

From the Leadership Development Series

"Leadership"

Presented to
The Lakewood
Leadership Academy

- *Never stop learning*
 - *Trust yourself*
- *All things are possible*
 - *Yes I can*
 - *Yes I will*
- *Forgive yourself*
- *Take care of yourself*
 - *Think positive*
 - *Be accountable*

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Pull the string and it will follow
wherever you wish. Push it,
and it will go nowhere at all.

- Dwight D. Eisenhower
Supreme Allied Commander, World War II
34th President of the United States

A Model for Change

"Creating a Future of Your Choice"

This Academy module comes from a seven-part *leadership* model called ***Creating a Future of Your Choice: A Model for Change***. The model's premise is that we, *as leaders*, can and must create a future of our choice, and that there are ways that we can enhance the chances for success. The seven parts of the model are:

- ***LEADERSHIP***: The "glue" that helps us to put and hold the parts together.
- ***ENERGY***: Our fuel for the journey.
- ***PARTNERSHIPS***: The key alliances we need to cultivate and nurture along the way.
- ***VISION***: The lens through which we view our future.
- ***OPPORTUNITIES***: A survey of our current reality and the landscape ahead.
- ***PLANS***: The maps and the destination we choose.
- ***WILL TO SUCCEED***: The passion with which we serve each other, our organization and our community.

"We cannot direct the wind, but we can adjust the sails."

- Dolly Parton, author, entrepreneur, businesswoman, songwriter,
and recording artist

"Leadership"

Workshop Agenda



- ***Leading and Managing***

- What do leader's do?
- Good "boss." Bad "boss."
- "Leading" or "Managing" - Which One Is It?

- ***"Vision"***

- The importance of vision in leading and inspiring motivation.
- An inspiring vision: the ingredients.
- Hot air balloon exercise: 5 years into the future.

- ***Landing Gear: The Everyday Stuff of Leadership***

- Leading people: What to do.
- Modeling the way: Setting the example.
- Empowering others to perform.
- Developing organizational talent.

- ***Leadership Ethics***

- Making decisions in the gray zone.

Good Boss Bad Boss

1. Think about a supervisor/manager that you really liked working for. List and share with your group the reasons why you liked working for this person.

2. Think about a supervisor/manager that you did not like working for. List and share with your group the reasons why you did not like working for this person.

"Being happy doesn't mean that everything is perfect. It means that you've decided to look beyond the imperfections."

Managing or Leading

Below are some words and phrases that reflect what a MANAGER does and what a LEADER does. Go through the words and phrases and try to distinguish which words would fit the MANAGER distinction and which ones would fit the LEADER distinction. One hint - there are no words or phrases that can be ascribed to both - one best fits the MANAGER and one best fits the LEADER.

M= MANAGER

L = LEADER

- _____ Administers
- _____ Innovates
- _____ Maintains
- _____ Develops
- _____ Accepts reality
- _____ Focuses on systems and structures
- _____ Asks how and when
- _____ Investigates reality
- _____ Is a copy
- _____ Has his or her eye always on the bottom line
- _____ Imitates
- _____ Is an original
- _____ Focuses on people
- _____ Is a classic good soldier
- _____ Originates
- _____ Accepts the status quo
- _____ Is his or her own person
- _____ Has a short-range view
- _____ Inspires trust
- _____ Relies on control
- _____ Does things right
- _____ Has a long-range perspective
- _____ Asks what and why
- _____ Has his or her eye on the horizon
- _____ Challenges the status quo
- _____ Does the right thing

Exercise adapted from "Learning to Lead"
by Warren Bennis & Joan Goldsmith

"Vision"

A Prerequisite for Leadership

“There is a profound difference – a chasm – between leaders and managers. A good manager does things right. A leader does the right things. Doing the right things implies a goal, a direction, an objective, a vision, a dream, a path, a reach. Joseph Campbell, in a lecture given at Tarrytown Conference Center, New York, in 1985, cited the fact that lots of people spend their lives climbing a ladder – and then when they get to the top only to discover they’ve climbed the wrong wall. Most losing organizations are over-managed and under-led. Their managers accomplish the wrong things beautifully and efficiently. They climb the wrong wall.”

Leadership and The Importance of Vision

Building a *Service Driven* Culture

The **importance** of vision:

- **Direction:** provides us with focus and direction.
- **Drive:** motivates us to do more than we have to do.
- **Discipline:** helps us to do the hard stuff we normally don't want to do.
- **Hope:** gets us through the tough times.

Vision is **made** of:

- **Forward thinking:** seeing beyond the present (both short and long term).
- **Creativity:** seeing potential that others don't see (both big and small).
- **Optimism:** knowing that the outcome is possible (against all odds).

VISION: What the world looks like as a **result** of our effort.

MISSION: What we do **every day** to make the vision a reality.

OBJECTIVES: Key **strategies** that will advance the mission – a strategic work plan.

- Groups of **activities** that focus on the work plan.
- Provide **measurable**, objective feedback.

*"If your actions inspire others
to dream more, learn more,
do more and become more,
you are a leader."*

- John Quincy Adams
6th President of the United States

The Hot Air Balloon

Visioning Practice Exercise

It's five years into the future. You are in hovering over and looking down on your organization from a hot air balloon. With the following questions in mind, record your thoughts and discuss them with your group.

1. How would you want your customers to view your Organization? What would they be saying about it?

2. How would you want to view your Organization as your employer? What would you be saying about it?

3. What would your co-workers be saying about you as a member of their team?

4. What values would those who work for the Organization be practicing?

5. How would you be supporting those responsible for leading the Organization?

6. How would the Organization's leaders be supporting you and your efforts to be effective, productive and successful in doing your job?

Landing Gear:
The Everyday Stuff of Leadership
Leading People & Modeling the Way

What Are the Benefits?

1. Admitting your mistakes.
2. Delegating work you can probably do better yourself.
3. Planning effectively (your day, your week...).
4. Motivating people: What motivators do you have some control or influence?
5. Solving problems for your employees: Is it a good thing to do?
6. Expressing confidence in your colleagues and those who report to you directly?
7. Framing most of your orders to employees as requests rather than commands.
8. Ensuring controls and checkpoints are established when delegating to others.
9. Involving those who report to you in the decision-making process.
10. Celebrating the "wins" no matter how small.

Creating a Code of Ethics

In their book “Ethics for Everyone,” Eric Harvey and Scott Airitam ask the question: *When it comes to business ethics, which activities, functions, decisions and behaviors are truly important?*

The Answer: _____

With your staff at work, begin to develop a “Code of Ethics” for the workplace. Use your organization’s values as a guide (do you know what those values are?). Don’t forget your own values in the discussion. *Everyone is responsible – everything counts.*

To help you in your discussion, consider these questions:

- How do we encourage and practice organization values, rules and procedures?
- How do we challenge rules, procedures and practices that we disagree with or find no longer useful?
- How do we want to resolve conflict?
- How do we address competing interests?
- How do we want to behave as a member of a team?
- How do we want our leaders to treat us?
- How do we want to treat our leaders?
- How do we show respect for each other?
- How do we show respect for our customers, clients, vendors and those who do business with our organization?
- How do we solve problems?
- How do we deal with cynicism and negativity from others?
- How do we show respect for our resources?
- How do we promote and embrace diversity?
- How do we maintain confidentiality?
- How do we communicate with each other?
- How do we consider each other’s needs and feelings?
- How do we give criticism? How do we receive it?
- How do we honor each other?
- How do we represent our organization when in public?
- How do we...?

Group Exercise

Building a Code of Ethics

Discussion Notes

For Employee Workplace Behavior

For Customer Service

For Being a Member of a Team

For Supervisors, Managers and Executives

When I first came to work here, I was given information on what our values were. But no one explained why they were important... or that making them happen was part of my job. They must have thought I'd figure that out by myself.

-Anonymous Employee

MAKING ETHICAL DECISIONS

“IN THE GRAY ZONE”

“If you don’t have enemies, you don’t have character.”
- Paul Newman, American actor

When you get down to it, there are two questions that you need to address when facing an ethical dilemma and decision:

1. *How do I know I’m doing the right thing?*
2. *Am I doing what’s right?*

Question One: *How do I know I’m doing the right thing?* Here are some tips that can help you.

1. Laws, in which there are two major categories:

Category 1: Common, every day, “everybody ought to know” restrictions. Can you list a few of these common restrictions in the workplace?

Category 2: Not so common, every day, “everybody ought to know” restrictions. Can you list a few of these not so common restrictions?

2. Rules and procedures that pick up where laws leave off.

What is the overriding purpose of organizational rules and procedures?

MAKING ETHICAL DECISIONS
“IN THE GRAY ZONE” (Continued)

3. *Shared values.*

What are some values you share with your co-workers and your organization? Are there some values that are “core” and unwavering?

4. *Your conscience.*

One of the simplest ways of looking at ethics is concluding that when you act is it just a matter of “doing the right thing.” Sounds easy enough, so how do you know you are doing the right thing when:

- a. Dealing with customers?
- b. Dealing with other employees: your supervisor, your peers or the people who report to you?
- c. When dealing with conflict or competing interests?
- d. When having to do something you are not sure you believe in doing?

5. *The situation and circumstances.*

Ethics can be situational? Is there a situation where you would think it was wrong to do something and in another in would be O.K.?

For example:

- a. killing someone
- b. stealing
- c. being a traitor
- d. being dishonest

What are some work related examples?

MAKING ETHICAL DECISIONS “IN THE GRAY ZONE” (Continued)

*“Those who believe themselves absolutely right
are often absolutely wrong.
– Bertrand Russell*

Question Two: *Am I doing what’s right?* Here are some tips that can help you:

1. Is it right? There are some universally accepted principles of right on wrong such as:

- Thou shall not take false credit for the ideas of others.
- Thou shall not play video games during working hours.
- Thou shall not photocopy thy tax returns on a company photocopier.
- Thou shall not call in sick when thou are not sick.
- Thou shall not use an ethically derogative term when referring to another person.
- Thou shall not “bad-mouth” management or co-workers.
- Thou shall not engage in negative gossip or spread rumors about someone.
- Thou shall not harass others – ethnically, sexually, rudely.
- Thou shall not pass along information that was shared with thou in confidence.
- Thou shall not fail to follow through on something thou said thou would do.
- Thou shall not knowingly let someone screw up and get into trouble?
- Thou shall not “fudge” on a time sheet.
- Thou shall not treat co-workers, citizens and others with disrespect.

Can thou think of any others?

2. Is it fair? Some actions are just, and some are unjust.

It’s your call. Get help if you feel you are in over your head.

3. Is it legal?

Remember that ignorance of the law is no excuse.

4. Who gets hurt?

Think this one through carefully. It can have a lasting impact.

5. Is it in sync with Organization's values?

Do you know what those values are? If in doubt, ask.

MAKING ETHICAL DECISIONS “IN THE GRAY ZONE” (Continued)

“We should give as we receive, cheerfully, quickly, and without hesitation, for there is no grace in a benefit that sticks to the fingers.”

- Seneca, Roman statesman and author

6. Does it comply with Organization rules, guidelines, policies and procedures?

If in doubt, ask.

7. Will I be comfortable and guilt free if I do it?

Do these sound familiar? Let's hope not.

- “Everyone does it.”
- “They’ll never miss it.”
- “Nobody will care.”
- “It won’t dent the budget.”
- “They owe me after all these years.”
- “The boss does it. Why shouldn’t I?”
- “Who’s going to find out anyway.”
- “I don’t have time to do it right.”
- “That’s close enough for government work.”
- “Some rules were meant to be broken.”
- “It’s not my job.”
- “They don’t pay me enough to sweat the small stuff.”

8. Would you tell your child to do it?

Parent to child: “Tell the person taking the money that you are twelve.”

Child to parent: “Why?”

Parent to child: “Because you will get in the park for half-price.”

Child to parent: “But I’m thirteen, not twelve.”

Parent to child: “Do you want to save me some money or what?”

Child to parent: “Yes I want to save you money but why do I have to lie.”

9. Would I be O.K. with someone doing it to me?

10. How would the most ethical person I know handle this?

- Who is that person?
- Why are they that person?
- How do they go about being that person?

MAKING ETHICAL DECISIONS “IN THE GRAY ZONE” (Continued)

*“Tell the truth. There’s less to remember.”
- Mark Twain*

11. Would you be comfortable if the details of your decision were reported on the front page of your local newspaper or through your Organizations e-mail system?

“Shifty Lateness was seen sneaking into work fifteen minutes late three times this week.”

“Five Finger Fedora used his smarts this week and took home two boxes of Paper Mate pens. It saves him money when buying school supplies for his kids.”

“Attila the Intolerant displayed his ignorance this week when he told a couple of insensitive, stupid, not funny, and racially motivated dirty jokes. He had trouble understanding why nobody laughed, and why his supervisor gave him a reprimand.”

12. How does it smell?

This question is based on a person’s intuition and common sense. Some people might say, for example, “My plan smells rotten. This is not a good way to treat people.” Others might say, “It smells fine. A professional person does what it takes to get the job done. Don’t worry about it.”

13. Is it the legacy you want to leave for yourself and your organization?

- Is it worth it in the long run?
- Will it come back to haunt you or your organization?

Finally, a parting thought for day-to-day leadership and for "creating a future of your choice"

It was Emerson who said,

“Write it on your heart that every day is the best day in the year. He is rich who owns the day, and no one owns the day who allows it to be invaded with fret and anxiety. Finish every day and be done with it. You have done what you could. Some blunders and absurdities, no doubt crept in. Forget them as soon as you can, tomorrow is a new day; begin it well and serenely, with too high a spirit to be cumbered with your old nonsense. This new day is too dear, with its hopes and invitations, to waste a moment on the yesterdays.”

Suggested Reading

*Creating the Future of Your Choice:
A Do-It-Yourself Guide to Empowerment*
by John J. Perry

*Managing the Dream
Reflections on Leadership and Change*
by Warren Bennis

*A Whack on the Side of the Head
How You Can be More Creative*
by Roger Von Oech

*It's Your Ship
Management Techniques from
the Best Damn Ship in the Navy*
Captain D. Michael Abrashoff