WASHINGTON SERVICE CORPS
SERVES Institute
OCTOBER 27-29, 2014

LEADERSHIP from the INSIDE OUT
TRAINING

Handouts for Workshops

A leader is best when people barely know she exists.
Not so good when people obey and acclaim her
Worse when they despise her
Fail to honor people
They fail to honor you.
But of a good leader who talks little,
When her work is done, her aim fulfilled,
The people will say, “We did this ourselves.”
Lao Tzu

"If you want to build a ship, don't drum to the women and men to gather
wood, and divide the work, and give orders. Instead, teach them to yearn for
the vast and endless sea."

- Antoine De Saint-Exupery,
The Wisdom of the Sands
SELF-AWARENESS
Thoughts on Leadership…As a Self-Reflective Process

▪ The greatest gift you can give others is to become less of a problem through understanding yourself.
  --Larry Rosenberg

▪ The most fundamental harm we can do to ourselves is to remain ignorant by not having the courage and the respect to look at ourselves both honestly and gently.
  --Pema Chodron

▪ Don’t waste a moment being ashamed of your privilege. Make it a part of your power for change.
  --Audre Lorde

▪ Others are merely mirrors of you. You cannot love or hate something about another person unless it reflects something you love or hate about yourself.
  --Cherie Carter-Scott

▪ “Leading from Within” calls upon us to understand that leadership means meeting the challenges within us as a beginning point for meeting the challenges around us…For those of us who tend toward leadership-induced workaholism, [we hold] “the belief that the ultimate responsibility for everything rests with me.” The great gift we receive on the inner journey is the certain knowledge that ours is not the only act in town. Not only are there other acts in town, but some of them, from time to time, are even better than ours! On this inner journey we learn that we do not have to carry the whole load, that we can be empowered by sharing the load with others, and that sometimes we are even free to lay part of the load down.
  --Parker Palmer
LEADERSHIP COMPASS

NORTH
RESULTS, GOALS, WHAT?

WEST
DETAILS, PLANNING, HOW?

EAST
VISION, BIG PICTURE, WHY?

SOUTH
RELATIONSHIPS, TEAM WORK, WHO?
NORTH, SOUTH, EAST and WEST
Leadership Styles

NORTH

Approaches to work/leadership style:

- assertive, active, decisive
- likes to be in control of professional relationship and determine course of events
- quick to act, expresses sense of urgency for others to act now
- enjoys challenges presented by difficult situations and people
- thinks in terms of “bottom line”
- courageous
- perseveres, not stopped by hearing no, probes and presses to get at hidden resistance
- likes variety, novelty, new projects
- comfortable being in front
- value action-oriented words, phrases- “do it now” and “I’ll do it”

Overuse: style taken to excess:

- can be bogged down by need to press ahead, decide
- seem to not care about process
- can get defensive quickly, argue, try to out expert you
- can lose patience, pushes for decisions before it’s time
- may get autocratic
- want things their way, overrule people in decision making process
- see things in terms of black and white, little tolerance for ambiguity
- may go beyond limits, get impulsive and disregard practical issues
- not healthful of others’ feelings, maybe perceived as cold
- have trouble relinquishing control, find it hard to delegate, “if you want to do something right, do it yourself”

Best way to work with the north:

- present your case quickly, clearly, and with enthusiastic confidence
- let them know how they will be involved – their payoff and their role
- focus on the “challenge” of the task
- provide plenty of autonomy
- give positive public recognition
- use them in tasks requiring motivation, persuasion, initiative
SOUTH

Approaches to work/leadership style:

- allows others to feel important in determining direction of what’s happening
- value driven regarding aspects of professional life
- uses professional relationships to accomplish task, interaction is primary
- supportive, nurturing to colleagues and peers
- willingness to trust others’ statements at face value
- feeling-based, trust own emotions and intuition, intuition regarded as “truth”
- team player, receptive to others’ ideas, build on the ideas of others, non-competitive
- understands how people need to receive information in order to act
- easily able to focus on the present
- can over compromise in order to avoid conflict
- can be too focused on the process at the expense of accomplishing goals
- value words: right and fair

Overuse: style taken to excess:

- can be bogged down when they believe relationships, needs of people, are being compromised
- has troubles saying “no” to requests
- internalizes difficulties and assumes blame
- prone to disappointment when relationship is seen as secondary to task
- difficulty confronting, dealing with anger, maybe manipulated by anger
- easily taken advantage of
- immersed in present, loses track of time, immersed in now, may not see long range view

Best way to work with the South:

- remember process, attention to what is happening in the relationship (feelings between you right now) is of primary importance
- needs to feel decisions are ethically right – justify decisions around values, ethics, the right thing to do
- appeal to relationship between you and this person, this person and others,
- listen hard and allow the expression of feeling and intuition in logical arguments
- be aware this person is easily steamrolled, be aware this person may have a hard time saying “no” to you
- provide plenty of positive reassurance and likeability
- let the person know you like them personally and appreciate them
WEST

Approaches to work/leadership style:

- seen as practical, dependable and thorough in task situations
- helpful to others by providing planning and resources
- moves carefully and follows procedures and guidelines
- uses data analysis and logic to make decisions
- weighs all sides of an issue, balance
- introspective, self-analytical
- careful, thoroughly examine people’s needs in situations
- works well with existing resource – gets the most out of what has been in the past
- skilled at finding fatal flaws in a idea or project
- understands what information is needed to assist in decision making
- may be seen as insensitive to others’ emotions
- critical thinker
- value word: objective

Overuse: style taken to excess:

- can be bogged down by information, analysis process
- can become stubborn and entrenched in position
- can be indecisive, collect unnecessary data, mired in details, “analysis paralysis”
- may appear cold or withdrawn with respect to others’ working styles
- tendency towards watchfulness, observation
- can remain withdrawn, distant
- resist emotional pleas and change

Best way to work with the West:

- allow plenty of time for decision making
- provide data – objective facts and figures this person can trust
- don’t be put off by critical NO statements
- minimize expression of emotions, use logic whenever possible
- appeal to tradition, sense of history, correct procedures
EAST

Approaches to work/leadership style:

- visionary who sees the big picture
- very idea oriented, focus on future thought
- insight into mission and purpose
- looks for overarching themes and ideas
- likes to experiment and explore
- strong spiritual awareness – attune to higher level
- creative thinker – able to think outside the box
- makes decisions by standing in the future
- adept at and enjoys problem solving
- appreciates a lot of information
- may find self frustrated/overwhelmed when outcomes are not in line with vision
- may lose interest in projects without a comprehensive vision
- value word: option, possibility

Overuse: style taken to excess:

- can be bogged down by lack of vision or too much emphasis on vision
- can lose focus on task
- poor follow through on projects
- may become easily overwhelmed
- not time-bound, may lose track of time
- tends to be highly enthusiastic early on, then burn out over the long haul
- can develop a reputation for lack of dependability

Best way to work with the East:

- show appreciation and enthusiasm for ideas
- listen and be patient during generation of ideas
- avoid critical or judgmental statements of ideas
- allow and support divergent thinking
- provide a variety of tasks
- provide help and supervision checkpoints on detail and project follow through
**Reflection: List Three Strengths and Three areas for Growth in each Style**

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<thead>
<tr>
<th>East ~ Vision, Big Picture ~ Why?</th>
<th>West ~ Planning, Details ~ How?</th>
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<th>North ~ Results, Goals, ~ What?</th>
<th>South ~ Relationships, Team Work ~ Who?</th>
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Application of the Leadership Compass:

I have the hardest time connecting with people who primarily utilize the___________________ direction style.

It is easiest for me to work with people who primarily utilize the ___________ style.

The direction from which it is most difficult for me to act is the _________________ style.

An activity which helps me understand myself in a deep way is ________________.

One thing I would like to work on after doing this activity is_______________.

One way for me to use this information positively to benefit my team/work/community members is

__________________________________________________________

We cannot solve the problems that we have created with the same thinking that created them. Albert Einstein

“We must become the change we wish to see in the world.” Gandhi
Five Practices and Ten Commitments of Effective Leadership:
From *The Leadership Challenge* by James Kouzes and Barry Posner.

**Challenge the Process**
- Search for opportunities by seeking innovative ways to change, grow and improve.
- Experiment and take risks by constantly generating small wins and learning from mistakes.

"*We cannot solve the problems that we have created with the same thinking that created them.*"  *Albert Einstein*

**Inspire a Shared Vision**
- Envision a future by imagining exciting and ennobling possibilities.
- Enlist others in a common vision by appealing to shared aspirations.

"*In a real sense all life is inter-related. All persons are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly affects all indirectly. I can never be what I ought to be until you are what you ought to be and you can never be what you ought to be until I am what I ought to be. This is the inter-related structure of reality.*"  *Martin Luther King, Jr.*

**Enable others to Act**
- Foster collaboration by promoting cooperative goals and building trust.
- Strengthen others by sharing power and discretion.

"*Never doubt that a small group of thoughtful, committed citizens can change the world: indeed, it’s the only thing that ever has.*"  *Margaret Mead*

**Model the Way**
- Find your voice by clarifying your personal values.
- Set the example by aligning actions with shared values.

"*We must become the change we wish to see in the world.*"  *M.K. Gandhi*

**Encourage the Heart**
- Recognize contributions by showing appreciation for individual excellence.
- Celebrate the values and victories which will create a spirit of community.

"*Love cannot remain by itself - it has no meaning. Love has to be put into action and that action is service.*"  *Mother Teresa*
Additional Resources:


“Leadership, in the final analysis, is the ability of humans to relate deeply to each other in the search for a more perfect union. Leadership is a consensual task, a sharing of ideas and a sharing of responsibilities, where a leader is a leader for a moment only, where the leadership exerted must be validated by the consent of followers, and where leadership lies in the struggle of a community to find meaning for itself.”

William Foster