



Pointman

Leadership Institute

A service to those in authority

Presents
Powerful Leadership



2012
ICPC Northwest Regional
Training Seminar

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Powerful Leadership & Character

Focus on the Individual and Personal Growth

The full eight hour seminar on leadership presents the following valuable information:

- Five important points for defining leadership
- Eight differences between managers and leaders
- The difficulty of changing behavior and attitudes
- Ten forces that demand change
- Ten forces that resist change
- Eleven behaviors followers want in their leaders
- Three traits of truly great leaders
- Three essentials of leadership
- Four elements in the leadership of Abraham Lincoln
- Six essentials for public sector leaders
- The foundation for effective leadership
- Eight character traits of dynamic leaders
- Discover how principle based leadership works
- Understand the life cycles of organizations
- Practical application of the ten steps of leadership
- How morals and government intermix in society
- Ten ancient principles for creating a harmonious and effective society
- The secret of living a balanced and dynamic life

Leadership Defined

- The ability to clearly _____
and _____ the goal
- The confidence to be _____
_____ and show the way to the goal
- The ability to _____ people
to follow as an act of their _____
choice
- The desire to help people _____
and pursue excellence
- The ability to _____ people to
achieve their full potential

A Principle: defined

_____ truth (law/doctrine)

or _____ force

**A rule of conduct,
especially right conduct**

Broad statement of _____ (that never changes)

Visible Behaviors that Followers want in their Leaders

Keeps _____

Good _____

Gives _____

Removes _____

_____ *and supports followers*

Emphasizes principles not _____

The Difference Between Managers and Leaders

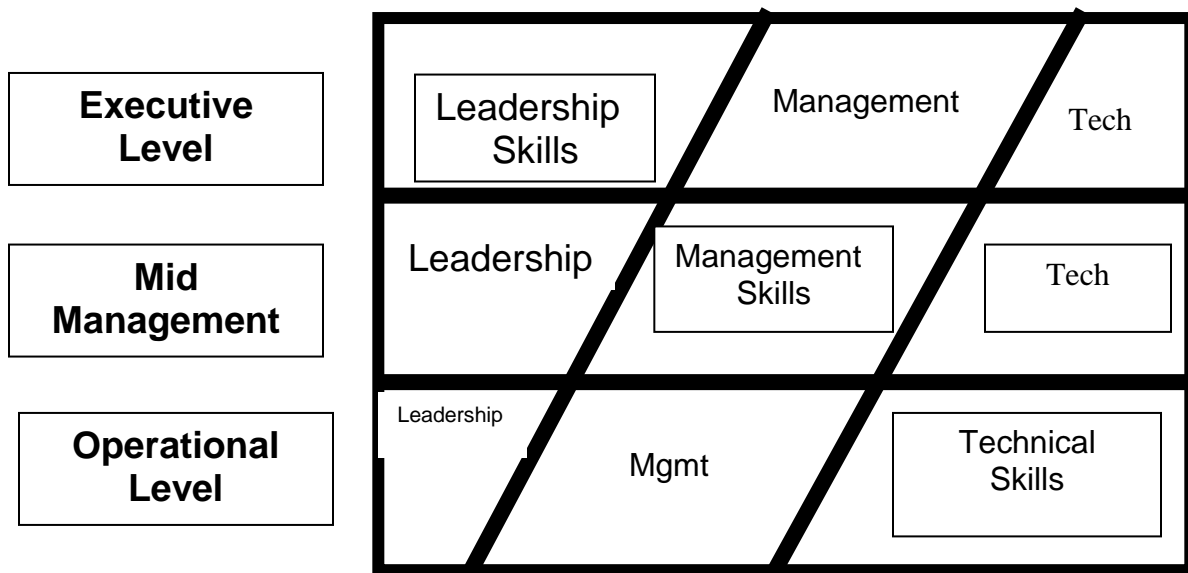
Managers

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____
- 7 _____

Leaders

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____
- 7 _____

Notes

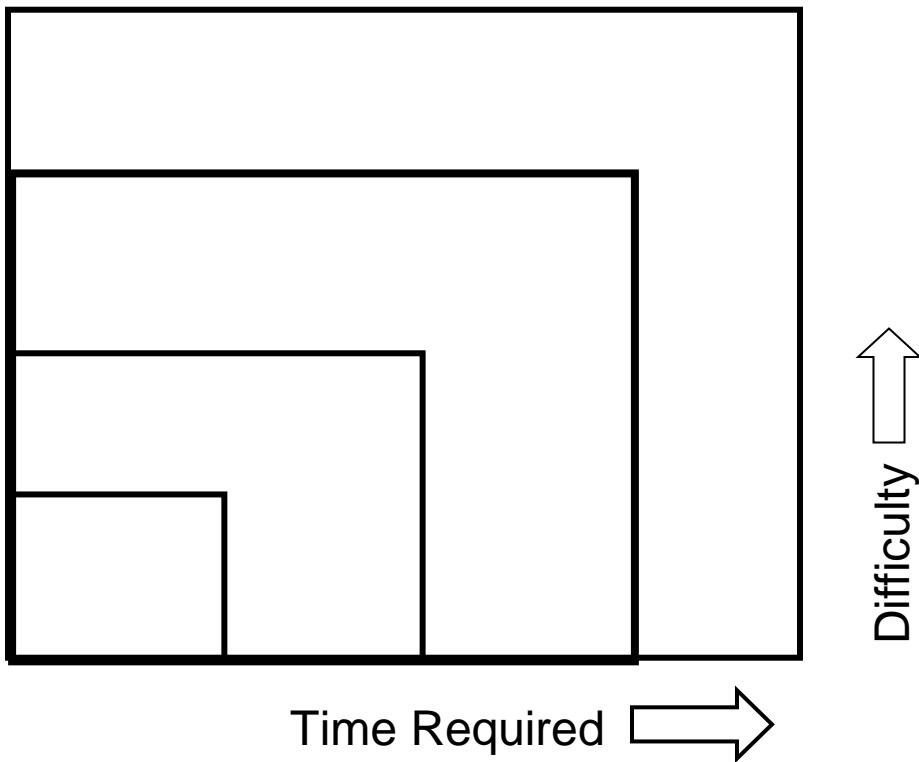


Forces Demanding Change

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

Forces Resisting change

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____



Three Essentials of Leadership—Warren Bennis

1. Develop a _____

Involve _____ “*wisdom in many counselors*”

(But what is a vision?)

Developing a Vision

- **Vision:** A mental model of a _____ of a process, group or organization
- Idealistic, desirable, bold and _____
- Appropriate for the organization, _____ and times
- Set a _____ of excellence
- Clarify _____
- _____ enthusiasm and commitment
- Easily understood
- Reflect the _____ of the organization
- Ambitious

“I will build a motor car for the great multitude. It will be so low in price that **no man making a good salary will be unable to own one and enjoy with his family the blessings of hours of pleasure in God’s great open spaces. . . when I am through, everybody will be able to afford one, and everybody will have one. The horse will have disappeared from our highways, the automobile will be taken for granted.**” Henry Ford

Three essentials of leadership – Bennis (continued)

2. _____ vision effectively

Difficult job

Use _____

Test for _____

3. Retain _____
Persistent reminders
_____ Methods

Larned on Leadership

- Great _____
 - Born with and/or _____
 - Reach full potential
- Great Opportunities
 - Recognize
 - Seize the _____
- Great _____
 - A matter of _____
 - Self interests or _____

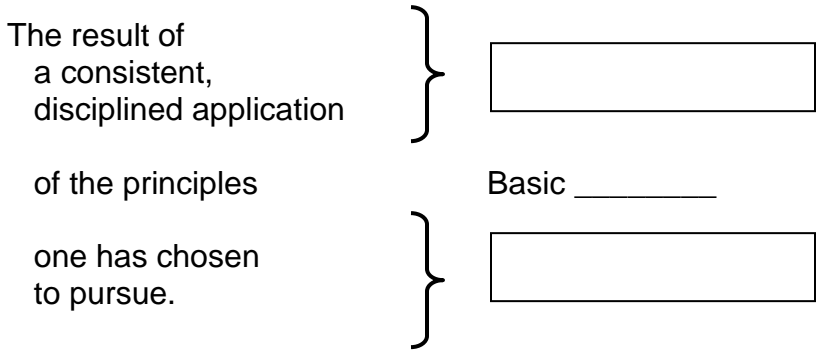
Government and Non-profit Leadership— Grant McConnell

- Sense of _____
- Understanding sources of _____
- Intelligence
- _____ Skills
- Negotiating Skills
- _____
 - Crucial issue
 - Deficiency can _____ other abilities
 - Necessary for _____ Results

Four Elements in the Leadership of Abraham Lincoln—Donald Phillips

1. _____
2. Communication
3. _____
4. Character

Definition of Character



Character Traits of a Dynamic Leader

Integrity—Versus Deception

- _____ match stated beliefs
- Oneness as opposed to _____
- Tells the truth
- _____ and predictable
- Trustable – People follow someone they trust
- You cannot turn it _____ like a light bulb
- Integrity make someone _____

30 day action step plan to sharpen your **integrity**

At Work: _____

At Home:

Courage—Versus Cowardice

- Overcoming _____

Two major fears that all leaders face

1. The fear of _____
2. The fear of _____

- Principle over _____
- Doing what is _____
- Seizing the _____

William Penn

*“Right is _____, even if everyone is
against it; and wrong is _____, even
if everyone is for it.”*

30 day action step plan to sharpen your **Courage**

At Work:

At Home:

Discipline—Versus Disorder

- Self _____
- Remaining calm and composed in _____
- _____ and reasonable
- _____ versus biased

“No one wants to give _____ of their life to some one who can’t _____ his own.”

30 day action step plan to sharpen your **Discipline**

At Work:

At Home:

Loyalty—Versus Unfaithfulness

Submission to legitimate Authority

- Being under authority, _____ you authority
- Honor Chain-of-Command
- Exception of principle versus _____
- Allegiance/Devotion but not _____
- Exceptions: Illegal, Immoral, and Unethical

“I lead . . . therefore I follow.”

30 day action step plan to sharpen your **Loyalty**

At Work:

At Home:

Diligence—Versus Laziness

- Hard _____ and persistence
- Pursue _____ versus success
- _____ Orientation
- Commitment

30 day action step plan to sharpen your **Diligence**

At Work:

At Home:

Humility—Versus Arrogance (Concern for interests of others)

- Demonstrated by good _____
- Admits when _____
- Results in more & _____ from
many counselors

- Demonstrated through the concept of _____
- Produces kindness & gratitude

30 day action step plan to sharpen your **Humility**

At Work:

At Home:

Optimism—Versus Pessimism

- Focus on _____ rather than _____
- Realistically address _____
- Expect the _____ from those you lead
- Catch people doing something _____

30 day action step plan to sharpen your **Optimism**

At Work:

At Home:

Conviction—Versus Uncertainty

- Founded on knowledge, truth & personal application
- Requires study & _____
- Speaks with _____
- _____, creates doubt

Conviction based upon absolutes creates trust

30 day action step plan to sharpen your **Conviction**

At Work:

At Home:

Ten Ancient Universal Principles for Creating a Harmonious and Effective Society

Introduction:

- Time _____
- Universal _____
- Provides inner _____
- Good results when _____
- _____ impact on social stability

1. Submit to Authority

- Understand the importance of the flow of _____

- **Action Step:** Submit to _____

I plan to apply the principle of Authority in my home or at my work by

2. Selflessness

- Do not serve/pursue gain for yourself exclusively (materialism)
- No inflated ego
- **Action Step:** Develop a spirit of _____ to others

I plan to apply the principle of Selflessness in my home or at my work by

3. Honor Commitments

- History: The name of God was used to _____ agreements or commitments
- Stabilizes relationships and reduces need for _____
- **Action Step:** Become a person _____

I plan to apply the principle of Commitments in my home or at my work by

4. Balance

- Rest vs. Work
- Balance: Physical, _____, Spiritual
- **Action Step:** Evaluate your need to _____

and balance your life

I plan to apply the principle of Balance in my home or at my work by

5. Honor age and experience

- **Show _____ for what you receive from others**

I plan to apply the principle of Parental Honor in my home or at my work by

- ***Results in wisdom, tranquility and***

- **Action Step:** How can you honor those who have _____

6. Respect All Human Life

- ***No lesser status based upon _____, gender, age or anything else***

Action Step: Become aware of your role in _____ who depend on your leadership and influence

I plan to apply the principle of Respect for Human life in my home or at my work by

7. Protect Your Family

- ***Importance of _____ institution: and _____ fidelity***
- ***_____ to family most solemn societal relationship***
- ***Betrayal of family _____ trust in other relationships***
- **Action Step:** Make a determined commitment to _____ in all areas of your life

I plan to apply the principle of The Family in my home or at my work by

8. Respect the property of others

- Goes beyond _____
- Includes _____, vandalism

I plan to apply the principle of Property Rights in my home or at my work by

and _____

- _____ social instability and interpersonal conflict
- **Action Step:** Make a personal decision not to _____ from your work or _____ from your employer

9. Tell The Truth

- To be _____
- Results in _____ respect and compatibility
- **Action Step:** Seek to be straightforward and _____ in your contacts with others

I plan to apply the principle of Integrity in my home or at my work by

10. Be Content With What You Have

- Contentment is a _____
- It is possible to have _____ and not be contented; it is possible to be _____ and be contented
- **Action Step:** Develop a _____ and _____

I plan to apply the principle of Contentment in my home or at my work by

Life Cycle of an Organization (Draw your chart)

- Vision of Excellence

- Struggle to Excellence

- Achievement of Excellence

- Decline from Excellence

Describe your specific plan to participate in the rise to excellence in your organization _____

Ten Steps of Leadership

- Develop conviction to _____
- Develop _____
of commitment to principles
- Develop specific _____
- Develop _____
- Equip subordinates to _____
- Develop _____
on measurements of achievement
- _____ measurements
- Institutionalize _____
- _____ [Positive and Negative]
- Consistent reinforcement of _____

Implementation Exercise

This exercise is strongly recommended. We suggest you implement this exercise, in some form, during the first five days after the seminar.

Action

- Meet with your relevant group
- Declare your goal to improve your character
- Solicit feedback. Explain the importance of their input
- List the eight character traits with a short definition (perhaps incrementally)
- Solicit their assistance in the development process

Rules of the exercise

- Fight impulse to defend yourself
- Keep silent except to clarify an issue
- Take notes
- Promise you will not retaliate
- Written, unidentified comments may be the way to go.

Benefits of the exercise

- You will be teaching valuable lessons about character
- You will be modeling ethics (example: Humility, Courage.)
- You will be demonstrating your commitment to personal growth

Response to exercise

- Have a good cry (just kidding)
- Analyze feedback
- Remember some may not be accurate
- Multiple similarities demand attention
- Outline response plan
- Publish plan, revealing specific action steps*
- Ask for accountability*

***Only for those with a lot of courage**