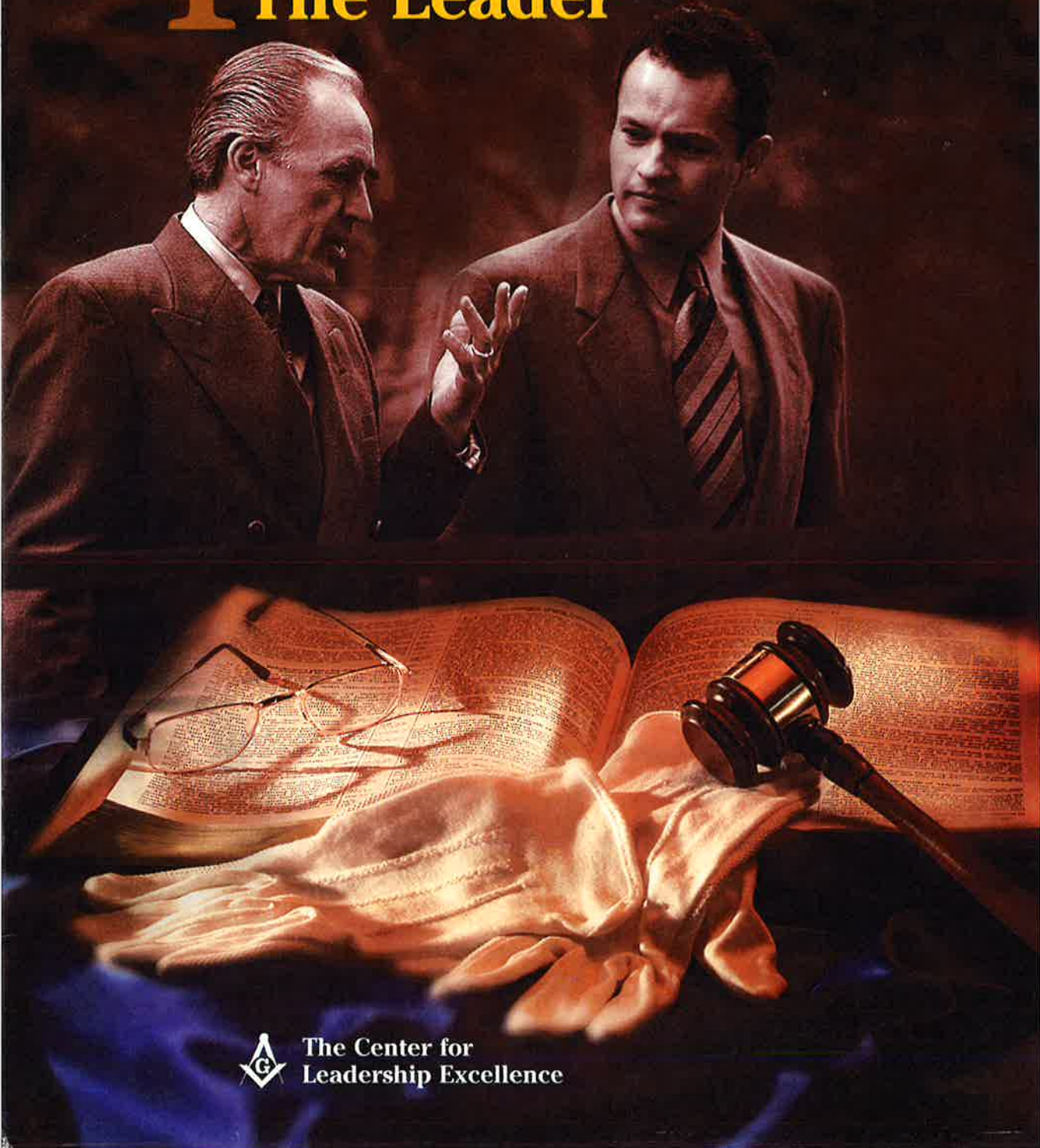


The Essential Skills of Leadership

1 When You Become The Leader



The Center for
Leadership Excellence

When You Become the Leader

Warren Bennis, a renowned authority on leadership, declares in a recent book that we are experiencing "a crisis in leadership" asking the reader, "Where have all of the leaders gone?"

His question stems from years of looking at organizations, businesses and associations and finding them struggling from the lack of effective leadership.

This Guide and others in the series are designed to help you develop your leadership skills in areas that will directly benefit your Masonic organization. Each is based upon a single leadership skill considered important to the success of an organization. Hopefully, when you have completed this and the other Guides and put the ideas into action, those with whom you are associated will say of you, "He is really an effective leader."

Good luck and good leadership!

1 When You Become the Leader



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Other Leadership Guides in the Series

- 2 The Power of Vision*
- 3 Managing Change and Getting People on Your Side*
- 4 Motivation: Creating the Will to Work*
- 5 Developing and Using a Lodge Team*

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Case Study The “I’d Follow Him Anywhere” Leader

Ed Kilby is a giant of a man. In his sixty plus years, he has played college basketball, managed six military hospitals, been the head of one of the largest Masonic Homes and Hospitals in the country and served as the president of the American Association of Homes for the Aged.



At 6’6” he is above all a gentle man with a presence to be feared and a style of leadership that is second to none. The author met him when he was the president of the Masonic Charity Foundation of Connecticut and observed his leadership firsthand for five years.

During that time, new people were hired, but almost no one left the organization. He was the essence of elected leadership. His board was a powerful ally in his vision for the future and there was a partnership between Ed and many others that was amazing to watch.

As part of a consulting assignment, I had the occasion to ask many different people about “working for Mr. Kilby” (Almost no one called him Ed). Here are their responses ranked in the order in which they

were most often given. They are a legacy of leadership to which we can all aspire.

He made many more right decisions than wrong

He never led me down the wrong path

He always seemed to know where we were going

I always knew where I stood

I trusted him

His integrity was beyond approach

He knew how to find good people

He knew how to take care of old people

It was interesting that those who worked with him seldom said that he was an expert in anything. He was not a physician yet he knew how to find the best medical professionals available and with them he learned how to take care of the elderly.

Under his leadership, the Masonic Home in Wallingford, Connecticut grew to become the premier facility of its kind and a model for any institution committed to taking care of the elderly.

Ed is retired now, living with his wife in Tucson where, of course, he is involved in a not-for-profit continuing care community in Green Valley, Arizona.

What Can We Learn About Leadership From Ed?

You should be able to learn several important lessons from this case study. Please write your answers to these following questions in the space provided.

What is distinctive or unusual about the responses of those who worked with Ed?

No one mentioned the important skills of running a hospital as a characteristic they respected. Why might this not be mentioned when it is clearly important?

Ed “behaved” as a leader. His behaviors were observable to those with whom he worked. What are the observable behaviors identified by those who responded?

We don’t know where Ed learned his skills as a leader but there are a few clues in this case. What suggestions of sources for Ed’s leadership skills are included in the case?

As a leader in your lodge, you can have leadership skills in common with Ed. Which skills that got Ed “elected” would also be important for you?

List here those skills you already have that will create followship and get you elected the leader.

Essential Skill 1: Leaders Do the Right Thing

What you learned from Ed and the second lieutenant is that this process of getting elected the leader is directly related to the ability to do the right thing.

For example, if your Masonic organization is losing members and you concentrate on correcting other areas that may be more appealing or easier to accomplish, you may be doing things right, but will you be doing the right thing? Those who appoint you or elect you the leader, expect that you will do the right things.

Making Choices

Effective leadership is about making choices. As a leader, you will be faced with many different decisions, almost all involving choices. Your success as a leader and your ability to create followship will come from these decisions.

Would you prefer those who are observing your leadership to say “You took on the tough problems and helped your Masonic organization achieve its potential” or that “You really knew the history of Freemasonry and promoted this in your lodge”?

Clearly, you may want to do both. But to accomplish the second and overlook the first may be a mistake. No one can tell you what’s right. But you can learn from many sources the right things to consider

Considering the Choices You Can Make

Not all choices are easy or fun. We don’t know of a single successful leader of an organization or a business who doesn’t do some of the following right things:

- Know in concrete terms the current status or reality of the organization*
- Have a vision for where the organization needs to be*
- Have the needs and interests of the members or customers at heart*
- Define a strategy which includes goals and objectives for the future*
- Develop a team of the right people to do specific jobs*
- Create in people the will to work – even in a volunteer organization*

Making Right Choices

These six behaviors are the important skills of leadership. See if you can recall three or four issues or problems from your lodge and what right choices the leader made.

Issue or Problem

The Right Choice Made by Leadership

1.

2.

3.

4.

Your Turn

Case in Point

As the Master of your Masonic lodge you have been approached by a group of younger members who would like the lodge to sponsor a softball team in the community. They, and a number of their friends, would like to play ball in a league once a week and you feel this is good publicity for the lodge. The costs are modest and the lodge can afford it.

When you bring the issue before your other officers, there is some resistance because they feel the resources could be better used to support programs that would benefit the majority of members who are not interested in softball.

Your line officers put a lot of pressure on you to deny the request and you are unsure what to do. If it comes to a vote, you feel they will vote the idea down. What should you do?

Add to the list below decisions you could make. Then decide upon the one that is right for the lodge and which will create the fellowship you want from your members.

1. Go along with the officers
2. Convince them to give to the softball team
3. Postpone the decision until after the season
- 4.
- 5.
- 6.

Analyzing Your Choices

It should be pretty clear that there is not a single, absolutely right decision. But here are a few factors the artful leader will consider before making a decision.

What is right for the members of the lodge?

What can the lodge gain from funding the softball team that the lodge needs for the future?

What will the lodge lose if you decide to reject the request?

How can the right actions be taken without bringing it to a vote?

What alternatives might you offer both sides?

What more important strategy for the lodge might this decision be based upon?



Essential Skill 2 - Mastering the Current Context

We'd like to ask you to consider your choices within a slightly different framework. We call it the "current context." In fact, Warren Bennis says it's almost impossible for a person to become a leader unless he or she can "master the current context."

What Do We Mean By Master the Current Context?

You might look at this as "rising above the fray." This expression suggests that before you can be effective in what you are striving to do, you must first get control of **what is** even as try to discover **what can be**.

Now, that may sound too ambiguous and philosophical, so look at it this way. Imagine you walked into your home one evening around suppertime and found your house in an uproar. The kids are screaming, the wife's in a tizzy, the dog's barking, the sink's running over, dinner's burning on the stove all because of some minor incident.

Your immediate reaction might be to yell at everyone to try and settle things down, or you might quickly analyze what's happening and begin by turning off the stove and the water in the sink and then begin to settle folks down.

In its simplest form, that's what we mean by rising above the fray or mastering the current context.

Look at it this way.

If you are to become a leader in your lodge, and you know that several of the current context issues we looked at on the prior page are happening in your lodge, you must first master these issues before you can move forward. For example, if the active members of your lodge are making it impossible for change to occur, you must first master – become aware of and get your hands around how and why that is happening – before you can move forward with your plans for the future.

This idea also suggests that it is easy to get sucked into the current situation. There are powerful traditions at work in many organizations and the culture for sameness is difficult to change. Another word for the current context is culture and rising above it – mastering it – will be an important first step in your quest for excellent leadership.

Lesson:

While understanding and mastering the current context is an important attribute for the leaders of lodges, be aware that "mastering" does not necessarily mean overcoming. Mastering means you recognize the situation as it exists and choose to move forward despite any negative situations that surround you. Mastering in this way is sure to mean progress towards the future.

Your Current Context

What's the current context in your lodge? What's happening in your Masonic organization that is shaping its direction and which you may have to master before you can be really effective? Here is a list of situations you might have to "master" before you can really be effective as a leader. No lodge leader will have all of these on his list, but most lodge leaders will need to focus his attention on one or two.

- ✓ *New members don't understand what is expected of them*
- ✓ *The organization appears to have lost touch with the community*
- ✓ *The organization appears to be unattractive to an important part of your population*
- ✓ *The organization appears to be marching in place*
- ✓ *Charity occurs within the lodge but there is no direction for this charity*
- ✓ *Financial support for the organization is dwindling*
- ✓ *The active members resist change of any sort*
- ✓ *The newest members quickly lose interest and stop participating*
- ✓ *The organization appears rudderless with no clear goals in sight*
- ✓ *The organization appears to be mired in handling petty issues*
- ✓ *Members or participants appear bored and listless*
- ✓ *The organization has become very political and cliquish*
- ✓ *The leadership looks for reasons why things cannot be done*



Lesson:

If your Masonic organization is facing one or more of these types of "current context" situations, your effectiveness as the leader will depend upon your ability to first understand what's happening and then master this current context.

Helpful Hints

It's one thing to say you need to master the context. It's quite another to know how to do this. Each person and every situation are very different, but there are some actions you can consider.

Action

How It Will Affect Your Leadership

Know yourself

Know your strengths and weaknesses. By knowing where you are strong on character or experience and where you are not provides direction in decision making. Listen to what others have said about your strengths. And listen to suggestions others have offered to you.

Trust your inner voice

Some would call this intuition. Listen to your inner voice even if it is contrary to what others are saying to you. Frequently your inner voice represents the act of free will. And, as everyone knows, if there is a will there is a way. Your inner voice is part of your subconscious. This inner voice is your true free spirit. Listen to it.

Learn from mentors

Mentors are individuals like Ed Kilby, the second lieutenant, Norman Schwartzkof, Abraham Lincoln and men and women you have known. Good mentors offer us examples of styles of leadership we can copy. Learning from them means noting their choices, observing their actions and looking at how they create followship.

Have a guiding vision

We are going to speak more about the importance of vision in another Guide. Develop for yourself a vision of your new organization and let all of your actions support attaining this vision. One of the best ways to motivate yourself to lose weight is to draw a picture of the new you in your mind and every time you are about to eat some type of food, ask yourself the question, does this contribute to my vision of me? If the answer is yes, enjoy yourself. If it's a resounding no, you know to push the wrong foods aside.

Lesson:

Lesson: Know yourself, trust your inner voice, learn from mentors and develop a guiding vision represent four essential skills of artful leadership.

To gain further understanding of these actions complete Worksheets 1 to 4, beginning on page 16.

Managers and Leaders

So far, we have not mentioned the words manage or manager in our discussion on leadership. The reason is that we believe – together with many others – that there is a fundamental difference between managers and leaders.

Understand that organizations need both managers and leaders. However, in the 21st century, successful organizations will be based upon a new type of leader valued for what he contributes to the organization and how he contributes to creating the future.

Warren Bennis in his book *On Becoming A Leader*¹ suggests the following comparisons. They are very powerful.

Distinction between managers and leaders

<i>Managers do things right;</i>	<i>Leaders do the right thing</i>
<i>Managers accept the status quo;</i>	<i>Leaders challenge it</i>
<i>Managers ask how and when;</i>	<i>Leaders ask what and why</i>
<i>The Manager is the classic good soldier;</i>	<i>the Leader is his or her own person</i>
<i>Managers revel in what was;</i>	<i>Leaders aspire to what can be</i>
<i>Managers have a short-range view;</i>	<i>Leaders have a long-range perspective</i>
<i>The Manager maintains;</i>	<i>the Leader develops</i>

The Roles Leaders and Managers Play

In order to see the important role each plays, it is helpful to identify individuals you know who are good at each. Use individuals from your work, school, church, family and life in general and complete the following:

List five individuals you believe are good managers.

- 1.
- 2.
- 3.
- 4.
- 5.

Now list five people you believe are effective leaders.

- 1.
- 2.
- 3.
- 4.
- 5.

Lesson:

While it is important that the Master of a lodge can do things right – open and close lodge and confer degrees – it will be imperative that he also knows he must do the right things – plan for the future, develop a guiding vision, etc.

¹ Warren Bennis, *On Becoming A Leader* (New York: Addison Wesley Publishing Company, 1994), p.45

Now identify the distinctive characteristics that make each of your choices either a good manager or an effective leader.

Managers I know

Distinguishing characteristics

- 1.
- 2.
- 3.
- 4.
- 5.

Leaders I know

Distinguishing characteristics

- 1.
- 2.
- 3.
- 4.
- 5.

Learning About Myself

Now, place yourself on each list and identify what you believe are your distinctive characteristics as a good manager or an effective leader. You should possess distinguishing factors for both. If your list for leadership is short, that's because you may just be developing your skills.

Good manager behaviors I bring to my Masonic organization.

Effective leadership behaviors I bring to my Masonic organization.

Aspiring to Leadership

As a final exercise in the first Guide, let's take a simple assessment of your personal agenda for improving your skills of leadership. This is not a test you can pass or fail. It is an acknowledgement of your personal current reality.

In the left column list the behaviors you as the leader wish to develop.

In the second column identify the current barriers to developing this behavior. Barriers include not enough authority, insufficient information, etc.

In the last column list the support you can expect to receive as you strive to develop greater leadership skills. Keep this assessment for future use as you learn more about leadership. (See sample).

<i>Behaviors I Want to Develop</i>	<i>Barriers to Change</i>	<i>Support I Can Expect</i>
(Example) Create advocates to my new ideas	traditionalists will resist change	- younger members will support - officers see what I am trying to do

For added input, share your assessment with a friend or colleague and have a discussion about the assessment. Analyze the feedback you receive.

Transforming Ourselves Into Leaders

By completing this initial Guide you are on your way to creating followship and becoming a more effective, elected leader.

What lessons have you learned so far? Here's what we would expect you to place on your personal list of discoveries. Make notes you feel will be helpful in later Guides.

- *The effective leader of an organization gets elected by those in his organization based upon his ability to enroll them as followers*
- *Enrollment becomes easier if you have a powerful vision for the future*
- *This enrollment process requires certain skills of the leader that add to his or her effectiveness*
- *Creating followship is based upon the belief of others that you will make more right decisions than wrong*
- *Leaders are expected to make the right choices*
- *Leaders, to be effective, first have to master the current context*
- *Four behaviors can help master the current context: know yourself, trust your inner voice, learn from mentors and have a guiding vision*
- *Managers and leaders require different skills and behaviors*
- *We can learn from others who are leaders and mentors*
- *We all have some characteristics of a leader*
- *We all have barriers to more effective leadership*
- *If we can remove the obstacles to leadership, we can transform ourselves*
- *We can all learn many of the skills of an effective leader*

Summary

We hope that you are now beginning to think differently about this behavior called leadership. We hope you see in this new behavior an incredible opportunity for yourself and for your Masonic organization. We think you should aspire to become a more artful leader because the rewards are so satisfying.

You should welcome the opportunities to lead. Leaders are in very short supply. Your Masonic organization needs your newfound skills. Those with whom you work, play or enjoy your leisure time will welcome you as the leader in ways that are joyful.

Choose Up!

If you are at least 25, you probably have been involved in an athletic event, usually a pick up game of basketball or baseball, when someone has said, "Let's choose up." They then usually ask two individuals – hopefully you are one of them – to select from those present who should be on their team.

Instantly, these "elected" captains must first visualize the game, visualize what it will take to win, analyze the talents of those present, see each at a particular position on the team where his or her strength can be used to great advantage and predict who the other captain will choose.

And, if your brother or sister is among the field, you know the politically correct thing to do is to select him or her on your team so that he or she will not go unselected.

What a perfect example of leadership in action. Do this right for about four games and see if you aren't asked to "choose" up every time.



The simple action of making the right decision on a ball field or in a game comes to play in our life as well – although seldom so dramatically.

Worksheet 1

Know Yourself

The following four worksheets are designed to help formalize your thinking in the four essential skills of leadership we discussed on page 10. Complete each of the questions on the worksheet. If you have someone with whom you are working on your skills, share your responses with him. If not, you can find more help listed in the bibliography on page 20.

1. *What is it that I know about myself or that I have heard said about the strengths of my character that will make attaining my goals as the leader easier?*
2. *When I was last asked to assume the role as the leader, what about my behavior or my actions made my effectiveness as a leader more difficult or more successful?*
3. *Those who really love or care deeply about us are more likely to say truthful and constructive things we can use in our growth as a leader. What have you heard about yourself from someone you trust that contributes to knowing yourself and becoming an effective leader?*
4. *Each individual has certain behaviors that contribute to an ability to "get along with others." If you cannot "get along", can you hope to get people on your side? What are your strengths for getting along and what are your principal shortcomings?*

Worksheet 2

Trust Your Inner Voice

Your inner voice is not the same as the “sixth sense” but it is not totally different. Depending upon our experiences in life, we learn to trust this true voice in making decisions on leadership and on how we live our lives.

To further your understanding about the importance of your inner voice answer the questions below.

1. *Ralph Waldo Emerson in his essay Self Reliance states, “To thine own self be true and it shall follow as night follows day that thou cannot be false to any man.” What do you think Emerson means by “thine own self” and “being true”?*
2. *Frequently our inner voice conflicts with the popular voice of others (and sometimes our own). When was your inner voice most in contrast with what others were saying around you?*
3. *What is happening right now in your Masonic organization that is contrary to your inner voice? How are the directions provided by your inner voice contrary to the voice of others?*
4. *You belong to an organization where the vast majority of the members are not attending meetings and have not done so for quite a while. What does your inner voice tell you is wrong with your organization that deserves your attention as the leader (even if your ideas are contrary to the thinking of others)?*
5. *When was the last time you can recall setting a course of actions or making a decision based upon your inner voice? What were the outcomes?*

Worksheet 3

Learn From the Right Mentors

Mentors are different from coaches in that they do not try to change your behavior but serve as models for success you can emulate. Some of your mentors may no longer be living; still they are strong forces in helping define your ideas about leadership.

Identify three individuals you feel are mentors for the leadership skills you wish to develop. List their most observable leadership behavior.

<i>Mentor</i>	<i>Leadership Behavior</i>
---------------	----------------------------

Most of us have someone we revere as an example because of his or her outstanding work and accomplishments. Identify a mentor for whom you have worked and identify their significant accomplishments or achievements?

<i>Mentor</i>	<i>Accomplishment</i>
---------------	-----------------------

In the space below, identify six leadership qualities, behaviors and lessons you have learned from the mentor you identified. Complete the chart.

<i>Quality</i>	<i>Observable behaviors</i>	<i>Lessons learned</i>
----------------	-----------------------------	------------------------

a.

b.

c.

d.

e.

f.

Worksheet 4

Have a Guiding Vision

It's almost impossible to know what actions to take as the leader if you don't have an overall vision for your Masonic organization. We're going to spend more time on vision in the next Guide, but as a way of beginning, test your visioning ability by:

1. *Write here your vision of the future for your organization. Begin by finishing this statement. I see (my Masonic organization by name) in five years as a place where...*
2. *Identify the compelling ideas in your vision statement that you want others to see as important to the future of the organization.*
3. *What is there about your vision that inspires you to achieve it?*
4. *A vision without actions is merely a dream. What actions would be required of your organization to achieve your vision?*
5. *If you included the word preeminent – or a similar strong idea – in your vision, what behaviors of the organization today support your preeminence vision? List those you feel will be required in the future.*

Discovering More

You can discover more about the ideas presented in this Guide from a number of books and materials. Because we know that people do not like to read volumes on any given subject, we've selected only those titles which we believe you will find enlightening and enjoyable. They're readily available in most bookstores and many are available in the new popular books on tape format.

We're particularly impressed with the work of Warren Bennis and Max DePree as we feel you will be as well.

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Guides to Becoming A More Successful Leader

The Essential Skills of Leadership

By Bro. Dudley Davis and Bro. Ron Blue

Warren Bennis, a world-class observer and writer on the qualities of leadership, in his book *On Becoming a Leader* asked, "Where have all the leaders gone?" His implication is that effective leaders are in short supply. Recent graduates from some of the best schools are disillusioned by the absence of leadership in the university and many are turning down offers to manage anything. Happier, instead, in their safer haven as the follower.

Even against this backdrop of gloom, there are notable exceptions of greatness. Colin Powell, retired General Norman Schwartzkoff, Bill McCartney of the Promise Keepers and hopefully, the leader of your Masonic organization or your boss at work.

We believe the qualities of the artful leader can be learned and practiced at many different levels: in your work, on the job, in your home and in your Masonic organization.

Our Masonic world is filled with great past, present and future leaders: George Washington, Harry Truman, General Douglas MacArthur, Bob Dole and Jack Kemp, and Francis G. Paul and his successor Robert Ralston. We hope that among the ranks of our many future leaders, you will find your name.

The five Guides in this series cover five critical skills:

When You Become the Leader

A look at the behaviors of the artful leader.

The Power of Vision

How a powerful vision is critical to your success.

Managing Change

How to handle the many changes we face as the leader.

Motivation

Creating the will to work in a volunteer organization.

Developing and Using A Lodge Team

A new style of leadership for the 21st century.



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The Center for Leadership Excellence was established to support the renewal effort in North America in the areas of leadership development. The Center will use proceeds from publications, video and related materials to further the development of Masonic leaders in North America.