

Outline and Reflection: The Truth about Leadership

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Lead 704: The Leader's Role in the 21st Century

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Outline: Chapter 1– You Make A Difference

- I. Introduction
 - a. What difference will I make?
 - b. How can I solve a challenge?
- II. Whatever you need you already have
 - a. Leadership is an equal opportunity for the change makers
 - b. Passion and purpose upset the status quo
- III. Leader Role Models are Local
 - a. Family, teachers, and coaches are influencers
 - b. Leadership is about what you do
- IV. You are the most essential Leader
 - a. Impact on the day to day behavior
 - b. The five practices of exemplary Leadership
- V. The truth is that you make a difference.
 - a. The answer to call is within
 - b. Faith generates a hearing spiriting
- VI. Conclusion

Outline: Chapter 2 – Credibility is the foundation of Leadership

- I. Introduction
 - a. Confidence in self
 - b. Building believability
- II. Constituents have clear expectations of their leaders
 - a. Relationship fundamental and dynamics
 - b. Characteristics of Admired leaders
- III. Credibility ties it all together
 - a. Four main characteristics
 - b. Challenge the status quo
 - c. The messenger precedes the message
- IV. Credibility Matters
 - a. Exhibited credibility-enhancing behaviors
 - b. Influence affects the development of Leadership
- V. Believe it when you see it.
 - a. The proof is in completing the task
 - b. Do what you say you are going to do
- VI. Conclusion

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- I. Introduction
 - a. What do you care about?
 - b. What keep you up a night
- II. Listen to your inner self
 - a. You have to understand what you really believe
 - b. Toughness equal to purpose and significance
 - c. Clarity of value produces confidence
- III. You commit to what fits
 - a. The impact of Values
 - b. Organization values and personal values
- IV. Discover what matters
 - a. You must decide
 - b. Take time to discover and identify the values
- V. It is not just your values
 - a. What do you stand for
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 - b. Articulating the reason for thinking forward
- II. Leaders looking long-term
 - a. The importance of being future-oriented
 - b. Anticipating future challenges
- III. You have to spend more time in the future
 - a. Exciting possibilities that the future holds
 - b. Spend more time in the future
- IV. Vision is the lifeblood of any organization
 - a. Insight: explore your past experience
 - b. Outsight: imagine the possibilities
 - c. Foresight: be optimistic
- V. Conclusion

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 - a. Relationship between leaders and their constituents
 - b. Relationship with subordinates
- II. You have to hear what people are saying
 - a. Exceptional listening
 - b. Spending time with people
 - c. Success is about intimacy and familiarity
- III. Unite People around a shared vision
 - a. Deep human yearning to make a difference
 - b. Know your constituents and speak their language
- IV. Make Others Feel Strong and Capable
 - a. Build a team of people who feel powerful and capable
 - b. Get people to feel competent and confident
 - c. Instill confidence and courage
- V. Bring It Out of Others
 - a. Ask powerful questions
 - b. People want to feel in charge of their own lives
- VI. Conclusion

Outline: Chapter 6 – Trust Rules

- I. Introduction
 - a. Trustworthiness is an essential component
 - b. High trust leads to greater acceptance
 - c. Trust motivates people to beyond mere compliance
- II. You have to ante up first
 - a. Trust is the framework that supports all relationships
 - b. When you trust you take the risk, you go first.
- III. You have to show that you can be trusted
 - a. Demonstrate that the system is safe to trust
 - b. Be transparent by showing the four action patterns.
- IV. Communicate with a need-to-share mentality
 - a. Create an atmosphere of by exposing information as helping
 - b. Be prompt with communications
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 - a. Testing leader
 - b. Prerequisites for success
- II. Brick Walls Test Commitment
 - a. Disguise opportunity
 - b. Discovering the real person
- III. Strengthen Resilience
 - a. Embrace the challenge
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- IV. Get Gritty
 - a. Tools for adversities of life and Leadership
 - b. Passion for the purpose
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- II. Seeing is believing
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- IV. Support Helps
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 - b. Exemplary leaders have heart
- II. Love is the Soul of Leadership
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 - b. Servant Leadership
 - c. Love enlarges lives
- III. Show them that you care
 - a. Pay attention to them
 - b. Formal and informal recognitions
 - c. Storytelling shows caring
- IV. Fall in love with what you do
 - a. Leading is hard work
 - b. Create a caring workplace
 - c. Be passion
- V. Promote the positive
 - a. Enthusiasm is infectious
 - b. Positive Leadership breeds positive emotions
 - c. Accentuate the positive
- VI. Conclusion

Reflection: Chapter 1 – You Make A Difference

What is the latest thing to affect the function of Leadership? Without a shadow of a doubt, it is the context. We have seen wars, stock market failures, housing mortgage collapse, and multi-generations culture competing for limited resources. All of these situations and others are but the framework that houses the context of the operation of leadership. Therefore, the global communities with its ever-changing participants have created an unlimited number of categories for context. Now, it is incredible that in 2010 after three decades, the content of leadership has changed so very little, as a matter of fact, it is fascinating that Kouzes and Posner (2010) attribute this to the fundamental behaviors, actions, and practices of leaders that are based on proven truths.

You make a difference. Leadership context involved Melissa, who chose to do something about pollution and found the truth that you make a difference. That truth acknowledges that everybody can become a leader when there is a task to make this world a better place to live. I think the attitude to accomplish the desire that I will make the difference will cause you to reach out to the unknown. Where some sources and tools are waiting for the most concerned person to accept the challenge and solve the problem.

I found it interesting that Melissa, at an early age, showed that leadership is an equal opportunity for the change maker. Through her willingness to be available, she was able to corral her family and neighbors to find ways to seek out the individuals or individual that could make the necessary changes to the environment. Therefore, as a result of not being satisfied, she sought with a passion never to wavier and the purpose of changing the status quo.

In conclusion, there is a voice in each of us calling for leaders to step forward and upset the status quo through mastering the truth of you make a difference.

Reflection: Chapter 2 – Credibility is the foundation of Leadership

Dictionary. com describes credibility as the quality of being believable or worth of trust. I ask the question; can a person be a leader and not believe in themselves and have credibility? Kouzes and Posner (2010) say Leadership begins with the person having belief in self. Also, that person must possess the quality to influence others to follow that Leadership. However, this following must be done willingly and willingly comes after the followers accept the leader's believability. Therefore, to have Leadership to be sustainable, there must be trust in the leader derived from believability to form credibility.

Leadership is a two-way street with relationships. I concur that leadership strategies, tactics, skills, and practices are empty without an understanding of the fundamental dynamics of this relationship. It is the willingness of the constituents that creates this relationship. The statement that if you are a leader and no one is following you, then you are going for a walk. However, it is in that vein that the constituents know the type of characteristics and quality they are expecting in that leader. Kouzes and Posner (2010) listed about twenty characteristics of admired leaders and honest show 85% of the questionnaires chose honest.

Building credibility requires the leader to have at least the following four characteristics. They are honest, forward-looking, inspiring, and competent; these are the core of other expectations. As such, the constituents require more than anything else that their leader is credible. Therefore, credibility matters, and when exhibited by the leader, it affects or enhances the behaviors of the followers. So, what does credibility look like? Credibility takes on the form believe it when you see it, and that is results of the second law of leadership "DO What You Say You Will Do.

In conclusion, the relationship is the cement that binds the willingness and believability of the constituents to trust the leader to produce credibility.

Reflection: Chapter 3 – Values Drive Commitment

Are you the same person when nobody is looking? Who are you? To have people to become willing followers, they want to know what your values are and what do you stand for. It is a saying that if you do not stand for something, then you will fall for anything. Will your moral makeup allow you to be trouble with social injustices? Is there anything in social activities beyond your participation? These are questions that a leader must answer to say this is who I am. When a leader reveals their beliefs and values, then the constituents will know who you are and if you can be trusted.

Therefore, strong values produce unwavering commitments. It is vital to find your inner self and listen to that small voice advocating principles. These principles are based on the laws of nature. It is what you believe gives toughness to achieving your purpose and becoming dedicated to what is essential to your calling. As a result, Kouzes and Posner (2010) cite “clarity of values gives you the confidence to take a right turns, to make the tough decisions, to act with determination, and to take charge of your life” (p. 35).

Still, discovering value as a leader requires making a choice concerning what matters to you. I think it is at this point in the journey that the decision on the amount would become the yardstick of future encounters. A decision such as do you work overtime, or do you go to your child school play, or do you work on the weekend, or do you have fixed family time that overrides the job? What is most important to you, the position or family. I believe making the decision about value before becoming a leader will eliminate issues about making a choice. Again, leadership is a two-way street, and you should not expect your followers to have the same commitment as you.

Finally, the fit as it relates to value. As a leader, you will not be able to adequately lead and organization that has a different set of values that are not compatible with yours. Leadership is about relationships, and relationships are built on mutual understanding.

Reflection: Chapter 4 – Focusing on the Future Sets Leaders Apart

Forward-looking is the second characteristic that constituents are looking for in a leader. The Bible says without a vision, the people perish. It is only logical that to be successful, a leader would need the ability to see beyond the present. Also, the Bible says that the young will see visions and the old will dream dreams. Now, going back to a component truth number one and realized that whatever a leader need is within their possession. Therefore, one could surmise that looking forward is a spiritual venture, and the search for making life better for people is within the abstract of the leader's mind.

The people are expecting their leader to have a special feeling or ability to see or know things of the future that the average worker does not know or can see. Consequently, this means a leader will be able to anticipate future needs by analyzing the present model of getting things done. The leader sees a new way or a better way of resources to increase productivity. Kouzes and Posner (2010) used an illustration where a leader was able to anticipate expanding an operation that allowed her company to achieve significant savings by seeing into the future.

However, being able to see or anticipate things in the future, well, this is not an easy task. Therefore, being forward-looking is the attribute that is one of the most needed for exemplary leadership, and very few leaders are apt to acquire. The reason is that being forward-looking requires spending more time thinking about the future. The leaders must spend quality time daily meditating about how to change the status quo. Kouzes and Posner (2010) cite vision is the lifeblood of any organization.

In conclusion, the ability to envision the future necessitates utilizing daydreaming about the future and studying preceded future trends and talking to others about the future.

Reflection: Chapter 5 – You Can't Do It Alone

Exemplary leadership does not represent a leader that strives to have success under the saying I did it my way. The truth of this chapter, “You Can't Do It Alone,” signifies that leadership is a team endeavor. As such, success depends on the cooperation of more than one person. I must admit that this concept was somewhat foreign since the leader is asked to consider how to paint a picture of the master goal to include photos within that picture that shows the constituent picture of their individual goals being a success. It is within this truth that the leader comes to understand that leadership is not about individual leaders' visions or dreams only, but also leadership is about how to serve others.

The beginning points a leader toward serving others is to ascertain the inner thoughts of constituents by making a human connection with their constituents. Forming a relationship is the human connection that allows the meeting of the minds to recognize commonality that can create an emotional bond. This could entail being concerned about feelings and needs. Such as how are you doing? What will make this situation better and more comfortable? A leader must become adept at using skills about emotional intelligence competencies. In some circles, the lack of emotional intelligence competencies is a death sentence for failure. However, possessing high social skills can make up for many other faults lacking in a leader.

You have to hear what the constituents are saying. The only way to know what is essential is to listen to what they are saying, and usually, they are talking about those things that are important to them and their success. Dr. Chand cites, “listening is something you consciously choose to do; listening is intentional, and we listen to understand and learn.”

In conclusion, exemplary leadership represents leaders who are in accordant to shaping goals that are inclusive to the purposes of the constituents as well as the leader.

Reflection: Chapter 6 – Trust Rules

Making a decision requires a judgment between at least two components. Trust comes from that decision to reject or accept that judgment made toward acceptance of the credibility of a leader. The decision to accept or reject requires answering the question will I be better off or will I suffer loss. Since trustworthiness is an essential component of credibility, then the issue to the leader would be - can you be trusted? Naturally, the only way to really know is to observe the action. Consequently, there is an unquestionably real relationship between risk and trust.

Trust rules when constituents must make a decision to be influenced by a leader. Therefore, the higher risk, the greater the acceptance of the influence. When the leader is trusted by the constituents. Then the sky is the limit as to the compliance, and the risk is unwavering. That is because the people perceive that the leader has everything under his control, and they feel secure and safe in the relationship.

Nevertheless, the leader is required to show that there is trust in his part of the people. The leader must prove or show that there is a belief that the people are capable of being able to work in such a way that they would be able to achieve the goals that they want for themselves. In return, the leader must demonstrate that he can be trusted. The leader should show people that they are safe, mean what is said, and say precisely what it means, always keep promises and be straight with the people. Finally, communicate with a need-to-share mentality. Create an atmosphere of acknowledging that all information is made available so that individuals may be helped to achieve their goals and help the organization become more profitable.

In conclusion, trust rules, and it is formed by the relationship between the leader and constituents. This trust relationship is vital for the survivor of the endeavor. The leader must be

first to show trust in the people before they will be willing to accept risk. The higher the confidence of the people, the more significant influence of the leader.

Reflection: Chapter 7 – Challenge is the Crucible for Greatness

If there is no testing, then there is no testimony. Dictionary.com describes crucible as “a severe, searching test or trial.” I agree with the title of this chapter; that challenge is the crucible for greatness. However, when analyzing the content of the introduction of this chapter, I found emphasis was given to leaders going through some type of challenge. Then they became stuck or severely hampered when attempting to bring about change. Amazing, these leaders were able to persevere. Yet, it is perplexing that there was no mentioning of a source of power beyond self for strengthening and encouraging until that change came. Therefore, for a leader to make a significant change for greatness, there will be trials and obstacles.

The brick walls test commitment. A person can decide to become a leader and take on the challenge of making a change to a situation that is affecting society. However, it has become a fact that there will be trials and obstacles on the journey to greatness. A leader must be aware of this fact, so when these challenges come, it will not be a surprise. These challenges will force the leader to make a decision to accept these challenges to be a leader. The leader should know that these trials and obstacles are designed to give an opportunity that otherwise would not exist. Problems will force the leader to find a way due to changing the status quo and take the bricks in that brick wall and make those bricks the foundation for greatness.

Strengthen resilience are the code words instructing the leader to make something happen. As a result, this will require the leader to embrace the challenge and continue to move forward and take charge of change. Also, being resilient brings the awareness that you, the leader, is in charge of your life.

Reflection: Chapter 8 – You either lead by example or you don't lead at all

Before I knew anything about leadership, I heard the saying do as I say, not what I do. However, I also listened to the saying that people are watching your actions. Leaders lead by example; you do as I do. Your work speaks louder than your words. You can fool some of the people some of the time, but you cannot fool all the people all the time. Therefore, at some point, your action will reveal who you are, regardless of what you are saying. To lead constituents, you must exhibit in response to the type of characteristics you are expecting from the constituents.

Seeing is believing as it relates to leading by example. I find it ironic that people, even though they understand your words, still they can fail because they do not know what or how to do what is being requested. The leader must demonstrate in action the concept that is expressed. This requires keeping promises doing what you say that you will do. As a result, the constituents will gravitate to being more like the leader.

The leaders go first in everything that is being asked of others. The leader is definitely not a leader when asking the constituents to go first. There are consequences and rewards for the leader's position on who should go first. The leaders allow people to become skeptical, unmotivated, or unbelievable when they fail to go first. Commitment and loyalty, when the leader goes first, especially in the cases that workers are asked to do. Finally, the leader must admit that all humans make mistakes.

In conclusion, to lead people, you must show in action the type of traits you are expecting from the people, and as a result, these workers will move to be more like the leader.

Reflection: Chapter 9 – The best leaders are the best learners

This chapter says the best leaders are the best learners, and it is based on their knowing how to harness that spirit that acknowledges when the going gets tough, the tough get going. Also, there is another phrase that says, “when you are going through Hell, keep on going” these meanings indicate that a change is coming and there is going to be a brighter day. It is possible because, as Melissa Poe Hood said, everything you need to be successful you have: your intelligence to see an issue and a way to fix it, your heart to stay motivated, and your courage not to give up. Therefore, to be the best leader, you must be a forever learner.

Learning is the master skill. Now, I like to differ with Kouzes and Posner (2010) in their saying that credibility is the foundation of leadership. I believe that learning is not only the master skill but is the foundation of leadership. Learning comes first. Education will allow the leader to learn the consequences of lying, not following through on promises, and not putting the interest of constituents first. The leader in this process will not be without flaws but will have the potential to grow.

Learning how to learn requires the leader to adopt a growth mindset, and this mindset is based on the belief that your essential qualities are things you can cultivate through your efforts. I think there must be a passion for learning to become a forever learner. This passion will lead to recognizing learning agility. This learning agility entails the ability to reflect on the experience and then engage in new behaviors based on those reflections.

In conclusion, the only way that a leader will be able to be a successful leader is to continually seek out an education to participate in forever learning.

Reflection: Chapter 10 – Leadership is an affair of the heart

Chapter 10 is really a summation of the other sections. I form this opinion because the words used in the title are abstract terms that have no concrete definition. The phrase heart used in this chapter has several meanings that are acceptable base on personal knowledge of its uses. The human heart is not the seat of perseverance, courage, or tenacity. I agree that leadership is not an influence that can function as a detachment from the emotions of the leader and constituents. Emotion intelligence can be defined as the ability to perceive and express feelings, to use passions to facilitate thinking, to understand and reason with emotions, and to manage emotions effectively within oneself and in relationships with others (Mayer, Salovey, & Caruso, 2010). As such, leadership is an influence that expresses an affection that is created through emotional intelligence.

Love is the soul of leadership. Here the authors are using fuzzy and mushy terms to describe dictating the urgency that the leader is able emotional to get involved with the people. For an exemplary leader, this could take on the form of being Servant leadership, where the leader is concerned and focus on the wellbeing of the people. However, it is the duty of the leader managed emotions to enlarge the lives of others.

Show them that you care. Can your emotions be faked? Maybe you could fake it for a short time. However, to form a long-term relationship will require paying attention to the constituents, listening to their concerns and grievances, making everyone feel important, and getting involved with storytelling. These activities will not survive under faking it until you make it. Nevertheless, the most essential feeling or expression that a leader can convey is that attitude of I care for you.

In closing, leadership is a relationship that shows love while allowing people to feel safe and secure. Leadership can only exist and be successful by exhibiting and caring for people's dreams and goals.