

What Good Leadership Requires

Jim Smucker 5.8.14



Will Rogers on learning...

- “There are three kinds of men. The ones that learn by reading. The few who learn by observation. The rest of them have to pee on the electric fence for themselves.”

A Definition of Leadership

- Developing people while advancing an organization's mission in the context of fun.

Three things good leadership requires:

- In the spirit of people development, sometimes we have to be the pain-giver in the lives of others.
- That we continually define reality and help others do the same.
- That we learn to love ourselves unconditionally and hire or develop leaders who do the same.

A defining question for leadership

- Not - “What is most convenient for me as a leader?”
- The defining question is - “Given the situation and the organization and people I am serving, what is required of me?”

Clip from the movie “Lean on Me” here

2. Good Leadership requires the ability to continually define reality and help others do the same.

Max DePree

- “The first responsibility of a leader is to define reality.” (1989)

I removed your ego, and it turns out
that's what was
clogging your reality.



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Ego Defined

- Our self-identity. The human ego prefers anything to failing or changing or dying. It is that part of us that loves the status quo, even when it is not working. It attaches to past and present, and fears the future.
- Self awareness is the key that begins to unlock the power of the ego.

Robert Greenleaf: the true test of a servant leader!

- “Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?” *Robert Greenleaf (1977)*
- ...and be able to define and deal with reality!

3. Good leadership requires that we learn to love ourselves unconditionally and hire and develop leaders who do the same.

- “Perhaps the world will be saved when a critical mass is reached of people who deeply believe and experience how much they are unconditionally loved.” William Barry

Daniel Goleman – Emotional Intelligence

- Self-awareness is the key that begins to unlock love and acceptance of ourselves.
- “The ability to give objective feedback to oneself is in fact the mark of an expert.”

Abram Maslow

- Self actualization – Clear perception of reality, increased integrity, a democratic character structure, an ability to love self and others.
- “In contrast, average and neurotic people wall off fear, much that lies within themselves. They control, they inhibit, they repress, and they suppress. They disapprove of their deeper selves and expect that others do, too.”

Albert Bandura

- Self Efficacy – Our belief in our ability to influence and manage life’s demands effectively.
- People with low levels of self-efficacy distort reality. They magnify the severity of possible threats and worry about things that rarely happen. Those with high levels have a strong sense of reality which gives them an ability to change those realities.”

Three conclusions...

1. When I work with leaders who have low levels of unconditional love in their lives, despite the presence of a high level of skill, carnage follows their work! On the contrary, when I work with leaders who have the appropriate level of skills and who feel unconditional love in their lives, high performance follows!

2. If I employ people in leadership positions that operate predominately from their ego needs, I am a hypocrite. For invariably, they will focus more on satisfying their ego needs than achieving the organization's mission and values.

3. Therefore, I need to either hire or develop leaders who have high levels of unconditional love in their lives.

How do we work at this?

- Developing self awareness
 - Personality assessments
 - 360 degree reviews
- Quicker to fire
- Changed our hiring processes

Parker Palmer

- A leader is a person who has an unusual degree of power to project on other people his or her shadow or his or her light. As a result, a leader must take special responsibility for what's going on inside him or her self lest the act of leadership create more harm than good."

Leadership for the Common Good

- A belief that a focus on people, planet, and profits is mutually beneficial. The Common Good is established each time a person, organization, or community reaches beyond individual self-interest for the sake of the greater whole, understanding that in the LONG RUN, we will thrive as communities ONLY when all three of these factors are in balance.
- Personal Formation
- Competency
- Relationships

EMU: Transformational Leaders

- Leaders who are highly competent in leadership and organizational skills, but also have high analytical, emotional, spiritual, and systems intelligence and a strong orientation toward servant leadership, high integrity, and a great capacity for love and care.

Our focus

- Common core across our graduate programs.
- Revision of MBA curriculum
- Development of Master's in Organizational Leadership
- Development of leadership certificates.

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