgehog test.



**Think About ...**

- (1) **What is VVA passionate about? Excellent at? Have the resources for?**

*Core values & Mission*



*Unique contribution*

*Time, money, brand, emotional goodwill*

*Adapted from Good To Great and the Social Sectors, 2005, Jim Collins.*

# Setting SMARTER Goals



## **S Specific**

Who, what, when, where?

## **M Measurable**

How will you measure your progress? By when, how much, how many?

## **A Attainable**

The more details in your goals, the more attainable they become. Strive toward reachable goals, and then continue the process and progress.

## **R Relevant/Realistic**

Are you willing, able, and believe you can accomplish this goal? What conditions must exist to accomplish the goal?

## **T Time Bound**

What is the time frame for this goal?

## **E Exciting**

Is there passion behind the goal? What pushes one to achieve the goal?

## **R Rewarded**

What is the end result? How will you recognize and reward along the way?



### **Smart goals provide**

Purpose	What needs to be done
Clarity	What the outcome looks like
Direction	The path to be followed

# Building a "Pocket of Greatness"

*Jim Collins' in Good to Great and the Social Sectors tells us that we can "build a pocket of greatness" from within the organization.*

Make small changes to ease folks into larger ones

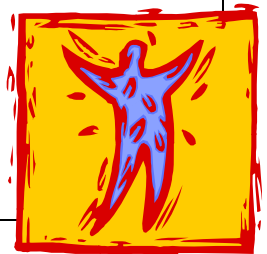
Change what you can around your immediate influence or authority

Influence folks one-by-one

Show folks how the change looks and works so they want to imitate it

## ***Action Steps:***

***What are some actions I can take on a small scale?***



*Collins, Jim. Good To Great and the Social Sectors. 2005, Jim Collins.*



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## Your Facilitator

**Dr. Bridget Cooper, Mission Coach** is a life coach and professional organizer. She has presented on time management, strategic life planning, decision making and problem solving, organizing, and conflict resolution to volunteer organizations, educational institutions, and government agencies. Bridget's organizing talents have been showcased on Fox5 News (DC), Forever Young (local cable program), and in Washington Homes Journal. In addition to her consulting practice, she was recently an assistant professor in her former doctoral program in higher education administration at The George Washington University. Raised in New England, Bridget earned her B.S. from the University of Massachusetts and M.A. through the marriage and family therapy program at the University of Connecticut.

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