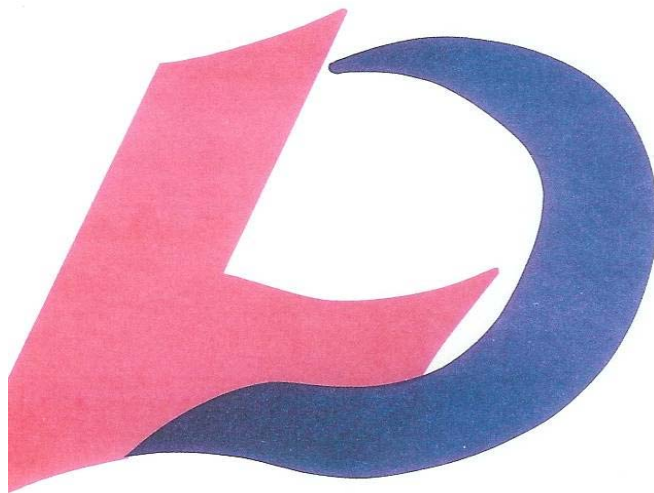


***Leading USPS into the Future
Student Guide & Presenter's Notes***



Leadership Development Committee

August, 2007

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Leading USPS into the Future

INTRODUCTION

The Mission of the Leadership Development Committee, formerly called the Operations Training Committee, is to provide all members with programs covering the organization and structure of USPS and programs to assist in developing our future leaders. The **Leadership Development Program (LDP)** provides workable tools for a practical approach to leadership. It provides a means to identify and choose the proper course of action by using situational leadership in various leadership styles. It helps to identify your personality style as a means of increasing the effectiveness of your communications. Leadership Development is not designed to make world renowned leaders out of us but it will improve our abilities to lead a squadron or other groups. The tools and techniques presented will significantly help squadron officers and chairs to establish a positive and active leadership role.

Slide 1. Title Slide

This program “**Leading USPS into the Future**” may be used as either a replacement for LDP or as a supplement for those who have already completed LDP. It contains new material not found in LDP.

A leader must have followers --- have vision --- set directions --- enable people to extend their capabilities --- inspire loyalty and command respect. A leader enables you to see things differently --- enables you to see possibilities you hadn't recognized before --- enables you to perform better realize what you are capable of --- brings out the best in people --- sets an example for people to follow --- makes believers out of us.

The people who inspire those kind of tributes are more than managers ... they have vision --- set directions --- enable people to extend their capabilities --- inspire loyalty and command respect.

The USPS is approaching its 100th birthday, built by people of vision who have developed and performed the mission of USPS – Education --- Public Service and Camaraderie --- and we have grown! It is these leaders who have brought the USPS to the forefront and it is they who will bring us through the 21st Century with our current PowerPoint Presentations “Leadership vs. Management”, “Ten Ways to Get the Best Out of your Squadron” and “The True Essence of Leadership”

This presentation is intended to stimulate the interest – thus the growth of our squadrons and develop our leadership into the future. We welcome your comments and suggestions for improvement.

Slide 2. Part 1. Leadership versus Management

This session has been designed to give members a refresher on management and leadership techniques. We realize that this group consists of, in the main, the leaders and managers of the squadron and the district.

Our aim is not really to tell you how to do your job, you are already doing it. What we want of you is to recognize, encourage and whet the appetites of the next generation of the leadership of USPS. To do that we have to know what a leader is and how he goes about doing it. Most importantly, we need to understand the traits to identify and develop so that the organization has a plentiful supply of future leaders at all levels. To put a label on it, we can call it "Succession Planning".

Slide 3. LEADERSHIP & MANAGEMENT

A leader never wants merely to be followed. Leaders want to provide a head start so that **others** can follow ----- and then go on further.

Slide 4.

Which came first, the Chicken or the Egg? Or, in our case, the Manager or the Leader?

There are leaders and there are managers. Some say that they have different attributes, but do they? A good leader establishes goals and priorities, while a manager organizes the means and methods of putting those goals into operation.

Slide 5.

But, isn't a good manager also a good leader as well? Isn't he getting others to help accomplish the goal as set by the leader? A good **leader** is a good **manager** and a good **manager** is a good **leader**.¹

Slide 6. Management vs. Leadership

The difference between **management** and **leadership** then, is that while management is the process used to achieve goals, leadership is the process of influencing someone in his/her efforts to achieve those goals.

If you think about it, even the word leadership says a lot about itself, doesn't it? After all, if all we did was give directions it would be called directorship wouldn't it?

¹ N.B. The statement "a good **manager** is a good **leader**" was deliberately stated that way to precipitate active discussion with the audience. There are definitely two schools of thought, each having convincing arguments, and can be argued either way.

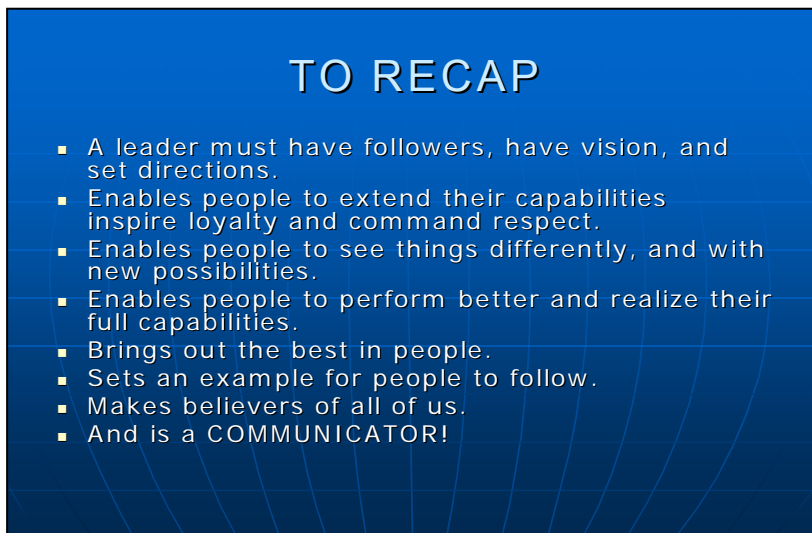
Good leaders then, help others to see things differently, to see new possibilities, and to bring out the best in others, but most of all, they must set an example for others to follow ----- they must lead.

Slide 7. Question – What makes a good Leader?

Slide 8. Question – How do good leaders achieve success?

Slide 9. Question – What part does Communication and Motivation play in developing leaders?

Slide 10. To Recap



TO RECAP

- A leader must have followers, have vision, and set directions.
- Enables people to extend their capabilities inspire loyalty and command respect.
- Enables people to see things differently, and with new possibilities.
- Enables people to perform better and realize their full capabilities.
- Brings out the best in people.
- Sets an example for people to follow.
- Makes believers of all of us.
- And is a COMMUNICATOR!

And where does Communication fit into the equation we have just been discussing? **Active Listening** is only half of effective communication – **the Art of Questioning** is the other half. Establishing a vision or goal, communicating enthusiastically to fire up the group, or making the members feel a part of something important and satisfying is also a major part of this.

Slide 11. What is the difference between Management and Leadership?

Slide 12.

Management is the process of organizing methods, materials and manpower used to put into effect the goals for which the **Leadership** is aiming. **Now, ----- let's put Leadership into operation.**

Slide 13. Attributes of a Leader

- Shows the way
- Is humble in the use of his Position
- Is knowledgeable of the job
- Can Delegate decision making, while retaining responsibility
- Motivates through recognition and praise
- Insures subordinates succeed
- Is a good communicator/listener.

If you address a group of people, state what jobs need to be done ----- then ask for volunteers who want to do them, you may get a few, but not many responses. However, if you address the same group, roll up your sleeves while telling them the job you are doing, and ask, "Who can come give me a hand?",----- you will get many, many more responses. Leaders never want merely to be followed. Leaders want to provide a head start so that others can follow --- then they go on further.

Officers doing prescribed jobs within their rightful authority exert a lot of power, as members normally will follow their lead (you notice that I didn't say: follow their direction).

In order to do this, a leader must be prepared. The leader must know the job requirements, and not only be able to identify the potential of each of you in our organization, but helps to motivate them as well.

Slide 14. "Don't Ever Give Up!"

Remember, a good Leader is a good Manager, and a good Manager is a good Leader! The Leader knows what has to be done, and then delegates it to the Manager to put into effect! The leader must be focused on managing the big picture, rarely sweating the details.

Offering recognition, praise and a desire to emulate, an excellent leader provides reinforcement of self-realization and personal esteem for the member.

Developing these qualities of leadership in a volunteer organization like USPS is what leadership is all about. A good leader will control group activities. This ensures that responsibility for influencing the activities of the group remains with the designated chairman or officer. **Don't ever give up!**

In USPS our leadership responsibilities are assigned through our bylaws, operations manual or job descriptions. Those in positions of leadership must know the job requirements. They must identify members who show leadership potential while at the same time being decisive and helping to motivate their members.

Slide 15.

The key to motivation lies in identifying the needs that our members are trying to satisfy.

Since no job/position in USPS® is particularly high-paying, keep in mind that personal satisfaction and feelings of fulfillment and accomplishment in a job well-done is what you are offering.

Slide 16. “Enthusiasm is contagious.”

As a leader, you are in a unique position to excite people, fire up the group, and make everyone feel part of something important and satisfying. You don't have to know how to do everything, it is those members you have excited and mobilized who will accomplish that. So, why are we here today? It is called “Succession Planning”. We're here because the continuity of this organization depends on us as being the leaders in the field of Safe Boating Education. --- It also depends on us equipping people with the tools and developing the desire to take us forward.

Slide 17.

We need to establish a continual “succession planning” process, in which potential and future leaders are identified and put into situations in which they can develop, be mentored and assessed. Successful Leadership Development and Succession Planning programs throughout the organization will go far to assure USPS with a rich pool of talent who will be prepared to take the organization to greater heights.

Remember, effective leadership is an art developed through perpetual effort!

Slide 18. Communicate! Delegate! Praise!

Stop for a moment and think about this — share it with the members you are trying to reach and while you are at it, don't forget to listen! If one wants to be a good leader, one must be a good communicator, and half of that is being a good listener. When listening, don't “wool-gather”. Keep your attention on the speaker, and try to get a feel for the whole idea being presented to you. Don't just try to “pick out the facts”, or compose your own answer. And, when you do answer, use only understandable terms — this is no place for showmanship. Make sure that you re-state what was said so you're sure you got it right. Really listening to people makes them feel valued, and important, and gives some of them their first taste of the satisfaction/fulfillment feelings we spoke of earlier.

Slide 19. Now what?

As stated at the beginning of this session, this presentation has been designed to give members an insight into leadership and management. We have discussed what Leadership is and how to develop it. Now what?

Let's put leadership in play and look at "10 Ways to Get the Best out of your Squadron".

Part 2.**Slide 20. Part 2. - "Ten Ways to Get the Best out of your Squadron."²**

Unlike a business and military organization where everyone answers up the line and the CEO has the last say, in the US Power Squadrons the membership determines the course we will follow.

A few years ago, the organizational charts used in Operations Training were changed to show the members at the top, the Districts and Squadrons in the middle and the National Bridge at the bottom.

As leaders and potential leaders in USPS, we need to remember that we serve at the favor of the membership.

So how can we become leaders who get the best out of our squadron or committee? Here are some strategies that have proven to be successful in other organizations.

Slides 21 to 30.

1. Take Command
2. Lead by Example.
3. Listen Aggressively.
4. Communicate Purpose and Meaning.
5. Create a climate of trust
6. Look for Results, Not Salutes
7. Take Calculated Risks
8. Go beyond Standard Procedure
9. Build Up Your People
10. Generate Unity

² NOTE: This presentation was created by Stf/C Peter H. Hames, AP and is based on the book: **"It's Your Ship, Management Techniques from the Best Damn Ship in the Navy,"** by Captain D. Michael Abrashoff, former commander, USS Benfold, Warner Business Books, New York, 2002. Used with permission.

Slide 31 to 34. What are some of the reasons people leave organizations?

- Not being treated with dignity and respect
- Prevented from making an impact on the organization
- Not being listened to
- Not being rewarded with more responsibility

Slide 35. Number 1: Take Command

As leaders or potential leaders we need to **do things differently** than in the past.

Slide 36.

Perhaps there were too many micro-managers in the past.

We need to be able to take command but also **see the squadron through the eyes of the membership.**

Only then can we find out what's really wrong and then, with the help of our members fix it.

Slide 37. Empower many members to make decisions.

The Squadron Commander can't possibly do everything that is required during his or her watch.

Therefore, it is necessary to empower many members to make decisions that will result in meeting the squadron's goals.

Empowering means defining the parameters in which people are allowed to operate and then setting them free.

Whenever possible, the leader should delegate and facilitate versus direct the unit.

It's his job to create the climate that enables members to unleash their potential. Given the right environment, there are few limits to what people can achieve.

Slide 38. The leader's first question...Is there a better way to do this?

While the leader needs to set goals and objectives, it is the people who will collectively attain them. Contrary to tradition, there may be a better way to do things and the members are the ones who have the insights on how best to do them.

The leader's first question should be "Is there a better way to do this? Then when a new way of doing things is recommended, it should be supported (as long as it does not conflict with Squadron, District, and National bylaws and the goals of USPS).

Slide 39. Secret to lasting change.

So how can change be effected and maintained to improve USPS?

The secret to lasting change is to implement processes that people will enjoy carrying out.

So we need to encourage members to find better ways to do their jobs and also to have fun doing them. And sometimes, we ought to have fun for fun's sake.

Slide 40. What has been fun in your squadron?

Perhaps it's the new pot luck dinners you have for monthly meetings. Perhaps it the chili cook offs or weekend raft-ups.

Has someone suggested a new event? Why not try it?

How can we have more fun teaching the Public Boating Course?

Is there a better way to teach advanced grades and electives?

Is there a better venue for your classes? How about times of the week?

Not everything that you try will be successful, but if your membership sees that you support their efforts and do not punish their mistakes they will come up with more and better ideas in the months ahead.

Slide 41. "It's your Squadron."

Why not set a goal for your squadron or committee **to be the best in USPS?**

When members ask, **"What should we do?"**

Why not answer them **"It's your squadron." "You tell me what we should be doing."**

Slide 42. Develop same style of leadership in those who will follow you.

The job of squadron commander is normally a one-year assignment. In a way that's not enough time because the commander only begins to create the environment needed to encourage change. In my year as commander our squadron received several awards. But those were the result of the efforts and leadership of my predecessor. So it becomes important for current leaders to develop the same style of leadership in those who will follow.

Slide 43. Taking Command means creating a new environment

Taking command in the new USPS means creating a new environment where members are collaborators who flourish in a relaxed discipline of creativity, humor and pride.

Slide 44. Number 2. Lead by Example

Squadron commanders can not accomplish their goals by ordering it done.

People follow their leader's example. If they see you not attend a certain event they think it is not important for them to attend. If they see you not follow a USPS policy, they think it is all right for them to break it too.

Slide 45.

If you always ask, "Why do we have to do it that way? **"Is there a better way?"** Your members will get the message and start developing better ways before coming to you.

Slide 46.

Leaders need to understand how profoundly they affect the people around them, how their optimism or pessimism are equally infectious, how directly they affect the tone and spirit of people around them.

Have you ever entered your boss's office and he did not even look up from what he was reading? How did that make you feel? Have you ever had your idea shot down by your boss or squadron commander? How did that make you feel?

On the other hand, we all know people in USPS whose enthusiasm and positive attitude is infectious. There seems to be nothing they can't get accomplished and they make everyone around them feel the same way.

Slide 47. Number 3. Listen Aggressively

Being a good listener is not part of our culture. In fact, we are taught to be independent thinkers and doers from an early age. But, to get the most out of our squadron we need to be really listening to our members. Why not make it your personal goal to **treat every encounter with a member as an opportunity to listen to them?**

Slide 48.

Why not make it your goal to see the squadron through the eyes of its members?

Why not make it your goal to get to know each member?

- Why did he or she join?
- What talents do they have that could benefit the squadron?
- What do they like the most about your squadron?
- What do they like the least?
- What suggestions do they have to improve?

The better we know our members the more we can become their supporters in improving our organization. When we know our members we can interest them in positions where they can best use their talents and abilities.

Slide 49. Number 4. Communicate Purpose and Meaning

Communications is very important to fostering the right climate. The changing world requires that we change USPS to keep in step. Leaders must constantly be **using all forms of communication** – email, newsletters, web site postings, and talks at dinner meetings - to keep in touch with members.

Slide 50. Tell members what is going to happen.

Change frightens people and their fears thrive in silence.
The antidote is obvious. Keep talking.

Tell members what is going to happen, new procedures, new jobs, and new events.

Slide 51.

Tell everyone personally what's going to happen and why it is good for him or her.

Slide 52.

There is a direct relationship between how much your members know about a plan and how well they carry it out.

Slide 53.

Along with communication comes the ability to take criticism. We should be doing a post review of all our major activities. Members should be made to feel free to criticize and give constructive suggestions.

Squadron commanders need to leave their egos at the door and listen to all members. Once they see that you are able to take criticism and that you listen to suggestions they will feel free to make more in the future.

Slide 54. Number 5. Create a climate of trust

The best way to keep the squadron on course for success is to give the members all the responsibility they can handle and then stand back and let them do their jobs.

You have to earn trust and you earn it by giving it.

Slide 55. Everyone is responsible for working as a team.

Is there distrust in your squadron? Is the Education Department fighting with Admin? Is boating activities feuding with meetings?

The only way to create a strong squadron is to make it clear that everyone is responsible for working as a team. When committee chairs start working together

to achieve the goals of the squadron their members will communicate better and figure out ways to help each other.

Slide 56. Don't shoot the messenger!

We have all heard the phrase "Don't shoot the messenger."

An important aspect of trust is creating an atmosphere where members are not afraid to tell leaders when things are not working.

The only way to focus the squadron's energies on achieving your goals is to ensure that problems are identified and corrected as early as possible.

Slide 57. Number 6. Look for results, not salutes

The USPS organization structure is similar to the Navy. In the Navy sailors are expected to salute the Captain and other officers whenever they go by.

Some Squadron Commanders treat members as if they were sailors. They expect them to show respect for their position.

But respect is something that has to be earned.

Slide 58. Give each member a chance to be heard.

We started this talk by pointing out that we officers serve at the pleasure of the membership. Therefore we should work with all members, regardless of position, to further the goals and objectives of the squadron. Given the chance to be heard, every member has an idea or two that may well be the one to make your squadron the best in USPS.

When leaders believe they are above their people, when they announce their decisions after little or no consultation, when they make it clear that their decisions are not to be questioned, things are ripe for disaster.

Slide 59 Number 7. Take calculated risks

A squadron that aims to stay alive should make sure to praise and promote risk takers even if they fail once in a while. Show me someone who has never made a mistake and I will show you someone who is not doing anything to improve your squadron.

Slide 60.

Bet on members who think for themselves.

Slide 61.

Take a chance on a new member who has suggestions for improvement.

Slide 62. Number 8. Go beyond Standard Procedure

While USPS has the Operations Manual that describes in detail how the organization is to be run, you will rarely get outstanding results simply by following Standard Operating Procedure.

In this time of dwindling membership, squadrons at risk especially need to keep their priorities in focus. For them, increasing membership is a key priority and this can be accomplished at least in part by holding Public Boating courses. Some other activities expected of squadrons can be minimized or eliminated.

Slide 63.

Good leaders know when to push the envelope for innovation.

If your squadron has a novel approach that is not according to SOP, don't be afraid to suggest its implementation.

Improvements in USPS only come about because someone was willing to try a new approach.

Slide 64. Don't work harder. Work Smarter.

There are many examples of this in USPS. Look at how much easier it is to keep track of membership with DB2000? Remember what it was like for squadron treasures before we had direct billing?

One of the most well kept secrets of USPS is the enormous amount of material available to assist members in whatever area they are assigned.

Squadron Commanders should ensure that members are aware of their job descriptions and the availability of manuals and computer programs to assist them.

Slide 65. Number 9. Build Up Your people

Positive, personal reinforcement is essential to effective leadership.

Take every opportunity to **praise the contributions of your members**. The pay we get in USPS, besides a merit mark once each year, is the satisfaction for a job well done and the thanks we get from fellow members.

Slide 66.

Use every method of communication to recognize and praise your members. Mention them in newsletter articles. Send thank you notes via email or snail mail. But most importantly, take the time to personally thank them.

Whenever possible praise them in public so that other members can see that you are truly appreciative of performance.

Recognize all contributions no matter how small. The member who sweeps the floor and puts away the chairs after a meeting is just as important as the member who led the meeting is.

Slide 67. New members are important.

New members are important. Treat them well. One area that we need to become much better at in many squadrons is how we welcome and include new members into our activities.

Slide 68. Expect the best out of your members and you will get it!

Slide 69. Number 10. Create Unity

In some ways the squadron in USPS is just like a ship. It takes many people to run a ship and the only way to get the most out of the ship is for everyone to be working together.

The task of the leader is to assemble the best team possible, train it, and then figure out the best way to get members to work together for the good of the organization.

Slide 70.

Our squadrons are composed of people from many cultures, occupations and ethnic backgrounds. Leaders should **treat all members with dignity and respect**. We need to make all members want to belong to our club ready to give their best to a fair-dealing organization that clearly values them no matter their background.

Slide 71. In Summary.....

How can we get the best out of our squadron or committee?

Slide 72.

1. Take Command
2. Lead by Example
3. Listen Aggressively
4. Communicate Purpose and Meaning
5. Create a Climate of Trust
6. Look for Results, not Salutes
7. Take Calculated Risks
8. Go Beyond Standard Procedure
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Slide 73.

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Now that we have discussed some of the things we can do to get the best out of our organization lets examine in more detail some of the leadership principles that we can apply to achieve proven results.

Part 3.

Slide 74. Part 3. “The True Essence of Leadership”³

All of us are in leadership positions and have people entrusted to our care, if not in the Squadron, then in our work or family.

The leadership principles we will share are neither new nor newly developed. They are as old as the ages and yet as refreshing as a moonlight cruise.

These principles apply to each and every leadership role we are privileged to serve in. Whenever two or more people are gathered together for a common purpose there is an opportunity for leadership.

Each of us must make a personal decision to apply leadership principles in our lives.

Slide 75.

Building Influence with others, true leadership, is available to everyone but requires a tremendous extension of oneself.

Sadly, most of those in leadership positions shy away from the great amount of effort required.

Slide 76.

Earlier we offered a definition of management.

Management is the process of organizing methods, materials, and manpower used to put into effect the goals for which the leadership is aiming.

³ This presentation was created by Stf/C Peter H. Hames, AP and is based on the book: “The Servant – A Simple Story about the True Essence of Leadership” by James C. Hunter, Crown Business, New York, NY, 1998. Used with permission.

Or let's put it another way.....

Slide 77. You manage things, you lead people.

Management is not something you do to other people, you manage your inventory, you manage your checkbook, your resources. You can even manage yourself. But you do not manage other human beings.

You manage things, you lead people

Now how about a definition of leadership?

Slide 78. Leadership

The skill of influencing people to work enthusiastically toward goals identified as being for the common good.

One of the key words here is that we have defined leadership as a skill.

A skill is simply a learned or acquired ability. Experts contend that leadership is a skill that can be learned and developed by anyone with the appropriate desire coupled with the appropriate actions.

The second key word is influence. If leadership is about influencing others, how do we go about developing that influence?

To better understand how someone develops this type of influence it is critical to understand the difference between power and authority.

Slide 79. Power

"The ability to force or coerce someone to do your will, even if they would choose not to, because of your position or your might."

We all know what power looks like.

Do it or I will fire you.

Do it or I will take away your allowance.

Do it or we will bomb you.

Does everyone get the idea?

Slide 80. Authority

"The skill of getting people to willingly do your will because of your personal influence."

Now this is a little bit different isn't it?

Authority is about getting people to willing do your will because you asked them to do it.

Authority can not be bought or sold, given or taken away. Authority is about who you are as a person, your character, and the influence you have built with people.

So would you say that volunteers are more likely to respond to power or authority?

They will only respond to an organization that is meeting their needs.

Slide 81. Exercise

Think of a person in your life, living or dead, who has led you with authority. List the qualities of character that this person possessed or possesses.

Name:
Relationship to me:
Qualities of character he/she had:

Slide 82. Top ten answers:

You may record the list from the presentation if you wish.

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

(See next page for answers)

How many of these character qualities that we say are essential for leading with authority are we born with?

All of these traits we've listed are behaviors. And behavior is a choice. How many of these ten traits, behaviors, do you currently display in your lives?

Some of our habits, or character traits, continue to evolve and mature to higher levels. The challenge for the leader is to pick the character traits that need work and to challenge ourselves to change our habits. That requires a choice and a lot of effort.

Leaders with Authority - Top 10 answers:

1. Honest, trustworthy	6. Held people accountable
2. Good role model	7. Treated people with respect
3. Caring	8. Gave people encouragement
4. Committed	9. Positive enthusiastic attitude
5. Good listener	10. Appreciated people

Slide 83.

The key to leadership is accomplishing the tasks at hand while building relationships.

When working with people, there will always be two dynamics involved - the task and the relationship.

It is easy for leaders to lose their balance by focusing on only one of these dynamics at the expense of the other.

Are relationships important where you lead?

If relationships are so important, than what is the most important ingredient in a successful relationship?

Trust, because it is almost impossible to build a successful relationship without Trust.

Slide 84. We see the world through our paradigms.

Paradigms are simply psychological patterns, models, or maps we use to navigate our way through life.

Slide 85. Our paradigms are not always accurate.

Our paradigms can be helpful and even life saving when used appropriately. They can, however, become dangerous if we assume our paradigms are never changing and all encompassing truths and allow them to filter out the new information and the changing times that are coming at us throughout life.

Clinging to outdated paradigms can cause us to be stuck while the world passes us by.

It is important that we continuously challenge our paradigms about the world around us, our organizations and other people.

Slide 86. It's impossible to improve unless we change.

Continuous improvement is important for people as well as organizations because nothing stays the same in life.

Most everyone buys into the concept of continuous improvement but by definition it is impossible to improve unless we change.

Let's look at some of the changes that have occurred in our lifetime...

Slide 87. Challenge old Paradigms

Here are some of the old and new paradigms.

Old Paradigm	New Paradigm
US Domination	Global Competition
Centralized Management	Decentralized Management
Japan = Bad Quality	Japan = Best Quality
If it ain't broke.....	Continuous Improvement
Labor	Associates
Avoid and fear change	Change is constant

Slide 88. What are some of the changes in USPS?

How about the inclusion of women members and the number who are now in leadership positions?

Of course we have old paradigms about running an organization that may need to be challenged if our organizations are to survive. What would you say is the predominant paradigm about running an organization today?

Answer: Pyramid style of management. Top down approach.

Slide 89. Pyramid Style of Management

In the typical organization we have the CEO at the top and so on.

To compare it with a military organization:

CEO = General

VP = Colonels

Middle Managers = Captains and Lieutenants

Supervisors = Sergeants

Employees = Grunts

And last but not least Customer = Enemy.

Question:

Does this model serve us well today?

Answer: No because....

Everyone is looking upward, away from the customer. Who are we trying to please the customer or the boss?

Slide 90. New Paradigm for Management

Let's imagine for a moment an organization where the focus was on serving the customer.

(Click again to add CEO)

So let's put the customer on top of an up-side down pyramid.

Imagine this represents an organization where the front-line employees are totally focused on serving the customer. Where they are truly serving the customer and ensuring that their legitimate needs are being met.

Just suppose that their front-line supervisors begin to see their employees as their customers and set about the task of identifying and meeting their needs. And so on down the pyramid.

That would require each manager to take on a new paradigm and recognize that the roll of the leader is not to rule and lord it over the next layer down.

Rather the roll of the leader is to serve.

Slide 91. The Paradox...We lead by serving.

What an interesting paradox. What if we had it wrong all along? Perhaps the best way to lead is by serving.

Part of serving is removing all the obstacles, the roadblocks that are in the way of the workers who are trying to serve the customers.

Unfortunately, too many managers spend their time getting in the way instead of getting the obstacles out of the way.

You might call supervisors who spend their days getting in the way, ***Seagull Managers.***

Slide 92. Seagull Manager

A Seagull Manager is one who periodically flies into the area, makes a lot of noise, dumps on people, maybe eats their lunch and flies away.

I think we all know one or two seagull managers.

Slide 93. Are there any seagull managers in your squadron or district?

How about the Squadron Commander that has to tell everyone how to do their jobs even when they have been doing them for years?

How about the District Commander who told a Squadron Commander that if he did not do it his way he might as well resign.

So what is our new definition of a leader?

Slide 94. To be a Leader

In Summary,

A leader is someone who identifies and meets the legitimate needs of the people, removes all the barriers, so they can serve the customer.

To lead you must serve.

+++++

So does that mean that we give people everything that they want?

No, we give them everything that they need.

Slide 95. Needs vs. Wants

A **want** is a wish or desire without any regard for the physical or psychological consequences.

A **need**, on the other hand, is a legitimate physical or psychological requirement for the well being of a human being.

Children and adults need an environment with boundaries, a place where standards are set and people are held accountable. They may not want boundaries and accountability but they need boundaries and accountability.

We don't do anyone favors by running an undisciplined squadron, department or home.

Slide 96. Maslow's Hierarchy of Needs

If the role of the leader is to identify and meet the legitimate needs of the people, then we should be constantly asking ourselves, what are the needs of the people I lead?

Let's review **Maslow's Hierarchy of Needs**.

- | | |
|----------------------|---|
| • Physiological | We want to stay alive |
| • Security | We want to feel safe |
| • Social | We need to belong to groups and have friends |
| • Self-esteem | We need to feel worthy, unique and respected |
| • Self-Actualization | We need work which attracts and challenges us |

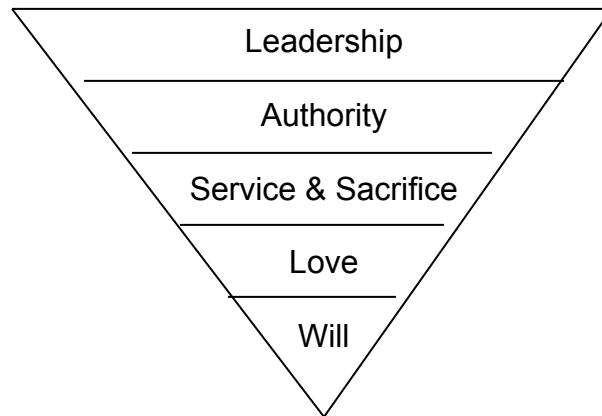
We generally have members who's physiological and security needs have been met.

They join the Power Squadron in part to satisfy their Social needs. So how can we address their needs for self esteem and self actualization?

Let's look at a leadership model that addresses the new paradigm.

Slide 97. New Leadership Model

Leadership is our goal so I will put that at the top of the pyramid.



If we define leadership as a skill of influencing people to work enthusiastically toward goals identified as being for the common good, it must be built on **authority**. (Click to add Authority)

We defined authority as the skill of getting people to willingly do your will because of your personal influence.

So how do we build influence? **Leadership is built on service.**

If you remember the person you selected in the authority exercise, I am sure you selected someone who in some way **served and sacrificed** for you.

Slide 98. Service & Sacrifice

Authority is always built on serving and sacrificing for those you lead, which comes from identifying and meeting legitimate needs. So what do you suppose service and sacrifice are built on? (Click to add Service and Sacrifice)

You might say effort, and lots of it. But I would like to use the word **Love** if that's OK with everyone. (Click to add the word Love)

We often get uncomfortable about this word because we generally think of love as a feeling. When I talk about love, I am not talking about a feeling. I am talking about a verb describing behavior. More on that later.

So what is love built on? It's built on a simple four letter word.

Slide 99. Love is always built on Will.

In fact, I can define **will** for you in a formula I learned from Ken Blanchard, the author of the great little classic "***The One Minute Manager***."

Slide 100. Definition of Will

INTENTIONS – ACTIONS = SQUAT

All the good intentions in the world don't mean a thing if they don't line up with our actions.

How many times have you heard management say "People are our most valuable asset," and then by their actions show that they really thought differently?

The US Merchant Marine Academy, has a great motto - ***Acta Non Verba – Deeds not words!***

As I get older I pay less attention to what people say and more to what people do.

Slide 101. Definition of Will

INTENTIONS + ACTIONS = WILL

It is only when our actions are aligned with our intentions that we become congruent people and congruent leaders.

Here, then, is the model for leading with authority. (See page 22 above).

Slide 102. To Summarize

Leadership begins with the **will**, which is our unique ability as human beings to align our intentions with our actions and choose our behavior.

With the proper will, we can choose to love, the verb, which is about identifying and meeting the legitimate needs, not wants, of those we lead.

When we meet the needs of others we will, by definition, be called upon to serve and even sacrifice.

When we serve and sacrifice for others, we build authority or influence.

And when we build authority with people, then we have earned the **right to be called leader**.

Slide 103. Love – the Verb

Now let's talk about the verb Love.

Vince Lombardi once said, ***"I don't necessarily have to like my players and associates but as the leader I must love them. Love is loyalty, love is teamwork, Love respects the dignity of the individual. This is the strength of any organization."***

While most of the definitions of love in our dictionary involve positive feelings, the verb love is used to describe a more unconditional love rooted in behavior toward others without regard to their due.

We can not always control how we feel about other people but we certainly are in control of how we behave toward people.

When someone chooses to behave poorly we can still be patient with him, honest and respectful.

Remember the leadership qualities we listed earlier? They sound much like the qualities of the verb love.

Slide 104. Love and Leadership

<u>Authority & Leadership</u>	<u>Love and leadership</u>
Honest, Trustworthy	Patience
Good role model	Kindness
Caring	Humility
Committed	Respectfulness
Held people accountable	Selflessness
Treated people with respect	Forgiveness
Gave people encouragement	Honesty
Positive attitude	Commitment
Appreciated people	

I think you will agree that the verb love is synonymous with leadership.

So now let's examine each of these qualities starting with Patience.

Slide 105. Patience

Is patience – showing self-control - an important character quality for a leader?

The leader must model good behavior for the kids, employees, team, squadron, whomever they are leading. If the leader is screaming or otherwise out of control you sure can't expect the team to be under control or behave responsibly either.

It's important that you create an environment that is safe for people to make mistakes without worrying about the leader going out of control.

The leader has a responsibility to hold people accountable. However there are several ways to point out mistakes while allowing people to keep their dignity.

We are dealing with volunteers who also happen to be adults. It is our job to point out any gaps between the standard that has been set and their performance but it does not have to be an emotional event.

Slide 106. Kindness

Kindness – giving attention, appreciation, and encouragement.

Paying attention to your members has the effect of improving productivity. The greatest opportunity we have to pay attention to people is by actively listening to them.

Active listening is attempting to see things as the speaker sees them and attempting to feel things as the speaker feels them. This identification with the speaker is referred to as empathy and requires a great deal of effort.

William James, one of the greatest philosophers this country has ever produced once said that at the core of human personality is the need to be appreciated.

It is also important to give praise to people. Catch them doing something right instead of being like the "Seagull Manger" and constantly catching people doing something wrong.

Slide 107. Humility

Humility – being authentic and without pretense or arrogance.

What we want from our leaders is authenticity, the ability to be real with people – we don't want them puffed up and stuck on themselves. Egos can really get in the way and become barriers with people. Know-it-alls and arrogant leaders are a real turn-off for most people.

Humility is not thinking less of yourself, it's thinking about yourself less.

Someone once wrote, *“Humbleness is nothing more than a true knowing of yourself and your limitations. Those who see themselves as they truly are would surely be humble indeed.”*

Slide 108. Respectfulness

Respectfulness – treating others as important people.

Do you suppose we could treat everyone we lead as a very important person? Imagine treating your members like they were the Chief Commander?

The leader has a vested interest in the success of those being led. One of our roles is to assist them in becoming successful.

Slide 109. Selflessness

Selflessness – meeting the needs of others.

The opposite of selflessness is selfishness, which means ‘My needs first, the heck with your needs.’

Selflessness is about meeting the needs of others, even if it means sacrificing your own needs and wants.

This would also be a great definition of leadership: To meet the needs of others even before your own.

On the battlefield, the troops always eat their meals before the officers.

Slide 110. Forgiveness

Forgiveness – giving up resentment when wronged.

Why would this be an important character quality for a leader to develop?

People aren’t perfect and they let you down. Forgiving behavior is dealing with situations as they arise in an assertive manner and then letting go of any lingering resentment.

Resentment destroys the human personality.

Slide 111. Honesty

Honesty – being free from deception.

Honesty is the quality most people put at the top of their list of what they want most from their leader.

Trust, which is built on honesty, is the glue that holds relationships together.

Honesty is about clarifying expectations for people, holding people accountable, being willing to give the bad news as well as the good news, giving people feedback, being consistent, predictable, and fair.

In short, our behavior must be free from deception and dedicated to the truth at all costs.

Slide 112. Commitment

Commitment – sticking to your choices

Commitment is probably the most important behavior of all. And by commitment we mean being committed to the commitments you make in life.

This is important because the principles we are discussing require enormous effort and if you are not committed as the leader, you will probably give up and resort back to power.

Everyone wants to be involved but no one wants to be committed. Remember the eggs and bacon breakfast? The chicken was involved but the pig was committed.

True commitment is a vision about individual and group growth along with continuous improvement. The committed leader is dedicated to growing, stretching, and continuously improving – committed to becoming the best leader they can be and that the people they lead deserve.

Slide 113. The Results

Setting aside your own wants and needs; seeking the greatest good for others.

When we choose love, to extend ourselves for others, we will be required to be patient, kind, humble, respectful, selfless, forgiving, honest, and committed.

These behaviors will require us to serve and sacrifice for others. We may have to sacrifice our egos or even our bad moods on a particular day. We may have to sacrifice our desire to blast someone rather than be assertive with them. We will have to sacrifice by loving and extending ourselves for people we may not even like.

We have a choice to make about whether or not we will choose to behave lovingly. When we love others by extending ourselves, we will have to serve and sacrifice. When we serve and sacrifice we build authority with people. And when we have built authority with people, we have earned the right to be called leader.

Slide 114. The Environment

It is important to create a healthy environment for people to grow and thrive.

Leaders can't make people become successful. They can only create a healthy environment based on respect, trust, acceptance and commitment, where people can grow.

In your leadership roles, remember that you have a choice to create the atmosphere in your sphere of authority whether it be the entire Squadron, Department or Committee.

You are responsible for the environment that exists in your area of influence and you have been given the power to legislate behavior. By setting standards and holding people accountable you can motivate people to change.

Slide 115. The Choice

John Ruskin once said, ***“What we think or what we believe is, in the end, of little consequence. The only thing of consequence is what we do.”***

Remember we said that the road to authority and leadership begins with the will. The will is the choices we make to align our actions with our intentions. In the end we all have to make choices about our behavior and accept the responsibility for our choices.

Will we choose to be patient or impatient? Kind or unkind? Actively listen or merely be silent waiting for our opportunity to speak? Humble or arrogant? Respectful or rude? Selfless or selfish? Forgiving or resentful? Honest or dishonest? Committed or just involved?

Dr. Albert Schweitzer once said, ***“I don't know what your destiny will be, but one thing I do know. The only ones among you who will be really happy are those who will have sought and found how to serve.”***

Slide 116. The Book

This presentation is based on the book : “The Servant – A Simple Story about the True Essence of Leadership” by James C. Hunter, Crown Business, New York, NY, 1998. Used with permission.

Slide 117. In Conclusion

We have discussed the subject of leadership and management as applied to USPS. We've gone over the difference between a leader and a manager; we have discussed leadership and management as applied to a squadron or district or even the national scene; we have discussed just what leadership is --- the **essence** of the topic. We realize that the make-up of the membership of USPS includes the whole spectrum of leaders in the private sector; professional educators, business men/women, doctors, lawyers, Indian chiefs! All of who are assets to our organization and whose talents can be utilized.

The examples of today's best leaders suggest that they cannot know all aspects of the job. Given the complex structure and skills required, the job of leader is not so much to **perform** heroics as to be able to **produce** them. Today's leader is much like an orchestra conductor. He must know the capabilities of each instrument, but there is no need to be able to play them all or fix them. Other people: musicians and technicians can do those jobs. **Leaders see the big picture. Others will support what they help create!**

Thank you for participating in this program. In the spirit of continuous improvement and recognizing that we have a big job ahead of us in developing leaders to lead us into the future, we welcome your comments and suggestions.

R/C Harold N. Zitter, JN, Chairman
USPS Leadership Development Committee