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# The Journey of Leadership

# Who are you?

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# Sources of Identity

- Vertical
- Horizontal
- Stakeholder/Constituent
- Demographic
- Geographic

# Why do people follow a leader?

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# Motivations of Followers (Van Vugt)

1. Subordinate – present because someone else is
2. Supporter – attracted to the leader's values
3. Loyalist – avoid ridicule, loyal to larger group
4. Apprentice – wants to be a leader someday or receive the benefits of the group
5. Disciple – moral guidance or wisdom, change behavior and identity

# Leadership...

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- Is Leadership...
  - A set of traits?
  - A set of skills?

# Recognize any of these?

Great Man  
Great Woman

Traits

Theory X  
Theory Y

Transactional  
Transformational

EQ

Adaptive

Servant

Contingency  
Theories

# Provisions for the Journey

- What can you not shed?
  - Birthplace
  - Birth order
  - Experiences
  - Ancestry
  - Biology
  - Personality traits



# Let's add a skill to the quiver

- People Skill?
- Or
- Task Skill?

# What is the best way to practice

- People skills?
- Tasks?



# Balancing Task and People

- People: Leading a Team
  - DEF of Team: Everyone on the team cares more about the goals of the team, than their individual performance
  - Q: “What is greatest team you have been on?”
- Task: Vision
  - DEF: Describe the future so that everyone in the group can see it and want to be a part of it.
  - Q: “What is the current goal for self or group?”

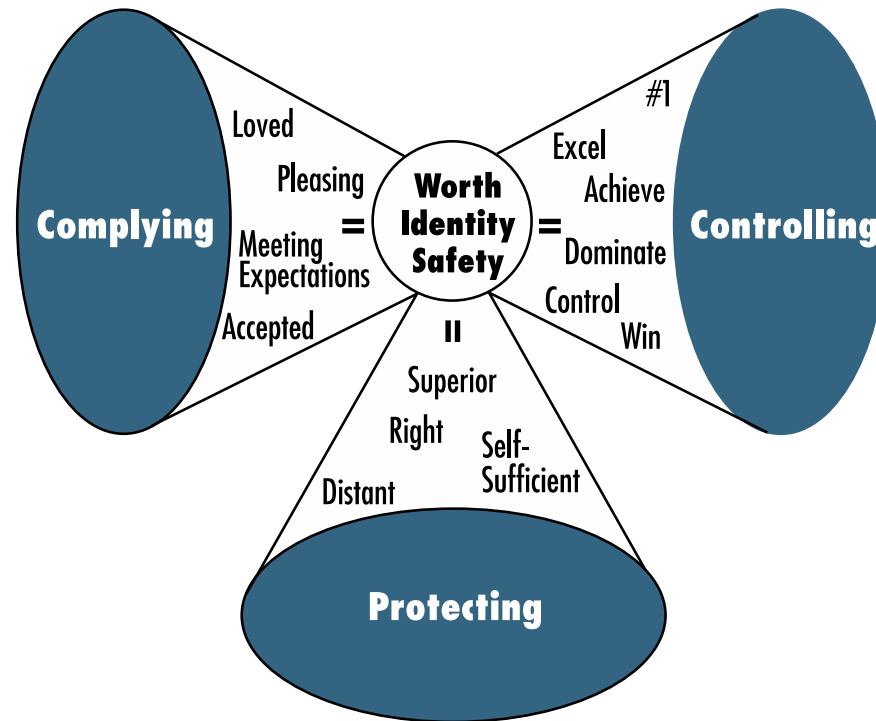
# Co-Active Leadership (Kimsey-House)

- Leading from
  - Within – Be the change
  - Front – Offer direction
  - Behind- Serve and coach
  - Beside – Partnerships and synergy
  - Field – Global world

# Complying, Controlling, Protecting

Moving Toward

Moving Against

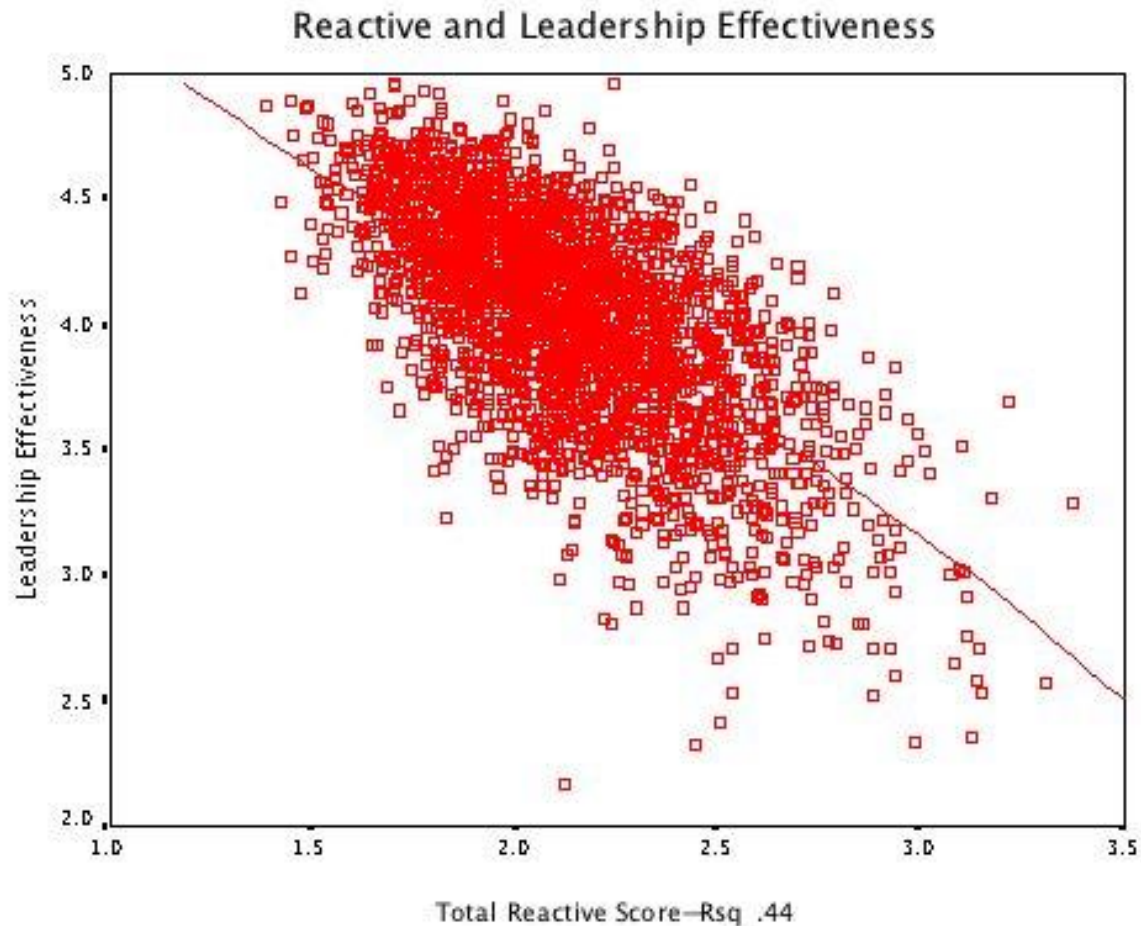


Moving Away

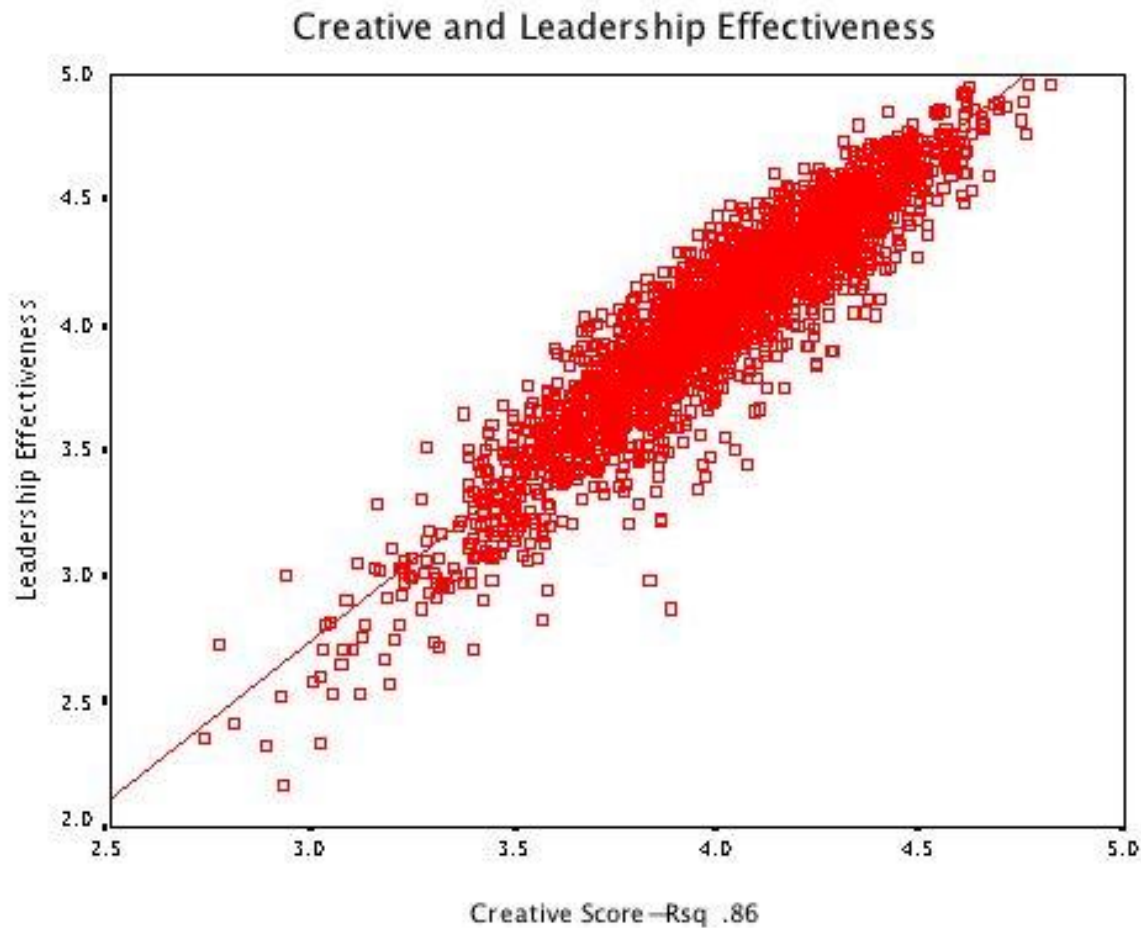
# Surviving our Younger Years (Karen Horney)

- Complying: Moving toward
  - Passive – humble, listening
  - Belonging – team member, add meaning
  - Pleasing – service, cooperative
  - Conserving – consistency, order
- Controlling: Moving against
  - Perfecting – high standards
  - Driven – discipline, commitment
  - Ambition – improvement, passion
  - Autocratic – responsible, decisive
- Protecting: Moving away
  - Arrogance – confidence, other voice
  - Critical - analytical
  - Distant – objective
- Self-exercise: Which were you most likely to use growing up?

# How Complying, Controlling, Protecting Correlate with Leadership Effectiveness



# How Other Skills Correlate with Leadership Effectiveness





# Creative Skills (TLC)

- **Relating:** caring, collaborating, teaming, mentoring, EQ
- **Self-awareness:** composed, learning, selfless,
- **Authenticity:** integrity, courageous
- **Systems:** community, sustainable prod, systems
- **Achieving:** visionary, strategic, results oriented, decisive

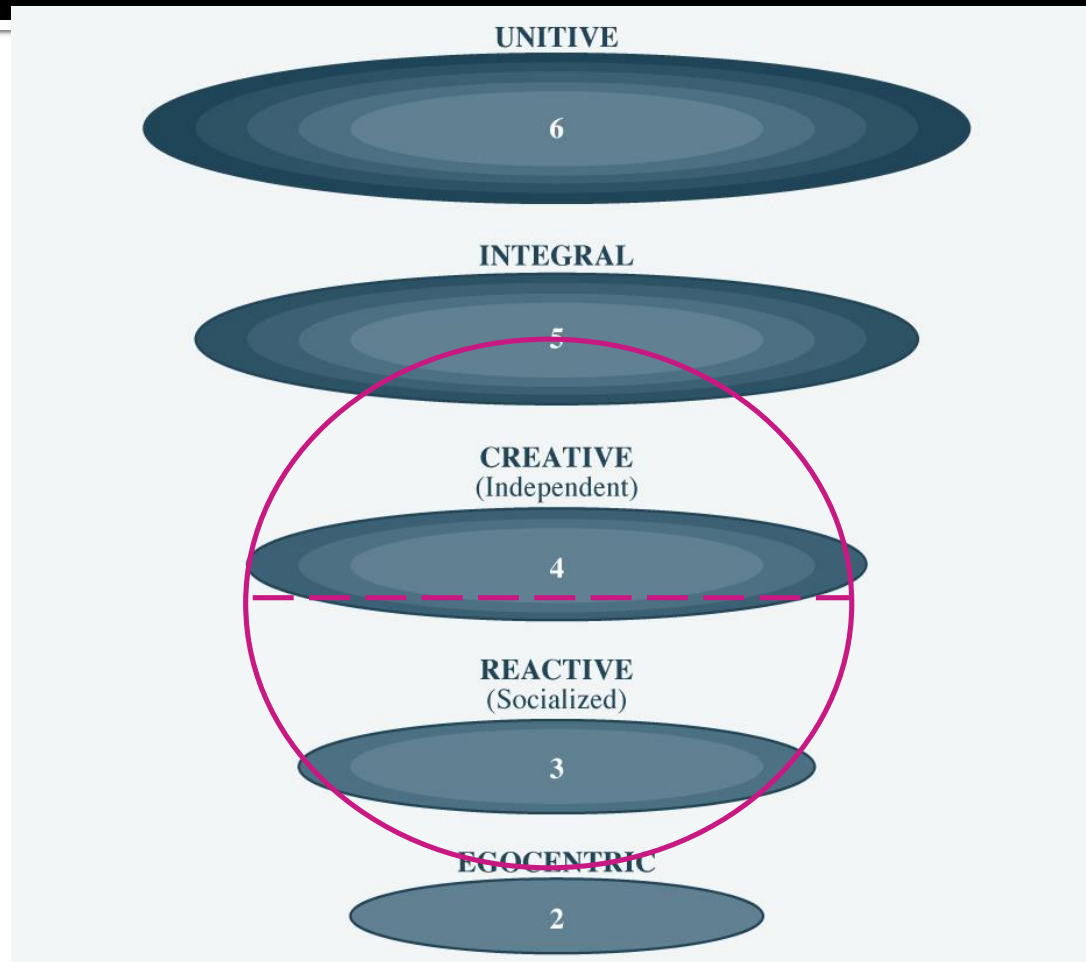
# Levels of Development (Kegan)

- “There is a gap today between what the culture demands of our minds and our mental capacity to meet these demands.”
- “Most of us (cognitively) are in over our heads.”

# Lots of people have named the steps

- Robert Kegan (cognitively)
- James Fowler (faith)
- Ken Wilber (spectrum of consciousness)
- Don Beck (sociological)
- Susanne Cook-Greuter (ego development)
- William Perry (cognitive)
- Lawrence Kohlberg (moral development)
- Jean Piaget (biologist)

# Stages of Adult Development



# Jennifer Garvey Berger (Keegan)

- One: Self-Sovereign
  - “It’s all about me; don’t do empathy
  - Rules, policies, other people, are helpers or barriers to my needs
- Two: Social
  - The group IS me; fused with their perspectives
  - Create an internal board of directors, but are not the chairperson of that board yet

# Jennifer Garvey Berger

- Three: Self-Authoring
  - What is this info saying to me (rather than about me)?
  - Pick and choose from sources of authority
- Four: Self-Transforming
  - Every perspective has value and contributes to the whole
  - Concerned about process of leadership not outcomes

# What type of journey

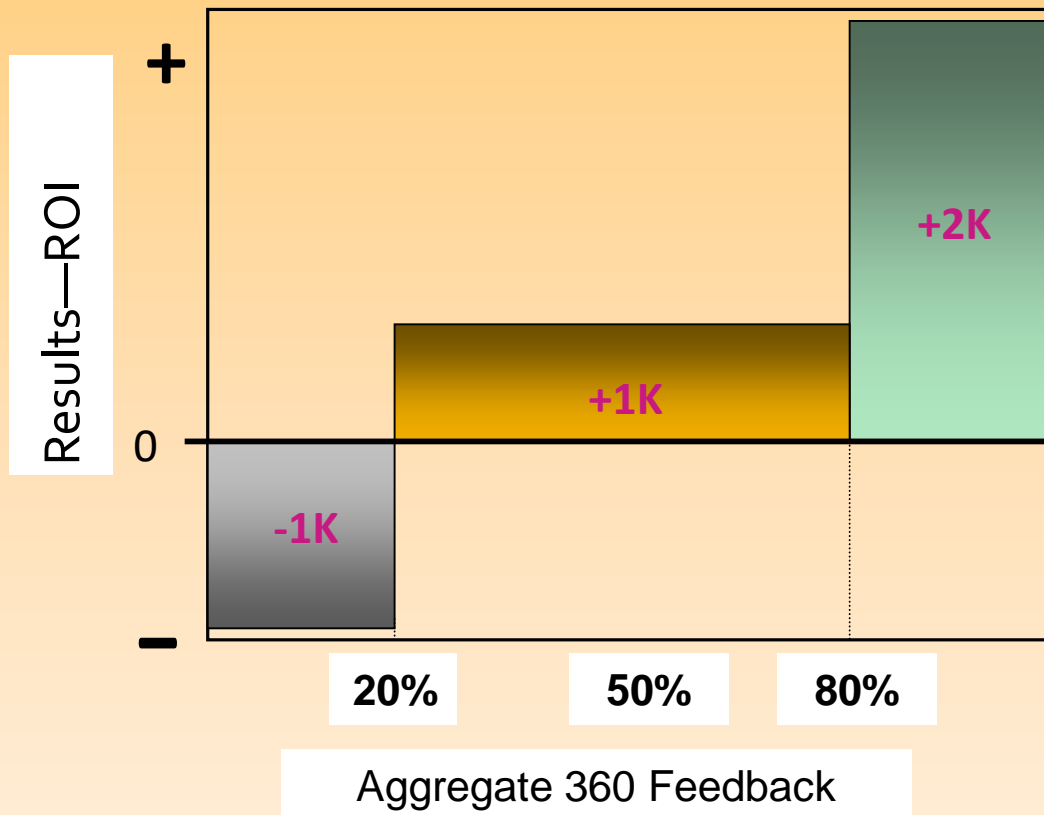
- Start something from scratch
  - Envision it
  - Put together a diverse team to carry it out
  - Reflect regularly
  - Considering contracting with a coach
- Repeat with an even more complicated idea

# Level 5 Leaders





# Contributions of People



# The Secret to Level 5 Leadership

Add these:

1. Purpose/Vision
2. Community development
3. Personal Learner
4. Mentoring (replacing teams)

Subtract these:

1. Conserving
2. Ambition

But not simpler...Albert Einstein

**Every task should be made as  
simple as possible**

# Exercise – Island Leadership

- Character Leadership
- Focused Leadership
- Transformational Leadership
- Shifting Leadership

# Bible Study on Leadership Styles

- Acts 6:1-6
- Acts 7:54 to Acts 8:4
- Acts 11:19-26
- What styles do you see?
- Character, Focused, Transform, Shifting

# The End

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