Summary and Application Paper on *Leading at a Higher Level*

Summary

Section I Set Your Sights on the Right Target and Vision

Chapter 1, Is Your Organization High Performing?

Those who want to lead at a higher level need to understand what a high performing organization looks like and what is necessary to create one. They need to aim for the right target.

- The Right Target : The Quadruple Bottom Line

In high performing organizations, everyone's energy is focused on not just one bottom line, but four bottom lines. Those are the employer of choice, the provider of choice, the investment of choice, and the corporate citizen of choice. The leaders in high performing organizations (HPO) know that their bottom line depends on their people, their customers, their investors, and their communities.

- The HPO SCORES Model

SCORES is an acronym that represents the six elements evident in every high performing organization. S = Shared Information and Open Communication, C = Compelling Vision, O = Ongoing Learning, R = Relentless Focus on Customer Results, E = Energizing Systems and Structures, S = Shared Power and High Involvement

- Leadership Is the Engine

If becoming a high performing organization is the destination, leadership is the engine. High performing organizations rely not on cultivating a great, charismatic leader, but on building a visionary organization that endures beyond the leader. Once leader establish the vision, they assume the attitude and behavior of a servant leader. In HPO, leadership practices support collaboration and involvement. Top leaders live the organization's value. They embody and encourage a spirit of inquiry and discovery. They help others think systematically. They act as teachers and lifelong learners. They are visible in their leadership and have the strength to stand firm on strategic business decisions and value. They keep everyone's energy focused on the bull's-eye of excellence.

Chapter 2, The Power of Vision

Vision calls an organization to be truly great. A magnificent vision articulates people's hopes and dreams, touches their hearts and spirits, and helps them see how they can contribute. It aims everyone in the right direction.

- The Importance of Vision

Vision provides guidance for daily decision so that people are aiming at the right target. Vision builds trust, collaboration, interdependence, motivation, and mutual responsibility for success. Vision helps people make smart choices. Vision allows us to act from a proactive stance and empowers to reach for what we truly desire.

- Creating a Vision That Really Works

Three key elements of a compelling vision are Significant purpose (What business are you in?), Picture of the future (What will the future look like if you are successful?), Clear values (What guides your behavior and decisions on a daily basis?). A vision must include all three elements to be inspiring and enduring. A compelling vision creates a culture of greatness and becomes starting point to improve the organization and hit the target.

- Make Your Vision a Reality

1. How It's Created

While the initial responsibility for drafting an organizational vision rests with the top management, the organization needs to put in place mechanisms to give others an opportunity to help shape the vision to put their thumbprint on it.

2. How It's Communicated

Creating a vision is a journey, not a one-time activity. Visioning is an ongoing process and people need to keep it alive.

3. How It's Lived

Your actions need to be congruent with your vision. Two strategies will support your efforts to live your vision. First, always focus on your vision. Second, show the courage of commitment.

Section II Treat Your People Right

Chapter 3, Empowerment Is the Key

How can we create a motivated workforce? The key is empowerment.

- What is Empowerment?

Empowerment means letting people bring their brains to work and allowing them to use their knowledge, experience, and motivation to create a healthy quadruple bottom line. It is the process of unleashing the power in people and focusing that power to achieve positive outcomes for the organization. Empowerment requires a major shift in attitude. The most crucial place that this shift must occur is in the heart of every leader. For empowerment to succeed, leaders must take a leap of faith and fight the battle against habit and tradition.

- The Power of Empowerment

When people are empowered, their organizations benefit overall. When people are given more control and responsibility, their companies achieve a greater return on sales that companies that do not involve their people.

- The Three Keys to Empowerment

Leaders must use three keys to guide the transition to a culture of empowerment : sharing information, declaring the boundaries, and replacing the old hierarchy with self-directed individuals and teams.

Chapter 4, SLII : The Integrating Concept

- SLII Model

This model is an effective approach to managing and motivating people. It opens communication and fosters a partnership between the leader and the people the leader supports and depends on. SLII is based on the beliefs that people can and want to develop, and there is no best leadership style to encourage that development. A leader should tailor leadership style to the situation.

- The Three Skills of an SLII Leader

To become effected in using SLII, a leader must master three skills : goal setting, diagnosis (competence and commitment), and matching (directing, coaching, supporting, and delegating). In the SLII Model, the enthusiastic beginner would get a directing leadership style. The disillusioned learner would get a coaching leadership style. The capable but cautious performer would get a supporting leadership style, and the self-reliant achiever would get a delegating leadership style. When a leader can comfortably use a variety of leadership styles, you have mastered flexibility. To be effective, leaders must be able to use all four leadership styles.

- The Importance of Partnering with People

SLII is about developing a partnering relationship with people. Partnering opens communication between a leader and his/her people and increases the quality and quantity of conversations. Leadership is not something you do to people, but something you do with people.

- Effective Leadership Is a Transformational Journey

Leadership is a four-stage transformational journey that includes self leadership, one-on-one leadership, team leadership, and organizational leadership.

Chapter 5, Self Leadership : The Power Behind Empowerment

- Creating an Empowerment Workforce

If empowerment is to be successful, organizations and leaders must develop self leaders in the workforce who have the skills to take initiative.

- Three Skills of a Self Leader

Challenge assumed constraints, Activate point of power (Position power, Personal power, Task power, Relationship power, Knowledge power), Be proactive

Chapter 6, One-on-One Leadership

SLII is a partnership that involves mutual trust between two people who work together to achieve common goals. Both leader and follower influence each other. Leadership shifts between them, depending on the task at hand and who has competence and commitment to deal with it. Both parties play a role in determining how things get done. One-on-one meetings not only deepen the power of one-on-one leadership, they create genuine relationships and job satisfaction.

Chapter 7, Essential Skills for One-on-One Leadership

- Three Skills for the Effective Partnering for Performance

1. One Minute Goal

Goals energize people. Specific, clear, challenging goals lead to greater effort and achievement than easy or vague goals do. Good goals are SMART goals (Specific and measurable, Motivating, Attainable, Relevant, Trackable and time-bound).

2. One Minute Praising

Praising is the most powerful activity a manager can do. It is the key to training people and making winners of everyone working for a leader. A praising focuses on reinforcing behavior that moves people closer to their goals. Praising must be immediate and specific and needs to include your feelings. A leader should make time for praising.

3. One Minute Re-Directs

If the goal was clear and a performance problem exists, the leader should proceed with a re-direct. There are two parts of a re-direct. The first half focuses on the performance. The second half focuses on the performer.

- The Fourth Secret of the One Minute Manager

The fourth secret of the One Minute Manager should be the One Minute Apology. A One Minute Apology can be an effective way to correct a mistake you have made and restore the trust needed for a good relationship.

Chapter 8, Building Trust

Trust is the foundation of all healthy relationships, so it comes as surprise that a leader's ability to build trust is the key to effective one-on-one partnerships, teams, and organizations.

- The ABCD Trust Model

Building trust is a teachable skill that begins with communication. *Able* is about demonstrating competence. *Believable* means acting with integrity. *Connected* is about demonstrating care and concern for other people. *Dependable* is about honoring commitments by following through on what the leaders say they are going to do.

- Four Steps to Creat a High Trust Environment

1. Know the behaviors that support the ABCDs of trust, 2. Assess the current trust level, 3. Diagnosis areas that need work, 4. Have a conversation to restore trust

- The Transparency Challenge

Providing people with more complete information communicates trust and a sense of "we're in this together." It helps people think more broadly about the organization and the interrelationships of various groups, resources, and goals. If you are true and transparent it creates trust. It creates empowerment.

- Repairing Broken Trust

Step One: Acknowledge and Assure, Step Two: Admit, Step Three: Apologize, Step Four: Assess, Step Five: Agree

Chapter 9, Coaching : A Key Competency for Leadership Development

Coaching is a deliberate process using focused conversations to create an environment that results in accelerated performance and development. It has five common applications (Performance coaching, Development coaching, Career coaching, Coaching to support learning, Creating an internal coaching culture).

Chapter 10, Mentoring : The Key to Life Planning

Mentoring is a one-on-one process. Mentoring has big picture objectives and goals. Mentoring is about more than goal accomplishment; it's about life planning. Mentoring is a mutually beneficial relationship. Both parties learn and gain from the experience.

- The MENTOR Model

The MENTOR Model is six guidelines for an effective mentoring relationship and includes Mission, Engagement, Networking, Trust, Opportunity, Review and Renew.

- Creating a Mentoring Program in Your Organization

If you are interested in helping your organization set up a mentoring program, there are a few things to keep in mind. 1. Start with your human resources department, 2. Teach mentors and mentees the MENTOR model, 3. Establish essential guidelines

Chapter 11, Team Leadership

Being effective in today's organization is a team game, and without the right team leadership approach, a team is unlikely to be successful. The days of top-down management are over. As companies replace hierarchical management with a networked team structure, we have to use new tools purpose-built teams. Team have the power to increase productivity and morale. Working effectively, a team can make better decisions, solve more complex problems, and do more to enhance creativity and build skills than individuals working alone. The team is the only unit that has the flexibility and resources to respond quickly to changes that have become commonplace in today's world. The demand is for collaboration and teamwork in all parts of the organization. Success today comes from using the collective knowledge and richness of diverse perspectives. There is a conscious movement toward teams as the strategic vehicle for getting work accomplished and moving organizations into the future.

Chapter 12, Collaboration : Fuel for High Performance

Collaboration creates high performing teams and organizations. And with today's diverse, globalized workforce, it's crucial. Collaboration involves bringing resources from various areas together to create something better or to solve a complex problem.

- Creating a Collaborative Framework

Organizations that successfully collaborate focus on four key areas (1. Mission, Golds, and Results, 2. Culture and Values, 3. Leadership and Empowerment, 4. Systems, Structures, and policies).

- What It Takes to Be Collaborative

The heart (Nuture Safety and Trust) : The heart is the first of the domains because collaboration is an inside-out mind-set. It has to start on the inside, with the heart.

The head (Involve Others in Crafting a Clear Purpose, Values, and Goals) : The second domain is the head, which is about what you know, your belief, and attitudes about collaboration.

The hands (Talk Openly and Empower Yourself and Others) : The final domain, the hands, is about your actions and behaviors. When your heart and head are right, your behaviors and actions align to support collaboration.

Chapter 13, Organizational Leadership

The quality of a leader's influence at the organizational level is built upon the perspective, trust, and community the leader attains while mastering self, one-on-one, and team leadership. An effective leader's influence on an organization can create a culture that brings together people and systems in a harmonious whole.

- Diagnosis Your Organization's Development Level

There are two key variables that determine an organization's stage of development: Results and Relationships. Results and relationships are the determinants of a high performing organization. Organization development stage 1: Start-Up, Low results/High relationships

Organization development stage 2: Improving, Improving results/Declining relationships

Organization development stage 3: Developing, Increasing results/Variable relationships

Organization development stage 4: High Performing, High results/High relationships

- Applying the Appropriate Leadership Style at Each Development Level

Stage 1 : Compelling Vision/Shared Information and Open Communication

Stage 2 : Energizing Systems and Structures/Ongoing Learning

Stage 3 : Shared Power and High Involvement/Relentless Focus on Customer Results

Stage 4 : All HPO SCORES Elements

Chapter 14, Organizational Change : Why People Resist It

- When Is Change Necessary?

Change is necessary when a discrepancy occurs between an actual set of events and a desired set of events.

- Necessary Questions to Consider Organizational Change

Is your organization on track to achieve its vision? Are your organization's initiatives delivering the desired outcomes? Is your organization delivering those outcomes on time? Is your organization delivering those outcomes on budget? Is your organization maintaining high levels of productivity and morale? Are your people energized, committed, and passionate? Are your customers excited about your organization?

- Focus on Leading the Journey

Managing change is more about leading the journey of change than announcing the destination.

- The Importance of Involving Those Who are Being Asked to Change

When leaders don't involve people by surfacing and diagnosis their stage of concern, resistance to the change increases and the change process delays or stops. In contrast, when leaders involve people by surfacing, accurately diagnosing, and responding appropriately to the specific concerns people have in each stage of organizational change, the result is less resistance, greater buy-in, and faster change adoption.

Chapter 15, Leading People Through Change

- Five Change Leadership Strategies

Change Strategy 1: Expand Involvement and Influence

Change Strategy 2: Explain Why the Change Is Needed

Change Strategy 3: Collaborate on Implementation

Change Strategy 4: Make the Change Sustainable

Change Strategy 5: Explore Possibilities

- The Importance of Reinforcing the Change

Organizations should spend ten times more energy reinforcing the change they just made than looking for the next great change to try. It's worth repeating that if the change you're introducing is not aligned with the current culture, you must re-create the existing culture to support the new change initiative.

Chapter 16, Managing a Successful Cultural Transformation

When we talk about an organization's culture, we are referring to the values, attitudes, beliefs, behaviors, and practices of the organizational members. If cultural change is to be successful, everyone should be held accountable for achieving performance and living the organizational values.

- Cultural Change Process

Organizational culture will change when individuals change their behavior. A cultural change process has four phases: discovery, immersion, alignment, and reinforcement.

- Critical Success Factors for Cultural Transformation

1. The senior leadership team demonstrates commitment to the long-term process, 2. Values are defined in behavioral terms, 3. Accountability for delivering promised performance and demonstrating valued behaviors is paramount, 4. All staff members are involved in and buy into the culture transformation at every phase, 5. Find a manageable scope for the change initiative

Section III Treat Your Customers Right

Chapter 17, Serving Customers at a Higher Level

- Getting Legendary SCORES from Your Customers

In high performing organizations, everyone passionately holds and maintains the highest standards for quality and service from the customer's perspective. Processes are designed with the customer in mind. In HPO, the people in contact with the customers are empowered and can make decisions.

-Creating Legendary Service

Legendary service consists of four basic elements : Committed (Living your customer service vision), Attentive (Listening to identify needs and wants), Responsive (Taking action that shows you care), Empowered (Unleashing the full extent of your power)

- Serving Customers at a Higher Level

Decide what you want your customer experience be, Discover what your customer want, Deliver your ideal customer service experience,

- Giving Your People Wings

If leaders empower, train, and love their people, the people will take good care if the customers, who then will become raving fans leading to high performing, profitable organizations.

Section IV Have the Right King of Leadership

Chapter 18, Servant Leadership

When people lead at a higher level, they make the world a better place because their goals are focused on the greater good. This requires a special kind of leader: a servant leader. People look to their organizational leaders for direction. The visionary role is the leadership aspect of servant leadership. Once people are clear on where they are going, the leader's role shifts to a service mind-set for the task of implementation, the second aspect of leadership. Implementation is where the servant aspect of servant leadership comes into play. During implementation, the traditional hierarchical pyramid is turned upside down. As a result, customer and customer contact people become the top of the organization and the top management is placed at the bottom of the pyramid. So, the leader works for his/her people and is to be responsive to people. If a leader work for his/her people as servant leaders do, he/she becomes to help people accomplish goals, solve problems, and live according to the vision. The only way to create great relationships and results is through servant leadership. It's all about putting other people first. Why are you leading? Is it to serve or to be served? If leaders don't get the heart right, they simply will never become servant leaders. The most persistent barrier to being a servant leader is a heart motivated by self-interest. The shift from self-serving leadership to leadership that serves others is motivated by a change in heart. The antidote for false pride is humility and the antidote for fear is love.

Chapter 19, Determining Your Leadership Point of View

Leadership point of view is leaders' beliefs and values about leading people. A leadership point of view essentially describes a picture of today and future where there is consistency between your values, your words, and your actions as a leader. Effective leaders have a clear, teachable leadership point of view and are willing to share it with the people they work with. A leadership point of view teaches people what you expect from yourself and them so that together you and

the organization can succeed. The goal is to reflect and share how you want people to experience you as a leader so that you are more connected and effective.

Application

Learning the Language of Empowerment

In chapter 3, I could learn that empowerment culture is the organizational climate that releases people's knowledge, experience, and motivation that reside in people in the organization. To move from hierarchical culture to empowerment culture and to succeed in making empowerment climate in the organization, I realized that leaders must endeavor to fight against old command-and-control habits and traditions, and this fight for the greater good outcomes should be started from leaders' new language to empower people in the organization.

Hierarchical Culture	Empowerment Culture
Planning	Visioning
Command and control	Partnering for performing
Monitoring	Self-monitoring
Individual responsiveness	Team responsibility
Pyramid structure	Cross-functional structure
Workflow processes	Projects
Managers	Coaches/team leaders
Employees	Team members
Participative management	Self-directed teams
Do as you are told	Own your own job
Compliance	Good judgment

As we can see in this table, in the empowerment culture, leaders use different language in their attitudes, expectations, and associated behaviors. They approach their people with inclusive language to involve everyone to achieve their shared vision. I believe this empowerment language should be taught and applied in my church to remove the 'follow-me' top-down leadership style. As a body of Christ, churches must function organically. I think this organic

harmony can be nourished by only mutual respect and love. If we want to follow a new command Jesus gave us, churches must be known through mutual love rather than corporate bureaucracy or entrepreneurial organization. Through this mutual love, we can show to the world that we are His disciples. I believe this love should be expressed and experienced by our language. Especially among the leadership of the church, the use of empowerment language is not an optional choice. Leaders have greater power in their words. As one of the Christian leaders, I believe that we must make a persistent effort to use empowerment language to strengthen the church and to build up God's people. I decided that I would intentionally use empowerment language in my church leadership circle with the hope of cultural transition from hierarchical culture to empowerment culture.

What Servant Leaders Do

In chapter 18, I learned about Servant Leadership, and I could see what great leaders know and do for their high performing organizations and their people. Those could be summarized as the acronym SERVE (S stands for See the future, E stands for Engage and develop people, R stands for Reinvent Continuously, V stands for Value results and relationships, E stands for Embody the value). Among these, I realized that I need to live consistently with the value of my organization as a member of the leadership team, and this way of life is the best and necessary method to build trust within my church and people. My church emphasizes the value of missional life and missional church. As Jesus showed the perfect example as a servant leader, I believe that I need to show the value and power of missional life to people who want to know what the missional life is and to learn how we can live the missional life and participate in the missional church. As a sent one from God, I need to live as a missionary from the place where I am existing through

the life that follows the word of God, prayers for the advance of God's kingdom, and serving our neighbors with sincere love and empathetic relationships.