

PART I: Learning About Leadership

SECTION I:

Study

The Need for Leadership Today

As populations increase and cultures and people become increasingly diverse, more issues—and more problems—face us than ever before. Many people assume these major problems and important issues will be taken care of by government agencies, but this assumption is becoming less and less of a reality. Many of the critical issues and problems today are the kind government is least equipped to handle. And some of the issues and problems are caused by government itself.

This is why the world needs strong, competent leaders now more than ever before. Progress can happen only when someone assumes a leadership role—when someone decides there is a problem, a need or an injustice, and takes action to solve the problem, fulfill the need or correct the injustice.

History can relate the stories of many leaders who saw a problem, a need or an injustice and took action.

For example, Mohandas Gandhi led the Indian people in a revolution of non-violent disobedience that finally toppled the entire British colonial government in India.

And black civil rights leader Martin Luther King Jr. studied many of Gandhi's ideas, incorporated them with his own thoughts, and unified people in a movement that led to sweeping social reforms in the United States.

Mother Teresa, the Sisters of Mercy nun dedicated to helping the poor, moved thousands of people to action with no other authority than that of her moral conviction and strength of determination.

You don't have to be a Gandhi, a Martin Luther King or a Mother Teresa to make changes. Nor is it necessary to have the political stature of national leaders such as Winston Churchill and Abraham Lincoln, or the military might of a legendary general such as George S. Patton. Average citizens, working together under a unified purpose, are just as capable of making contributions as the most empowered world leaders.

Consider, for example, the collapse of communist regimes in eastern Europe and other totalitarian regimes around the world, all pressured to change by their own people. The USSR, once the world's model of communism, virtually disintegrated under the pressure from its people.

In the United States, a group of women calling themselves "Mothers Against Drunk Driving," or MADD, launched a campaign to make the laws and penalties for driving under the influence of alcohol much tougher. Their efforts resulted in nationwide attention, eventually spurring legislators and law enforcement people to act on a solution.

You, too, can be a leader without ever leaving your own community.

Leaders and Managers

Leaders are not the same as managers. Chances are a good manager will be a good leader. But a person can be an effective leader without having any formal management responsibilities at all. Businesses and other organizations have paid much attention over the years to matters of “management” but not nearly enough to leadership. We now realize it is important to shift our focus to leadership. Indeed, Dr. Warren Bennis, the distinguished professor at the University of Southern California business school, contends there is too much management and not enough leadership in the business world today. According to Bennis, “Today’s employee is overmanaged and underled.” Bennis reminds us, “You don’t hear people talking about great world managers—they’re world leaders. We don’t admire great military managers or political managers. We admire people who can lead—people who can capture our imaginations, turn us on to important ideas, and recruit our energies for great and noble purposes.”

Toastmasters International needs such leaders at all levels. From your Club—the heart of Toastmasters—to the Area, District and International levels, we need committed leaders to ensure the organization achieves its mission of service.

Progress happens when someone decides that a better way exists and influences others to find that better way. Most likely you have situations you would like

to change. You probably see or experience problems within your work place, community, church, Toastmasters Club, association, or other organizations that need attention; still, you feel powerless to make a difference. But *you can create* change! You can influence events by influencing people and by providing leadership in just about any area you choose. It simply takes some knowledge and understanding of leadership principles and techniques... which is just what this program provides.

Formal Authority and Earned Authority

What makes a great leader? Have history’s great leaders possessed certain qualities, skills or special abilities? What made people follow them? Why are some people successful in areas such as politics, the military, public life and corporate management while many others try and fail? What must you do to have people put you in charge?

Earlier we named some of history’s great leaders. Some of them, such as Churchill and Lincoln, had a formal title or rank that commanded respect and attention. People followed them because they were the “boss;” this is called “formal authority.” Other leaders, however, have not had this authority. Their authority has been “informal” or “earned,” derived from personal relationships built with others. Although these leaders were not designated as “bosses,” other people considered them to be leaders who could

The Six Dimensions of Service Leadership

A good service leader is one who is effective in six major areas or dimensions:

- ▶ Vision and Values
- ▶ Direction
- ▶ Persuasion
- ▶ Support
- ▶ Development
- ▶ Appreciation

Let's examine each of these dimensions in detail.

Service Leadership

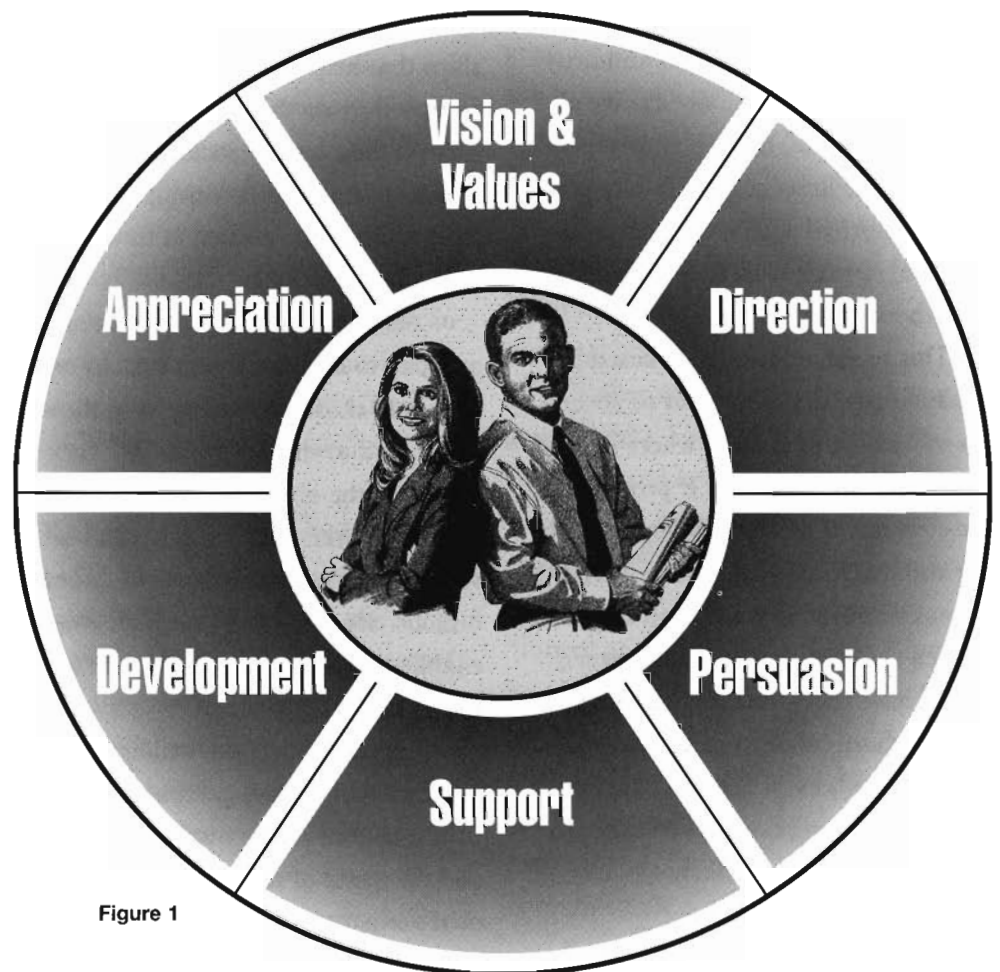


Figure 1

Vision and Values

Good leaders: 1) imagine or envision what they would like to have happen; 2) understand what is happening now; and 3) decide what needs to be done to make their vision become reality. They convey their vision to their team—those who will be helping them.

Leaders also identify and personify the basic beliefs or values which guide their actions as leaders. For example, some leaders value honesty, integrity and quality, and they communicate these values to others through their words and actions.

Specifically, a leader . . .

1. **Has a vision for the team.** A clearly defined vision is necessary for your team to be successful. What do you want to accomplish? How will the team contribute?
2. **Keeps abreast of current events.** Leaders are knowledgeable about current events in their field of interest and in the world. Do you regularly read newspapers and trade magazines to keep up with the latest developments? Do you keep in contact with other leaders in your field of interest, seeking their viewpoints and input?
3. **Spots problems.** Good leaders are proactive, not reactive. Do you predict possible problems you and your team may encounter? Can you plan how to overcome them?
4. **Is knowledgeable about the work to be done.** Facts and figures are often the

raw material of effective decisions. Are you well-informed?

5. **Is decisive.** Leaders afraid of being wrong usually act conservatively and don't accomplish as much as those willing to take a risk. Can you make decisions quickly? Are you willing to accept the risks involved in decision-making?
6. **Practices values.** People expect leaders to be role models for the values critical to the team's success. Do you practice the values you promote?

Direction

Leaders help people accomplish tasks necessary to turn the vision into a reality. Leaders set goals, establish priorities and delegate responsibility as necessary.

Specifically, a leader . . .

7. **Sets goals.** People work more effectively and enthusiastically when they have specific results to achieve. Do you set goals for your team and help them organize their efforts?
8. **Delegates effectively.** A leader delegates specific responsibilities and the authority to act to capable people and makes sure they understand priorities so they can be productive. What responsibilities should you personally assume and what should you give to others?

Persuasion

Leaders also persuade others to see, understand and believe in their vision. Bennis calls this leadership skill the ability

to “enroll others in your vision.” When others believe as you do, they are more likely to commit themselves to achieving the objective.

A leader . . .

9. **Projects self-confidence.** Team members must trust and accept their leaders, and this trust and acceptance usually depends upon how leaders present themselves. Are you confident in your abilities? Are you comfortable working with and leading people? Do you convey self-confidence to others?
10. **Communicates the big picture.** For people to work well as a team, each needs to understand the contribution, direction and priorities of the team and the progress being made. Do you help the people on your team to understand the group’s purpose? Do you keep them informed of progress and new developments that affect them?
11. **Calls attention to goals.** It is easy for team members to get caught up in routine tasks and forget about goals. Do you frequently remind people about the team goals and mission? Do you keep attention focused on goals?
12. **Communicates one-to-one.** The ability to communicate well is critical. Are you able to listen effectively and clearly express your own ideas? Can you put people at ease? Do you help them to express themselves clearly? Are they comfortable in coming to

you with problems as well as with good news?

13. **Follows through.** To be a credible leader, you must stand behind your decisions and see them through to completion. Do you follow through on your decisions? Do you make it clear to team members that you expect them to carry out actions once you have made the decision?

Support

Leaders make sure everyone functions well as a team, is equipped with the necessary resources to accomplish tasks, and has effective systems and methods to work productively. Leaders encourage creativity. When the team encounters problems, leaders provide the guidance necessary to resolve the problems quickly and effectively.

A leader . . .

14. **Keeps informed on progress.** A leader monitors progress in order to detect potential problems early. Do you stay up-to-date on the team’s work? Do you meet regularly with the team?
15. **Uses resources wisely.** Leaders have many resources at their disposal to help them achieve goals, including people, money and equipment. Leaders must accomplish the most with the resources they have. Do you make the most of your resources?
16. **Is creative.** Leaders must have fresh, innovative ideas to solve many of the

problems they encounter, and they must be analytical thinkers as well. How well can you analyze and identify the cause of a problem? Can you produce imaginative solutions?

17. **Manages time well.** Leaders keep their minds on priorities and avoid wasting time on less important tasks. Do you manage your time well? Do you give your attention to the important work?

Development

Team members will be more willing to help if they personally benefit from doing so. Leaders are aware of the personal needs and goals of team members and provide opportunities to fulfill these needs and goals. Leaders challenge team members to learn new skills, too. Leaders make it clear that team members are expected to work to the best of their abilities.

Specifically, a leader . . .

18. **Develops people.** Leaders provide team members with learning experiences and challenges that help them to grow as individuals. Do you insist that team members give their best efforts all the time? Do you set high standards of excellence? Do you encourage team members to find new and better ways to do things?
19. **Teaches and coaches.** When team members are unskilled, leaders teach them what they need to know and do

to perform tasks to the leaders' standards. Leaders also work with team members whose performances do not meet expectations, gently pointing out problem areas and coaching them to improve performance. Do you guide team members? Do you teach them new jobs and functions? Do you coach those whose performances are not satisfactory?

20. **Builds team spirit.** Leaders create and maintain a spirit of teamwork among team members through individual contacts, group meetings and other activities. Do your members feel like a real team? Do you help them to work together cooperatively?

Appreciation

Psychologist William James said, "The deepest craving in human beings is the need to be appreciated." Everyone, no matter how sophisticated, educated or mature, wants respect and recognition. Good leaders know this and recognize team members for their efforts and accomplishments.

Specifically, a leader . . .

21. **Gives praise and positive recognition.** Leaders show team members they care about them. Through the simplest of actions—a greeting, a smile, a few words—leaders tell team members they are important. In return, the loyalty, dedication and productivity

of the team increases. Do you greet team members with a smile when you see them? Do you frequently chat with them?

22. **Respects the ideas and opinions of others.** Often the best ideas come from the people closest to the work. Leaders encourage everyone to contribute ideas and leaders value these ideas. Do you react negatively or positively to ideas team members present? Do you encourage team members to make contributions?
23. **Uses ritual, celebration and ceremony.** Effective leaders understand the use of symbolic communication and recognize that humans are nurtured by a certain amount of ritual, celebration and ceremony. Do you give team members an opportunity to celebrate successes? Do you call special meetings to announce good news? Do you have parties or social gatherings for team members to thank them for their work?

How to Become a More Effective Leader

All of the skills described are individual behaviors that contribute to effective leadership. By thinking about them one at a time, you can get a clearer picture of your personal strengths and determine skills which can be strengthened.

But keep in mind that leadership is just as much an art as a science. Only when you put all of these skills together into a

unified approach can you appreciate the total impact of all six critical leadership dimensions.

Don't concern yourself with the age-old question, "Are good leaders born or made?" It is true that some people have personalities, social skills and sometimes even certain physical traits that make it easier for them to influence other people. However, you can learn the principles and techniques you need to be effective in working with others. Just understand your present skills and focus on what you need to learn to be an effective leader.

To be an effective leader, you need more than a goal to pursue or a pleasant personality. You need a combination of knowledge, attitudes, skills and habits that will equip you to chart an effective course, win the support of others for following that course, help them accomplish the necessary tasks to achieve the goal and then derive personal satisfaction from being part of the enterprise.

The ancient Chinese philosopher Lao Tzu had the following observation about leaders:

"A leader is best when people barely know he exists. Fail to honor people, and they fail to honor you. But of a good leader— who talks little when his work is done, his aim fulfilled—they will all say, 'We did this ourselves.'"

SECTION 2:

Action

Quiz: Assess Your Knowledge of Leadership

Now it's time to apply what you're learning about leadership. Following is a quiz to help you assess your knowledge. Try to answer all the questions without referring back to the material. Work at memorizing the key points you've read. Answers are at the end of the quiz.

1. Name, from memory, the six key dimensions of service leadership:

Circle the correct answer for each of the following questions.

2. The two kinds of authority a leader can have are:
- a. Planned and unplanned
 - b. Coordinated and uncoordinated
 - c. Formal and earned
 - d. Organizational and social
 - e. Military and civilian
3. Mohandas Gandhi, Martin Luther King Jr., and Mother Teresa are examples of leaders with:
- a. High formal authority and high earned authority
 - b. Low formal authority and low earned authority
 - c. High formal authority and low earned authority
 - d. Low formal authority and high earned authority
 - e. Neither formal authority nor earned authority
4. Firing people is a skill under the leadership dimension of:
- a. Vision and Values
 - b. Persuasion
 - c. Development
 - d. Appreciation
 - e. None of these
5. Practicing key values is a skill under the leadership dimension of:
- a. Vision and Values
 - b. Direction
 - c. Development
 - d. Appreciation
 - e. None of these

6. Setting goals effectively is a skill under the leadership dimension of:
 - a. Direction
 - b. Persuasion
 - c. Development
 - d. Appreciation
 - e. None of these
7. Projecting self-confidence is a skill under the leadership dimension of:
 - a. Vision and Values
 - b. Persuasion
 - c. Support
 - d. Appreciation
 - e. None of these
8. Contributing creative ideas is a skill under the leadership dimension of:
 - a. Direction
 - b. Persuasion
 - c. Support
 - d. Appreciation
 - e. None of these
9. Teaching and coaching people is a skill under the leadership dimension of:
 - a. Direction
 - b. Persuasion
 - c. Development
 - d. Appreciation
 - e. None of these
10. Using "ritual, celebration and ceremony" is a skill under the leadership dimension of:
 - a. Direction
 - b. Persuasion
 - c. Support
 - d. Appreciation
 - e. None of these

Answers to Leadership Quiz

1. Vision and Values, Direction, Persuasion, Support, Development, Appreciation
2. c 3. d 4. e
5. a 6. a 7. b
8. c 9. c 10. d

Assessing Your Current Leadership Skills

Your answers to the following questions will give you a profile of your leadership skills as you now see them. If you don't currently have a specific leadership role, think about the various situations in which you did have opportunities to lead others. Using these experiences, evaluate your skills.

INSTRUCTIONS: Rate yourself on each of the following factors by writing a number ranging from 1 to 5 next to each item, with 1 being a low score and 5 being a high score.

Average the scores within each of the six dimensions by adding up the individual scores and dividing by the number of items in that group as shown. You will have six group scores, each ranging between 1 and 5.

Then plot the six scores on the corresponding axes on the chart in Figure 2.

Vision and Values:

1. I keep abreast of current events that may affect my team and its mission.
2. I clearly visualize what my team should accomplish.
3. I spot possible problems and plan how to overcome them.
4. I have the information I need to make decisions.
5. I can act boldly and decisively when necessary.
6. I personally practice the values that are important to the team's success.

Group total (Vision and Values)

Divide total by 6 to get average

Direction:

1. I effectively set goals and strategies for my team.
2. I am effective at getting various members of the team to take on the tasks that have to be done and at making sure they understand priorities.

Group total (Direction)

Divide total by 2 to get average

Persuasion:

1. I project self-confidence in dealing with others.
2. I help the people on my team understand and appreciate the purpose of what we're doing.
3. I regularly remind team members about the goals we have to accomplish.
4. I communicate well and listen carefully to others.
5. I follow through on decisions and make sure they are implemented.

Group total (Persuasion)

Divide total by 5 to get average

Support:

1. I keep up to date on the team's progress.
2. I use people, funds and materials wisely in achieving our mission.
3. I am creative and a good problem solver.
4. I manage my time well and get my work done.

Group total (Support)

Divide total by 4 to get average

Development:

1. I help team members develop their skills and knowledge.
2. I teach and coach people to help them handle specific challenges and problems and to improve unsatisfactory performance.
3. I nurture a sense of team spirit.

Group total (Development)

Divide total by 3 to get average

Appreciation:

1. I give praise and recognize team members for their efforts and achievements.
2. I show respect for the ideas and opinions of everyone on the team.
3. I provide opportunities to celebrate accomplishments, showing team members that their contributions are appreciated.

Group total (Appreciation)

Divide total by 3 to get average

Once you have scored yourself on the six dimensions of service leadership, plot your six scores on the "wheel" diagram in Figure 2 on the next page. Connect the dots on the axes with six lines to form a polygonal figure that shows your overall leadership assessment at a glance. Then review the scores and spot the areas in which you need further development. A score of 3 is a rough dividing line. If you're well above that, you see yourself as relatively strong on that factor. If you're well below 3, you see yourself as needing to strengthen that factor.

Your Leadership Profile

Plot your Leadership Profile on this chart

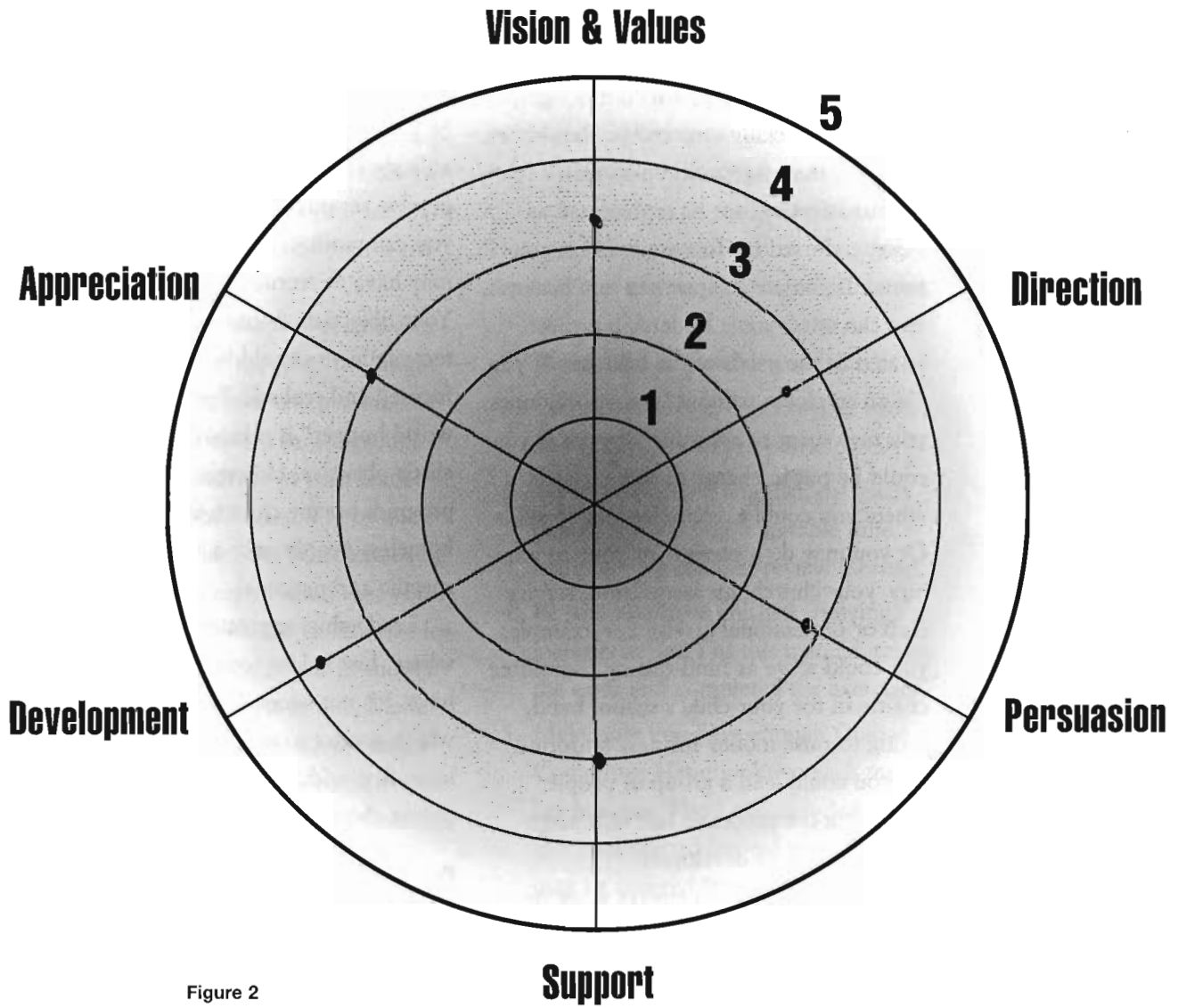


Figure 2