Leadership Skills

SEMESTER 1
Leadership Skills

Content Review for

Section 1 – Key terms

Key terms:

**Career** is defined as a field or pursuit of progressive achievement in an area. Career can include education, hobbies, community service in addition to work. [http://www.ucalgary.ca/careers/files/careers/career-planning-and-goal-setting_0.pdf](http://www.ucalgary.ca/careers/files/careers/career-planning-and-goal-setting_0.pdf)

**Status Quo** is the current situation, the way things are now. The existing state of affairs. [http://www.merriam-webster.com/dictionary/status%20quo](http://www.merriam-webster.com/dictionary/status%20quo)

**Visionary** is someone or something that thinks about the future or advancements in a creative and imaginative way. A visionary is someone with unusual or progressive ideas about the future or advancements. [http://www.yourdictionary.com/visionary](http://www.yourdictionary.com/visionary)

**Strategic thinking** is a process that defines the manner in which people think about, assess, view, and create the future for themselves and others. Strategic thinking is an extremely effective and valuable tool. One can apply strategic thinking to arrive at decisions that can be related to your work or personal life. [http://www.cssp.com/CD0808b/CriticalStrategicThinkingSkills/](http://www.cssp.com/CD0808b/CriticalStrategicThinkingSkills/)

**Influence** is the capacity or power of persons or things to be a compelling force on or produce effects on the actions, behavior, opinions, etc., of others. [http://dictionary.reference.com/browse/influence](http://dictionary.reference.com/browse/influence)

**Leadership** is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal. [http://www.forbes.com/sites/kevinkruse/2013/04/09/what-is-leadership/](http://www.forbes.com/sites/kevinkruse/2013/04/09/what-is-leadership/)

**Management** is the act or manner of managing; handling, direction, or control. The person or persons controlling and directing the affairs of a business, institution, etc. [http://dictionary.reference.com/browse/management](http://dictionary.reference.com/browse/management)

Leadership Skills

The main difference between managers and leaders is the way the two styles motivate people and teams to achieve goals. Leaders set the goals and new direction challenging the status quo. They are visionaries and spearhead the team, motivating and leading them to reach this new direction. Managers, on the other hand, maintain the status quo, specializing on conformance to the standard, and managing teams and individuals around these boundaries that have been set, organizing and directing to achieve the task.

http://www.educational-business-articles.com/leadership-versus-management.html

Section 1 Check-Off

Go through this list of objectives and check off each one that you have achieved. If you see an objective that you do not feel confident that you have mastered, go back into the textbook and review the material until you have attained your goal.

_____ I understand what career means.
_____ I know what status quo means.
_____ I understand what is a visionary.
_____ I know what strategic thinking means.
_____ I understand what influence means.
_____ I comprehend the definition of leadership.
_____ I comprehend the definition of management.
_____ I can determine the difference between leadership and management.
Leadership Skills

Self-Test

After you have reviewed the definitions thoroughly and checked off all of the objectives on the Check-Off list, you are ready for this Self-Test. Use the links provided in this Study guide to find the answers to this Self-Test. For any missed items, go back into this Study guide for Section 1 and review to determine why you missed the question before you go on to the next section.

1. A career is:
   a. Only a job
   b. Something you can accomplish in a short period of time
   c. A field or pursuit of progressive achievement in an area
   d. The way things are now

2. A process of social influence, which maximizes the efforts of others, towards the achievement of a goal is also known as:
   a. Leadership
   b. Management
   c. Job
   d. Strategic Thinking

3. The current situation, the way things are now. The existing state of affairs is
   a. Career
   b. Status Quo
   c. Management
   d. None of the above

4. An example of a visionary is someone who:
   a. Is someone who tries to maintain the status quo
   b. Is interested in managing situations within well-defined boundaries
   c. Thinks about the future or advancements in a creative and imaginative way
   d. All of the Above

5. The capacity or power of persons or things to be a compelling force on or produce effects on the actions, behavior, opinions of others is called
   a. Strategic Thinking
   b. Influence
   c. Managing the Status Quo
   d. None of the Above

6. The act or manner of managing; handling, direction, or control is
   a. Strategic Thinking
   b. Management
Leadership Skills

c. Leadership
d. Career

7. ________ provides direction, encouragement and inspiration to motivate a team
   a. Leadership
   b. Management

8. ________ is coordinating people's efforts and the allocation of resources to maximize
efficiency in achieving identified goals
   a. Leadership
   b. Management

9. ________ is a process that defines the manner in which people think about, assess,
   view, and create the future for themselves and others
   a. Strategic Thinking
   b. Management
   c. Leadership
   d. Career
Leadership ability is the lid that determines a person’s level of effectiveness. The lower an individual’s ability to lead, the lower the lid on his potential. The higher the individual’s ability to lead, the higher the lid on his potential. To give you an example, if your leadership rates an 8, then your effectiveness can never be greater than a 7. If your leadership is only a 4, then your effectiveness will be no higher than a 3. Your leadership ability – for better or worse – always determines your effectiveness and the potential impact or your organization.

I believe that success is within the reach of just about everyone. But I also believe that personal success without leadership ability brings only limited effectiveness. Without leadership ability, a person’s impact is only a fraction of what it could be with good leadership. The higher you want to climb, the more you need leadership. The greater the impact you want to make, the greater your influence needs to be. Whatever you will accomplish is restricted by your ability to lead others.

Leadership ability is always the lid on personal and organizational effectiveness. If a person’s leadership is strong, the organization’s lid is high. But if it is not, then the organization is limited. That is why in times of trouble, organizations naturally look for new leadership. When the country is experiencing hard times, it elects a new president. When a company is losing money, it hires a new CEO. When a church is floundering, it searches for a new senior pastor. When a sports team keeps losing, it looks for a new head coach. The relationship between leadership and effectiveness is perhaps most evident in sports where results are immediate and obvious. Within professional sports organizations, the talent on the team is rarely the issue. Just about every team has highly talented players. Leadership is the issue. It starts with a team’s owner and continues with the coaches and some key players. When talented teams do not win, examine the leadership.

Wherever you look, you can find smart, talented, successful people who are able to go only so far because of the limitations of their leadership.

The good news is that getting rid of the leader is not the only way. Just as I teach in conferences that there is a lid. I also teach that you can raise it.
Leadership Skills

Section 2, Chapter 1 Check-Off

Go through this list of objectives and check off each one that you have achieved. If you see an objective that you do not feel confident that you have mastered, go back into the textbook and review the material until you have attained your goal.

_____ I understand that Leadership ability is the lid that determines a person’s level of effectiveness.

_____ I understand that success is within the reach of just about everyone.

_____ I know that without leadership ability, a person’s impact is only a fraction of what it could be with good leadership.

_____ I understand that whatever you will accomplish is restricted by your ability to lead others.

_____ I understand the story of the McDonalds brothers and Ray Kroc.

_____ I know that leadership ability is always the lid on personal and organizational effectiveness.

_____ I understand the example of professional teams, where they all have talent, that leadership ability is the determining factor of success.
Leadership Skills

Self-Test

After you have reviewed Chapter 1 thoroughly and checked off all of the objectives on the Check-Off list, you are ready for this Self-Test. Use the textbook and this Study guide to find the answers to this Self-Test. For any missed items, go back into the textbook and this Study guide for Chapter 1 and review to determine why you missed the question before you go on to the next chapter.

1. The lower and individual’s ability to lead, the lower the lid on his potential
   a. True
   b. False

2. If your leadership rates a 6, then your effectiveness can never be greater than a
   a. 7
   b. 4
   c. 5
   d. 9

3. The McDonald brothers never had tremendous success franchising the McDonald’s concept and making a larger enterprise effective because
   a. They were efficient managers, but they were not leaders.
   b. Their weak leadership put a lid on their ability to succeed.
   c. Their thinking patterns clamped a lid down on what they could become.
   d. All of the above.

4. You will be more effective if your success scale is higher than your leadership scale
   a. True
   b. False

5. The greater the impact you want to make, the greater your __________ needs to be
   a. Charm
   b. Work ethic
   c. Personal success
   d. Influence
Leadership Skills

6. Ray Kroc did the following to take McDonald’s concept to the next level
   a. He had a vision for its potential.
   b. He began to assemble a team and build and organization to make McDonald’s a nationwide entity.
   c. He recruited and hired the sharpest people he could find, and as his team grew in size and ability, his people developed additional recruits with leadership skill.
   d. All of the above.

7. To change the direction of an organization, usually the first step is to
   a. Change the leader.
   b. Create a new procedure manual.
   c. Hire more people.
   d. None of the Above.

8. The number one reason professional sports teams lose is
   a. Lack of talent.
   b. Lack of a proper gym.
   c. An uninspired fan base.
   d. Lack of leadership.
Leadership Skills

Section 3
Chapter 2: The Law of Influence

CHAPTER SUMMARY

Leadership is often misunderstood. When people hear that someone has an impressive title or an assigned leadership position, they assume that individual to be a leader. Sometimes that is true. But titles do not have much value when it comes to leading.

True leadership cannot be awarded, appointed, or assigned. It comes only from influence, and that cannot be mandated. It must be earned. The only thing a title can buy is a little time – either to increase your level of influence with others or to undermine it.

There are plenty of misconceptions and myths that people embrace about leaders and leadership. Here are five common ones:

1. The Management Myth
A widespread misunderstanding is that leading and managing are one and the same. The main difference between the two is that leadership is about influencing people to follow, while management focuses on maintaining systems and processes.

The best way to test whether a person can lead rather than just manage is to ask him to create positive change. Managers can maintain direction, but often they cannot change it. Systems and processes can only do so much. To move people in a new direction, you need influence.

2. The Entrepreneur Myth
Frequently, people assume that all entrepreneurs are leaders. But that is not always the case. Entrepreneurs are skilled at seeing opportunities and going after them. They see needs and understand how to meet them in a way that produces a profit. But not all of them are good with people. Many find it necessary to partner with someone skilled at the people part of the equation. If they cannot influence people, they cannot lead.

3. The Knowledge Myth
If you believe power to be the essence of leadership, then you might naturally assume that those who possess knowledge and intelligence are therefore leaders. That is not necessarily true. You can visit any major university and meet brilliant research scientists and philosophers whose ability to think is so high that it is off the charts but whose ability to lead is so low that it does not even register on the charts. Neither IQ nor education necessarily equates to leadership.
Leadership Skills

4. The Pioneer Myth
Another misconception is that anyone who is out in front of the crowd is the leader. But being first is not always the same as leading. To be a leader, a person has to not only be out front, but also have people intentionally coming behind him, following his lead, and acting on his vision. Being a trendsetter is not the same as being a leader.

5. The Position Myth
As mentioned earlier, the greatest misunderstanding about leadership is that people think it is based on position, but it is not. “It’s not the position that makes the leader; it’s the leader that makes the position.”

The proof of leadership is found in the followers.

The true measure of leadership is influence, nothing more, nothing less. If you watch the dynamics that occur between people in just about every aspect of life, you will see some people leading and others following, and you will notice that position and title often have little to do with who is really in charge.

That being the case, why do some people emerge as leaders while others cannot influence people no matter how hard they try? I believe that several factors come to play:

Character – Who they are
True leadership always begins with the inner person. People can sense the depth a person’s character.

Relationships – Who they know
You are leader only if you have followers, and that always requires the development of relationships – the deeper the relationships, the stronger the potential for leadership. In my career, each time I entered a new leadership position, I immediately started building relationships. Build enough of the right kinds of relationships with the right people, and you can become the real leader of an organization.

Knowledge – What they know
Information is vital to a leader. You need a grasp of the facts, an understanding of dynamic factors and timing, and a vision for the future. Knowledge alone will not make someone a leader, but without knowledge, no one can become one. Whenever I was new to an organization, I always spent a lot of time doing homework before I tried to take the lead.

Intuition – What they feel
Leadership requires more than just a command of the data. It demands an ability to deal with numerous intangibles. In fact, that is often one of the main differences between managers and
Leadership Skills

leaders. Leaders seek to recognize and influence intangibles such as energy, morale, timing, and momentum.

**Experience** – Where they have been
The greatest challenge you have faced as a leader in the past, the more likely followers are to give you a chance in the present. Experience doesn’t guarantee credibility, but it encourages people to give you a chance to prove that you are capable.

**Past Success** – What they have done
Nothing speaks to followers like a good track record.

**Ability** – What they can do
The bottom line for followers is what a leader is capable of. They want to know whether that person can lead the team to victory. Ultimately, that is the reason people will listen to you and acknowledge you as their leader. As soon as they no longer believe you can deliver, they will stop listening and following.

If you cannot influence people, then they will not follow you. And if people will not follow, you are not a leader. That is the Law of Influence. No matter what anybody else may tell you, remember that leadership is influence – nothing more, nothing less.

**Section 3, Chapter 2 Check-Off**

*Go through this list of objectives and check off each one that you have achieved. If you see an objective that you do not feel confident that you have mastered, go back into the textbook and review the material until you have attained your goal.*

_____ I understand that true leadership cannot be awarded, appointed, or assigned. It comes only from influence, and that cannot be mandated. It must be earned.

_____ I understand why Mother Teresa was a real leader.

_____ I understand that titles do not have much value when it comes to leading.

_____ I comprehend the five myths about leadership: management myth, entrepreneur myth, knowledge myth, pioneer myth and position myth.

_____ I understand that the proof of leadership is found in the followers.
Leadership Skills

____ I comprehend the critical factors of leadership: Character, Relationships, Knowledge, Intuition, Experience, Past Success, and Ability.

____ I understand the story of Abraham Lincoln, from Commander to Private to Commander in Chief.
Leadership Skills

Self-Test

After you have reviewed Chapter 2 thoroughly and checked off all of the objectives on the Check-Off list, you are ready for this Self-Test. Use the textbook and this Study guide to find the answers to this Self-Test. For any missed items, go back into the textbook and this Study guide for Chapter 2 and review to determine why you missed the question before you go on to the next chapter.

1. If you have the title of CEO or President it automatically means that you are a leader
   a. True
   b. False

2. What are the reasons for Mother Teresa’s tremendous leadership
   a. People respected her
   b. She had tremendous influence with people
   c. She played it safe and tried not to offend anyone
   d. Only A and B

3. The following is an example of the Pioneer Myth
   a. The greatest misunderstanding about leadership is that people think it is based on position, but it’s not.
   b. Frequently, people assume that all entrepreneurs are leaders.
   c. A widespread misunderstanding is that leading and managing are one and the same.
   d. Another misconception is that anyone who is out in front of the crowd is a leader.

4. The following is an example of the Management Myth
   a. The greatest misunderstanding about leadership is that people think it is based on position, but it’s not.
   b. Frequently, people assume that all entrepreneurs are leaders.
   c. A widespread misunderstanding is that leading and managing are one and the same.
   d. Another misconception is that anyone who is out in front of the crowd is a leader.

5. The following is an example of the Knowledge Myth
   a. The greatest misunderstanding about leadership is that people think it is based on position, but it’s not.
   b. Neither IQ nor education necessarily equates to leadership.
Leadership Skills

c. A widespread misunderstanding is that leading and managing are one and the same.
d. Another misconception is that anyone who is out in front of the crowd is a leader.

6. The following is an example of the *Character* leadership factor
   a. True leadership always begins with the inner person.
   b. You are a leader only if you have followers.
   c. Leadership demands an ability to deal with numerous intangibles.
   d. The greater the challenges you’ve faced as a leader in the past, the more likely followers are to give you a chance in the present.

7. The following is an example of the *Experience* leadership factor
   a. True leadership always begins with the inner person.
   b. You are a leader only if you have followers.
   c. Leadership demands an ability to deal with numerous intangibles.
   d. The greater the challenges you’ve faced as a leader in the past, the more likely followers are to give you a chance in the present.

8. The following is an example of the *Relationships* leadership factor
   a. True leadership always begins with the inner person.
   b. You are a leader only if you have followers.
   c. Leadership demands an ability to deal with numerous intangibles.
   d. The greater the challenges you’ve faced as a leader in the past, the more likely followers are to give you a chance in the present.

9. The following is an example of the *Past Success* leadership factor
   a. Information is vital to a leader.
   b. Nothing speaks to followers like a good track record.
   c. Leadership demands an ability to deal with numerous intangibles.
   d. Leadership requires more than just a command of data. Leaders seek to recognize and influence intangibles such as energy, morale, timing, and momentum.

10. The following is an example of the *Knowledge* leadership factor
    a. Information is vital to a leader.
    b. Nothing speaks to followers like a good track record.
    c. Leadership demands an ability to deal with numerous intangibles.
    d. Leadership requires more than just a command of data. Leaders seek to recognize and influence intangibles such as energy, morale, timing, and momentum.
Becoming a leader is a lot like investing successfully in the stock market. If your hope is to make a fortune in a day, you are not going to be successful. There are no successful “day traders” in leadership development. What matters most is what you do day by day over the long haul.

If you continually invest in your leadership development, letting your “assets” compound, the inevitable result is growth over time. What can you see when you look at a person’s daily agenda? Priorities, passion, abilities, relationships, attitude, personal disciplines, vision, and influence. See what a person is doing every day, day after day, and you will know who that person is and what he or she is becoming.

Although it is true that some people are born with greater natural gifts than others, the ability to lead is really a collection of skills, nearly all of which can be learned and improved. But that process does not happen overnight. Leadership is complicated. It has many facets: respect, experience, emotional strength, people skills, discipline, vision, momentum, and timing – the list goes on. As you can see, many factors that come into play in leadership are intangible. That is why leaders require so much seasoning to be effective.

In a study of ninety top leaders from a variety of fields, leadership experts Warren Bennis and Burt Nanus made a discovery about the relationship between growth and leadership: “It is the capacity to develop and improve their skills that distinguishes leaders from their followers.” Successful leaders are learners. And the learning process is ongoing, a result of self-discipline and perseverance. The goal each day must be to get a little better, to build on the previous day’s progress.

What does the leadership growth process look like? Every person’s is different. However, whether or not you possess great natural ability for leadership, your development progress will probably occur according to the following five phases:

Phase 1: I do not know what I do not know
Many people fail to recognize the value of leadership. Some do not recognize its importance. Others believe that leadership is only for a few – for the people at the top of the corporate ladder. They have no idea of the opportunities they are passing up when they do not learn to lead. ... In the course of each day most individuals usually try to influence at least four other people...
It is unfortunate because as long as a person does not know what he does not know, he is not going to grow.
Leadership Skills

Phase 2: I know that I need to know
At some point in life, many people find themselves placed in a leadership position only to look around and discover that no one is following them. When that happens, we realize that we need to learn how to lead. And of course, that is when it is possible for the process to start. Being put in charge is not the same as being the leader.

Phase 3: I know what I do not know
Develop a plan based on those things that you do not know, and develop those skills.

Phase 4: I know and grow and it starts to show
When you recognize your lack of skill and begin the daily discipline of personal growth, exciting things start to happen.
Start developing your leadership today, and someday you will experience the effects of the Law of Process.

Phase 5: I simply go because of what I know
When you are in phase 4, you can be pretty effective as a leader, but you have to think about every move you make. However, when you reach phase five, your ability to lead becomes almost automatic. You develop great instincts. And that is when the payoff is incredible. But the only way to get there is to obey the Law of Process and pay the price.

If you want to be a leader, the good news is that you can do it. Everyone has the potential, but it is not accomplished overnight. It requires perseverance. And you absolutely cannot ignore the Law of Process. Leadership does not develop in a day. It takes a lifetime.

“The secret of success in life is for a man to be ready for his time when it comes.” Benjamin Disraeli
Leadership Skills

Section 4, Chapter 3 Check-Off

Go through this list of objectives and check off each one that you have achieved. If you see an objective that you do not feel confident that you have mastered, go back into the textbook and review the material until you have attained your goal.

_____ I understand that what matters most is what you do day by day over the long haul.

_____ I understand that if you continually invest in your leadership development, the inevitable result is growth over time.

_____ I understand the story of Anne Scheiber and its significance.

_____ I comprehend the difference between Events and a Process.

_____ I understand the five phases of leadership development and growth.

_____ I understand the examples of Larry Bird, Demosthenes, Joe Frazier and President Theodore Roosevelt.

_____ I understand that it takes a lifetime to develop leadership.
Leadership Skills

Self-Test

After you have reviewed Chapter 3 thoroughly and checked off all of the objectives on the Check-Off list, you are ready for this Self-Test. Use the textbook and this Study guide to find the answers to this Self-Test. For any missed items, go back into the textbook and this Study guide for Chapter 3 and review to determine why you missed the question before you go on to the next chapter.

1. Anne Scheiber raised $7.5 million even though she had been retired for 50 years
   a. True
   b. False

2. You can shortcut the leadership development process and become a leader very quickly
   a. True
   b. False

3. Which one is not a leadership facet
   a. Respect
   b. Emotional Strength
   c. Luck
   d. People skills

4. Becoming a leader is a lot like investing successfully in the stock market. If your hope is to make a fortune in one day, you’re not going to be successful.
   a. True
   b. False

5. *People who believe leadership is only for a few* is an example of which phase of leadership growth
   a. Phase 1: I don’t know what I don’t know
   b. Phase 2: I know that I need to know
   c. Phase 3: I know what I don’t know
   d. Phase 4: I know and grow, and it starts to show

6. *When you recognize your lack of skill and begin the daily discipline of personal growth* is an example of which phase of leadership growth
   a. Phase 1: I don’t know what I don’t know
   b. Phase 2: I know that I need to know
   c. Phase 3: I know what I don’t know
   d. Phase 4: I know and grow, and it starts to show
Leadership Skills

7. At some point in life, many people find themselves placed in a leadership position only to look around and discover that no one is following them is an example of which phase of leadership growth
   a. Phase 1: I don’t know what I don’t know
   b. Phase 2: I know that I need to know
   c. Phase 3: I know what I don’t know
   d. Phase 4: I know and grow, and it starts to show

8. To become an outstanding free throw shooter, Larry Bird used to practice _____ shots each morning before he went to school.
   a. 10
   b. 150
   c. 300
   d. 500

9. The story of President Theodore Roosevelt exemplifies the following:
   a. Leadership is easy for those who are natural leaders
   b. Leadership doesn’t develop in a day. It takes a lifetime.
   c. Leadership becomes easy when you are educated in Harvard
   d. None of the Above
Leadership Skills

Section 5
Chapter 4: The Law of Navigation

CHAPTER SUMMARY

Followers need leaders able to effectively navigate for them. The truth is that anyone can steer the ship, but it takes a leader to chart the course. That is the Law of Navigation.

Leaders who navigate do even more than control the direction in which they and their people travel. They see the whole trip in their minds before they leave the dock. They have vision for getting to their destination, they understand what it will take to get there, they know who they will need on the team to be successful, and they recognize the obstacles long before they appear on the horizon.

The larger the organization, the more clearly the leader has to be able to see ahead. That is true because sheer size makes midcourse corrections more difficult. And if there are errors in navigation, many more people are affected than when a leader is traveling alone or with only a few people.

First-rate navigators always have in mind that other people are depending on them and their ability to chart a good course. Before good leaders take their people on a journey, they go through a process in order to give the trip the best chance of being a success:

NAVIGATORS DRAW ON PAST EXPERIENCE

Every past success and failure you have experienced can be a valuable source of information and wisdom – if you allow it to be. Successes teach you what you are capable of doing and give you confidence. However, your failures often teach greater lessons. They reveal wrong assumptions, character flaws, errors in judgment, and poor working methods. Ironically, many people hate their failures so much that they quickly cover them up instead of analyzing them and learning from them. “If you fail to learn from your mistakes, you’re going to fail again and again.” For leaders to become good navigators, they need to take time to reflect and learn from their experiences. Reflective thinking

- gives you true perspective,
- gives emotional integrity to your thought life,
- increases your confidence in decision making,
- clarifies the big picture, and
- takes a good experience and makes it a valuable experience
Leadership Skills

NAVIGATORS EXAMINE THE CONDITIONS BEFORE MAKING COMMITMENTS
Drawing on experience means looking inward. Examining conditions means looking outward. No good leader plans a course of action without paying close attention to current conditions. That would be like setting sail against the tide or plotting a course into a hurricane. Good navigators count the cost before making commitments for themselves and others. They examine not only measurable factors such as finances, resources, and talent, but also intangibles such as timing, morale, momentum, culture, and so on.

NAVIGATORS LISTEN TO WHAT OTHERS HAVE TO SAY
No matter how much you learn from the past, it will never tell you all that you need to know for the present. No matter how good a leader you are, you yourself will not have the answers. That is why top-notch navigators gather information from many sources.

Navigating leaders get ideas from many sources. They listen to members of their leadership team. They talk to the people in their organization to find out what is happening on the grassroots level. And they spend time with leaders from outside the organization who can mentor them. They always think in terms of relying on a team, not just themselves.

NAVIGATORS MAKE SURE THEIR CONCLUSIONS REPRESENT BOTH FAITH AND FACT
Being able to navigate for others requires a leader to possess a positive attitude. You have got to have faith that you can take your people all the way. If you cannot confidently make the trip in your mind, you are not going to be able to take it in real life.

On the other hand, you also have to be able to see the facts realistically. You cannot minimize obstacles or rationalize your challenges and still lead effectively. If you do not go in with your eyes wide open, you are going to get blindsided.

Balancing optimism and realism, intuition and planning, faith and fact can be very difficult. But that is what it takes to be effective as a navigating leader.

The navigation strategy John Maxwell has used repeatedly in his leadership includes:

- Predetermine a course of action.
- Lay out your goals.
- Adjust your priorities.
- Notify key personnel.
- Allow time for acceptance.
- Head into action.
- Expect problems.
- Always point to the successes.
- Daily review your plan.
Leadership Skills

Major barriers to successful planning are fear of change, ignorance, uncertainty about the future, and lack of imagination.
The secret to the Law of Navigation is preparation. When you prepare well, you convey confidence and trust to people. Lack of preparation has the opposite effect. In the end, it is not the size of the project that determines its acceptance, support and success – it is the size of the leader.
Leaders who are good navigators are capable of taking their people just about anywhere.

Section 5, Chapter 4 Check-Off

Go through this list of objectives and check off each one that you have achieved. If you see an objective that you do not feel confident that you have mastered, go back into the textbook and review the material until you have attained your goal.

_____ I understand that followers need leaders able to effectively navigate for them.
_____ I understand that Leaders who navigate have a vision for their destination.
_____ I understand the stories of Amundsen and Scott and their significance.
_____ I understand the benefits of reflective thinking.
_____ I comprehend that the larger the organization, the more clearly the leader has to be able to see ahead.
_____ I understand the Stockdale Paradox developed by Jim Collins.
_____ I understand that: 1) Navigators draw on past experience; 2) Examine the conditions before making commitments; 3) Listen to what others have to say; and 4) Make sure their conclusions represent both faith and fact.
_____ I understand the PLANAHEAD strategy.
Leadership Skills

Self-Test

After you have reviewed Chapter 4 thoroughly and checked off all of the objectives on the Check-Off list, you are ready for this Self-Test. Use the textbook and this Study guide to find the answers to this Self-Test. For any missed items, go back into the textbook and this Study guide for Chapter 4 and review to determine why you missed the question before you go on to the next chapter.

1. Followers do not really need leaders who effectively navigate for them. They can figure it out on their own.
   a. True
   b. False

2. Leaders who navigate:
   a. See the whole trip in their minds before they leave the dock.
   b. They understand what it will take to get there.
   c. They recognize the obstacles long before they appear on the horizon.
   d. All of the Above.

3. The larger the organization, the more clearly the leader has to be able to see ahead is true because:
   a. Sheer size makes midcourse corrections more difficult.
   b. Managing a lot of people is difficult.
   c. It is more glamorous to run a large organization.
   d. None of the Above.

4. Most people hate their failures so much that they quickly cover them up instead of analyzing them and learning from them.
   a. True
   b. False

5. Which one does Reflective thinking not help you with:
   a. It gives you true perspective
   b. It increases your confidence in decision making
   c. It clarifies the big picture
   d. It allows you to focus only on the positive things you did
6. When a good leader plans a course of action, s/he takes into account both measureable and intangible factors. Please identify which one of the answers below is not one of those factors.
   a. Timing
   b. Finances
   c. Lack of imagination
   d. Talent of the team

7. Please identify which one is part of John Maxwell’s navigation strategy
   a. Always be careful
   b. Lay out your goals
   c. Always point to the successes
   d. Excel at everything you do

8. The secret to the Law of Navigation is:
   a. Impulsiveness
   b. Preparation
   c. Charm
   d. Strength
CHAPTER SUMMARY

Why should leaders lead? And when they do, what is their first responsibility? If you were to ask a lot of leaders, you might hear a variety of responses. You might hear that a leader’s job is to:

- be in charge
- make the organization run smoothly
- make money for shareholder
- build a great company
- make us better than the competition
- win

You cannot take for granted why leaders lead and how they go about doing it.

Many people view leadership the same way they view success, hoping to go as far as they can, to climb the ladder, to achieve the highest position possible for their talent. But contrary to conventional thinking, I believe the bottom line in leadership is not how far we advance ourselves but how advance others. That is achieved by serving others and adding value to their lives.

The interaction between every leader and follower is a relationship, and all relationships either add to or subtract from a person’s life. If you are a leader, then trust me, you are having either a positive or a negative impact on the people you lead. How can you tell? There is one critical question: Are you making things better for the people who follow you? That is it. If you cannot answer with an unhesitant yes, and give some evidence that backs it up, then you may very well be a subtractor. Often, subtractors do not realize they are subtracting from others. I would say that 90 percent of all people who subtract from others do so unintentionally. They do not recognize their negative impact on others. And when a leader is a subtractor and does not change his ways, it is only a matter of time before his impact on others goes from subtraction to division.

In contrast, 90 percent of all people who add value to others do so intentionally. Why do I say that? Because human beings are naturally selfish. I am selfish. Being an adder requires me to get out of my comfort zone every day and think about adding value to others. But that is what it takes to be a leader whom others want to follow. Do that long enough, and you not only add value to others – you begin to multiply it.
Leadership Skills

Adding value to others through service does not just benefit the people being served. It allows the leaders to experience the following:

- Fulfillment in leading others
- Leadership with the right motives
- The ability to perform significant acts as leaders
- The development of a leadership team
- The attitude of service on a team

The best place for a leader is not always the top position. It is not the most prominent or powerful place. It is the place where he or she can serve the best and add the most value to other people.

When you add value to people, you lift them up, help them advance, make them a part of something bigger than themselves, and assist them in becoming who they were made to be. Often their leader is the person able to help them do those things.

I have developed four guidelines to help me add value to others.

I. WE ADD VALUE TO OTHERS WHEN WE ... TRULY VALUE OTHERS

Effective leaders go beyond not harming others, and they intentionally help others. To do that, they must value people and demonstrate that they care in such a way that their followers know it.

Leaders who add value by serving believe in their people before their people believe in them and serve others before they are served.

II. WE ADD VALUE TO OTHERS WHEN WE ... MAKE OURSELVES MORE VALUABLE TO OTHERS

The whole idea of adding value to other people depends on the idea that you have something of value to add. You cannot give what you do not possess. What do you have to give others? Can you teach skills? Can you give opportunities? Can you give insight and perspective gained through experience? None of these things comes without a price.

If you have skills, you gained them through study and practice. If you have opportunities to give, you acquired them through hard work. If you possess wisdom, you gained it by intentionally evaluating the experiences you have had. The more intentional you have been in growing personally, the more you have to offer. The more you continue to pursue personal growth, the more you will continue to have to offer.
Leadership Skills

III. WE ADD VALUE TO OTHERS WHEN WE ... KNOW AND RELATE TO WHAT OTHERS VALUE

Inexperienced leaders are quick to lead before knowing anything about the people they intend to lead. But mature leaders listen, learn, and then lead. They listen to their people’s stories. They find out about their hopes and dreams. They become acquainted within their aspirations. And they pay attention to their emotions. From those things, they learn about their people. They discover what is valuable to them. And then they lead based upon what they have learned. When they do that, everybody wins – the organization, the leader, and the followers.

IV. WE ADD VALUE TO OTHERS WHEN WE ... DO THINGS THAT GOD VALUES

I believe that God desires us not only to treat people with respect, but also to actively reach out to them and serve them.

READ THE SCRIPTURE CAPTURED BY EUGENE PETERSON’S THE MESSAGE

The more power I have, the greater my impact on others – for better or worse. And I always want to be someone who adds value to others, not takes it away.

Such a big part of leadership is having no unresolved relational conflict with other people. Serving others who follow you really purifies your motives and helps you gain perspective. And it also brings to the surface any impure motives of followers. Anytime you can remove wrong agendas from a leadership relationship, you clear the way for fantastic achievement.

If you desire to add value by serving others, you will become a better leader. And your people will achieve more, develop more loyalty, and have a better time getting things done than you ever thought possible. That is the power of the Law of Addition.
Leadership Skills

Section 6, Chapter 5 Check-Off

Go through this list of objectives and check off each one that you have achieved. If you see an objective that you do not feel confident that you have mastered, go back into the textbook and review the material until you have attained your goal.

_____ I understand the story of Jim Sinegal and its significance.

_____ I understand that you cannot take for granted why leaders lead and how they go about doing it.

_____ I understand that some leaders add value, and others subtract value from their followers.

_____ I understand the benefits of adding value to others, for both the followers and leader.

_____ I comprehend the four guidelines that help John Maxwell add value to others.

_____ I understand *The Message* by Eugene Peterson.

_____ I comprehend that a big part of leadership is having no unresolved relational conflict with other people.
Leadership Skills

Self-Test

After you have reviewed Chapter 5 thoroughly and checked off all of the objectives on the Check-Off list, you are ready for this Self-Test. Use the textbook and this Study guide to find the answers to this Self-Test. For any missed items, go back into the textbook and this Study guide for Chapter 5 and review to determine why you missed the question before you go on to the next chapter.

1. The interaction between every leader and follower is a relationship, and all relationships only add and do not subtract from a person’s life
   a. True
   b. False

2. What percent of people who add value to others do so intentionally?
   a. 90 percent
   b. 86 percent
   c. 50 percent
   d. None of the Above.

3. Adding value to others through service doesn’t just benefit the people being served. Which answer below is not an example of what this allows the leaders to experience?
   a. Fulfillment in leading others
   b. The ability to perform significant acts as leaders
   c. The development of a leadership team
   d. The ability to drive a hidden agenda

4. When you add value to people, you:
   a. make them a part of something bigger than themselves
   b. assist them in becoming who they were made to be
   c. lift them up
   d. All of the Above

5. The more intentional you have been in growing personally, the more you have to offer. The more you continue to pursue personal growth, the more you will continue to have to offer. This is indicative of which guideline?
   a. We Add Value To Others When We ... Truly Value Others
   b. We Add Value To Others When We ... Make Ourselves More Valuable To Others
   c. We Add Value To Others When We ... Know And Relate To What Others Value
   d. We Add Value To Others When We ... Do Things That God Values
Leadership Skills

6. Inexperienced leaders are quick to lead before knowing anything about the people they intend to lead. But mature leaders listen, learn, and then lead. This is indicative of which guideline?
   a. We Add Value To Others When We ... Truly Value Others
   b. We Add Value To Others When We ... Make Ourselves More Valuable To Others
   c. We Add Value To Others When We ... Know And Relate To What Others Value
   d. We Add Value To Others When We ... Do Things That God Values

7. Leaders who add value by serving believe in their people before their people believe in them and serve others before they are served. This is indicative of which guideline?
   a. We Add Value To Others When We ... Truly Value Others
   b. We Add Value To Others When We ... Make Ourselves More Valuable To Others
   c. We Add Value To Others When We ... Know And Relate To What Others Value
   d. We Add Value To Others When We ... Do Things That God Values