

# Beyond the Job Title: Adding Value through Internal Leadership

Becoming Indispensable Within Your Organization

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...the ability to **influence, motivate,**  
and **empower others** to contribute  
toward the effectiveness of the  
organizations of which they are  
members.

(House, Javidan, Hanges, & Dorfman, 2002, Journal of World  
Business)



Military



Social



Political



Spiritual



Business



Thought

**Essential Leadership Qualities**

## Maxwell's Twenty-One Key Leadership Qualities:

Character	Discernment	Problem-solving
Charisma	Focus	Relationships
Commitment	Generosity	Responsibility
Communication	Initiative	Security
Competence	Listening	Self-discipline
Courage	Passion	Servanthood
	Positive Attitude	Teachability
		Vision

# Matrix of Strategic Roles

	Insider	Outsider
Front Seat	<p><b><u>Champion</u></b>            Inner Circle            Leader            Commitment to Vision            Change Agent</p>	<p><b><u>Activist</u></b>            Outsider            Fierce in supporting change            Commitment to Position            Zealous Advocate</p>
Back Seat	<p><b><u>Consultant</u></b>            Inner Circle            Advisor &amp; Coach            Commitment to Mission &amp;            Vision            Works with powers-that-be            Collaborator</p>	<p><b><u>Messenger</u></b>            Outsider            May bring good or bad news            Neutral about Mission/Vision            Disengaged            First to tell all, even dirty            laundry</p>
Trunk	<p><b><u>Follower</u></b>            Inner Circle            “Good Indian”            Commitment to Leader</p>	<p><b><u>Resister</u></b>            Outsider            Always fights change            Commitment to Status Quo</p>

“No institution can possibly survive if it needs geniuses or supermen to manage it. It must be organized in such a way as to be able to get along under a leadership composed of average human beings.”



## Champions & Consultants

Ethics

Vision

Humility

Communication

People-Building

Legacy

## Ethics



“Nearly all men can stand the test of adversity, but if you really want to test a man’s **character**, give him power.”

“Leadership is a combination of strategy and **character**. If you must be without one, be without the strategy.”



## “Ethics”



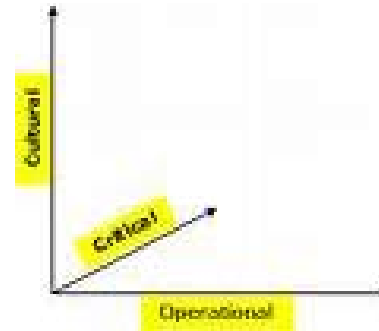
“A system of moral principles, standards, and rule of conduct”

## Ethics & Leadership

Three kinds of leadership: Amoral, Value-based and Ethical.

## The Amoral Leader

- ◆ Effectiveness
- ◆ Position power
- ◆ Unconcerned about followers.
- ◆ Just get the job done.



## The Values-based Leader

- ◆ Personal values
- ◆ Charismatic, Intense
- ◆ Appeals to followers
- ◆ Not open to criticism and reflection
- ◆ Can become “cult-like”.



## The Ethical Leader



- ◆ Open to conversation and criticism
- ◆ Followers choose consciously
- ◆ Guided by society and followers' needs
- ◆ Sound moral judgment

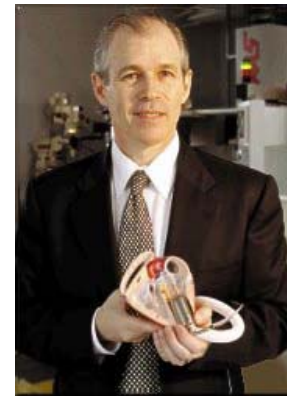
“A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go but ought to be.”





“We choose to go to the moon. We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard.”

“Leaders are visionaries with a poorly developed sense of fear and no concept of the odds against them.”



## VISION

# Visionary Leadership

Create and articulate a realistic, credible, attractive vision

Skills:

Explaining

Expressing

Extending



# Visionary Leadership: Kouzes & Posner

Challenging the Process

Inspiring a Shared Vision

Enabling Others to Act

Modeling the Way

Encouraging the Heart

- Powerful, difficult
- Pride: That ancient human flaw that felled Achilles and brought down Rome.

*“She talks a good game, but doesn’t walk it.”*

*“He never listens to anyone. He thinks he knows everything.”*

*“She will never accept responsibility for a screw up.”*

*“I had hoped things would change around here, but even though our core values look nice on the wall, they’ve become a bad joke around here.”*



*Humility*  
*a strange thing.*  
*The minute you think*  
*you've got it,*  
*you've lost it.*



# Humility

Willingness to learn

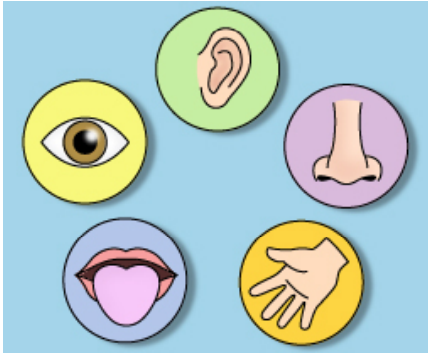
Teamwork & utilizing skills of others

Open minded; values the “devil’s advocate”

Recognizes the mission is more important than the leader

“The best leaders I’ve known are not self-promoters. While they are comfortable with power and authority, they do not abuse their position, or emphasize the perquisites of their office, or use their status to distance themselves from others.”





## “Communication”

“The exchange of ideas, opinions and information”

## The Communicative Leader

- ◆ Positively represents and articulates
- ◆ Communicates effectively in all directions
- ◆ Distills ideas into messages that inspire
- ◆ Accurate and persuasive
- ◆ Includes all who “need to know”
- ◆ Understands importance of non-verbal
- ◆ Inquiry before Advocacy

## People-Building



- Not employee development
- Is building up others, recognizing achievements, and providing people with opportunities for growth and development
- Saying “thank you” and recognizing accomplishments
- Fundamental need for recognition and praise
- Identifying and utilizing the skills of others.

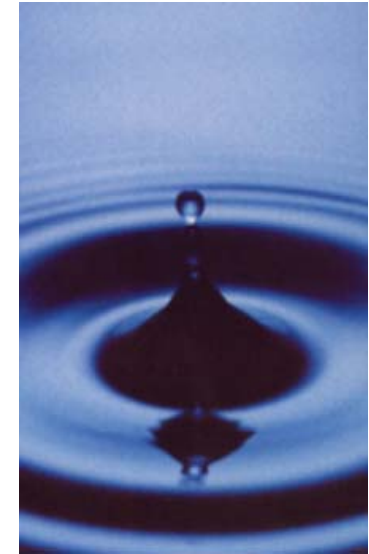
## Puzzle Competition



# Legacy



**“No calls for an hour, Edna. I’m going to rest on my laurels.”**



# 1. Let go of things others can do.

- ◆ Tasks and responsibilities
- ◆ Authority
- ◆ Cans & Wants
- ◆ Build through Involvement



## 2. Encourage initiative, ideas, and risk taking.

### Death by risk aversion



### 3. Foster goal-setting.

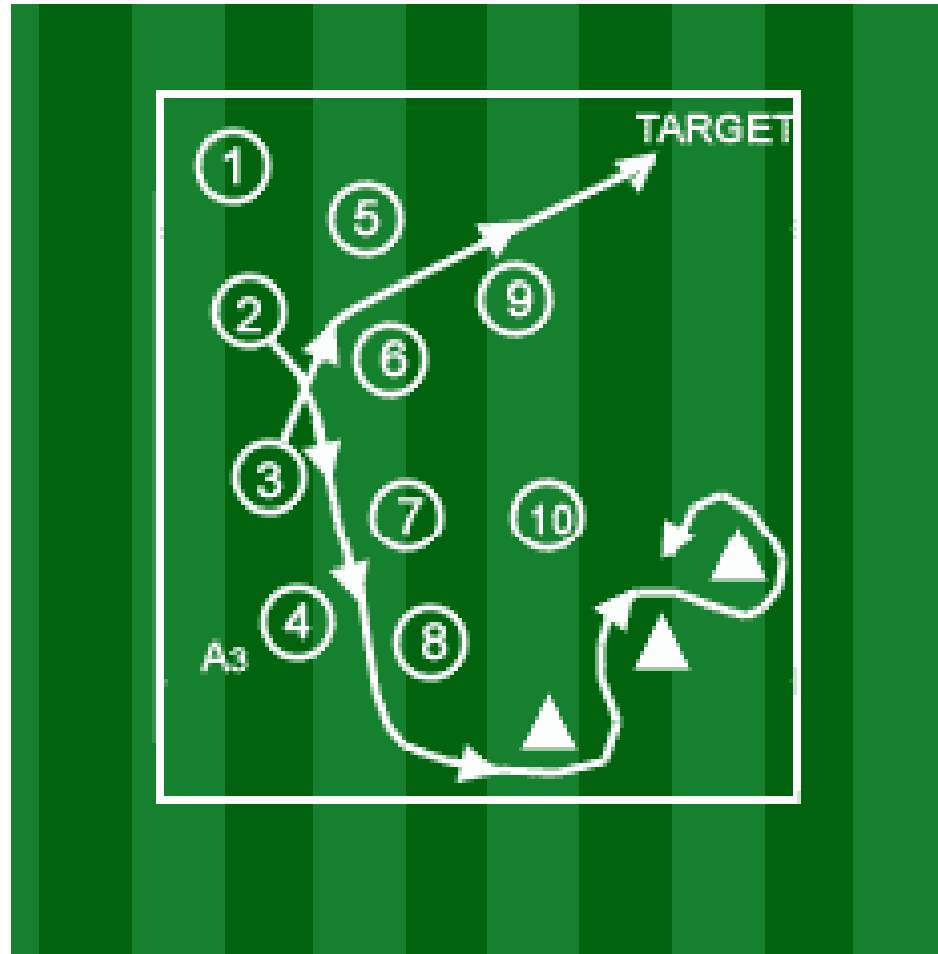


After the goal-setting workshop,  
Larry's life was never quite the same.

## 4. Delegate to challenge, develop, and empower.



## 5. Coach to ensure success.



## 6. Reinforce good work and good attempts.



*Thanks!*



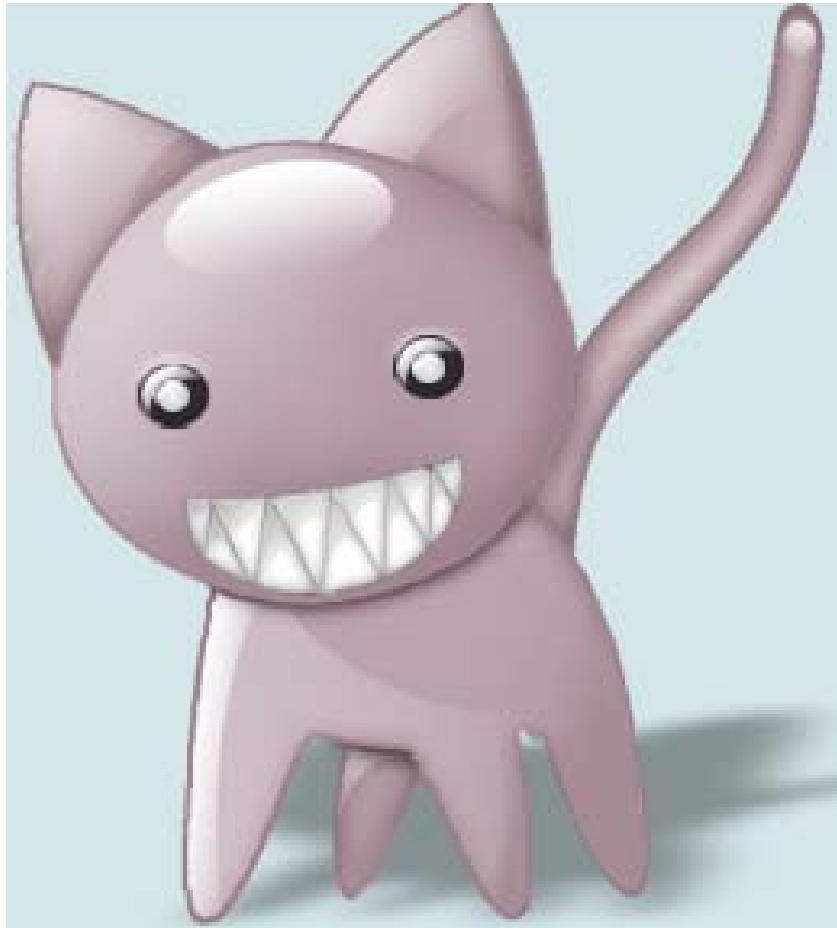
## 7. Share information, knowledge, and skills.



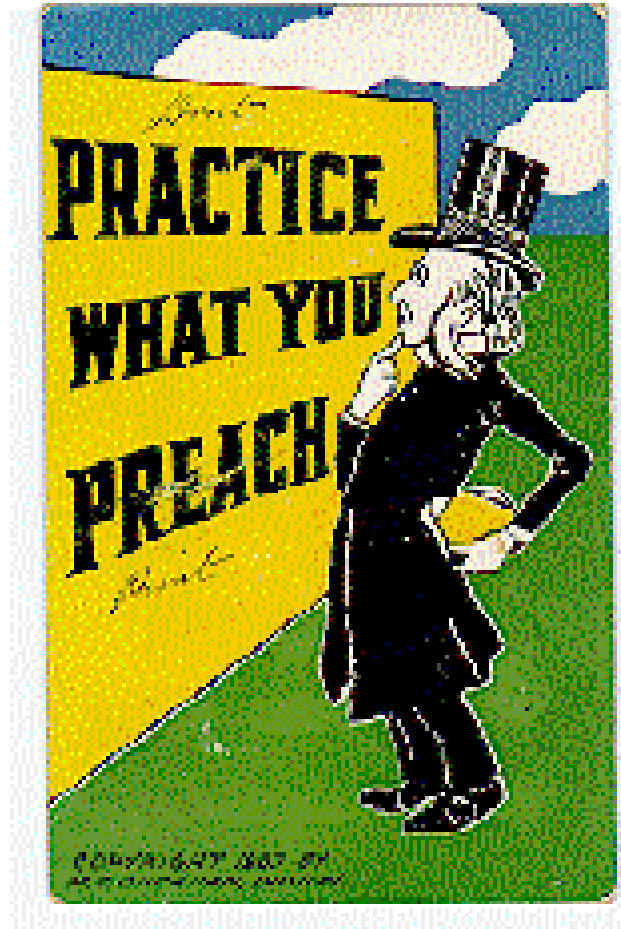
## 8. Value, trust, and respect each individual.



## 9. Provide support without taking over.



## 10. Practice what you preach.



# Questions



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