



THE INSTITUTE FOR JEDI REALIST STUDIES

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Leadership 101

A course developed by the Jedi Academy, an affiliate training program of

The Institute for Jedi Realist Studies.

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Introduction

Welcome to Leadership 101. This class is structured as an introductory study of the fundamental principles of leadership.

Leadership 101 was written and developed by Talon. The current instructor will introduce their self either on the Institute for Jedi Realist Studies discussion forum or in the Academy section of the Institute for Jedi Realist Studies website in the same area as you found this document. Be sure to contact them once you submit your first assignment to ensure they are aware of your work.

Lesson 1: Defining Leadership

When we think of leadership, often what comes to mind are great military campaigns, inspirational speeches and acts, or other events featured in history. If this course were about helping everyone to become a great leader such as these, not everyone would be interested. That level of leadership can require a great deal of personal sacrifice and hardship. It would also thrust the individual into the limelight; and those are some things that not everyone is interested in.

Thankfully being an effective leader isn't necessarily about the grand achievements in history, those are just the most visible. In every great military campaign, in every revolutionary movement to bring in greater freedom, in every leadership event marked in history; if you were to look behind the scenes you'd see that it wasn't just the achievement of one man or woman. Almost every great leader is supported by hundreds, if not thousands of quiet leaders. These quiet leaders live out their lives, not seeking great reward or personal recognition – they just do their jobs with courage in the face of whatever hardship might come. I'm talking about the soldier, the teacher, the coach, the factory worker, and the parent – these are the leaders to whom this course is dedicated.

Leadership isn't just reserved for the highly visible and super effective 'producers' in the world. It doesn't matter if you lead a thousand, a hundred or will just serve as a role model to one person; leadership is for you. Even within the confines of the Jedi Community, leadership is still important. We need to have good leadership skills to train our apprentices to guide them from where they are to where they want to go. We need leadership skills in order to provide an example to others and to potentially lead them to the help that they'll need.

After studying leadership in depth because I was in a leadership position at my place of employment as well as in the Jedi Communicated, I recognized the need to learn Leadership as a part of becoming a Jedi Knight, but the more I dug into the topic of leadership the more surprised and excited I became. Learning leadership was the same as learning to be a Jedi. The two fit together so perfectly that I noticed that an in-depth leadership curriculum contained many elements of most Jedi programs.

"The quiet approach to leadership is easy to misunderstand and mock. It doesn't inspire or thrill. It focuses on small things, careful moves, controlled and measured efforts. It doesn't provide story lines for uplifting TV shows. In contrast to heroic leadership, quiet leadership doesn't show us the heights that the human spirit can reach. What, then, do the imperfect, unglamorous, everyday efforts of quiet leaders amount to? Almost everything. The vast majority of difficult human problems are not solved by the dramatic efforts of people at the top but by the consistent striving of people working far from the limelight." - Joseph L. Badaracco - Leading Quietly: An Unorthodox Guide to Doing the Right Thing.

As we go through life we may never find some great cause to champion, our Jedi Mission might be the mundane act of just living; doing our jobs and taking care of the people around us. Yet when you put together the countless untold that are doing the same, you have people that are doing far more than the greatest visionary in history could ever achieve.

We don't have to be champions for some noble cause in order to find use of leadership skills. Our everyday lives are full issues that, when we first look at them, only seem to be messy problems. With the right perspective, these seemingly ordinary problems are important leadership challenges.

The goal of this course is to help you learn the qualities, traits and skills of effective leadership. But let's be honest. This course isn't going to transform you into a better leader. If leadership were that easy, almost everyone would be a good leader; and you know that most people simply aren't. Leadership is not an exact science, there aren't a certain set of rules or steps to follow that will lead you to success. It's something that you will need to continue to improve as long as you live.

Effective leadership isn't about the number of people that you lead; it is about your attitude. It's about looking at your life and instead of seeing problems everywhere, you see challenges to overcome. In the ordinary of the day, you are able to see that some moments are leadership moments and that life is about taking advantage of those moments. You have to apply the qualities, traits and skills to your life and it is often very difficult to change one's outlook on life and be able to see the potential for gain in a seemingly unpleasant situation. With this in mind, this particular course is about leadership as it relates to you as an individual; the qualities, traits and styles that reflect who you are as a person and a leader.

What does Effective Leadership Mean?

In reading leadership books you'll find a lot of different opinions about what makes an effective leader; however almost everyone agrees on the definition of leadership: Effective Leadership is the ability to get things done through other people.

To break it down, there are two things that are required in order for someone to be an effective leader.

1. Things must get done

John Maxwell, a guru in leadership, says “Leadership is influence, nothing more, nothing less.” A true leader needs to be able to influence people to get the job done. If the individual has a group and tells them what to do, but does the work himself or the work doesn’t get done at all – then the person is obviously not an effective leader. As I often say, “A leader without anyone following them is just out for a walk.”

2. Group Cohesion

Another aspect of effective leadership is keeping the group together. An individual might be able to get the job done and get it done well by being abrasive and snapping orders left and right, but I’ll guarantee that the group will be quickly handing out their resumes or looking for a new group to work with.

Leadership is a complicated process by which a single person influences a group to accomplish a mission, task, or reach a goal that moves the organization forward in a way that the organization comes together and becomes more unified. This is done by applying leadership attributes such as values, personal character, knowledge and skills.

Exercise

1. Why is leadership an important skill for Jedi to learn?
2. What are some of the similarities that you see between Jedi studies and what you expect to learn in a leadership course?

Lesson 2: What Makes a Leader?

Most of us want to be thought of as an effective leader. The question on our minds is; what makes someone a leader?

LEADERSHIP THEORY

Bernard Bass* states that there are three ways to explain how people become leaders.

Great Man Theory

This theory suggests that people are born with certain inherent qualities that make better suited to be leaders than others. It was believed that if other people could be found manifesting those traits, then they had the potential to become a great leader. Research into twins who were separated at birth as well as behavioral genetics has shown that far more is inherited than we might think. Someday a leadership 'gene' might be discovered.

The Great Man theory supports the concept of an aristocracy, which believes some people are born to be great leaders and that when the need arose, like a genie from a lamp, a great leader would emerge "to save the day."

It's easy to believe the Trait theory because on the stage of the world, great actors just seem to appear. We see these leaders come out of nowhere to make significant changes in people's lives. Rarely do we see what it takes for a person to become a leader. Lincoln is a great example of that. Many failures as a leader - but finally was successful and he's considered one of the greatest.

We've all met the great coach, teacher or leader that makes tremendous impacts on the lives of those in their community who never learned a thing about leadership and just took to it naturally.

So while it is true that we can be born with a certain aptitude for leadership; that aptitude isn't an exact figure. It doesn't tell us exactly where we'll be on the leadership scale.

Great Events Theory

This theory suggests that a person may rise to a leadership position because a crisis or important event brings out extraordinary qualities in an otherwise person. This could be considered a sub-set of the trait theory because the event just brings out the leadership traits that were dormant in the individual.

Over the course of history there are plenty of times where everything just came together and

someone took action and basically rode the wave based on the situation.

A great example is Ataturk. After the defeat of the Ottoman Empire the country was struggling with their sense of national pride, economic depression and etc. Ataturk led to reform, creating a democratic system that led to the creation of what Turkey is today.

But the exact same situation led to totally different results in Germany. After suffering defeat in WWI and the country was struggling with national pride and economic depression, a leader was selected that chose to blame their problems on the Jews and others that didn't fit in and went back to war and led to the Holocaust.

So great events can set the stage for a great leader to emerge; but it really depends on the type of person that uses the events. So situation alone doesn't necessarily create great leaders.

Transformational Leadership Theory

This theory teaches that people have the ability to choose to become a leader. The traits and skills of effective leadership are learnable. This is the most widely accepted theory today, and provides the reason for this course to exist.

The problem is that I can teach all of the principles and ideals of what it takes to be a good leader but that won't make you a good leader. It's just knowledge. From there you have to take what you learn and apply it. That's the challenge. Leadership is all about the willingness to step outside of your comfort zone enough to learn and to grow to become the person that you want to be. That's also why it's difficult to be a true Jedi. Just because you study the Jedi ways doesn't make you a Jedi and certainly it isn't assured that you'll ever have what it takes to be a Knight. You have to step out and actually be the person that you want to be.

LEADERSHIP FRAMEWORK

The US Army Leadership Field Manual* describes a framework of things that make a person an effective leader. These are things that you must be, know, and do.

Be

1. You must be a professional of good character: This involves being responsible for your action, being flexible to guide your organization to greater heights, cultivating positive traits such as honesty, candor, courage, open-mindedness and etc.

Know

1. You must know the four factors of leadership: The factors that determine leadership are the leader, follower, communication and the situation.

2. You must know your job: As a leader you must know your job and be familiar with the jobs that you expect your team to complete.
3. You must know your organization: Learn to use the full capabilities of your organization to guide it to its potential.

Do

1. Give direction: As a leader you must make sound decisions, keep your team informed and communicate effectively with your team, superiors and other essential people within the organization.
2. Motivate: Set the example and be positive role model for your team. Remember that you communicate more through your actions than through your words. They must not only hear what is expected of them, but also see you model it for them. Know your team and look out for their welfare.
3. Implement: Communication is essential. After you've provided direction, follow-up and make sure that the goals and tasks are understood and thus accomplished.

LEADERSHIP SKILLS

Another way of breaking down leadership into manageable parts for ease of teaching was developed by Don Clark, called the Pyramid of Leadership. This Leadership Frame work broke leadership down into three different skill-sets: Core Skills, Leadership Skills and Professional Skills.

Core Skills: These are the skills that everyone must learn in order to work effectively together as a unified team or organization: Communication, Interpersonal Skills, Teamwork, Problem Solving, and Independent Motivation.

Leadership Skills: These are skills that individuals must have in order to lead effectively. These skills are what separate a boss from an effective leader: Leadership Traits, Creating and Communicating Goals, Creating Teams, Training and Coaching, Conflict Resolution, Situational Awareness.

Professional Skills: These are the skills that individuals must have in order to reach the goals and accomplish the tasks of the organization. This set of skills depends entirely the mission of the organization.

Exercise

1. Consider; if it is your goal as a Jedi to help people:
 - a. What skills do you need in order to best fulfill that goal? This depends on how exactly you intend to help people.
 - b. What skills are necessary no matter how you help people?

c. What skills are necessary for you to be the best Jedi that you can be, doing what you want to be doing?

d. What are you doing to develop those specific skills?

2. What skills do you think that Yoda or Luke Skywalker needed in order to be an effective leader in charge of the entire Jedi Order? Break these skills down into the three categories described above.

Reference

* From transactional to transformational leadership: learning to share the vision. In *Organizational Dynamics*, Vol. 18, Issue 3, Winter, 1990, 19-31.

* US ARMY Field Manual 6-22.

Lesson 3: Leadership Styles 1

An effective leader is a person who influences others to accomplish a goal while maintaining and increasing the group or team's cohesiveness.

The first part of that is that the goal must be accomplished. You might have a great team where everyone likes each other and has a lot of fun being around each other; but if you aren't getting things done you're not an effective leader. That seems fairly obvious; there is a task to complete and many in management positions think only of completion of the task, however leadership also requires group cohesiveness. You might be able to crack a whip, curse and yell and manage to complete the task but everyone will probably be spending every moment looking for another group to get involved with.

Leaders get the job done and keep the group together by exemplifying qualities such as those that we discussed in the last lecture. A position as a Knight, Master, founder, council member, manager or supervisor gives you the authority to accomplish certain goals in an organization, but this power does not make you an effective leader, it simply makes you the boss. Leadership differs from power in that it makes the followers want to achieve the goals of the organization. This is especially important in the Jedi Community because we all volunteer our time to be here. If we don't agree with the goal of the organization we can easily leave and seek out one that we do agree with.

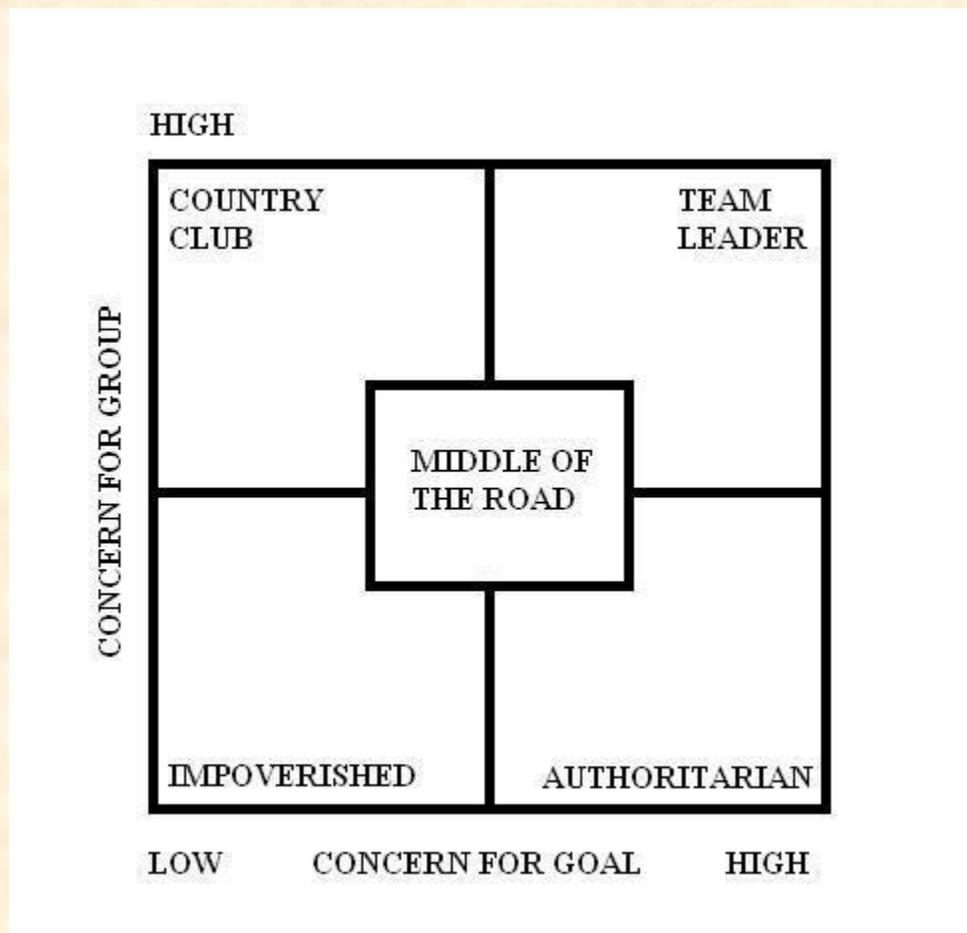
LEADERSHIP STYLES

A framework for determining leadership style was developed by Robert Blake and Jane Mouton in the 1960's. Called the Leadership Grid, it identifies five leadership styles based on the degree of concern about the goal versus degree of concern about the group.

Concern for Goal – This is the degree to which the leader emphasizes the organization's goals, efficiency, and productivity when determining how to complete the task.

Concern for Group – This is the degree to which the leader considers the needs, interests and personal development of the team members when deciding how to best complete the task.

Using the axis to plot leadership concerns for goal versus group, Blake and Mouton defined the following five leadership styles:



Country Club Leadership – High Group/Low Goal

This style of leader is concerned mostly about the needs and interests of the members of his or her team. These leaders believe that as long as the group is happy and secure they will work hard.

Authoritarian – High Goal/Low Group

Leaders in this category generally treat their employees as a means to an end. The needs of the group are always secondary to the need for efficiency. This type of leader has strict rules, policies, and formalized procedures and uses punishment frequently to motivate others.

Impoverished – Low Goal/Low Group

This leader has little regard for creating systems for getting job done, nor for creating an environment that is satisfying and motivating. The result is often disorganization, dissatisfaction and general chaos.

Middle of the Road – Medium Goal/Medium Group

A leader using this style tries to balance the concerns. This often seems to be the ideal compromise, but as you will learn in conflict resolution training, when you compromise you are giving away a bit of each concern so that neither concerns are being fully met. Leaders of this style generally settle for average or mediocre performance.

Team Leadership – High Goal/High Group

This type of leader does their best to stress organizational goals and the needs of the group equally highly. The idea is that the group members understand the vision of the organization and can work together to determine how to meet the goals to move the organization forward. When the group has a vested interest in the organizations success, their needs and the organizational goals coincide. This creates an organizational culture based on trust and respect, which results in high satisfaction and motivation and thus high production.

ANOTHER WAY OF LOOKING AT IT

US Army Handbook identifies three styles of leadership based on where the power lies within a team.

Authoritarian

In this style, the power belongs completely with the leader. The leader tells the group what they want done and how they want it done without getting advice from the group members. Of course some believe that the best use of this style is to yell, demean and threaten the group. This is not the authoritarian style; rather it is using an abusive, unprofessional, bossy style that has no place in a leader's repertoire.

Participative

In this style of leadership the power is shared between the leader and one or more of the group members. The group works together in the decision making process. However, the lead has the final authority.

Delegative

Also known as laissez faire, this style of leadership the power is given to the group. The group makes the decisions while the leader remains responsible for the decisions that are made.

Exercise

1. Most leadership courses that I've been through push the participative style of leadership or the team leader style from the Leadership grid. I personally believe that pushing a particular style of leadership is a bad idea; what are your thoughts?
2. Quiz <http://psychology.about.com/library/quiz/bl-leadershipquiz.htm> Which leadership style did it say that you were more apt to use? Do you agree? Explain.

Lesson 4: Leadership Styles 2

So which style?

The most effective leaders use all three styles, depending on the factors involved. Four major factors of leadership are the follower, leader, communication, and situation.

Leader

You must have an honest understanding of who you are, what you know and what you can do. It is the team, not the leader who determines if a leader is successful. If the team does not trust or lacks confidence in their leader, then they will be uninspired. To be effective you have to convince your followers, not yourself or those above you, that you are worthy of being followed.

Follower

Different people require different approaches to leadership. For example, a new member requires more supervision than an experienced member. A person with a poor attitude requires a different approach than someone with a high degree of motivation. You must get to know your team! The basic starting point is by understanding human nature: needs, emotions, and motivation.

Communication

You lead through two-way communication. Much of it is nonverbal, meaning that you can't not communicate. What you do or don't do speaks volumes to your team. Your positive actions set the example and communicates to your team that you would not ask them to perform anything that you would not be willing to do. What and how you communicate either builds or destroys the relationship between you and your group.

Situation

Every situation is different. What you do in one situation will not always work in another situation. You must use your judgment to decide the best course of action and the style needed for each situation. Say you need to confront a member for inappropriate behavior. If the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective.

Various forces will affect these factors. Some of these are your relationship with those above you, the skill of your team, the informal leaders of the group and the group organization.

Here are some examples of when best to use the certain styles of leadership:

Autocratic Style

This style is best used when training someone or through corrective or disciplinary measures. In almost every job, a new employee will need a degree of training to understand the processes and procedures that are in place for the job. This means that a short period of watchfulness and careful direction is in order to ensure that the employee learns the job right. Once they've learned the job adequately there is no need for the leader to look over their shoulder all the time and in most jobs the employee can take their own creative license to the process at hand to personalize it so that they get the best efficiency for themselves. If an employee is having problems and isn't performing their duties correctly, it is sometimes necessary to switch back to the autocratic method to ensure that the employee knows their job duties and time table and gets the job done right. In rare cases the Autocratic style of leadership is necessary - but it's pretty rare and almost always damages the cohesiveness of the group.

Participative Style

Think teamwork. The leader might be responsible for actions and productivity of the group, but in order for the group to be called a team - each person's potential must be explored and utilized. A leader must spend time getting to know the members of the team and understanding their motivations and interests and then working with the member to help them achieve their personal goals. Find out what drives your team, find out why they are working where they are working and what they eventually wish to accomplish and do what you can to help them to accomplish their goals and dreams. In some cases the goal your team member has in mind is your job or a job higher up on the ladder. It may seem counter-intuitive but as a leader you should help them to achieve that.

I've searched up and down for books on how to be a good follower in order to talk about how to train people and turn them from a group into a team - but I've not found a single good article or book on the subject. Why? Because an effective leader doesn't want to create a group of followers. Leaders should attract leaders and the most effective leaders create other leaders. You don't want a team of drones. You don't want a team of people that will follow your every command without question; you want a team of leaders. You want a team of people who look out for each other, who are people of character and professionalism. You want a group of people that have a vision and a drive for their own lives and are willing to take risks to get there. You, as a leader, do this by giving away and allowing your group to experience the process of leadership and participate in the setting of the goals, the decision making process and the resolution of problems. Allow the group the freedom to innovate and collaborate to come up with creative solutions that get the job done. Create leaders, not followers.

Laissez Faire Style or Delegative Style

This style is idea of creating leaders is taken to the extreme. In some aspects the IJRS uses a Laissez Faire style of leadership. Why? Well, Knights and Masters could be handed a specific curriculum to teach their apprentices and it could work, some Orders have series of questions and assignments for an individual to get them to Knighthood. However, the IJRS allows the mentor a great deal of freedom to teach as he wishes because he is in the best position to evaluate and determine the interests and needs of the apprentice as well as a freedom to introduce new concepts and ideas.

Laissez Faire leadership is important because in some of the cases the leader might not know enough about the subject to provide that much input and so provides a general directive and hands over the goal setting, decision making and resolving of conflicts to someone who is better qualified. If you have a member of your group that can do a part of the job better than you can, delegate! Put them in charge and give them a chance to take a leadership role.

Lesson 5: Types of Power

Like leadership styles there is a time and place to use power. However, as single power shouldn't be how you lead - it should just be a tool that you use to lead.

Read this article by Robert Wilson, Jr

http://bigrigowner.com/index2.php?option=com_content&do_pdf=1&id=179

Almost anyone can use power, but it takes skill to be an effective leader. Leadership is much more than the use of authority - it is the ability to influence others to truly WANT to achieve a goal. Plain power simply forces others to achieve a goal.

Power refers to a capacity that a person has influencing the behavior of another person, so that he acts in accordance with certain wishes. This power is like potential energy because the power may exist, but it doesn't have to be used to be effective. For example, a principal of a school has certain powers over the students, but that power does not have to be used to be effective – the mere knowledge of the principle's power has influence over others.

Five types of Power

A person has the potential for influencing others using 5 different powers.

Coercive Power ("The Stick")

When one thinks of power, this is generally the first that comes to mind. This power uses fear to achieve the goal of the organization. It is based on the concept of superior strength. While that seems violent, it can be less overtly used – in the form of withdrawing necessities – such as in the form of demotions or the docking of pay. It is also used to embarrass someone into compliance. Coercion can be accomplished without the actual use of 'The stick.' The mere threat of its use can obtain compliance.

Those that use this power are those that you want to avoid making angry because they can demote you or otherwise make things difficult for you. Those working under coercive managers are unlikely to be committed to the task and will resist the manager when the opportunity arises.

Coercive power requires that the individual being coerced to look at two negative options and choose the one that has the least negative outcome. As such, the level of the threat is weighed against the credibility of the threat. If hollow threats are used, soon they will be ignored.

Reward or Bargaining Power ("The Carrot")

The carrot is a much gentler type of power, compliance is achieved based on the ability to

distribute rewards that others view as valuable. This person is able to give special benefits or rewards to people. It becomes advantageous to trade favors with this type of person.

While many organizations use reward power, it is still a form of manipulation because compliance is based on the trading of favors where the end is what is important to the follower and not necessarily the means.

Reward power is also based on credibility. A person must be able to show that he can and will follow through on the promise by reputation, capability, or previous behavior.

Authoritative Power (The Position)

This is power that a person receives as a result of their position in the formal structure of a group, their situation, or their expertise. The person has the right, due to the relativity of his or her position to yours, to expect you to comply with legitimate requests.

The role in a hierarchy is what is first thought of when talking about Authoritative Power, but it also comes into play when an equal has the right to make a legitimate command; such as a patron of a library requesting silence so that he is not disturbed. The situation provides him with the Authoritative power to reasonably and legitimately expect you to comply. Another way of looking at it is that a person has the expertise to legitimately expect you to comply; such as a person trained in First Aid and CPR would expect a bystander to comply during an accident.

Authoritative power depends completely upon the perception of legitimacy. This can come from one's station behind a desk, one's appearance in uniform or other apparel, or their apparent background. Because of an individual's perception of right and wrong, good and bad, in a moral or ethical sense, we feel that the person has the right to give a command or make a request, and that we have an obligation to obey.

Expert or Intellectual Power

This is a person's ability to influence based on their special skills or knowledge. The expert earns respect by experience and knowledge. Expert power is the power that most often results in effective employee performance.

Expert power is the capacity to persuade someone into believing or doing something. Expertise, intelligence, Knowledge and Logic are used to convince others of the correctness of the action. This power focuses on the interests of the other party. It connects the situation, desire and the goal to increase the attitude toward completing a task.

Referent or Altruistic Power

This is a person's ability to influence based that person possessing desirable resources or

personal traits. In effect, you like the person and enjoy doing things for him or her.

This power, in effective, is the power of love. A person can ask you to do something and you'll do it not because you've been convinced, ordered or rewarded, but because it interests the other and whatever interests the other interests you. The two selves are united so that an expressed interest of one is the interest of the other.

This isn't necessarily restricted to one person loved by another. It can express itself in one's love for humanity, nation, or group. Indeed, such altruistic interests form the foundations of reform movements, ideologies and even revolutions. Love of one's fellow and not aggression is the most common root of mass conflict. It is because people believe in good and serve the interests of the whole that they are sometimes willing to fight others, not because they are evil or selfish.

We, as Jedi, know the power of altruism. We don't just exist for ourselves. We also live to help others. Our basic human needs for self-esteem and self-development is not completely selfish. It is about reaching out with love to connect with one another and to create community. It is the power that comes into being because of the human desire to engage it's total self. It reaches out and becomes one with another, the unification of selves. It is the power of the Force. This is what makes love so power, because it captures the life energy/spirit of a person. A person in love can't be distracted from that love; a person working for humanity can't be turned away. The Force fully engages us, focuses us and directs us at love's goals.

Exercise

Each type of power has their appropriate uses. Explore each type of power and determine when it would be appropriate or inappropriate to use. Which are most comfortable for you to use? Which are least comfortable to you?

Lesson 6: Factors of Leadership

Understanding yourself (the Leader) aka Emotional Intelligence

One of the Four Factors of Leadership that an effective leader must know is the leader him or herself. In his book 'Primal Leadership' Daniel Goleman described four domains of knowledge that a leader must possess.

Self Awareness – This includes emotional self-awareness, accurate self-assessment and self-confidence. (Spirituality)

Self Management – This includes Emotional Self-Control, Trustworthiness, Adaptability, Initiative, and Conscientiousness. (Personal Character)

Social Awareness – Empathy, Organizational Awareness, and being service focused. (Citizenship)

Relationship Management – Inspirational Leadership, Influencing others, Developing others, Conflict Management, Teamwork, and Communication.

The great thing about these competencies is that they are not innate talents, but learned abilities called Emotional Intelligence. According to some scientists, Emotional Intelligence is more valuable in determining leadership potential than a person's Intelligence Quotient. This is not hard to see. I'm sure that we've all met incredibly intelligent people who had no capacity to lead. Leadership requires skill in developing relationships that some highly intelligent people never master.

Emotional Intelligence is leadership from within. Part of being an effective leader is the ability to create an organizational climate that encourages self-discovery.

"We tend to view leadership as an external event ... as something we do. Rather, leadership is an intimate expression of who we are; it is our being in action" – Kevin Cashman, *Leading from the Inside Out*.

Too often we think of leadership as telling people what to do when in fact how we tell people what to do is a reflection of who we are. Before thinking "What action or style of leadership should I take in this situation?" perhaps we should think about how our point of view is influencing the interpretation of the situation and thus impacts the decisions that we make, messages that we send and how all of that impacts on others.

Our perspectives are developed over time from socio-cultural conditioning by just by interacting with our family, organization affiliations and any other environment in which we learn rules that guide our behavior. This set of views is useful in that they provide a structured framework of how to think and act in a situation. However, they can cause

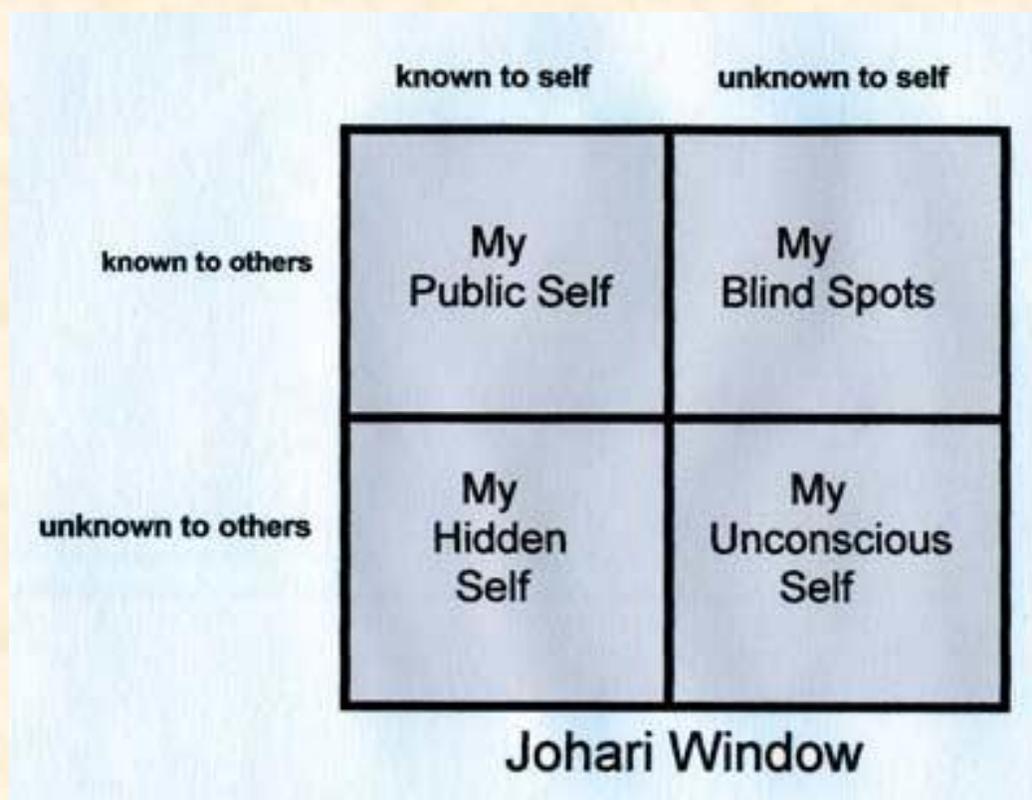
problems when we believe that our perspective is the only acceptable perspective. Conflict is created when we interact with others who have different perspectives and we believe them to be thinking in an irrational, immoral or unethical manner.

The best leaders tend to look inwards. They are centered, demonstrate self-understanding and self-confidence. Increased Emotional Intelligence helps the leader to understand how they react to others, understand others, and appreciate different points of view, fully utilize their personal strengths, earn trust, and are mindful of how their action impact others. All of that together builds self-confidence.

Johari Window

Created by Joe Luft and Harry Ingham, the Johari Window is a model that provides a visual way to think about self knowledge.

The model shows four quadrants involved in interpersonal relationships:



Open – is what we know about ourselves and we openly share with others.

Hidden – is what we know about ourselves but hide from others.

Blind - is what you know about me, feel about me, think about me but I am unaware.

Unknown – is something about ourselves that neither of us know, at least on a conscious level.

The more that we increase what we know about ourselves and share with others; the greater the potential for building effective relationships. By making your reasoning known in the decision making process, you build trust over time. As a result, those you lead will be willing to give you the benefit of the doubt when you don't have time or are unable to share information.

Opening up to others means showing people more about your thinking, the issues that you wrestle with, your objectives and your likes and dislikes with respect to the project that you are working on. It means that you make yourself available to your team. However, this doesn't mean that you tell them what you had for breakfast; we're talking about organization related issues, not your personal life.

Has this been true in your life? Have the leaders that you've respected and put trust in been more open about themselves than other leaders? Did they make you aware of their preferences and strengths while admitting their weaknesses about project related issues? While being open does have some risk, the pay off of greater understanding, trust and the benefit of the doubt when it is needed is worth it.

Self-Discovery

The modern society is outwardly focused, where we compare ourselves to social norms. This often leads us to believe that our problems and their solutions are outside of ourselves. Little value is placed on introversion and introspection. So much so that many people define themselves by their jobs or even by their relationship with another person. This allows us to become good at understanding the world outside of ourselves; but too often we're too afraid to spend time alone and having to face ourselves. Even when alone, many people hide in music or other means to escape the sound of their inner voice. Sadly this means that we often overlook the ways that we are making an impact upon the world. Hard choices in our lives are decided too easily based on our expectation of what society wants from us. We react without giving much thought to the full consequences, and become completely unaware that we have within ourselves the resources needed to excel.

This outward focus makes us completely unaware of our most important and readily available resources; our talents, preferences, and the ability to make choices for ourselves. We must change this by taking time to think about our personal strengths and weaknesses. We should take the time to explore different things and discover where our talents and interests lie.

Having an inward focus helps us to take actions that are sound and aren't simply just doing what we've always done simply because that's the way we've always done it. We must be

conscious of the decisions that we make and choose the one that is best for the situation. We must look at past decisions that we've made and learn from those experiences. We should stop making the same bad decisions out of habit, break free and make the best decision.

There are a variety of different means that we can use to explore ourselves; choose the one that works best for you. One of the major things that Jedi are known for is meditation as a means of self-awareness. Other approaches include writing in a Journal, taking notes, talking to your mentor or a friend to 'think out loud', talking into a tape recorder, blogging, making webcasts or even drawing pictures.

Feedback

Another way for increasing your self-knowledge is to ask for feedback. Feedback is one of the best ways of increasing the Open Area of the Johari Window. Feedback helps you to know if your leadership style is effective for those that you lead.

We're all fairly used to formal feedback sessions in the form of Report Cards in school or the Performance Evaluation that happens once or twice a year on the job. These aren't what I'm talking about. Getting feedback on an informal and frequent basis is better. It is important to ask for and receive feedback in a way that encourages others to be honest and tell us what they see. People may not want to provide honest feedback if they don't trust you. That willingness to be honest develops over time. First we have to get past the tenancy that we all have, thought it may be unconscious, to do things that discourage others from giving us truthful feedback. Deep down, we may not want the truth or are afraid of the truth.

Before you ask for feedback, evaluate your motivations for asking. If you are only asking in order to get a pat on the back, at least be clear about that. If you don't get the praise you were looking for, jumping down the person's throat will make it that much more difficult for them to tell the truth the next time. So only ask for feedback when you are open to hearing the truth.

Follow the rules of effective communication. Listen to what they have to say. Take notes if you can. Paraphrase what the person said to make sure you understand what they've said. Ask follow-up questions for further clarification and to get specifics.

Don't get defensive. Even if what they are saying sounds like an attack, don't defend yourself. Just listen and understand what they are saying. Even if you have a good reason, don't explain yourself during the feedback process. Your task is to listen to the feedback, not respond.

Thank the person for providing the feedback whether you like what they've said or not. They provided the feedback at your request and for your benefit. Thank them for taking their time to share their insight with you. You certainly don't want to attack them for it.

When possible, make changes based on the feedback. This will demonstrate that you are willing to listen and apply what you've learned and build trust.

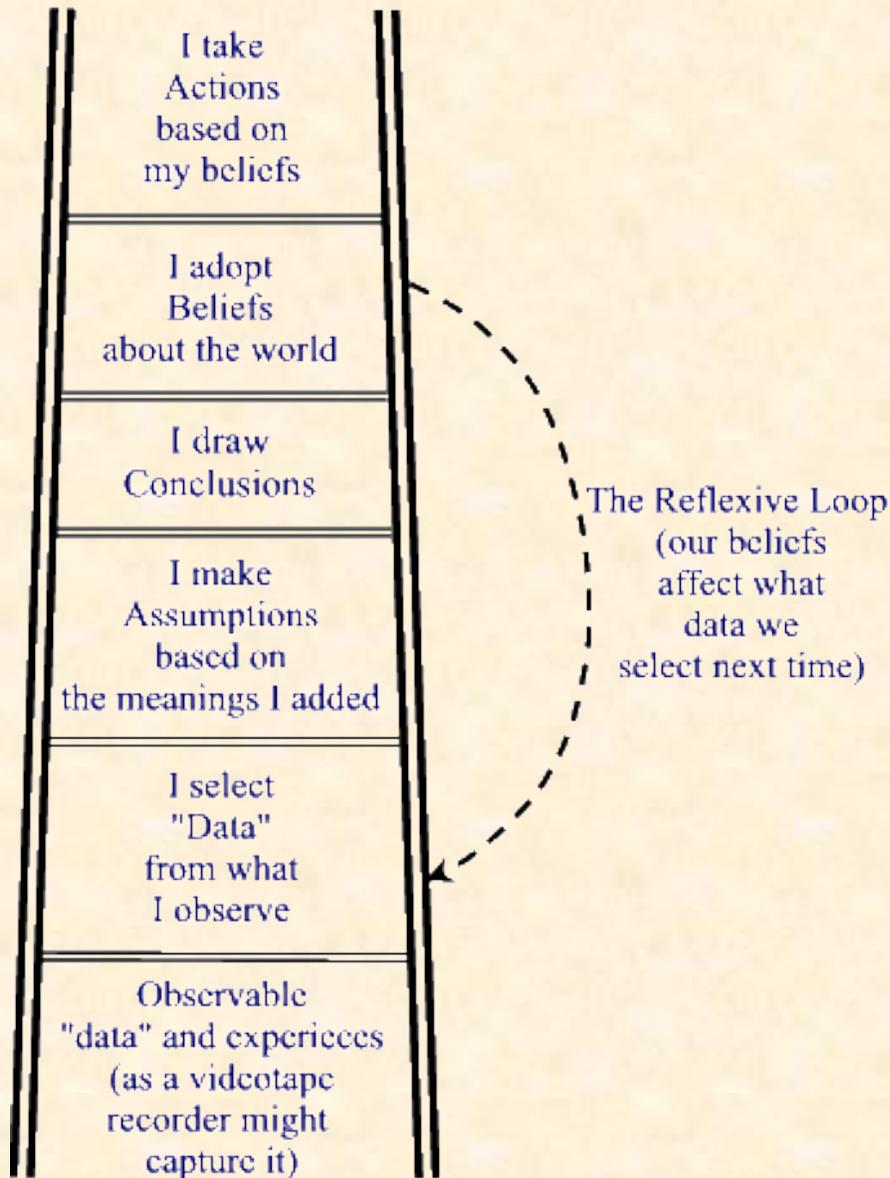
At first, only ask for feedback a few times until your team sees that you're willing to apply what you've learned. You need to build trust in the fact that you really want to know what they have to say and that you will apply it. If you ask for feedback all the time and never change, they'll cease trusting that you're willing to listen. You are just paying lip service to the concept of feedback and that demonstrates a lack of integrity.

You don't have to apply every bit of advice that you get. Some of the information will inspire you and be greatly helpful. Some of it won't have much use at all. However, take the time to consider every bit of advice. Meditate on it carefully and with an open heart and mind, and then use what seems valid.

Your Thought Process

Much of leadership is in how we communicate which is sad really because effective communication is fairly difficult. We often spend so much of the time that we should be listening not listening at all. Instead we're preparing our response or defense or we're looking out the window or at the TV that we don't fully hear what the person is saying. Even then what we hear is filtered through our assumptions and biases and our belief system that our interpretation of what we hear is very different than what the speaker intended.

Chris Argyris created a model that explains our thinking process. Called the Ladder of Inference, this model shows how our beliefs affect what we infer about we observe and as a result this colors our interactions with others.



The Ladder

Rung 1 - Observable data and experiences. This is raw information, as a video camera might capture it.

Rung 2 - I select data from what I observe.

Rung 3 - I add meaning to the data. (Cultural and Personal)

Rung 4 - I make assumption based on the meanings I added.

Rung 5 - I draw conclusions.

Rung 6 - I adopt beliefs about the world.

Rung 7 - I take Actions based on my beliefs.

Reflexive Loop - Our beliefs affect what data we select next time.

Your background influences the meaning that you place on what you here, which in turn lead you to make assumptions. As the reflexive loop indicated, your beliefs impact what data you focus on in the first place. This process explains why people who see the exact same thing can describe it differently; they are paying attention to different details.

If you take the time to explore the Ladder of Inference, you can learn a lot about the beliefs, assumptions, culture, and other influences (your own world view) affects how you interpret what others say and how you interact with them. It is also useful in learning how to empathize with and understand those that you lead.

Exercise

What methods can we use to try to get the whole picture about who we are and what shapes our beliefs?

What questions can we ask as we write in our journal or meditate about the events of the day or as we explore the ladder of inference in our own thinking that will help us gather more data than that which we initially notice?

Lesson 7: Personal Character/Leadership Virtues

What a person must be in order to be an effective leader is a professional with high moral principles and character.

When a person is deciding whether or not to respect you as a leader, he is not going to be looking at your credentials to see if you have taken courses in leadership and know all about the Competencies, Traits, Styles and other aspects of leadership. He'll look at your actions because they will tell him who you really are. What he witnesses will tell him whether or not you are an honorable person who can be trusted or whether you are a selfish dictator who seeks to look good in the glory of being a great leader.

We can probably say that Hitler and Darth Vader were leaders, but at some point people would have to stop and think "This person keeps passing the blame for failure to other people, even killing them for failures. I'm not perfect, so how long will it be before I do something wrong or the blame is put on me and I'm eliminated?"

It is possible to lead with an iron fist, but as we'll find out in later courses this leads to people resisting and leaving the organization making Princess Leia's statement true: The tighter you squeeze, the more will slip through your grasp.

In order to fulfill both requirements of effective leadership – Getting the job done AND bringing the organization closer together – one must demonstrate personal character.

The foundation of effective leadership is honorable character and placing the needs of your people and your organization above yourself. A Hay's study (1999) found that trust and confidence in leaders were the two most reliable predictors of employee satisfaction in an organization.

Former CEO Rich Jernstedt of the Golin Harris Incorporation which conducts studies on corporate trust states: "Corporate misdeeds—or even perceptions of wrongdoing—cause direct and collateral damage to business as a whole, not only to specific industries. The erosion of trust indicated in the research is a call to action. And it must be heard loud and clear."

What does that tell us? It tells us that people want to follow those with good character. Actions that back up words and words which are congruent with action. People of integrity and honesty; people we can trust, that's what we look for in our leaders.

Kouzes and Posner, management experts and authors of The Leadership Challenge, surveyed thousands of people around the world and found that honesty was the most

frequently cited trait of a good leader. It doesn't matter how awesome the task is or how much good it will do society; if you haven't earned a person's trust by constantly keeping your word and being true to your values, people won't follow you far. They might up to a point, but when things get rough, they'll start looking for a new leader. No matter how much you tell them that you are going to back them up, if you failed to back them up in the past, no one is going to follow you.

The newscasts today are filled with examples of leaders who have failed in this regard. Too many leaders lie, cheat and steal to make that extra buck. Our next generation of Knights and Master, you, need to hold true and be people of Honesty and Integrity.

Being a Jedi and an effective leader is about putting aside the childish behaviors of the past and becoming a person of character. With this in mind, we then have to ask ourselves "what is character?" I looked up the word character in the dictionary and thought that the word's etymology was especially appropriate.

The word character is derived from the Greek word kharax which basically means "chisel." This word does not describe a mere object, it describes a process. Each day is filled with choices and opportunities that will help define whether or not you become a person of character. Being a person of character isn't something that you'll suddenly become; it's an active, ongoing process. The hand that holds the chisel, the key to your character development, is you. A person with character doesn't seek to be buttered up, adored, and followed without question. A person with character seeks the truth first and foremost and uses that truth to better the situation.

However, some people lead completely on Charisma. Charisma can be both good and bad. The negative form of Charisma is 'the ability to elicit favor in others.' It is derived from the word kharisma which means "divine favor". It is like weaving a spell over others, causing them to like and even adore the person. A person that uses charisma alone to lead is building upon shaky ground because the whole framework of BE, KNOW, and DO isn't there. The spell can eventually wear off leaving people to see the clear lack of true leadership capability; or it creates an organization where the members revere the leader so much that they dare not speak against him for fear of being ostracized. Charisma is dependent upon other people, while character can exist and sustain itself while a person is all alone.

The following virtues are some of those that I picked out as being essential to good character and effective leadership.

COURAGE

Courage is the first of human qualities because it is the quality which guarantees the others.
-Aristotle

Being a person of courage doesn't mean that you are fearless. Aristotle taught in his Nicomachean Ethics that courageous men were wise to fear the right things at the right time. In the sense of leadership, courage isn't about putting aside a fear of death or harm unless you are leading a group of soldiers. More often, courage is about having what it takes to do what is right no matter the personal cost.

Aristotle probably calls courage the first of human qualities because it is generally fear that causes people to act without personal character. A person lies because he is afraid of the personal cost that will come with telling the truth. A person doesn't communicate or is inflexible because he is afraid that he might lose power or is afraid of the potential change.

The source of fear is always helplessness, feeling out of control. In our current economy, there are many that fear for their financial well being. People fear for their own or their loved one's physical and mental well-being. These fears are all based on feeling out of control. Without financial or physical stability, we can't provide for ourselves and do the things that we want to do. However, we are responsible for our own well-being. We aren't a victim of our circumstances. There will always be options and avenues open, you just have to take personal responsibility and have the courage to pursue them.

RESPONSIBILITY

Your 'first step' into being a leader is by taking responsibility.

Journalist Sydney Harris once said "We have not passed that subtle line between childhood and adulthood until we move from the passive voice to the active voice – that is, until we stop saying "It got lost," and say "I lost it."

Being a Jedi requires that you eagerly take responsibility for all of your actions and even take responsibility for the mistakes of others, especially since you are in a leadership position. It doesn't matter if you were abused as a child, raised by a drunken father or an emotionally controlling mother; you are the source of your destiny. You aren't a victim of fate; you are the commander of your destiny.

Are you responsible for your actions if your intentions were good but the results were negative? Many of us cling to the idea that our intentions release us from responsibility. We are like the child that tracks mud through the house and when questioned about it we respond "I didn't mean to!" You stating your intentions are just another way to make an excuse for the outcome and we all know that no one really believes nor will accept an excuse. It's just a way to avoid responsibility.

Another one that I hear all the time, especially when it comes to proclaiming themselves Knights or Masters is "Everyone does it!" as our mothers used to ask, "If everyone went and

jumped off a cliff, would you?" Just because everyone else does something doesn't make it right. We live in a dog eat dog world where the common attitude is 'do unto others before it's done to us.' If you look at life with the view that if everyone else is doing it then it's alright, you step on a highly slippery slope that will eventually drag you down to a place where you don't want to be and where there will be few hands willing to lift you back up.

How about "I wasn't myself!"? I think that we've all heard or perhaps even used that one from time to time. When you feel the excuse come to your mind "I'm just not feeling like myself." Then I challenge you to follow it up with this thought – if you choose not to be yourself today, when not just become Yoda instead? Don't use how you feel as an excuse to neglect to do what you know you should be doing. You are responsible for everything that happens to yourself. It doesn't matter how you feel or what kind of stress you are under, you still have to take responsibility for your actions. There is no excuse.

As Knight or Master, because you are a leader, your responsibility expands. You have to take responsibility for every mistake that your students or followers make. Your job is to prepare them to face whatever situation that they might face. If they aren't prepared, then you must take responsibility for their mistakes or problems and do your best to fix them.

Kindness and Compassion:

Compassion for others is at the core of good character. If you were alone in the world you could be as unfeeling as a rock, but you aren't alone. It is impossible to be considered a person of character, much less a Jedi, if you were unconcerned with the welfare of those around you. Proper ethics and being a Jedi is about good relations with other people.

People who consider themselves to be ethical and yet show a lack of kindness and compassion towards individuals tend to treat others as mere objects. A person who truly cares will feel an emotional response to both the pain and pleasure of others. I believe that without being Loving or Caring, positive acts are mere manipulation. It is strategic charity, doing things for others in order to advance personal interests – such as 'collecting karma points' or 'getting in good with the force' and is selfish instead of selfless.

People are not objects and everyone has the right to be treated with dignity. We certainly have no duty to hold all people in high esteem, but we should treat everyone with love and respect, REGARDLESS of who they are and what they have done. We, as Jedi have a duty to be the best that we can be in all situations, even when dealing with unpleasant people.

Kant states in his Groundwork of the Metaphysic of Morals:

'Act in such a way that you always treat humanity, whether in your own person or in the person of any other, never simply as a means, but always at the same time as an end'

To act without caring, compassion and love is to use a person simply as a means to an end, when they should be treated as an ends- having a relationship with that person.

Fairness

Fairness refers to a lack of bias in opinions, judgment and treatment. It implies the treating of all sides alike, justly and equitably. The concept seems obvious, yet applying it in daily life can be surprisingly difficult. It's a tricky concept, often more a matter of perception than other character traits. Most people in a disagreement believe that there is only one fair position, their own.

Citizenship

This character trait includes civic virtues and responsibilities that prescribe how we ought to behave as a part of a community. A good citizen knows the laws and obeys them, of course, but that's not all. A person of good character volunteers their time and stays informed on current issues in order to best execute the duties and privileges as a member of society. A Jedi will go above and beyond, doing more than their share to improve society for now and for future generations. A person of good character gives more than he takes.

Closing

It would take years to write about all of the traits, virtues and qualities associated with character, but I only had the time to provide a few of them. I found the Jedi Community because I was working with my local department of parks and recreation to develop a children's program. The Star Wars movies were really popular in my area and so I was going to create a martial arts class that was based on the Jedi and the Sith just to provide a little fun tweak to the presentation of the material. However, part of the material was to teach the kids about character. My plan was to introduce a new word each week and have the students write a small report on what the word meant as part of their Jedi training. I still believe that this could be a valuable concept for us in the training of our apprentices and to help us become better leaders. So following is a list of leadership character traits.

Exercise

1. Which character trait do YOU think is the most important and why?
2. Which trait do you think is the least important and why?
3. How do you think that negative character will impact leadership?

Lesson 8: Leadership Traits

In The Leadership Challenge Kouzes & Posner maintained a survey for over two decades in which people were asked what leadership traits that employees required in leaders they were willing to follow. Four traits remained the consistent winners since the beginning of the survey; Trust, Forward Looking, Inspirational, and Competence.

Trust/Integrity

Integrity means that there is a clear correspondence between words and deeds. Integrity comes from the same root word as Integer. Think about an integer, a whole number. It's not a fraction. You can't lead a part of your life acting this way, another part of your life acting another way and then acting totally different in the Jedi Community. You have to be the same person all the time or you lack basic integrity.

In the old days telling a lie was something that was taken very seriously. There would be all kinds of duels by people protecting their honor. We often hear phrases such as 'His word is his bond' or that someone telling you something is 'As good as money in the bank.' It's no small surprise that doing what you say you'll do is known as accountability. All of these terms; bond, money in the bank, and 'account'-ability are associated with the fulfilling of a debt. When you say that you are going to do something it is as if you are taking out a loan on your character for time. Fulfilling your promises is a large part of being a person of character. Not fulfilling the obligations that you take upon yourself is to show a lack of integrity and responsibility. As a Jedi, your goal is to put yourself in a position where you can help others. You can't do that if you can't be trusted to fulfill the obligations that you've made to others. Always pay your ethical debts.

Forward Looking/Visionary

Visionary leaders are those that have an idea and a plan for the future and can effectively communicate that vision to the rest of the organization. He needs to be able to focus on the future, to be able to keep up with and use the inevitable changes in technology and trends. The leader needs great courage to persevere through the challenges, short-coming, uncertainties and setbacks that will occur, serving as an example for all to follow.

The organization expects leaders to have this sense of direction and a concern for the future of the organization. Leaders must have an idea of where they are going and be able to influence other people to join them in that journey. People want to know what the organization will be like when it fulfills the leader's vision. It needs to be so detailed that the organization knows what process to follow to get there and to be fully aware when they arrive. Being able to effectively describe the end result in such exquisite detail is what

separates the exceptional leaders from the mediocre. The organization wants to be engaged in a forward moving process and be used in that process. People don't join a group to be bored and involved in meaningless ventures. They want to work together to achieve something spectacular.

Inspirational

In addition to having a great vision of the future, the leader needs to be able to communicate that vision in an energetic and positive way that encourages and excites people about the goal.

Back in the Middle Ages, a dispatcher went out to determine how laborers felt about their work. He went to a building site in France. He approached the workers and asked: "What are you doing?"

The 1st worker snapped back: "What, are you blind? I'm cutting these impossible boulders with primitive tools and putting them together the way the boss tells me... It's back-breaking work, and it's boring me to death!"

The 2nd worker said: "I'm shaping these boulders into usable forms, which are then assembled according to the architect's plans. It's hard work...but I earn five francs a week...It's a job. Could be worse."

The 3rd worker said as he lifted his arm to the sky: "Why, can't you see? I'm building a cathedral!"

(Denis Waitley: "The Joy of Working")

The task might be the same, but it is the attitude can change the context so that the individual is inspired and feels a part of something bigger than themselves.

A good leader must be uplifting and provide a great sense of hope in order to continue to move forward when things get challenging. When the organization becomes worried, discouraged and uncertain they need leaders who will empower them and have confidence in them to keep them doing during the hard times.

Competence

In order for people to follow a leader, they must believe that the leader is capable of leading them to where they want to go. They must be able to see the leader as someone who has the right experience and skills to achieve the goals. If they doubt the person's ability to get them to where they want to go; wouldn't it be pointless to join in?

Leaders of a big organization aren't expected to be competent in every job or task that members of the organization will perform; but they are expected to know the basics of how things operate and how to delegate and use those people that do know how to perform the everyday tasks. Instead of the little tasks, leaders are expected to know how to plan and make policy that are relevant to the organization.

Competence is often having the right experience and confidence needed to stay on the same track and make the hard decisions. These things don't come from training courses or watching other people in action, it's all about getting your hands dirty and doing the work.

Closing

Interesting enough, in 1980 Dominic Infante wrote a paper talking about how to find proper sources for News and other research and found that trustworthiness, expertise and dynamism were the three greatest characteristics for determining source credibility. The similarities between trustworthiness, competence and inspiration demonstrate that the foundation of leadership is credibility. Above all else we should be able to see our leaders as being credible enough to follow.

Exercise

1. Can you name a villain who also demonstrates these leadership traits?
2. Can you name a leader who doesn't demonstrate these leadership traits?

Lecture 9: Charisma

As we defined earlier; charisma is the ability to elicit favor from others. It is a trait that attracts others to you. In that definition we see something that we'd all like to have, especially as leaders. Leadership in itself is the ability to influence others to participate in the completion of a task. That is made so much easier when we have the charisma to attract others to us.

The law of Social Impact (Latané 1981) states that the impact of a message increased based on the strength of the message, number of people sources of that message and the immediacy of the message. This is why word of mouth remains the strongest form of advertising. A friend, family member or neighbor telling you about the quality of service that the local mechanic provides will always be more powerful than the advertisement that you see on TV, hear on the radio or read in the newspaper. The more people that give you the same good report increases the influence the message has on you. Finally, it'll be most effective when your car breaks down and you actually need the service. Charisma acts in much the same way. People see in the charismatic individual something that they want to see in themselves and are attracted to it like moths to a flame. They begin to speak about the person to others and so others are attracted to the charisma because of word of mouth. Finally people are drawn in because of a vision of what could be.

Think of some charismatic people that you know personally or that are famous

Bill Clinton, George Bush, Winston Churchill, Franklin Roosevelt, Martin Luther King Jr., Gandhi, Oprah, Hillary Clinton, Barak Obama, The Dalai Lama, Nelson Mandela, Saddam Hussein, Osama bin Ladin, Hitler are a few that come to mind.

MYTHS OF CHARISMA

Before we dig deep into what charisma really is; let's debunk a few of the myths and determine what is NOT needed for someone to be considered charismatic.

Integrity

Integrity is one of the essential traits of Positive Leadership. However we can look at the above list of people that are charismatic and pick out individuals who are not people of great integrity. Bill Clinton is one that is known for his charisma and is often labeled as one of the most charismatic presidents of the United States. However, his affairs were made known to the public and this lack of personal integrity did not damage his ability to be charismatic.

Positive Attitude

When we think of people who are charismatic we often think of great positive speeches that inspire and empower people to become more than what they are. However, this positive

attitude is not a prerequisite for charisma. Donald Trump is an example of an individual that has great charisma but is known more for being curt and the line 'You're Fired' more than a positive and agreeable personality.

Looks

Many people believe that a person with charisma must be physically attractive in order to be attractive to others. Again, this is disproven by the individuals that we consider charismatic. Abraham Lincoln was considered to be very homely and legend has it that he grew his beard at the suggestion of a constituent to be more appealing.

Eloquence

We all love to listen to a good speaker and there are a great many charismatic people that are as slick as oil verbally, but it's not a requirement for charisma. George W. Bush's time as president is proof enough of that. He fumbled with words so badly and frequently that comedians had plenty of material when he was in the spotlight. However, the man had charisma.

Outgoing

Extroverts are those that surround themselves with people and it sounds like a person who is charismatic would fit the bill since people automatically start to surround them. Two examples of introverts who were charismatic are Gandhi and Nelson Mandela. These two individuals spent a great deal of time alone looking inward, but attracted a following due to their charisma.

WHAT IS CHARISMA?

We've discussed what charisma is not; so let's expand on the definition and see what charisma actually is.

Shawn Achor, the CEO of Aspriant, a company that does research on what makes people successful says that there are three major components of Charisma: Respect, Magnetism and Transformation.

Respect is required. People aren't drawn to someone that they don't respect. In order to be drawn to you, you have to have accomplished something or personify something that others want to emulate. This is identical to leadership – people will not follow someone unless they believe that the individual is capable of getting them to where they want to go. It's easy to believe that someone can get you there when they've already achieved it or personify the traits that you want to see in yourself.

Magnetism is all about what people are drawn to. Think of a great Charismatic leader. What

traits do they espouse that draws you to them?

1. Self Confidence: We are naturally drawn to people that exude self-confidence. They are at ease and are comfortable with themselves. They carry themselves with an air of quiet dignity. They aren't shuffling around, staring at the ground, but are rather alert and aware of the world around them.

2. High Emotional Intelligence: Daniel Goleman, the author of various books on emotional intelligence, believes that we first feel and then we think. If all of our rational thoughts are based on our emotional being, it makes sense that the more emotionally aware we are of ourselves and thus of other people, the better we are able to relate and communicate our thoughts and ideals with others. Persuasion isn't necessarily about facts and figures as there are many politicians who are of average intelligence. Persuasion, and thus our ability to influence others, is about our emotional intelligence. The leaders who understand feelings and motivations are able to handle disagreements, make the team happy, and develop a culture that brings out the best in everyone.

3. Mindfulness: Mindfulness is the ability of an individual to see the possibilities inherent in each moment. The more you are able to live in the present and see the potential that can be reached in that moment, the greater an impact you can have – not only on yourself, but on those around you.

Transformation is something that I touched on a bit already. Leadership Charisma is about presenting something to people that allows them to believe that you can take them from where they are to where they want to be. Charismatic individuals provide great speeches that move people's hearts and create a belief that something great can be accomplished. Martin Luther King Jr. is such an example. He spoke about his vision of seeing the end of segregation and his words moved people's hearts. However, moving people's hearts is only part of the equation. People want their heart to be moved so much that their actions follow suit and need to believe that the speaker can provide the guidance to help them make that transformation.

CHARISMA: GOOD OR BAD?

Many leadership experts talk about charisma and its effects on leadership in a very negative light. Many believe that charisma can cause a project to crash and burn. This perspective is true depending on the role that Charisma plays in leadership.

Ego-Based Charisma and Leadership

When the person's leadership is based on nothing more than their charisma it can lead to disastrous ends. Often the Charismatic based leader is very ego-centric where they alone have the power to see the vision through; they are 'the chosen one.' The ego of the individual becomes the center of their power. They are followed simply because they've written a book, are a shooting star with a lot of perceived potential, they are so different from the rest of us then they can carry the world on their shoulders. Their ego is what pushes the change.

Studies by Ellen Van Velsor demonstrate that ego centric leaders have such a high level of arrogance that it decreases their perception of effectiveness despite their actual level of effectiveness. Those leaders that were rated the highest self-rate themselves the lowest. Those that rated themselves the highest were seen as less effective by their followers

Ego-centric leaders often create a cult of personality, surrounding themselves with yes-men who will not challenge the leader's superiority. Since it is the leader that is the star, there is poor delegation. Often their arrogance will prevent them from listening to constructive criticism which will lead to developmental stagnation.

Transformation Based Charisma and Leadership

Transformational Leaders worked to help transform the followers so that leadership grows exponentially as each follower takes responsibility for themselves and those around them as they became leaders in their own right.

These leaders focus on developing personal character and learn to subjugate their own desires to the needs of the group. In essence, they become servant leaders who don't consider themselves first and best, but look for and see the best in others while taking responsibility for the failures of the group.

Transformational Leaders are humble, understanding that it must take a team effort to achieve the greatest results and thus gives credit where credit is due and is willing to listen to criticism.

The differences between Ego-centric and Transformational leaderships are well described in Jim Collin's book Good to Great – Why Some Companies Make the Leap and Others Don't.

A good leader is classified as a Level IV leader and fits the profile of an ego-centric leader.

The Level IV leader is often hired from outside of the company, often because of how they impacted another company and raised its level of success. They are hired as a shooting star to save the company and often come to believe that they are the only person that could provide the turn-around. They are there to see what they can achieve for themselves, taking all the glory when the company increases its worth, while blaming others for perceived failures or lack of growth.

A Level V Leader is a great leader and fits the profile of a transformational leader. Often enough this leader rose through the ranks of the company and thus their ambition is for what the company can achieve as a whole and not what they themselves can achieve. This leader is humble and gives all the credit to the entire team, knowing that they are just another member of the team; but they take all the responsibility for the failures.

QUICK TIPS FOR DEVELOPING CHARISMA

1. Active listening – Listen carefully to what people are saying. Put emphasis on the word care-fully, because you should listen and truly care about what is being said and the person that is saying it. Make them feel valuable by treating what they say as if it has value to you.

2. Emotional Intelligence – Know yourself so that you can better know others, but give others room to be themselves and express themselves. Don't hijack people's conversations. This negates what they feel and they have to say; you want to empower them and make them feel special; not as if you have gone through more nor done more than they have. A person's experiences are their own and those experiences are valuable to them, so allow them to be valuable to you as well.

3. Study Charisma – Look at speeches given by people with great charisma and try to dig out the essence of what makes the speech charismatic.

4. Be Visionary – Remember that good charisma is transformational. People have to believe that you can get them from where they are to where they want to go. If you don't express a vision of where you are headed and where you will be taking people; then how will they know that they want to join you for the ride?

5. Know What Others Want – In the process of being visionary, understand that some people's visions may not match up exactly with yours. By knowing their vision you can show them how your goals match up so that you help each other obtain your separate visions.

Exercise

Find a YouTube video of person who you feel is an example of a transformational leader. What is it about the person's oratory style that demonstrate charisma? What clues can you find in the video that illustrate that this charisma is transformational rather than ego-based?

Lesson 10: Leadership Attitude

Your focus determines your reality – Qui Gon Jinn

In the book, *The Human Side of Enterprise*, Douglas McGregor developed a set of theories on how to look at motivation. It especially looked at how the attitudes of the leaders impacted production.

THEORY X

Theory X assumes:

- Most people HATE work
- Most people want to avoid responsibility
- Most people have little ambition
- Most people prefer to be led
- Most require close supervision to prevent mistakes and limit loafing
- There are two groups of people, those who can lead and those who must be led.

The Theory X leader believes that people generally only work for money and security. This often leads to managers overly using coercive power and maintaining tight control over the employees, or overly using reward power in hopes that the employees will be productive when asked. Unfortunately coercion results in creating an atmosphere of hostility, low production as a means of revenge and high turn-over. Reward power results in employees expecting greater rewards for work that they should typically be expected to do.

Theory X is based on the Maslow's Hierarchy of Human needs where money and security are important, but once those needs are met – they no longer motivate the employee to continue hard work. So the result is to either exact tight control or to provide more money and enhance security.

Theory X believes that work will only satisfy the lower needs and that a person will seek to satisfy their higher needs during their leisure time. In essence, it's the attitude that you work only in order to provide the basic needs and to fund what you really want to do.

THEORY Y

Theory Y assumes:

- Work can be as enjoyable as play
- People want to accept reasonable levels of responsibility
- Most people have strong goals and are looking for the organization that will help fulfill those goals.
- Most people like to lead on occasion

- Most people require no policing or close control by the organization
- Most people can work independently

Theory Y believes that the higher-level needs of self-esteem and the desire to realize one's potential can be fulfilled at work, not only during leisure time. With this in mind, it is possible to align the personal goals of the employee with organization goals.

If Theory Y were to be believed, the organization can do a lot to motivate its employees or members:

- Give Power Away – One of the paradoxes of leadership is that one must give away power in order to gain it. If the organization reduces the number of leadership levels so that each leader is forced to delegate responsibility and decision making, it not only helps in the training of new leaders, but demonstrates trust in the employee/member and raises their self-esteem.
- Job Description – By cross-training and thus broadening the scope of the employee/member's task you can add variety and more opportunities to for a person to build self-esteem or self-actualization.
- Participative Leadership – By allowing the employees or members to participate in the decision making and problem solving of the organization you access their creativity, and develop a sense of personal growth and job satisfaction because they are helping to shape their own work atmosphere.
- Feedback – Setting goals and having the employees/members participate in the process of evaluating how those goals were met provides them with a sense of accomplishment and motivation to improve.

In the end, each theory becomes a self-fulfilling prophecy. The expectations of the leader create an atmosphere of either control or growth that leads to even tighter control or even greater growth. The attitude of the leader sets the standard for all to follow.

Leaders create the environment of the organization, or as Qui-Gon said 'Your focus determines your reality.'

The assumption and expectations of the leader directly impact the leader's behavior. The leader's behavior directly impacts the organizational environment. The environment directly impacts the behavior and actions of the employees or members. The employees' behavior influences the leader's assumptions and expectations starting the cycle over again.

"Today the laurel will go to the leader who encourages healthy dissent and values those followers brave enough to say no. The successful leader will have not the loudest voice, but

the readiest ear. His or her real genius may well lie not in personal achievements, but in unleashing other people's talent." - Warren Bennis

"What managers expect of subordinates and the way they treat them largely determine their performance and career progress." - Sterling Livingston

"When the faith is present in the leader, it communicates itself to followers with powerful effect. In the conventional mode people want to know whether the followers believe in the leader; a more searching question is whether the leader believes in the followers." - John Gardner

As a leader you have to understand that the eyes of your team are on you all the time. It is as if you are the conductor of an orchestra. Your employees will follow your tempo whether you like it or not – and you set the tempo by your actions.

"Pull the string, and it will follow wherever you wish. Push it, and it will go nowhere at all". – Dwight Eisenhower

You must lead from the front. Just because you are the boss doesn't entitle you to special privileges. So don't get a cocky attitude and start taking liberties that you won't allow of your employees. If you use your office computer to surf the web for non-work related things; expect that it's being seen and that other people are following suit. If you are taking two hour lunch breaks and skipping out of work a half an hour early to go get in an extra round of golf; expect your employees to start doing the same thing.

This is exceptionally important when it comes to attitude. If you are always negative, don't be surprised when the entire organization's environment is full of negativity. What you expect from your people, you need to demonstrate it in your actions ten times as much.

"The leader's mood and behaviors drive the moods and behaviors of everyone else. A cranky and ruthless boss creates a toxic organization filled with negative underachievers who ignore opportunities; an inspirational, inclusive leader spawns acolytes for whom any challenge is surmountable." - Daniel Goleman

"Our analysis suggests that, overall, the climate—how people feel about working at a company—can account for 20-30 percent of business performance. Getting the best out of people pays off in hard results. If climate drives business results, what drives climate? Roughly 50 to 70 percent of how employees perceive their organization's climate can be traced to the actions of one person: the leader. More than anyone else, the boss creates the conditions that directly determine people's ability to work well." - Daniel Goleman

Exercise

1. Think of a time when you were in a leadership position. Were your assumptions more in line with theory X or Y or some combination of the two? What factors about your environment, background, or personality contributed to your attitudes? Would your approach to a similar situation be different now that you have learned more about leadership attitudes?
2. Now recall a time when you were led by a leader with a theory X attitude. Did your own attitude confirm his or her assumptions? Where does the responsibility for attitudes fall? On the leader? The followers? All members of a group? Why do you think so?

Concluding Exercise

Congratulations on the completion of this course. With all of this knowledge at your disposal, how has your perception of leadership changed?

When you look at the Jedi communities you interact with, it's likely you will observe areas where leadership could be improved. If you were in a formal position of leadership, what would you do different? In what ways can you be a leader in the Jedi community?