

Book Report

Leadership - A communicative perspective

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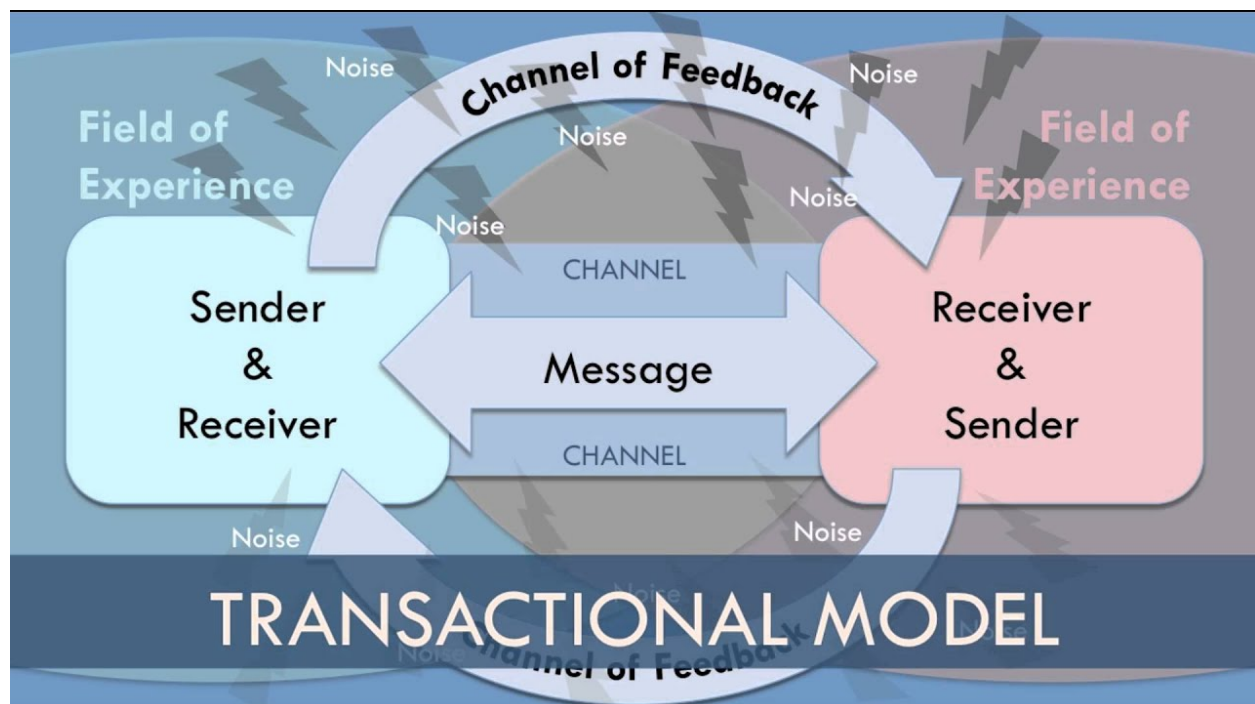


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Chapter 1: Leadership and communication

Leadership attracts universal attention and leadership is often governed through the way we communicate. With communication it is an ever changing process. Unlike a biologist who may look at a single cell. A communication scholar focuses on the continuous, ongoing, process without a clearly defined beginning or end.



Here we have the communication process. A conversation isn't direct with one message back and forward. It includes the body language of both parties, the tone, voice control, and eloquence that each party speaks with. From these signals, the brain ingests all of the information and figures out a way to channel the feedback back to the other person.

Barnlund explains that when you talk to someone else there are usually six people in the conversation.

1. Who you think you are
2. Who you think the other person is
3. Who you think the other person thinks you are
4. Who the other person thinks he or she is
5. Who the other person thinks you are
6. Who the other person thinks you think he or she is

Leadership - A special form of human communication

Leadership is about who you are: It is the definitional theme of leadership traits and attributes someone has. It is someone who possesses many desirable and admirable characteristics or personality traits. Things like hard working, honest, held with integrity, confidence, and consideration.

Leadership is about how you act: This talks about who you influence. One way to identify leaders is to see who he/she influences. Because influence normally comes from someone that influences culture. Someone who influences culture normally knows how to manage the meaning of things, which is an ability that followers find attractive and desirable.

Leadership is about what you do: Leaders actions are never random or self-centered. Leaders channel their influence and encourage change through action in order to meet the goals and objectives of their group.

Leadership is how you work with others: Leaders and followers establish mutual purposes and work together as partners to reach their goals. Success is the product of leaders and followers' joint efforts.

Factors that lead to Bad Leadership

- Selfishness
- Cognitive errors (Poor decision making)
- Environmental factors
 1. Pressure to meet aggressive goals
 2. Pressure to conform
 3. Pressure from followers to engage in unethical behavior
 4. Bad values of a culture that affect your decision making
- Incompetency
- Rigid
- Intemperate (Lack self control)
- Callousness (Uncaring or unkind)
- Corrupt
- Insular (Disregard welfare of people outside of your group)
- Evil (Sadism)



Viewing leadership from a communication perspective

Leadership is first, and foremost, a communication-based activity. Leaders spend much of their time shaping messages that are then presented to a variety of follower, constituent, and stakeholder groups. The higher the level of leadership - the higher the demand for communication competence.

Storytelling as leadership

One of the primary ways in which leaders shape reality is through storytelling.

“Leaders frame stories and events to help followers understand the world, themselves, and other groups, as well as to identify or solve problems” - Michael Harvey

There are 8 different categories of storytelling:

Sparkling action

These stories describe how a change in their past led to a massive success. Which can cause listeners to imagine themselves where they are now, and where they could be by taking action in whatever change the speaker made. These ‘springboard’ stories enable listeners to visualize the transformation required if they take action in whatever it is.

Communicating who you are

These stories reveal your identity to an audience, building trust and creating a connection. Political leaders like Barack Obama are good at using this technique. In which they tell stories about who they are and where they're from to present a desired image to the electorate.

Communicating the brand

These organizational stories are designed to communicate brand image to customers. Examples of this could be communicating a brand's image through visual media.

Transmitting Values

These stories reflect and reinforce an organization's core values. It tells a story to an audience of ‘How things are done around here’. An example of someone reinforcing their organization's core value is the CEO of Costco Jim Sinegal. What he did was only take a ‘modest’ salary compared to other CEO’s and spent much of his time on the road visiting different Costco stores. Through this he aimed to preach the philosophy of loyalty to his customers.

Fostering collaboration

These stories encourage people to work together by generating a narrative to illustrate common concerns and goals. An example of this would be telling a story of how a 'brotherhood' culture in a rugby team led to their success. This would motivate the current team you are talking to. To also form 'a brotherhood' culture as it will lead them to success. NOTE: Obviously there must be genuineness in this. Tell fabricated stories to persuade a group to eventually gets caught out.

Taming the grapevine

These stories highlight the incongruity between rumors and reality. For example one may discredit a rumor with satire or humor.

Sharing knowledge

These stories focus on problems and show, in detail, how corrections were made and why the solution worked. An example of this would be telling a story about how you had a problem in your business. And by applying a certain technique you managed to resolve the problem which led to an increase in your business's profit.

Leading people into the future


These stories evoke images of a desired future. Often such stories provide limited detail while encouraging listeners to imagine what the future might be. A historical example of this would be Martin Luther King where he stated his famous: "I have a dream" speech. This speech explored his vision of one day that black people and white people would live in harmony. And that they would be judged by the intent of your character and not the color of their skin.

The success of followers and leaders depends on how well they are able to integrate emotion and cognition.

Skillfully blending thinking and feeling requires the five skills listed below:

1. Perception, appraisal, and expression of emotion.

Emotional Intelligence begins with the ability to identify, evaluate, and then express emotional states. These skills may seem easy, but usually people are oblivious to the fact that they're irritating a group. Or on the other hand, these people tend to have emotional blindspots. This occurs when people can't explain why they are feeling a certain way or they don't know how to express their thoughts and feelings to their partner or friends.



2. Attending to the emotions of others

Those in a leadership role must understand the feelings of followers in order to connect with them. For example: If a coach can't sense that his team is physically and mentally exhausted. When he tries to make them work harder, he actually ends up decreasing their productivity or output. Therefore, this concept is very important to understand.

3. Emotional facilitation of thinking

Emotional states impact decision-making styles. Good moods facilitate creative thinking while sad moods slow the decision-making process and encourage more attention to detail. Both emotional states can be used to solve problems. Because some problems require more intuitive, broad thinking; others demand a more linear logical approach. Emotionally intelligent leaders know how to match the mood with the problem. Furthermore, they understand the risk of being too optimistic when they are in a good mood and over analyzing things when they are in a bad mood.

4. Understanding and analyzing emotional information and employing emotional knowledge

This array of competencies allows someone to be able to link words and actions to emotions. In this state, leaders are able to label what they feel and recognise the relationship between that label and other related terms. For example, a supervisor may cancel a meeting with a disagreeable employee if she is already frustrated. As she knows that situation may escalate to something worse.

5. Regulation of emotion

The last component of emotional intelligence puts knowledge into action. This set of competencies enables leaders to create the feelings they desire in themselves and others. Emotionally intelligent leaders know how to maintain positive moods and how to repair negative ones. To do so, they employ such tactics as avoiding unpleasant situations, engaging in rewarding tasks, and creating a comfortable environment. They can also step back from a situation and evaluate their feelings to determine if their responses in a situation were appropriate.

Chapter 2: Traits, Situational, Functional, and Relational Leadership

Understanding and explaining leadership

Much of what was written about leadership before 1900 was based on observation, and commentary. However, in the dawn of the twentieth century the increased usage of 'scientific' techniques and procedures were used to measure human behavior. And as a result four primary approaches for understanding leadership were developed:

1. Traits leadership
2. Situational leadership
3. Functional Leadership
4. Relational Leadership

Traits leadership

Traits leadership is when you analyze someone to be a good leader based on their personal characteristics. These characteristics include:

Cognitive abilities: Research has shown that there's a link between intelligence and leadership. E.g. Those who score higher on an IQ or mental ability test are more likely to emerge as leaders and perform better. (However, it's not always the case. The likelihood is just higher)

Motivation: Effective leaders demonstrate a strong need for power and, to a lesser extent, a need for achievement. Through this they will make the required sacrifices needed to achieve whatever he/she wants.

Social intelligence: Social intelligence is the ability to recognise and feel the feelings and behaviors of others in social situations and to respond effectively based on that knowledge.

Problem solving skills, expertise, and tacit knowledge: Leaders who are better at identifying and solving problems are more likely to advance their careers and/or emerge as a highly regarded leader.



Situational leadership:

Situational leadership explores the census that leadership behavior is contingent on variations in a situation. For example: Someone may be good at leading and running the finance operations at a law firm. But they may be terrible at running a military camp. Therefore, certain people make great leaders in certain situations. So picking a niche or industry that you're passionate about and more competent in will abode you well towards becoming a better leader.

Functional leadership

This approach to leadership looks at the communicative behavior of leaders. The functional approach says that it is the ability of someone to communicate that determines leadership.

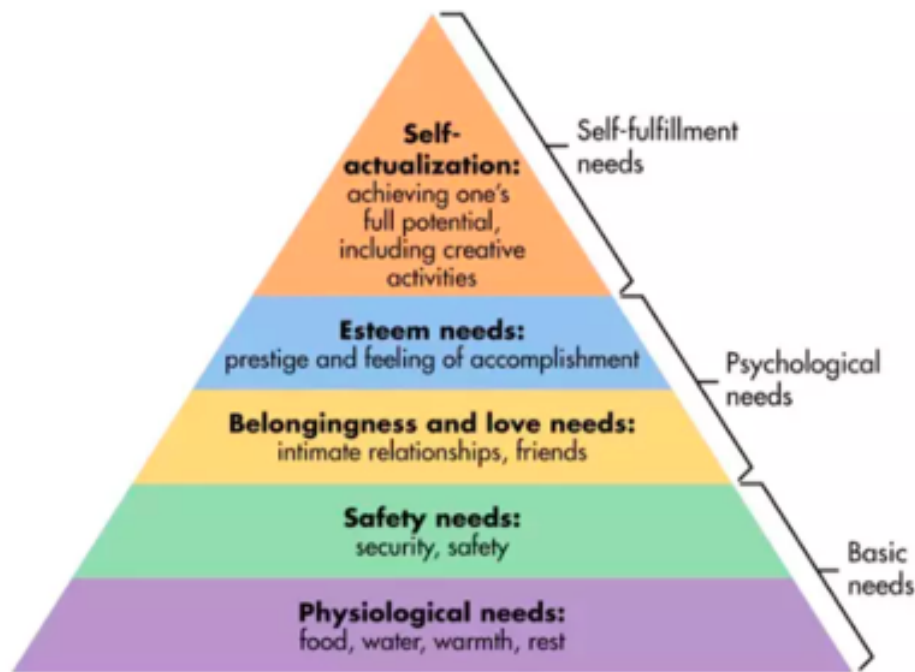
Relational leadership

The other approaches (Traits, and situational) look at the characteristics of leaders and followers. (Functional) leadership looks at someone's behavior. However, relational leadership looks at the connection between a leader and follower.

This leadership approach focuses on not labeling a follower by their role in the group. But by the quality of their character. If you respect them, then they will more likely respect you and be drawn to work harder for you. Thus, increasing the productivity and efficiency of the group's objectives.

Chapter 3: Transformational and Charismatic leadership

In the 1970's, the **transformational leadership approach** was a new perspective for understanding and explaining leadership. Abraham Maslow created Maslow's hierarchy of needs and what it basically does is explain the different needs that humans desire.



Transformational leaders are able to inspire people to reach the self actualization phase and become the best versions of themselves. But at the core of everything. The foundation of a transformational leader is set on 5 principles.

Creative: They intelligently solve problems and use critical thinking to come up with new ideas.

Interactive: They are masterful communicators.

Visionaries: They have a clear and concise vision that they want to achieve.

Empowering: They empower others to be the best versions of themselves. This comes from encouragement and through actually embodying the true essence of what he wants his followers to be. E.g. you can't have hardworking followers when you're lazy yourself.

Passionate: Are religiously passionate and dedicated to their work.



Charismatic leaders

Charismatic leaders are similar to transformational leaders. However, the slight difference is in the way of influence. Transformational leaders tend to influence by inspiring others to fulfill their potential whilst also executing on their wild vision. Charismatic leaders tend to influence through their charm, communication, and curiosity.

Charismatic attributes

Demonstrates high self confidence, and demonstrates high competence, leads by example, lives a life full of principle, and serves as role models.

Posses a unique vision that is high, but attainable. They have goals that challenge the status quo and aren't afraid to push the envelope.

Demonstrates personal commitment and calculated risk taking. Followers are more likely to follow someone who truly believes in his/her vision. Even so to the point that a leader is willing to make calculated risks for a huge upside.

Acts in an unconventional way. By acting in ways that are different to societal norms, they are able to differentiate themselves from other people.

People who are viewed as confident and knowledgeable will appear far more charismatic.

Chapter 4: Leadership and power

“Power is the capacity to translate intention into reality and sustain it. Leadership is the wise use of this power. Vision is the commodity of leaders, and power is their currency”.

Sources of power

Coercive power: Is based on the ability to give punishments or to give negative reinforcements. Examples of this power would be to threaten to decrease someone's salary if they don't do a certain thing. Even if they don't like it. And in the most extreme cases an example would be to use brute force.


Coercion is most effective when subordinates or followers are warned in advance about penalties for failure to comply.

Legitimate power: resides in the position rather than in the person. Persons with legitimate power have the right to give certain instructions and followers are expected to comply. It is power that is granted once someone achieves a role. For example, the police have legitimate power.

Expert power: Is based on the person, not the position. Experts are influential because they supply needed information and skills. Normally, the rarer the skills and knowledge someone possesses, the more power they hold. Expert power gives someone a perceived credibility.

Referent power: is role model power. When people admire someone, or respect someone they are more likely to do something for him. But this must be taken advantage of. Because the followers will soon get sick of it. For example, if a supervisor asks an employee to work overtime as a favor. If the employee respects the supervisor they'll do it. They might do it a second time. But eventually they will get sick of doing that favor. Especially if they don't get anything in return.

Information power: is based on access to information. For example, in a business setting certain managers may have private information about merger acquisitions between different companies. So this person has power that can be used over someone either positive or negative. In a social setting, if you were to tell a mate a secret. Your mate now has information power that they can use over you in the future.



Reward power: Reward power is essentially when you reward someone for doing well. As a caution, you must be aware of how much you reward someone. As they can end up expecting you to reward them, and take you for granted. Therefore, it is important your rewards are concise and purposeful.

Powerless and powerful talk

Examples of powerless talk:

Hesitation: (“uh,” “ah,” “well,” “um” “you know”)

Hedges “Kinda: ”, “I think”, “I guess”

Tag questions: (“isn’t it,” “Wouldn’t it”)

Disclaimers: (Don’t get me wrong, but”; “I know this sounds crazy but”)

Side particles (“Like,” “Simply,” “That is”)

We should avoid these speaking habits. Because powerless talk makes speakers seem less knowledgeable, and more tentative. Whereas powerful talkers seem more competent, more confident, and able to persuade a crowd better.

Chapter 5: Leadership and influence

This chapter discusses **two types** of influence tools particularly significant to leaders.

1. Credibility-building behaviors

Credibility is extremely important if you want to influence others. And there are three ways to build this.

Competence: This can be defined as someone who is very knowledgeable in a specific field. It emphasizes someone who has intelligence, expertise, skill, or good judgment. A competent person is someone who can provide the needed information to the right group at the right time.

Trustworthiness (Character): This trait embodies honesty and consistency. It represents someone who sustains integrity and is honest with each person he deals with over a long period of time. Which ultimately builds credibility. According to this book, trustworthiness from a leader is also proven to increase the productivity of the followers. As a reciprocal relationship is built.

Dynamism: This trait refers to the self-confidence, activity, and assertiveness of a person. Dynamic leaders communicate confidence in their visions for the future. They inspire others to work hard and make sacrifices. Dynamism seems to be an integral part in what people call a charismatic leader.

Ultimately, credibility takes a long time to build. As it is a result of consistent efforts of being honest, and portraying the qualities mentioned above. And although it takes a long time to build. It is very rewarding as people respect you more. But you must be cautioned as one mistake can destroy all of your hard work. It is reinforced in the chapter when it states “A single lie destroys a whole reputation of integrity”.

The following tactics can boost someone's perceived credibility when talking to groups.

Self presentation behaviors:

- Identify your credentials at or near the beginning of a message or talk.
- Introduce ideas that are well supported by evidence or interesting facts

Language:

- Avoid technical, jargon-laced language that will distance you from your audience. Use common-clear understanding terminology.

Physical appearance and other non-verbal behavior:

- Make sustained eye contact with others. Avoid shifting your eyes, looking away, keeping your eyes down, or excessive blinking.
- Use gestures to add emphasis to the points that you make. Try to appear spontaneous and unrehearsed; let your gestures convey the depth or intensity of your emotions. Tugging at clothes and tentative movements undermine credibility.
- Maintain relaxed, open posture when talking with others. Lean forward and smile when you answer questions. Change your posture frequently and forcefully to communicate responsiveness.
- Pay attention to your voice. Strive to sound confident by using a conversational speaking style and vary your rate, pitch, and volume.

Credibility-building practice.

Discover yourself: Know yourself in order to lay the foundation for consistent behavior. To do this, start by identifying your set values or beliefs you consider to be important. From here, you must make it your duty to act in accordance with these. Sometimes, you will slip up. But re-evaluate then continue becoming the person you want to become that is in accordance with this. Once you have your beliefs and values develop the necessary skills or competencies to put your beliefs into practice and do it with confidence. Skill and confidence levels can be built through mastering current tasks, following effective role models, seeking support from others, and recognizing that experiencing stress does not signal lack of ability.

“To lead others, first we must learn to lead ourselves” - Sir edmund hillary

2. Compliance-gaining strategies

Compliance gaining strategies are the verbal tactics that leaders and others use to get their way in face-to-face encounters.

Supporting evidence: Give reasons as to why the person should listen. (Valid reasons, evidence)

Other benefit: Emphasize how the person will benefit by complying with the request.

Exchange: Offering to trade or exchange things of value like favors, money, or service.

Referent influence: Appealing to how much the person of interest and you have in common (We both need to pass this paper, so why don't we study together?)

Chapter 6: Leadership in Groups and teams

The purpose of this chapter is to improve your chances of having a productive group experience by building your understanding of group and team leadership.

Fundamentals of group interaction

- The success or failure of a group relies most heavily on what group members say and do when the group is together rather than on what group members bring with them to discussion.
- Groups are more successful when there is a common goal that the group has to strive towards. This is likely to build cohesion and create a sense of belonging.
- The success of any one individual is dependent on the fact that everyone does their job.
- Not only do group members depend on each other, they also influence each other by giving each-other ideas, challenging opinions, listening, agreeing and disagreeing.
- In order for a group to exist, members must engage in regular communication.
- Group size should range from 3 to 20 members.

The evolution of how a group is formed


1. Orientation phase. Participants are uncertain and tentative when groups first get together. They are not sure how to achieve the group's goals. At this stage members also try not to offend others.
2. Conflict phase. In the second phase, members are no longer tentative and hesitant. Instead, they express strong opinions on how the group should go about achieving their goals.
3. Emergence phase. At this point the group begins to rally around one solution or decision. And the conflict between different members and ideas slowly die out.
4. Reinforcement phase. Consensus develops during the final stage. Interactions are positive in nature, reflecting support for other group members, and coming to an agreement of how to go about things.

In a group, the leader is usually picked out through an emergence phase. This is when the leader eventually emerges either through consistent action or communication.

How to not emerge as a leader

Rule 1: Being absent from as many group meetings as possible

Rule 2: Contribute very little to any interaction



Rule 3: Indicate that you are willing to do what you are told. (Fine line with this one)

Rule 4: Come on too strong in the early stages of discussion.

Rule 5: Try to assume the role of the joker.

Rule 6: Demonstrate your knowledge of everything, including your extensive vocabulary, come across as a know it all.

Rule 7: Demonstrate a contempt for leadership.

Useful strategies to emerge as a leader in groups:

Participate early and often: Begin contributing in the group's first impression. Participation is the most consistent finding in small group leadership research.

Focus on communication quality as well as quantity: Frequent participation earns you consideration as a leader. But communicating the wrong things can stop you from earning a leadership position. Good communication: Includes setting goals, setting direction, managing tension and conflict, and summarizing.

Demonstrate your competence: Leadership depends on your ability to convince others that you have the ability to successfully complete a job at hand. The group also wants to know if you have the group's best interests at heart.

Cooperation: you gotta be willing to listen to other people's ideas.

Decision making process:

1. Identify the problem
2. Analyze the problem
3. Develop criteria
4. Generate possible solutions
5. Evaluate and select a solution
6. Implement the solution

Chapter 7: Public leadership

The power of public leadership

Public leadership is one of the most visible and dynamic forms of social influence. Public leaders usually attempt to modify the attitudes and behaviors of mass audiences. Thomas Carlyle suggests that “The influence of public leaders can influence the entire course of history”.

It is important to note that public leadership is not limited to nationally known political, religious, or social figures. Leaders are found at all levels. Whether it be internationally, or even locally at schools, universities, businesses, and communities. All of these leaders play a major role in life. This is called dispersed leadership. Which is leadership that is dispersed among many different levels. John Gardner - Former secretary of Health, Education, and Welfare stated that dispersed leadership is also essential to the health of organizational structures and entire society's. Because they all compound as a collective.

All public leaders whether it the president of the united states or the leader of a business department must influence the attitudes and behaviors of groups within a societal system. This process is called opinion leadership. Effective public leaders shape public opinions through public relation activities, public speaking, and persuasive campaigns.

Influencing audiences through public address

Developing effective public speeches:

Prespeech planning

There are three types of planning for speeches impromptu, extemporaneous, and manuscript.

Impromptu speeches: are completely off the cuff. And delivered with little preparation. Times where this may be needed is when responding to a crisis or unexpected events.

When speaking in impromptu mode try to maintain a clear theme. Avoid long rambling.

Extemporaneous: is speaking from a prepared set of notes. This type of speech gives you the opportunity to develop a clear presentational purpose or goal and have adequate reasoning and support. Since it's only notes as well, you have more flexibility and freedom to go off topic for a bit.

Manuscript: This type of speech allows for the greatest control of subject matter.



Public speech organization

1. Develop a thesis
2. Arrange ideas
3. Link primary points
4. Craft a beginning and endings

Thesis: Identifies your goals - to inform, persuade, and entertain. The thesis outlines exactly what you hope to achieve in your presentation.

The thesis statement should be one specific sentence that identifies the feelings, knowledge, or understanding you wish to convey to your audience.

Arrange ideas: Arrange the main points you want to support your thesis. The number of main points should be kept to a minimum, and each main point should be supported with statistics, examples, illustrations, or other forms of evidence.

Also use statements to link different ideas as transitions. It helps the listener follow your message. E.g. Now that we have discussed housing costs, this is what it means for the economy.

Introduction: Now that you have the body of your speech. Focus on the intro. A good introduction serves three purposes.

1. First it captures the attention of your audience.
 - Begin with a memorable quote, refer to a current event, tell a story, use an audio visual aid, or ask a question.
2. Then establish your credibility on this particular topic by describing your experience, research, and/or interest in the topic.
3. Preview the main points of the speech. E.g. "Today I will describe the personal and the organizational benefits of empowering your employees."

Conclusion: A memorable conclusion leaves audience members with a positive impression of you. Summarize your main points when informing an audience; ask for an agreement and action when persuading. Make sure your audience knows that you're done by tying back to your introduction, posing a challenge or question, or quotation.

Chapter 8: Leader and leadership development

Leader development promotes personal growth, helping individuals develop their abilities to manage themselves, to work effectively with others, and to ensure the work gets done.

Leadership development promotes organizational growth, helping the group as a whole as a whole develop the leaders it needs to carry out tasks such as securing the commitment of members and setting direction. Because of these two definitions this is why the chapter has its name. It will explore these two concepts.

A proactive approach to leadership

The moment you think you have arrived, you've already lost. If you want to become an effective leader, you will need to be proactive, taking responsibility for your development. This proactive approach includes an on-going commitment to leadership learning, building developmental relationships, and taking advantage of developmental exercises.

The importance of mentors


Mentors are very important for the development of apprentices. You should aim to establish connections with those who can help you achieve your goals. Mentors can play four roles or functions:

Role modeling: Mentors are role models who demonstrate leadership skills. During their apprenticeships, proteges learn how to manage conflict, communication skills, gather information, and make ethical decisions while under the observation of mentors.

Acceptance and confirmation: A positive relationship develops between a healthy mentee/mentor relationship. Each side enjoys the feeling of respect and encouragement that comes from interacting with the other party. When a protege feels accepted and confirmed, she or he is more likely to commit to a programme and takes risks.

Counseling: Mentors often become counselors for their proteges. Helping them overcome certain obstacles and/or deal with certain conflicts. Through this many learnings are made and the proteges are usually fast tracked to a position without having to go through many trials and tribulations.

Friendship: In many successful mentor/protege partnerships, both parties eventually become friends of mutual respect and even lifetime friends.



As we conclude this chapter. There are two different leaders and two different books that are explored. Both of these books explore the concept of building habits and mastering the inner self in order to become a great leader.

Stephen Covey: The 7 habits of highly effective people


Habit 1 - Be proactive: Proactive leaders realize that they can choose how they respond to events. For example, When insulted or ridiculed they decide to remain calm instead of getting angry. Proactive individuals also take the initiative by opting to attack problems instead of accepting defeat. Their language reflects their willingness to accept rather than to avoid responsibility. A proactive leader makes such statements as “Let's examine our options” and “I am creating a plan to deal with this”. Whereas a reactive leader would say things like: “That won't work” or “That's just who I am”, or “I'm not smart enough” or “I'm too old to change”.

Habit 2 - Begin with the end in mind: Effective leaders always keep their ultimate goal in mind. Creating personal and/or group mission statements is one way to identify end results. If you have a larger mission then it's easier to follow your dreams. Covey urges leaders to center their lives on inner principles rather than on external factors like family, money, friends, or work.

Habit 3 - Put first things first: This principle expands on the principle that leaders should be organized around priorities. If you complete your priorities first then you'll be more effective in completing tasks and advancing in life. However, if you procrastinate and complete the wrong tasks. Problems will slowly compound and you'll get stuck or be paralyzed by your commitments. Effective leaders carve out time for significant activities by identifying their most important, selecting their goals, creating schedules that enable them to reach their objectives, and modifying these plans when necessary. They also know how to delegate tasks, and have the courage to know when to say NO.

Habit 4 - Think win/win: Those with win/win perspectives take a mutual gains approach to communication, believing that the best solution benefits both parties. The win/win habit is based on character (Integrity, maturity, honesty, and a willingness to share); trusting relationships committed to a mutual benefit; performance or partnership agreements that spell out conditions and responsibilities.

Habit 5 - Seek first to understand, then to be understood: Effective leaders put aside their personal concerns to engage in empathetic listening. Additionally, empathetic listening is an excellent way to build a trusting relationship. Covey uses the metaphor of the emotional bank account. Principled leaders add to their emotional bank account by portraying kindness, courtesy, keeping commitments, paying attention to small details, and seeking to understand. These strong relational reserves prevent misunderstandings and improve relationships.



Habit 6 - Synergize: Synergy creates a solution that is greater than the sum of all its parts. Synergistic, creative solutions can only come out of trusting relationships (Those with high emotional bank accounts) where participants value their differences.

Habit 7 - Sharpen the saw: Sharpening the saw refers to continual renewal of the physical, social/emotional, spiritual, and mental dimensions of the self. Healthy leaders care for their bodies, nurture their inner selves/values through study and/or meditation, encourage their mental development through reading and writing, and generate positive self-esteem through meaningful relationships with others.

Kevin Cashman: Leadership from the inside out

Kevin Cashman argues that too many self development books focus on the external act of leadership. He believes that good leadership comes from within and is an expression of who we are as people. Cashman defines leadership as “authentic self-expression that creates value for people”. To develop leadership Cashman identifies seven pathways that allow a person to lead from the inside out.


Pathway one - Personal mastery: The ongoing commitment to exploring who you are is the key to personal mastery. This understanding allows a person to lead through authentic self-expression. Learning what is important to you will impact how you lead. Cashman suggests exploring such questions as.

- What do I believe about myself?
- What do I believe about other people?
- What do I believe about life?
- What do I believe about leadership?

Questions such as these bring your beliefs to the forefront and help to guide your leadership efforts.

Pathway two - Purpose mastery: Learning how you make a difference is the key to the second pathway. Purpose mastery focuses on understanding and using your gifts and talents to add value to those around you. This pathway encourages a leader to explore his or her purpose in life by identifying activities that are energizing and exciting. Cashman suggests that a leader’s journey involves seeking ways to move from doing what you “have to do” to doing what you “want to do”.

Pathway three - Change mastery: Letting go of old patterns and old habits and taking a fresh approach allows a leader to enhance his or her creativity. This pathway emphasizes the need to be adaptable and willing to change. Being open to change allows a leader to be open to the



possibilities presented by each situation, whether it is the opportunity to start your own business, go back to school, or simply try to start a new restaurant. Change challenges current reality and allows a leader to see a new reality.

Pathway four - Interpersonal mastery: This pathway focuses on the development of interpersonal skills. Interpersonal skills is the ability to interact or communicate well with people. To develop interpersonal skills, seek feedback from others and use that information to improve personal relationships.

Pathway five - Being mastery: Being is at the core of an individual. Being mastery involves using periods of peace and silence to understand one's innermost depths of character and being. Quiet moments, a favorite piece of music, a walk in the country, or inspirational reading can serve as a catalyst for exploring one's being.


Pathway six - Balance mastery: Taking time for self, family, and friends is critical to maintaining balance in life. Without balance, a leader can become irritable, uninspired, unfocused, and nervous.

Pathway seven - Action Mastery: Action mastery involves leading as a whole person. In this pathway, a leader gets in touch with his or her authentic self and expresses it to others. Note: In today's contemporary society there are so many distractions and external factors that can pull you all over the place. So it is easy to slip into the habit of acting out of character. Or trying to be someone else. BUT TRUST ME. There is nothing more fulfilling than completely being you. Some people may despise you. But some people will love and respect you for it. And that's what we should aim for. I would rather be hated by 50% and loved and respected by 50%. Then be liked by 100% because you please everybody.

The role of spirituality in leader development

Spirituality in business is reported to have a positive impact on leadership and organizational success. According to various studies it promotes learning and creativity, improves morale, generates higher productivity, encourages collaboration, and enhances commitment. There are five key attributes to spirituality in leadership:

1. Treating others fairly: Fairness is an outcome of treating people with respect.
2. Expressing caring and concern: Spirituality often takes the form of supportive behaviour.
3. Listening responsively: Listening and responding is a practice of many spiritual traditions.
4. Appreciating the contribution of others: This creates a sense of community and fosters continuing commitment and contribution.
5. Engaging in reflective practice: This includes meditation, prayer, journaling etc.



Lastly this chapter talks about the different stages of spirituality. And it gives you a guideline as to how you track your spirituality progress.

Stage 1. Unprincipled. Unprincipled individuals are egocentric and narcissistic (Focused on personal pleasure). They are unwilling to give up their needs for anyone or anything else. At this stage, people want to have their own way and seek to dominate and control others. At the same stage they refuse to admit that their actions are problematic. Such individuals break or bend the rules when they can and only obey out of fear of punishment.

Stage 2. Conventional. People in this stage have a good deal of self doubt, so they turn to rules and organizational structure for comfort instead of relying on their own judgment. These individuals are often subservient to those above them and abusive to those below them. They rarely question the system and are more interested in getting on with the job.

Stage 3. Self-Actualizing. Individuals in the third stage are committed to personal growth and demonstrate a high degree of self awareness. They can articulate their values and are inner-directed. Stage 3 people are more willing to challenge assumptions and regulations than stage 1 and 2 people. However, they often experience burnout because they work long and hard to reach their goals.

Egocentric, they may also lose sight of organizational and societal goals and interests as they compete with others. Organizations in this stage put a premium on growth and innovation. They encourage teamwork but also strive to beat other teams.

Stage 4. Integral. At this final stage individuals move beyond their egos and demonstrate deeper levels of spirituality. They have experienced powerful feelings of connection to others and larger forces outside themselves (Transcendent). These moments have made them more humble and compassionate, shifting them from self-concern to a willingness to surrender to greater, higher causes. People in this stage of development feel an integration between their inner and outer selves. They are committed to questioning and challenging assumptions and realize that the world is always changing. As a result, they value change, growth, and flexibility.

Stage four institutions are learning organizations. They anticipate change and respond quickly and effectively to threats and opportunities. Their structures are fluid, based more on functional and project groups than on hierarchy and authority.

Leaders at stage four have a clear vision that they articulate in an inspiring manner. Such leaders are servants who build others up rather than using them. As a result, followers also move to higher stages of spiritual development.

Leadership quotes from the book

Of all of the talents bestowed upon men and women, none is so precious as the gift of oratory... Abandoned by his (her) party, betrayed by his (her) friends, stripped of his (her) rights, whoever can command this power is still formidable. - **Winston Churchill**

Leadership and learning is indispensable to one another. - **John F. Kennedy**

Make yourself necessary to someone. - **Ralph Waldo Emerson**

Experience is not what happens to a man or woman. It's what a man or woman does with what happens to them. - **Aldous Huxley**

What good is experience if you do not reflect? - **Frederick the great**

A life without purpose is an early death. - **Johann Wolfgang Von Goethe.**

The number one reason leaders are so unsuccessful is their inability to lead themselves. - **Truett Cathy**

The business of making another person feel good in the unspectacular course of his (her) daily comings and goings is, in my view, the very essence of leadership. - **Irwin Federman**

Leaders are made, they are not born. They are made by hard effort, which is the price which all of us must pay to achieve any goal that is worthwhile - **Vince Lombardi**

Good leadership consists of showing average people how to do the work of superior people - **John D. Rockefeller**

The function of leadership is to produce more leaders, not more followers - **Ralph Nader**

If you do not know where you are going, every road will get you nowhere - **Henry Kissinger**

Many hands, and hearts, and minds generally contribute to anyone's notable achievements - **Walt disney**

A single lie destroys a whole reputation for integrity - **Balstar Gracian**

Leadership is personal. Do the people you lead know who you are, what you care about, and why they ought to be following you? - **Ron Sugar**

A good leader can't get too far ahead of his (her) followers - **Franklin D. Roosevelt.**



References:

Z. Hackman, M. E. Johnson. 2013. Leadership: A communication perspective. Waveland Press Inc.