

# LEADERSHIP'S GREATEST CHALLENGE

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Leadership's greatest challenge:

NOT finances  
NOT personnel  
NOT facilities  
NOT people  
NOT recognition

Leadership's greatest challenge is ... GROWTH LEADERSHIP ...

Growth leadership is different from leadership that trouble-shoots or maintains an organization. Growth leadership demands a whole new set of:

THINKING - how things are going to be / future analysis  
COMPETENCIES - skills / abilities / training  
MODELS - creating a world to fit our vision

What got us here WON'T take us to the next level.

The world has shifted:

From linear to looped  
From knowledge to experience  
From institution to mission and passion  
From individuals to teams  
From safety to living on the edge

How we've done "it" must be reevaluated.

The new leader's task is to create CONVERSATIONS and CHANGE  
that are innovative - a leader's main task is to lead CHANGE !

Questions for us to consider:

What new THINKING \_\_\_\_\_ do I need?

What new COMPETENCIES \_\_\_\_\_ do I need?

**“The moment you stop learning, you stop leading.”  
John Maxwell**

What new TRAINING \_\_\_\_\_ do I need?

What new MODELS \_\_\_\_\_ do I need?

**“Think differently. See differently”  
To act differently, you must think differently.**

How we frame things and process events in our HEADS \_\_\_\_\_ directly effect our ACTIONS \_\_\_\_\_.

**“Some of our well-developed work patterns now actually interfere with our effectiveness. The more we struggle to apply many of our old ideas and methods, the harder it is to score. Work, in itself, isn’t getting harder. But because it is so different from what it has been in the past, we consider it more complex. Of all the changes we need to make, the most urgent one is to change our minds.” New Work Habits For the Next Millennium – Price Pritchett**

Old thinking looks at the PAST \_\_\_\_\_ and then at the PRESENT \_\_\_\_\_.

PAST > > PRESENT

New thinking looks at the FUTURE \_\_\_\_\_ and then at the PRESENT \_\_\_\_\_.

PRESENT < < FUTURE

**“The future is not the result of choices among alternative paths offered in the present. It is a place created – created first in the mind and the will: created next in activity.”  
Walt Disney**

**“I skate to where the puck is going to be, not where it has been.”  
Wayne Gretzky, Hockey player**

**“What you see and hear depends a good deal on where you are standing. It also depends on what sort of person you are.” C.S. Lewis**

Leadership has both a “HARD \_\_\_\_\_” and “SOFT \_\_\_\_\_” side.

The hard side is quantifiable and visible - it's the easier side. In this the **ABC's** are the measurables - Attendance, Buildings and Cash.

However, the soft side of leadership asks difficult questions and is not quantifiable.

Questions for the soft side of leadership:

- Lead consistently in a way that inspires followers to trust you?
- Not just academically prepared, but passionate - what is your passion?
- Hold people accountable for their performance?
- Energize others?
- Consistently demonstrate respect for followers? A deep belief in the capacity of people to solve problems.
- Really listen? “Around here, my opinion counts.” Would the majority of the team make this statement?
- Delegating important tasks to others? “Who else can do this?” You will not do most of the work of the organization; it will be done by people within the organization.
- Communicate vision, purpose and values?
- Time spent in developing other leaders?
- Meaningful interactions with peers and other leaders about their passion, gifts, ambitions and life mission?
- How do you wish others to perceive you?

- Tough yet sensitive? These leaders take the necessary time to make sure that they have the right people on the team, even if it means dismissing some existing team members.
- Simplify the complex? They take large, complex issues and reduce them to a single compelling issue.
- Tie your responsibilities to your leader's overriding concerns? Always looking for connections.
- Departmental goals, in writing and reviewed at next meeting?
- Culling nonproducers?
- Rewarding producers?
- Plugging into people's dreams and goals? Professional development.
- Don't wait for "it" to come to you - go after "it"!

**You cannot explore the oceans until you have courage enough to lose sight of the shore.**

- Be an expert in your field - the best! "What is my responsibility and how can I be an expert in it?" "What do you and only you do better than anyone else?"

**A fundamental paradox of all learning is that it is about giving up. It's about surrendering. It's about unlearning how we've done thus far.**

**"I've missed 9,000 shots!"  
 "I fail therefore I succeed!"  
 "I may be tired in my body, but not in my heart."  
 "Self doubt is suicide."**

**Michael Jordan – Basketball's best**