

A presentation of  
**United States Power Squadrons**



Flag & Etiquette Committee

The background of the slide is a solid blue color with a subtle, abstract pattern of diagonal lines or brushstrokes that create a sense of movement and depth. The lines are lighter and darker shades of blue, blending into each other.

# Leadership

Past, Present and Future

## Ancient Athens = “The Best Person”

“Pericles, a man clearly **above corruption**, was enabled, by the **respect** others had for him and his own wise policy, to hold the multitude in voluntary restraint. **He led them; not they him . . .**”

-- Thucydides, c. 400 B.C.E.

## Leadership in the 21st Century

- ♦ Leadership is influence.
- ♦ It is the ability to attract followers.
- ♦ It is not a way of getting a fancy title.

-- John C. Maxwell, INJOY Leadership Institute

What is leadership? John C. Maxwell, founder of the INJOY Leadership Institute, sums it up like this: Leadership is influence. It is the ability to attract followers. It is not the ability to achieve a title.

# Leadership



Maxwell puts it into the form of a proverb: "He who thinketh he leadeth and hath not followers is only taking a walk." Author David Hartley-Leonard says, "Once you define leadership as the ability to get followers, you work backward from that point of reference to figure out how to lead."

This is NOT leadership





A **Leader** is someone who . . .

- ♦ Mobilizes others
- ♦ Toward a common goal
- ♦ Shared by the leader and followers

— Garry Wills, *"Certain Trumpets— The Call of Leaders"*

Another respected author, Garry Wills, says that a leader needs more than just followers. After all, movie stars have followers. We call them “fans.” The real leader is one who can mobilize followers toward a common goal that is shared by both the leader and the followers.

## Three **equally necessary** supports



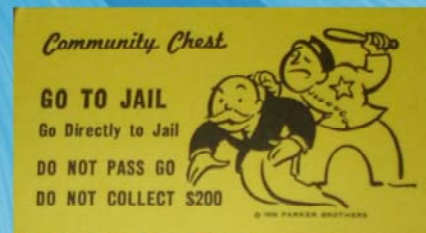
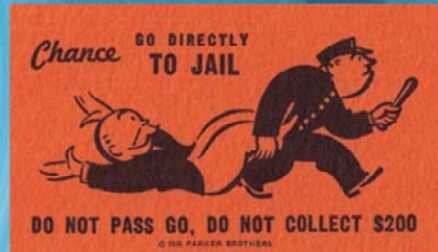
"Leaders, followers and goals make up the three equally necessary supports for leadership."

-- Garry Wills

Wills says that real leadership is a triangle: it consists of leaders, followers and goals.



## This is NOT “Leadership”



We often hear of somebody getting arrested and being handcuffed and “led off to jail.” That’s not leading. A police officer might drag somebody off to jail, or he might haul them off to jail. But he is definitely not “leading” because he and prisoner do not have a common goal.

## Why do people follow?

- ♦ People follow leaders for their **own advantage**.
- ♦ People follow most **reliably** when they are convinced that what they are doing is **right**.

-- David Hume, 18th Century Philosopher

Why do people follow leaders? They do it for their own advantage. The soldier follows a proven leader because he thinks it's the best way to get out alive. The voter follows a political candidate because he thinks he or she will do the best job. Most of all, people follow when they think the thing they are being led to do is "right."

## Leadership vs. Management

- ♦ Leaders establish direction
- ♦ Managers plan and budget
- ♦ Align people
- ♦ Organize and staff
- ♦ Motivate and inspire
- ♦ Control the process and solve problems

Leaders are not managers.

## Real leaders get respect by earning it.

- True leaders are admired and respected because they have **earned** that admiration and respect.
- Respect is **given** to leaders when they are deemed worthy of receiving that honor.
- Leaders who demand respect from others will never get it because **respect must be given**.

## Positional leaders rely on symbols of authority

- Positional leaders rely **only their titles**, regalia or “positions” within the organization.
- They are not “leaders” because they are not respected.
- **Symbols are important**, but they must be **backed up** with ability and knowledge.



## Cornelius Vanderbilt, III, NYYC



Commodore of New York Y.C.  
from 1906 to 1908.

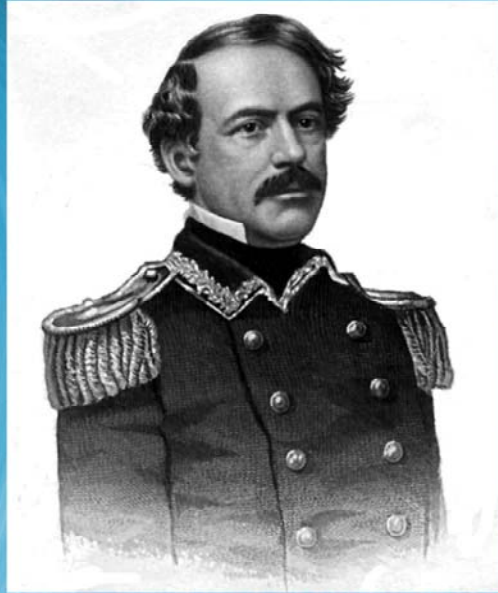
Piloted his yacht *Aurora* to  
victory in the 1910 race for  
the King Edward VII cup.

Served in World War I, had a  
distinguished career as a  
soldier, inventor, engineer  
and businessman.

Real Leaders rely on ability.



Real leaders look, act like leaders.



Positional leaders rely on “outfits.”



## Ancient symbols of authority

Ancient symbols do not have the same effect on Baby Boomers, Gen X'ers and Gen Y'ers.





## Modern symbols of authority



But to have real meaning, symbols of authority and awards must be EARNED.



## Leadership styles



- ♦ Autocratic: "What I say goes!"
- ♦ Participatory: "Let's get together on this."
- ♦ Mixed or Variable: "Something for everyone."

What style **DOES NOT WORK** in a  
squadron?

**Autocratic!**

Why not?

Because in a squadron, your  
**followers** are your **members!**

## Members are volunteers!



They're not being paid . . .

. . . and you can't threaten them.

They don't need to work in the organization, so . . .

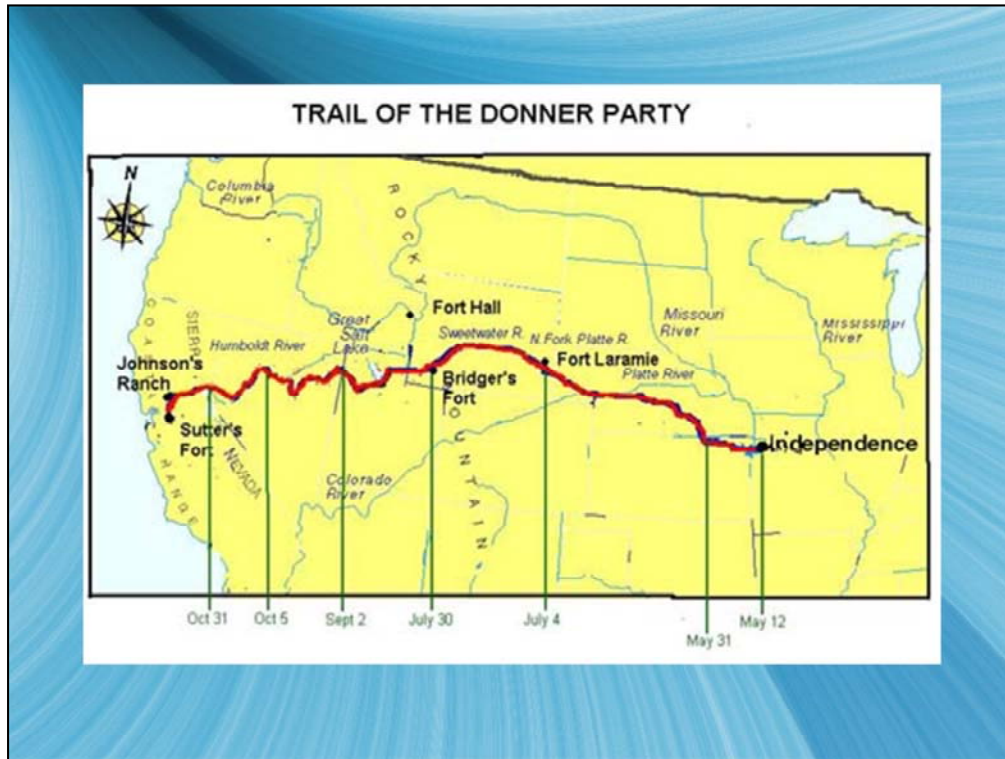
. . . there is no leverage that a positional leader can use to make them respond.

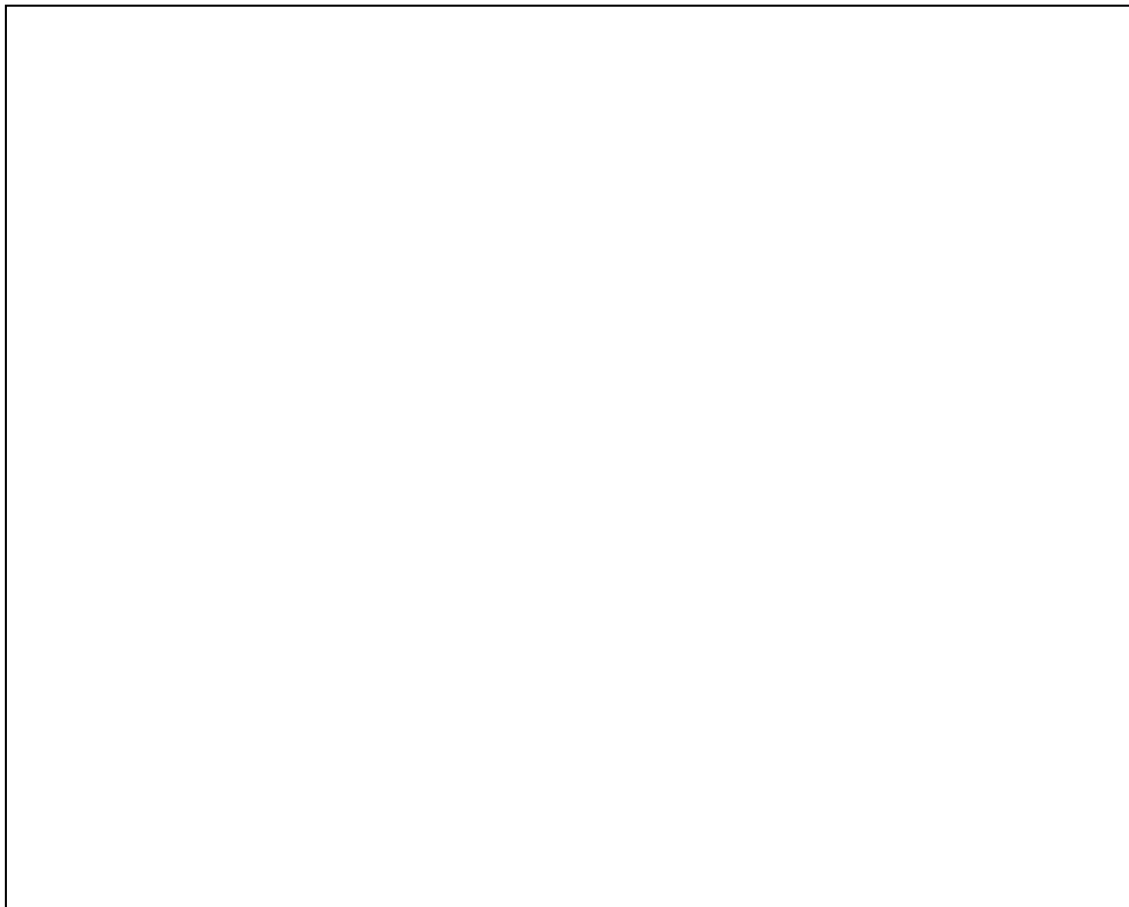
## Donner Party

- Led by George Donner, whose only qualification was being wealthiest.
- Left Missouri on a known trail in May, 1846
- Trapped by a storm in three cabins near a lake on November 4, 1846.
- Had some horses, mules and cattle.







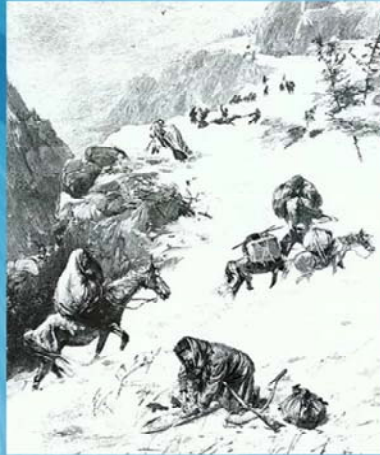


## Donner Camp



## Donner Party

- ♦ Rescued five months later, in April, 1847, half the party was dead and many of the bodies had been eaten by the survivors.



## Shackleton Expedition

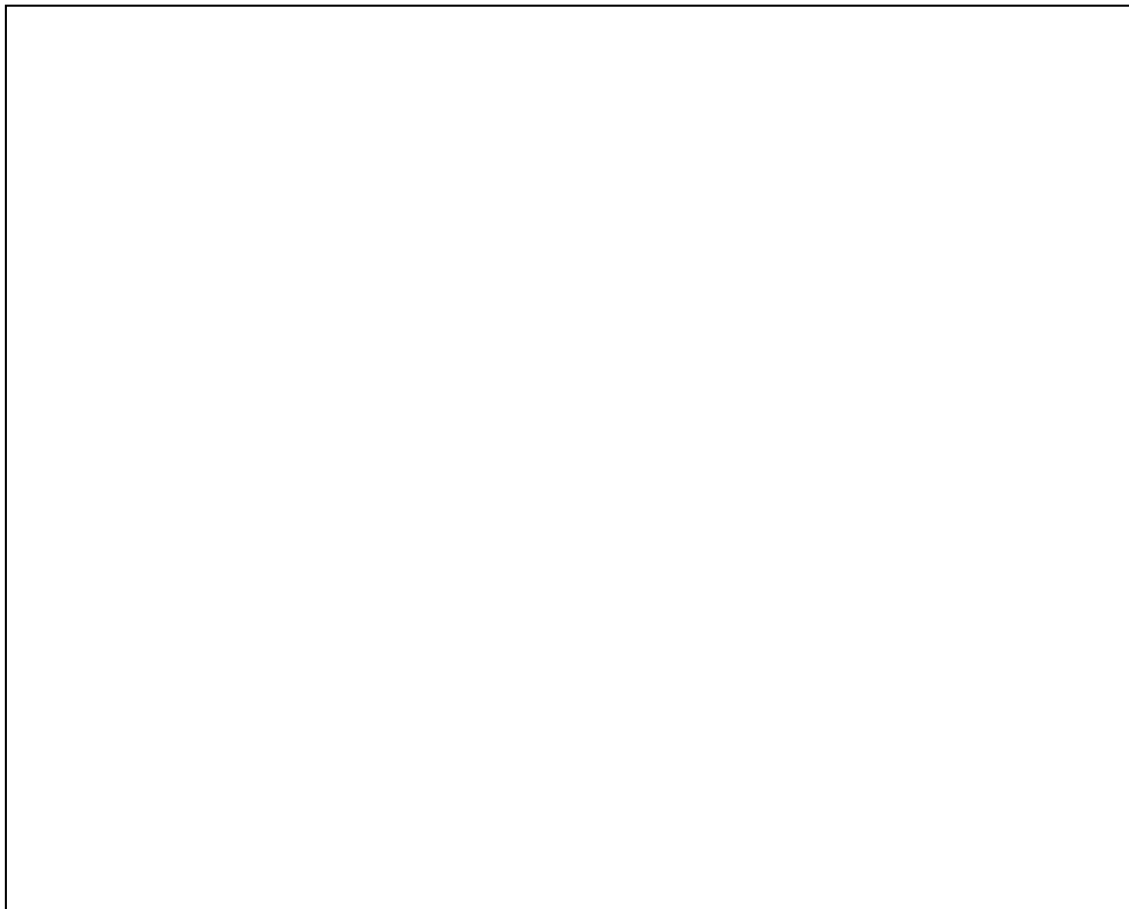


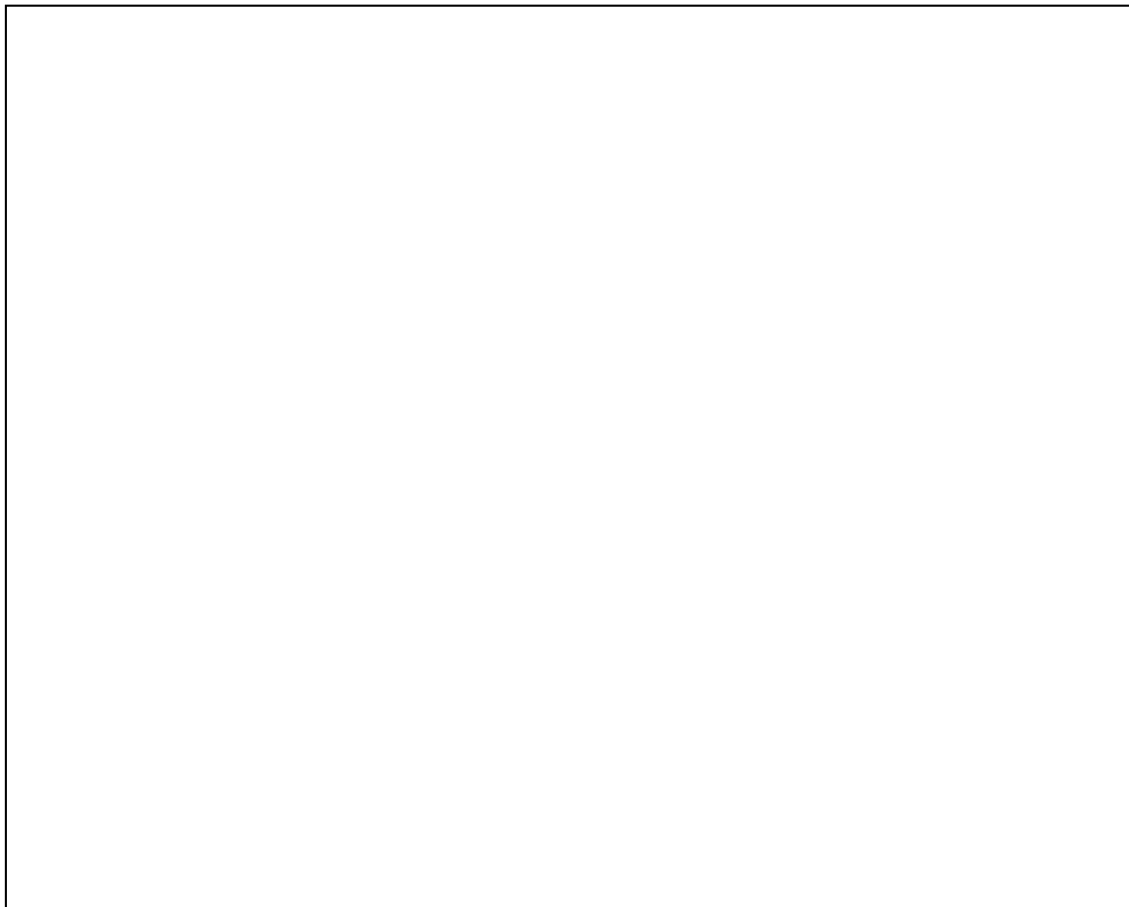
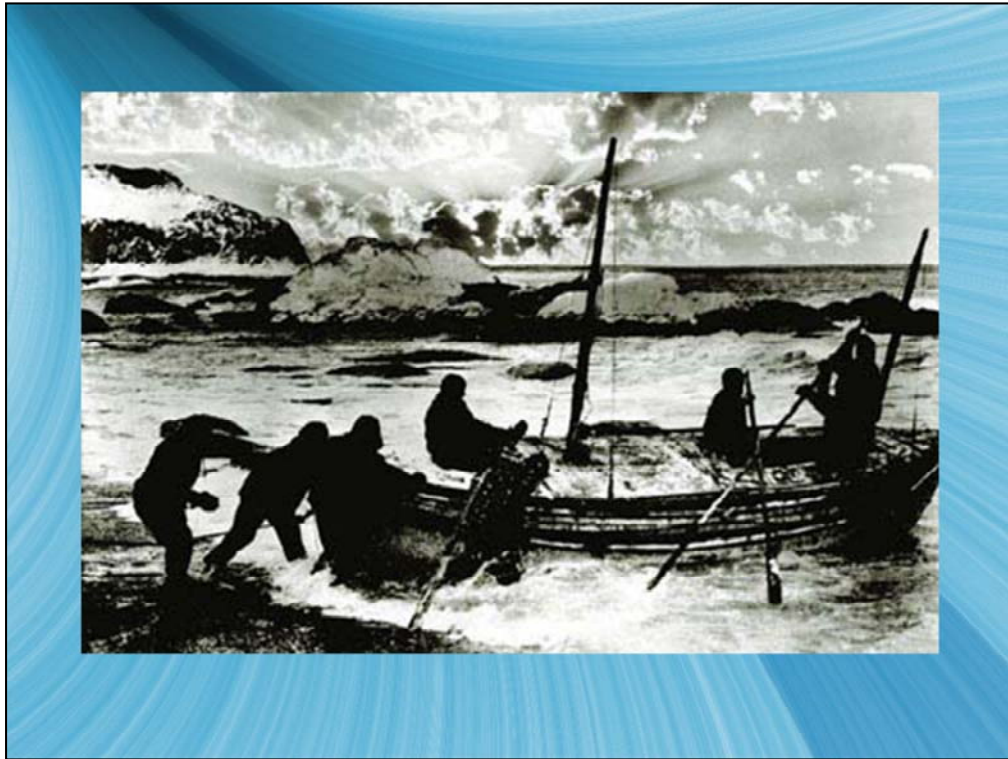
- ♦ Ship crushed by ice on October 28, 1915.
- ♦ Men moved lifeboats and supplies on to the ice, and lived in tents for five months.
- ♦ When the ice broke up, they rowed the boats to a totally barren island.



## Elephant Island



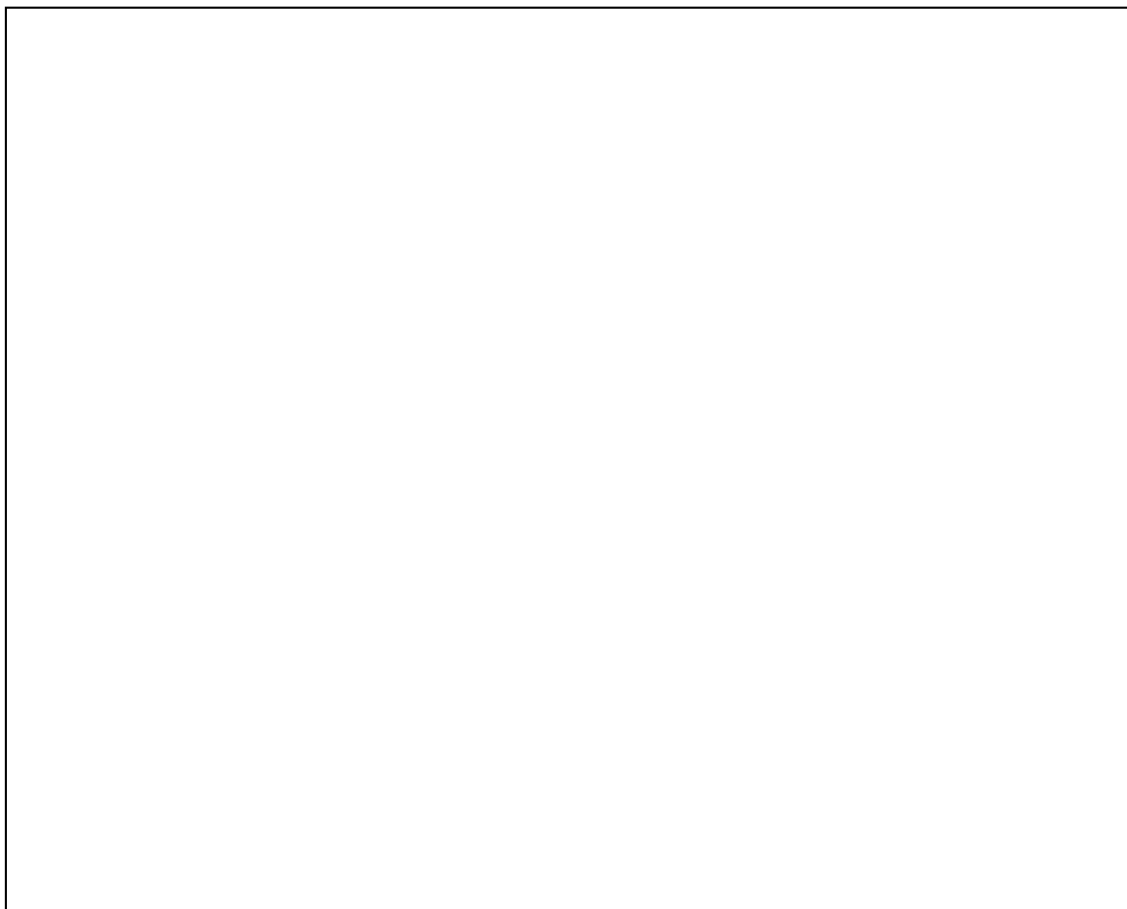






THE HUT ON ELEPHANT ISLAND

Photograph by F. H. Smith





## What did they say?

### Donner Party

- "The entire party seemed dazed by the calamity that overtook them."
- "They failed to catch fish because they were too bewildered and dispirited to acquire them."
- "People gave up, pined away and died."

### Shackleton Expedition

- "Yesterday especially the colours of the sea and glacier were wonderful."
- "This place can be very nice when it wants."
- "This was one of the happiest days of my life."

## The difference was in the LEADERSHIP

### Donner Party:

- ♦ Weak, ineffective leadership.
- ♦ "Every man for himself."

### Shackleton Expedition:

- ♦ Strong Leadership.
- ♦ Teamwork, shared responsibility and danger. Work "for the common good."

To be an effective leader,  
**you** must . . .

- ♦ Walk the walk, don't just talk the talk.
- ♦ Influence, don't manipulate.
- ♦ Include, don't exclude.
- ♦ Participate equally and openly.
- ♦ Back up opinions with facts.
- ♦ Be a real person . . .

. . . not a *persona*.

As a leader, **YOU** must motivate  
your members!

**YOU must** convince **YOUR** members –

- ♦ It's in their interest to succeed.
- ♦ They can succeed if they try.
- ♦ It's the right thing to do.

**YOU** need to set **SMART** goals.

**S**pecific  
**M**easurable  
**A**ttainable  
**R**easonable  
**T**imely



## Pareto's Principle



80% of the  
wealth of any  
nation is  
produced by  
20% of the  
people.

## The 80:20 Rule

In any organization . . .

- ♦ 80% of the effort comes from 20% of the members, and
- ♦ 20% of the members cause 80% of the problems.

Everyone's greatest fear . . .

Public  
Speaking



## Six Golden Letters of Success

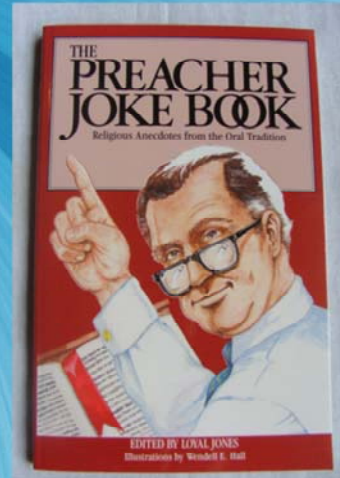
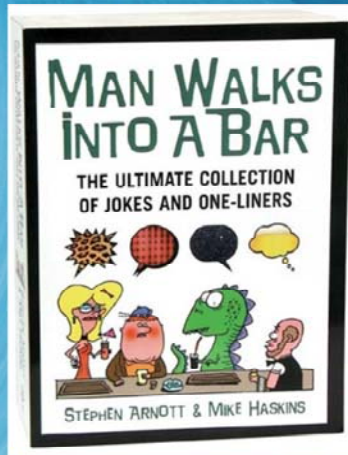
N  
O  
P  
Q  
R  
S

## NEVER begin with an apology

- "I'm really not good at public speaking."  
(Is there any way to escape or is it too late?)
- "I'm really nervous."  
(We guessed that from the puddle on the floor.)
- "I really don't have much to say."  
(Good. So sit down!)



OVERCOME the temptation to  
“tell a joke.”



## PREPARE, Prepare, prepare!

- ♦ Think about what you're trying to say.
- ♦ Know your subject; don't "memorize" it.
- ♦ Make BIG (readable) notes only of key points or dates.
- ♦ Tell your friends what's on your mind.



## Be QUICK!

- AFTER you prepare your thoughts, go into a room, close the door, look into a full-length mirror and . . .
- SPEAK OUT LOUD FOR FIVE (TEN) MINUTES!
- Can **you** stand to hear **yourself** for that long? What makes you think other people can?

## Be RELEVANT!

- ♦ WHY were you asked to speak?
- ♦ WHAT is the purpose of your speech?
- ♦ HOW is your topic relevant to your audience . . .  
... on THIS occasion?

## Be **SINCERE!**

- ♦ Speak from your heart.
- ♦ Tell your audience how you feel.
- ♦ Remember: sincerity, like good paint, covers many defects. A pint of it is worth a gallon of “canned” material!



And finally . . .

Above all else, remember . . .

This is supposed to be fun!

## For further reading . . .

- ♦ **Lansing, Alfred**, *Endurance: Shackleton's Incredible Voyage*
- ♦ **Maxwell, John C.**, *Developing the Leader Within You*
- ♦ **Stewart, Geroge R.**, *Ordeal by Hunger: The Story of the Donner Party*
- ♦ **Wills, Garry**, *Certain Trumpets: The Call of Leaders.*

# The Keepers of the Flame



Produced by  
The International Commodores Association  
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