

Building Leadership Skills

Leadership Training Module
MWUGL of Florida

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Background/Overview

- The Modern Mason is a different type of man, with many personal distractions, but was driven to become a member.
- In some branches (houses) we are losing more members than we can make.
- Effective leadership skills are needed more than ever to reverse membership loss, enhance the mission, and ultimately attract more members.
- Lesson Plan = 5 Lessons to help to expand leadership profile.
- Through the examples of five leadership legends, you will hear ideas and strategies that you can incorporate into your personal leadership style to help drive winning results in your organization.

Historically, the training of actual Masonic leaders has underserved the Grand Lodge. This training module focuses on equipping individuals that are already considered leaders with impactful tool-set to help them to better influence the mission of their organization.

Lesson #1 - What is Leadership?

What Is Leadership?

- **On a basic level, as a leader, you exist to:**
 - Inspire others to strive for excellence
 - Champion the mission of your organization
 - Teach, mentor, provide guidance

The process of influencing others to accomplish a task by providing purpose, direction, and motivation.

“Leadership is all about helping others to succeed.”

Leadership is

- The ability, either through natural or learned—to influence people to follow with confidence.
- The ability to think clearly, wisely and rapidly under pressure.
- The ability to direct people courteously, judiciously and decisively.
- Having wisdom to know when another idea is better than your own and courage to champion the idea.

“The ultimate goal is to get desired results through people.”

What Leadership is Not

- Leadership is not just embedded in your title
- Leadership is not just giving orders
- Leadership is not intimidating or degrading others
- Leadership is not equivalent to dictatorship, or tyranny
- Leadership is not asking people to do what you would not

“The key to successful leadership is influence, not authority”.

A Leaders Many Duties



- Create and establish strategies
- Ensure effectiveness and efficiency
- Communicate openly and often
- Build solid relationships
- Act with integrity and fairness
- Provide counsel and direction
- Exert influence in the absence of ownership
- Foster collaboration
- Motivate, coach and develop others
- Produce results, meet objectives and exceed goals

How can a leader avoid being overwhelmed by this complexity?

Lesson #2 – Qualities of a Leader

Leadership Qualities & Characteristics

- Empathy
- Courage
- Commitment
- Creativity
- Flexibility
- Bearing
- Initiative
- Assertiveness
- Tact and Sense of Humor
- Competence
- Integrity
- Vision
- Confidence
- Humility
- Self-Improvement
- Accountability
- Conviction
- Candor
- Maturity
- Self-Discipline
- Endurance
- Coolness Under Stress
- Decisiveness
- Justice

“Nearly all men can stand adversity, but if you want to test a man's character, give him power.” Abraham Lincoln

Lesson #3 – Motivation

Motivation

- **M** – Motivate yourself first
- **O** – Observe what drives people
- **T** – Teach others, demonstrate your expertise
- **I** – Integrity, be a role model
- **V** – Vision, paint a clear picture
- **A** – Accountability, demonstrate it, expect it
- **T** – Team, create positive relationships
- **E** – Enthusiasm

“A true measure in the value of any leader is the performance of his followers” Unknown

Lesson #4 – Leadership Styles

Leadership Styles

- **Charismatic**
- **Innovative/Pace Setter**
- **Command and Control/Situational**
- **Laissez-Faire**
- **Servant**
- **Transformational**

Charismatic

Behaviors

- Influences Others through Power of personality
- Acts energetically, motivating others to move forward
- Inspires passion

When to use it

- To Spur others to action
- To expand an orgs position
- To raise team morale

Impact on Others - (+/-) Pros and Cons

- (+) Emotions are triggered to encourage and motivate people
- (-) May appear to believe more in himself than in the team
- (-) Team success seen as directly connected to the leader's presence

Innovative/Pace Setter

Behaviors

- Grasps the entire situation and goes beyond the usual course of action
- Can see what is not working and brings new thinking and action into play
- Sets high performance standards for self and the group

When to use it

- To break open entrenched, intractable issues
- To create a work climate for others to apply innovating thinking
- When staff are self-motivated and highly skilled, able to embrace new projects and move with speed

Impact on Others - (+/-) Pros and Cons

- (+) Team gains job satisfaction and enjoyment
- (+) Atmosphere of respect for others' ideas is present
- (-) Risk taking is increased for all
- (-) Cannot be sustained too long, staff may “burn out” from demanding pace

Command and Control

Behaviors

- Follows the rules and expects others to do the same

When to use it

- In situations of real urgency with no time for discussion
- When safety is at stake
- In critical situations involving financial, legal, or personnel issues
- In meeting inflexible deadlines
- Demands immediate compliance
- Engages in top-down interactions
- Is the sole decision maker

Impact on Others - (+/-) Pros and Cons

- (+) Provides assurance/confidence that the right decisions will be made
- (-) If used too much, feels restrictive and limits others ability to develop their own skills

Situational

Behaviors

- Adaptability is key here
- Links behavior with group's readiness
- Includes being directing and supportive, while empowering and coaching
- Brings "A" game to every situation, especially during escalations

When to use it

- Where ongoing procedures need refinement, reinvention, or retirement
- Crisis Situations

Impact on Others - (+/-) Pros and Cons

- (+) Transference of adaptation
- (+) Can reduce uncertainty as leader adapts behavior appropriately
- (-) Can be confusing if behavior changes unpredictably and too often

Laissez-faire

Behaviors

- **Aware what is happening but not directly involved in it**
- **Trusts others to keep their word**
- **Monitors performance, gives feedback regularly**

When to use it

- **When the team is working in multiple locations or remotely**
- **When a project under multiple leaders, must come together by specific date**
- **Effective when team is skilled, experienced, and self-directed in use of time and resources**
- **To get quick results from a highly cohesive team**

Impact on Others

- **(+) Autonomy of team members leads to high job satisfaction and increased productivity**
- **(-) An overly trusting environment or lack of expertise may lead to the leader being taken advantage of**

Servant

Behaviors

- Puts service to others before self-interest
- Includes the whole team in decision making
- Provides tools to get the job done
- Stays out of limelight, lets team accept credit for results

When to use it

- Relationship development
- When leader is elected to a new team, organization, committee, or community
- When there is a need to rally people around the seemingly unreachable

Impact on Others - (+/-) Pros and Cons

- (+) Can create a positive culture and lead to high morale
- (-) Ill-suited if situation calls for quick decisions or meeting tight deadlines

Transformational

Behaviors

- Expects team to transform even when it's uncomfortable
- Counts on everyone giving their best
- Serves as a role model for all involved

When to use it

- To encourage the group to pursue innovative and creative ideas and actions
- To motivate the group by strengthening team optimism, enthusiasm, and commitment

Impact on Others - (+/-) Pros and Cons

- (+) Can lead to high productivity and engagement from all team members
- (-) Team needs detailed-oriented people to ensure scheduled work is done

So What's Your Style?

The modern leader needs to be congruent with the culture of the organization.

- **Be flexible & adaptable**
- **Adjust your behavior as it relates to environment and situation**
- **All leadership styles can become part of a leaders tool kit**
- **To better understand them, map these styles to a real known leader**

Lesson #5 – Principles of Leadership

Principles of Leadership

- **Achieve professional competence**
- **Appreciate your own strengths and limitations, but self-improve**
- **Seek and accept responsibility**
- **Lead by example**
- **Make sure goals, intentions and success is clearly defined**

“Where there is no vision, the people perish.” Proverbs. 29:18

Principles of Leadership (Cont)

- **Know your followers and promote their welfare**
- **Develop the leadership potential of your followers**
- **Make sound and timely decisions**
- **Train your followers as a team, employ up to their capabilities**
- **Keep your followers informed**

“Communication is the real work of leadership” Nitin Nohria

Real Examples of Key Qualities at Work

- Martin Luther King – Vision
- Joan of Arc – Conviction
- Herbert Kelleher – Performance
- William Wallace – Decisiveness
- Jack Welch – Knowledge

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” John Quincy Adams

Develops and Communicates a Clear, Winning Vision

Leadership Profile: Martin Luther King, Jr.



“Vision in Leadership is the art of seeing something that is invisible to others, communicating vision is the art of convincing others that something is there that they cannot see.” J.D.

Maintains and Demonstrates Strong Convictions

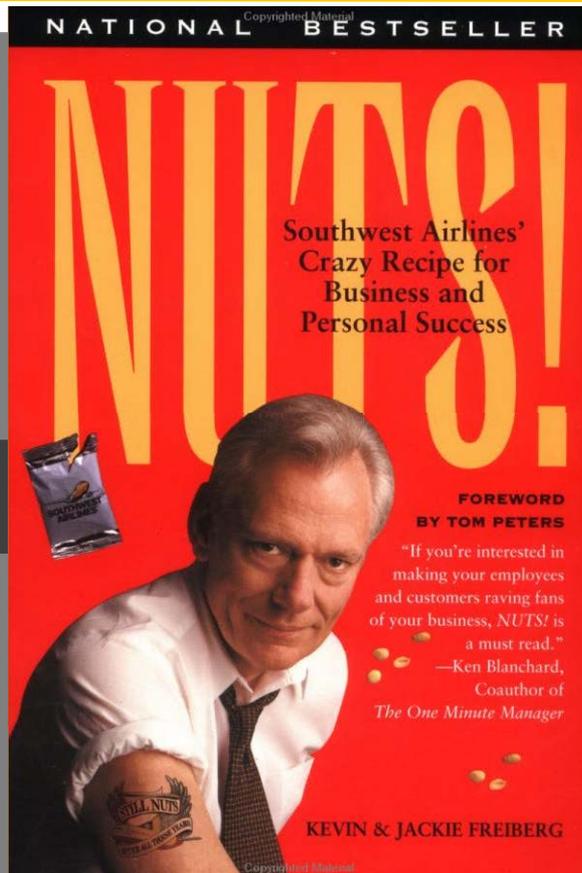
Leadership Profile: Joan of Arc



“Don’t allow you mind to tell you what to do, the mind gives up way to easily” ~ Paulo Coelho

Creates a High Performance Culture

Leadership Profile: Herbert D. Kelleher, Southwest Airlines



"We will hire someone with less experience, less education, and less expertise, than someone who has more of those things and has a rotten attitude." Herb Kelleher

Makes Sound and Timely Decisions

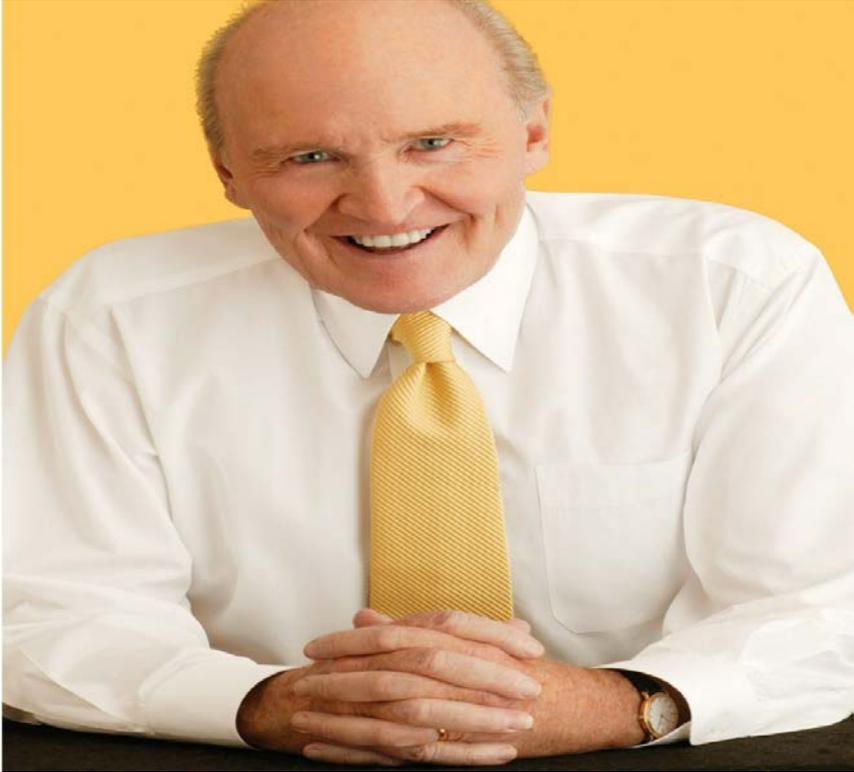
Leadership Profile: William Wallace - “Braveheart”



“Indecision and delays are the parents of failure” George Canning

Continuously Learning

Leadership Profile: Jack Welch



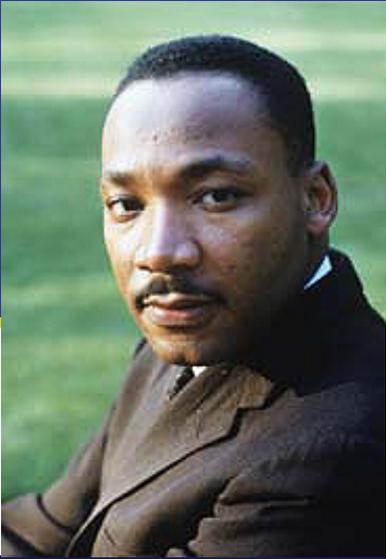
“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” ~ Jack Welch

Summary

- The essence of leadership is service to others
- Don't be overwhelmed by the seemingly endless number of tasks and obligations leadership requires
- Adjust your leadership style for most optimum outcome
- Mimic leadership greats by practicing tactics like these:
 1. Develop and communicate a clear, winning vision
 2. Have strong convictions
 3. Create a high performance culture
 4. Convince rather than control
 5. Be a continuous learner

Some Final Thoughts

- Your role as a leader is more critical than ever
- Identify a take-away to work on towards building more effective leadership skills
- What will be your leadership legacy?



Vision



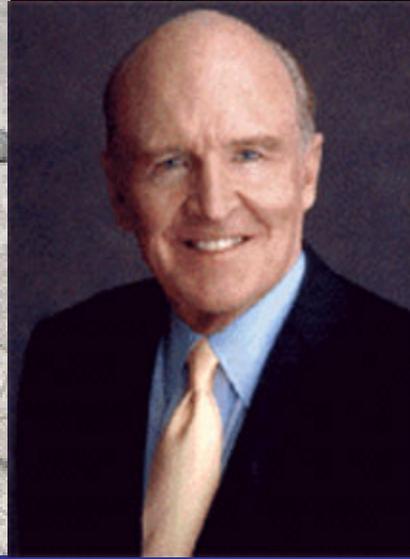
Conviction



Performance



Decisiveness



Knowledge

Remember, people want to buy into the leader before they buy into his vision. Expand your leadership skills, then put them to work.
