"Traditional View of Leadership"

Linear Progression?

- Awareness
- Organized Knowledge
- Concepts
- Principles
- Skills
- Do It!

THE LEADERSHIP CONTINUUM

An Educational Process of Leadership Growth and Development

Source: Janet Ayers, Purdue University
“Traditional” Leadership/Management

- Sequential
- Skill Based – (tools, techniques)
- Generally Measurable
- “Technicians”

Developing the Whole

- Personal
- Interpersonal
- Organizational
- Community
Level 5 Leadership

- Level 5: Level 5 Executive
- Level 4: Effective Leader
- Level 3: Competent Manager
- Level 2: Contributing Team Member
- Level 1: Highly Capable Individual

Yin & Yang of Level 5

- Shows compelling modesty
- Acts with quiet, calm determination
- Ambition directed toward organization success
- Accepts responsibility for poor results (inward focus)
- Catalyst in transition from good to great
- Unwavering resolve, no matter how difficult
- Sets the standard for building a sustainable organization
- Free with credit for success (outward focus)
## Servant-Leadership Characteristics

<table>
<thead>
<tr>
<th>Shared Leadership</th>
<th>Provides Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>◆ Shares Vision</td>
<td>◆ Envisions the Future</td>
</tr>
<tr>
<td>◆ Shares Power</td>
<td>◆ Takes Initiative</td>
</tr>
<tr>
<td>◆ Shares Status</td>
<td>◆ Clarifies Goals</td>
</tr>
</tbody>
</table>

### Values People

| ◆ Believes in Others         | ◆ Provides for Learning |
| ◆ Serves Others First        | ◆ Models Behavior |
| ◆ Listens Receptively        | ◆ Builds up Through Encouragement |

### Builds Community

| ◆ Strong Relationships |
| ◆ Works Collaboratively |
| ◆ Values Individual Differences |

### Displays Authenticity

| ◆ Openness and Accountability |
| ◆ Willing to Learn |
| ◆ Has Integrity, Fosters Trust |

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Laub, J. Notes from seminar at 1999 Greenleaf Center for Servant-Leadership annual conference.

Jeff Miller; jeff@InLeadSol.com; http://inleadsol.com
Emerging Leaders are...

- Technology Savvy
- Independent
- Skeptical of Institutions
- Entrepreneurial
- Adventurous/Risk-takers
- Efficient
- Embrace Change
- Outcome Focused

Source: Center for Creative Leadership. On-going research project.

Emerging Leaders want...

- Freedom
- Immediate Payoffs
- Independence
- Balance
- Flexibility
- Social Responsibility
- Direct Communication
- Sense of Community
- Time over Money
- Meaning & Life Purpose
- Customized Personal Development Plan
- Genuine Relationship
- Mentoring/Coaching
- Career Pathing
- Skill Transferability

Source: Center for Creative Leadership. On-going research project.
Emerging Leaders want... contd.

- Continuous and Immediate Feedback
- Learning Experientially
- Openness
- Understanding of the Work Contract
- Acceptance of Differences
- Trust

Source: Center for Creative Leadership. On-going research project.

Adversity Quotient

- Climbers – lifelong ascenders
- Campers – make some progress, then stop
- Quitters – stop taking any challenges


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C.O₂.R.E. of Adversity Quotient

**Control**: perception of how much control one has over an adverse event

**Origin & Ownership**: assigning the source of the adversity, and claiming my level of accountability

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C.O₂.R.E. of Adversity Quotient

**Reach**: how far the adversity is expected to “reach” into other areas of one’s life

**Endurance**: assigning the source of the adversity, and claiming my accountability for it
Connective Edge – elements...

◆ Masters Own Tasks
   - Intrinsic (excels)
   - Competitive (Outperforms)
   - Power (takes charge)
◆ Contributes to Others’ Tasks
   - Vicarious (mentors)
   - Contributory (helps)
   - Collaborative (joins forces)
◆ Maximizes Interactions
   - Entrusting (empowers)
   - Social (networks)
   - Personal (persuades)


Key Competencies Learned from the Kellogg Foundation Fellows Program

◆ Self-Knowledge
◆ Interpersonal Effectiveness
◆ Flexibility/Adaptability
◆ Creative Thinking
◆ Commitment to Service
◆ Technology Mastery
◆ Public Policy


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Authentic Level 5/Servant-Leadership

- Holistic
- Intuitive
- Nurturing
- Difficult to Measure
- Artisan in Nature

The Power of Convergence

Traditional Leadership/Management Skills
- Goal setting
- Feedback
- Conflict resolution
- Community issues
- Time Management

Values Based-Level 5 Leadership with Integrity (Servant-Leadership)
- Servant-Leadership
- Habits of the Heart
- Covey’s 7 Habits
- Hunter’s Love and Leadership
- Enlightened Leadership
- Level 5 Leadership

- Leading from Within
- Synchronicity
- Character Counts
- Raines’ 7X
- Authentic Leadership
- Level 5 Leadership
SYSTEMS THINKING

Collection or System?
- Bowl of Fruit
- Basketball Team
- Microwave Oven
- Track & Field Team
- Kitchen
- Library
- A Marriage

Personal Mastery

- Personal Visions
- Creative tension vs. emotional tension
- Learn to use the conscious & unconscious minds for problem solving
- Recognize current reality – seek the truth
- See “responsibility” as ability to respond


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Mental Models

◆ See assumptions that shape our view of the world
◆ Leaps of abstraction
◆ Learn skills of advocacy and inquiry for exploration of assumptions
◆ Seeing the “left hand column”


Shared Vision

◆ What do I (we) want to create – our desired future
◆ Genuinely developed in a collegial manner
◆ Beginning steps for creating a common identity
◆ Taps a common deep passion

Team Learning

- Developing a collective ability to learn from common events
- Looking at “mistakes” as learning opportunities
- Understanding & using the approaches of DIALOGUE and DISCUSSION


Systems Thinking

- Assumes presence & interaction of other 4 disciplines
- Learning disabilities
- Seeing structures, patterns of behavior and events, and their affect on complex situations

Taulbert’s 8 Habits of the Heart

- Nurturing Attitude
- Dependability
- Responsibility
- Friendship
- Brotherhood
- High Expectations
- Courage
- Hope

Rosen’s Global Literacies: Lessons on Business Leadership and National Cultures

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Values of Aloha

- Responsibility: Kuleana
- To set things Right: Ho'oponopono
- Help: Kokua
- Family: 'Ohana
- Take Good Care: Malama Pono
- Peace, Unity, Harmony: Lokahi
- Recognition: 'Ike
- Love: Aloha
- Honesty: Kupono
- Cooperation: Laulima

Source: Poster printed by the Hawaii Federal & State Employees Federal Credit Union.

Human Growth and Development

Adapted from Brendtro, et al. “Reclaiming Youth at Risk.”

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Medicine Wheel/Circle of Courage

Mastery

Independence

Belonging

Generosity

Source: Brendtro, et.al. “Reclaiming Youth at Risk.”

Raines’ 7 X Requisites

- Appreciate us. Show us you care.
- Be flexible. Let us have a life beyond work.
- Create a team. Give us the family (community) we never had.
- Develop us. Help us to increase our skills.
- Involve us. Ask our opinions.
- Lighten up. Remember, it’s not brain surgery.
- Walk your talk. Practice what you preach.


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Youth Viewed As Objects

- Adults know what is best for young people
- Little room for consideration of what young people think about the program
- Youth “should” take advantage of the opportunity designed by the adult


Youth Viewed As Recipients

- May have some input into design
- Adult controls the experience but “allows” participation because of the value
- Adults know best what young people need to succeed
- Shows a concern for preparing youth for responsible decision making

Youth Viewed As Resources/Partners

- Respect given to what young people bring to the table
- Shared leadership & decision making by youth and adults
- May require shifts in organizational policy and practice to truly model


Youth In Governance

Developmental Tasks

Adult Led  Adult/Youth Partnership  Youth/Adult Partnership  Youth Led
Peter Senge on Leadership

“Don’t confuse leadership for power or authority.”

Leadership is inherently collective...

... and profoundly personal.