

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”



THE GAP
TRAP

WHAT WE DO:
WHAT WE REALLY
BELIEVE/VALUE

“PROFESS”



OUR
PERCEPTION
OF HOW WE
ARE DOING

“PRACTICE”

THE
REALITY OF
OUR LIVES

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