Walking the Narrow Road of Leadership

Becoming More Effective in Our Work and Personal Life
Defining the Themes

- Perception of Self and Others/Reality versus Perception.
- Training/Skills: “Under pressure – we do not rise to the occasion – we fall back on our training – whether good or bad.”
- Accountability – “What you expect – you must inspect.”
- Fear – Fight/Flight Behavior: “The fear of man brings a snare.” Solomon
Defining the Problem – Leadership Failure in Organizations

- What percentage of managers are leaders?
- What causes stress in the organizational culture?
- What is the overall view of personnel towards their managers?
Defining the Causes – What Causes Leadership Failure?

The Question: Most managers fail to be effective as leaders because...?
The Causes: The Road of Mediocrity – Why Managers Fail

- They are self-deceived; they do not know they are failing. **The Gap Trap**
- They assume leadership is normal behavior – **it is not**.
- They do not discipline themselves to be abnormal.
- They “fear men” and fear failure – the “snare” of wanting to be liked/not getting in trouble.
WHAT WE THINK and SAY WE “BELIEVE”/”VALUE”

WHAT WE DO: WHAT WE REALLY BELIEVE/VALUE

THE GAP TRAP

“PROFESS”

OUR PERCEPTION OF HOW WE ARE DOING

THE REALITY OF OUR LIVES

“PRACTICE”
Causes of Failure (Continued)

- They do not follow through on their good thoughts and intentions.
- We do not hold ineffective or evil managers accountable.
- Organizations have a weak leadership legacy – there is little role modeling/support for functional leadership – xenophobia.
What It Takes to Be One of the Few Who are Leaders

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Leadership Skills

- **Taking ownership**: learning the skill of **self-mastery** and **self-awareness** – seeing the real enemy.
- **Attack the root** of the problem – **your thinking**!
- **Understand the role of discipline** in your ability to lead by example.
- **Have others hold you accountable**. “Delusional thinking is not self correcting.”
Leadership Skills (Continued)

- **Schedule/write down good thoughts** to pay attention.
- **Invade the culture and win them with interpersonal skills.**
  > Individually and Small Groups
  > With brief attending behaviors.
- **Reinforce the culture** – pay attention to behavior around you.
  > Encourage the nonproblem employee.
  > Confront marginal, problem, and evil behavior.
Summary and Conclusions

Your are a 4: Get Over Yourself and Get in the Fight and Have Your Friends Keep You in the Fight