



United Church of God

“Basic Leadership” (Leadership 101+)

Mainly Excerpted from Mr. Greg Thomas' “Beyond Merely Leading” Presentation at the 2013 Leadership Workshop
(*Plus+ added thoughts on Integrity from Mr. Gary Petty*)

Importance of Integrity

Integrity is the key issue. Everyone is a leader—we must lead ourselves. If you lack this key ingredient, then what else do you have? You can teach decision making. You can teach mentoring. But how do you teach someone integrity? Are we living what we preach? Are we producing the character that is required to be a leader?

Herbert Armstrong declared that Ambassador College was a “character-building institution.” He declared that students came to Ambassador College to “recapture true values.” We have no Ambassador College today. But is it less important to “recapture true values” and to build character? Of course not! What does it mean to be a leader with integrity?

not necessarily what your job may be. In his book *Character Is Destiny*, Russell Gough makes this statement about being a leader and the need for integrity: “The hard part of character is not knowing what is right, but it is doing what is right.” The hard part of leadership isn’t knowing what is right, but it is doing what is right. The shape of your character will define your destiny.

- “The leadership instinct you are born with is the backbone. You develop the funny bone and the wishbone that go with it” (Elaine Agather).
- “The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office” (Lucille Ball).
- “You can’t build a reputation on what you’re going to do” (Henry Ford).
- “The first rule of leadership: everything is your fault” (Hopper from *A Bug’s Life*).

Integrity = Wholeness

Excerpts From Mr. Gary Petty's article "Life Lessons... Veneer Isn't Worth Anything"
<https://www.ucg.org/beyond-today/blogs/life-lessons-veneer-isnt-worth-anything>

Integrity—It's what everyone demands of their leaders, sales people, doctors and pastors. Politicians claim to have it. But what is it? Stephen Carter in his book Integrity makes this observation: "The word integrity comes from the same Latin root as integer and historically has been understood to carry much the same sense, the sense of wholeness: a person of integrity, like a whole number, is a whole person, a person somehow undivided" (Integrity , Stephen L. Carter, 1996, BasicBooks, p. 7.).

In the Old Testament, the Hebrew word tom , translated "integrity," has the same meaning of wholeness. King Solomon wrote: "He who walks with integrity walks securely, but he who perverts his ways will become known" (Proverbs 10:9).

Integrity = Wholeness (ii)

Excerpts From Mr. Gary Petty's article "Life Lessons... Veneer Isn't Worth Anything"
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When Jesus was asked about the greatest commandment, He answered: "You shall love the LORD your God with all your heart, with all your soul, with all your mind, and with all your strength" (Mark 12:30).

God requires integrity in your relationship with Him. You are to love Him with all of your emotions, life, intellect and energy. When you compromise with sinful behaviors, wrong thoughts and emotions, you are divided in your loyalty and your integrity is compromised.

Integrity = Wholeness (iii)

Excerpts From Mr. Gary Petty's article "Life Lessons... Veneer Isn't Worth Anything"
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Stephen Carter concludes that integrity requires three steps:

1. Discerning what is right and wrong.
2. Acting on what you have discerned, even at personal cost.
3. Saying openly that you are acting on your understanding of right and wrong (Integrity , p. 7).

This slide concludes the Excerpts From Mr. Gary Petty's article.

Four Enemies of Integrity

Matthew 4:1-4. We see here that Christ was tested and He was tested in four areas of human character.

1. Self-perpetuation—save your life from starvation (Matthew 4:3-4).
2. Self-preservation—protect yourself from harm (Matthew 4:5-7).
3. Self-determination—rulership (Matthew 4:8-10).
4. Self-righteousness.

In like manner, the real enemies of leadership today can be called self-interest, self-protection, self-deception and self-righteousness.

1. Self-interest (James 4:1-2). The Bible calls this lusting or coveting. This gets in the way of integrity. African stories illustrate corrupt government. Billions of dollars in wealth are at stake, but the poor Africans receive none of it.
2. Self-protection (Matthew 10:28). Sometimes we are driven by fear to compromise our values. We must do the right thing for the right reasons at the right time.
3. Self-deception. Refusal to see a situation clearly. Cannot reject facts and make things appear the way you want them to be.
4. Self-righteousness (Matthew 20:20). Mistreating others because you see yourself as better. This is not the type of leadership that Christ spoke about.

Discuss Basic Leadership

Reverent Power

**Situational
Leadership**

**Behavior
Theory**

Trait Theory



Functional Theory

**Non-emergent
Theory**

**Transactional
Theory**

**Transformational
Leadership**

No Theory Today

What is Basic Leadership?

“Only three things happen naturally in organizations: friction, confusion, and underperformance. *Everything else requires leadership.*”

-- Peter Drucker

What is Basic Leadership?

Romans 12:6-9 (GWT)

“God in his kindness gave each of us different gifts. If your gift is speaking God's word, make sure what you say agrees with the Christian faith. If your gift is serving, then devote yourself to serving. If it is teaching, devote yourself to teaching. If it is encouraging others, devote yourself to giving encouragement. If it is sharing, be generous. If it is *leadership, lead enthusiastically*. If it is helping people in need, help them cheerfully.”

What is Basic Leadership?

- Leadership *is the ability to effectively combine individuals and resources together to accomplish things that would be virtually impossible to achieve alone.*
- Leadership *can be formal or informal. It is influence with the ability to motivate others to work together for a common cause. To be a leader does not require a title.*

Five Myths of Leaders

1. Leadership is a rare skill.
2. Leaders are born, not made.
3. Leaders are charismatic.
4. Leadership exists only at the top of an organization.
5. The leader controls, directs, prods, manipulates.

Warren Bennis & Burt Nanus – *“Leaders”*

Why are developing positive leadership skills *important*?

- They have a beneficial and powerful impact in virtually every area of your life!
- They can have a constructive *influence* in your family, within the Church, your community, career and in your *personal relationships* with others.

Coercion is not
leadership, it is power!

- Poor uses of the word “lead” can mislead you about leadership.
- Example... a policeman can lead a prisoner to jail. In this case, he/she is not a leader but a captor. They do not *share* the same goal.
- Leaders *almost never* have a need to coerce or intimidate others to get things done.

“You don’t lead people by hitting them over the head... that’s assault, not leadership.”

-- General Dwight D Eisenhower

Leaders who fail ☹️

The *Center for Creative Leadership (CCL)* has attempted to identify traits of middle to top-level managers who *failed* to perform successfully. Here are *five* qualities of leaders who were derailed from their stated missions. This applies to **all** types of organizations.

Leaders who fail 😞

1. **Lack of emotional stability and composure.**

More prone to moodiness, angry outbursts and inconsistent behavior which undermined their **interpersonal** relationships.

Leaders who fail 😞

2. Defensiveness

More likely to be defensive about their shortcomings and attempted to **cover up** mistakes or **blame others**.

Leaders who fail 😞

3. Lack of integrity

Too ambitious about advancing **their status at the expense of others**. More likely to **betray a trust or break a promise**.

Leaders who fail ☹️

4. Weak interpersonal skills

Weakest skill was **insensitivity**. Demonstrated abrasive or intimidating behavior toward others. Many had a *facade* of charm but were really selfish and manipulative.

Leaders who fail ☹️

5. Lacked technical and cognitive skills

Had *narrow* technical skills and were unprepared to perform at a **higher level**.

Position led to *overconfidence* and arrogance causing offense toward others by acting superior. They rejected sound advice.

8 Traits of *effective* leaders 😊

The *Center for Creative Leadership (CCL)* also examined **successful** leaders who achieved their missions. The CCL concluded there were *eight traits* of effective leaders.

8 Traits of *effective* leaders 😊

1. High energy level and stress tolerance.

These traits help the leader to *cope* with the hectic pace, long hours and constant unrelenting demands of others. Effective problem solving *requires* the ability to be calm and focused rather than one of panicking, denial or fault finding.

8 Traits of *effective* leaders 😊

2. Self-confidence

This is not vanity. It is simply the belief that you have the God-given ability to do a task well. Leaders with self-confidence are more likely to attempt *difficult* tasks and set challenging expectations for *themselves*. They are more *persistent* to solve problems. Their *optimism* affects others and is likely to increase *commitment* by others to the task. [Phil 4:13]

8 Traits of *effective* leaders 😊

3. Strong internal “locus of control” orientation Rotter Personality Scale

People with a strong internal “locus of control” believe their lives are *more* determined by their *own* actions.

People with a strong external “locus of control” believe events are determined by *chance* or fate and they can do *little* to change their lives.

8 Traits of *effective* leaders 😊

3. Strong internal “locus of control” orientation (continued)

Leaders with a strong internal “locus of control” are *more future-oriented*, plan proactively, are more flexible, adaptive, and innovative in *response* to problems than someone who dismisses them as bad luck or uncontrollable. When setbacks occur, they are *more* likely to learn from them.

8 Traits of *effective* leaders 😊

4. Emotional maturity

Leaders with emotional maturity are less self-centered, and aware of their *own* strengths and weaknesses. They are oriented toward *self-improvement* rather than denial, blame or "success fantasies". They have *stable* emotions, not "mood swings" and maintain more *cooperative* relationships with others.

8 Traits of *effective* leaders 😊

5. Personal integrity

A leader's behavior must be *consistent* with espoused *values*. It determines whether people will perceive him/her as *trustworthy* and credible. Without trust it is difficult to *gain* commitment and cooperation from others. Integrity *includes* honesty, keeping a confidence and accepting responsibility.

8 Traits of *effective* leaders 😊

6. Socialized Power Motivation

There are two types of power motivation.

Those with a personalized power orientation [**autocratic**] gain power to elevate *themselves* and satisfy their strong need for esteem and status. They tend to exercise power *impulsively* and have little inhibition and self-control. They seek to *dominate* others by keeping them weak and dependent.

8 Traits of *effective* leaders 😊

6. Socialized Power Motivation (Continued)

Leaders with a socialized power motivation [**servant-leader**] desire power for the *benefit* of others. They are *less* egoistical and defensive. They are less materialistic. Their strong need for power is to *build up* the organization and *others* to be successful. They tend to use more of a *participative* “coaching style” of behavior and they take advice from others.

Example...

1 Tim 3:1 (GWT) “This is a statement that can be trusted: If anyone **sets his heart** on being a bishop, he desires something **excellent**.”

If a man desires to become a minister of Jesus Christ because of a *socialized* power motivation it is a good thing or “excellent”. But, if he wants to because of a *personalized* power motivation it is a ***BAD thing!***

A personalized power motivation is usually destructive.

8 Traits of *effective* leaders 😊

7. Moderately high achievement orientation.

These are leaders who have a *need* for achievement, *desire* to excel, *drive* to succeed and *willingness* to accept responsibility. They have a strong concern for *completing* objectives and act *decisively* to solve problems. These are the “goal setters” and “organizers”. They are more prone to *deadlines* and “action plans”.

8 Traits of *effective* leaders 😊

8. **Balanced** need for affiliation

This is the **need** to be liked and accepted by others. Either *extreme* has negatives.

Those with a **high** need for affiliation put friendships over tasks. They *avoid* conflicts rather than confront *genuine* differences. They show favoritism to friends and allow *special* exceptions to rules. This often leaves other followers feeling weak, irresponsible and confused about what they should be doing.

8 Traits of *effective* leaders 😊

8. Balanced need for affiliation (Continued)

Those with a *low* need for affiliation tend to be “loners” who don’t socialize well. They are usually *unwilling* to work at developing close *interpersonal* relationships with others. They may be perceived as lacking confidence, warmth or genuine care for others.

The key is a balanced need for affiliation!

Leaders vs. Managers

- **Managers** are people who *efficiently* strive to *do* things right. Their focus is on **mastering routines and systems.**
- **Leaders** are people who *effectively* strive to do the *right* thing. Their focus is on **vision and sound judgment.**
- The *ideal* person is one who can *both* manage well and has leadership skills.

Traits

	Authoritarian Leader	Servant Leader
Most Important Assets	 Large buildings and wealth	 Their mission & followers
Leader's Main Purpose	 Self-promotion Material acquisition & prestige	 Promoting others Growing people
Use of Power	 Limited to select few Leadership limited to the top Punitive to humiliate & control	 Power shared Leadership exists everywhere Corrective to restore and build
Decision-making Roles	 Limited to a select few	 Shared with responsible people
Personal Fulfillment	 Influence & prominence	 Mentoring and developing others
Leadership Style	 Aloof Stern and rigid persona  Stubborn know-it-all Command and control Only closest aids are important Gives directives Reclusive and secretive They are the center of attention Selfish and arrogant	 Approachable Allow themselves to be vulnerable  Open minded Consultative All followers are important Asks lots of questions Open two- way communication Mission is the center of attention Generous and humble

Continued...

Traits	Authoritarian Leader	Servant Leader
Work Environment	 Competitive and fearful People can't wait to leave Constant turnover of people	 Team based and cooperative People love to work and help Stable environment
Management Time	 Spends a lot of time babysitting	 Spends a lot of time mentoring & encouraging others
Morals & Ethics	 Their example not important Special perks and rules apply Code of ethics meant to control	 Their example is most important Same rules and ethics for all Code of ethics meant to ensure order
Accountability	 Followers are disposable  Followers must live to higher standard They are <u>special</u> and rules don't apply	 Followers are greatest asset  Choose to live by higher values Believe same rules apply to all
Policies	 Complex and many	 As few as absolutely needed to provide order & avoid litigation
Termination Process	 Abrupt and stern	 Patient & compassionate



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How will YOU Lead?

~ Presentation End... Application Begins! ~