



QUALITIES OF A GOOD LEADER

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ESL Resources and Notes
(Upper Intermediate/Advanced)

Written and Compiled
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Introduction

Leaders. Each of us can give the names of leaders we know about, leaders we admire, leaders who made a real difference in the world, and yes, even leaders that impacted our lives in some ways. Usually, we have no problem listing some of the significant things these people did; we may not be as clear in our minds what made these leaders great i.e., what qualities did they have which made them great.

Shifting our focus from the “great” leaders, we need to look at ourselves and recognize that each of us is a leader in the place where we are: home, country, place of work, field of expertise, and even the world. Our leadership may not make the headlines, but it will make a difference in our world, especially in the lives of others.

The following pages comprise an attempt to compile some of the lessons we learned in our Monday night International English class here in our home in Guelph, Ontario, Canada – online via Zoom during the COVID-19 restrictive period 2020/21.

Among other conversation topics we focussed on the topic “Qualities of a Good Leader”. In my teaching of the qualities of a good leader I tried to incorporate discussion, vocabulary, pronunciation, idioms, proverbs, etc. While the following pages contain these lesson themes, they are not in themselves English lessons. ESL teachers realize that each class has different needs. The materials presented here will require activities such as games, discussion, vocabulary pronunciation exercises, etc. to meet those needs. However, I hope that as you read these it will be helpful for you in improving your facility in English. And I hope that for ESL teachers these notes will be a helpful resource.

Above all, I hope that the contents of this booklet will help to inspire and equip you to be a good leader where you are “planted”. You can’t do it all but you can make a difference. Be more than a manager – be a leader!

Each of the following chapters incorporates one leadership quality. You may want to use these chapters as reference material for a group study of leadership. You can use the discussion questions to help you initiate/stimulate thinking and discussion. Help others to become better leaders. Be a leader of leaders. Go for it!

NOTE: These notes are not meant to be published or printed for purposes beyond personal use or for small classes. The sources of the materials used have not all been adequately acknowledged for any type of commercial printing. And these notes are certainly not to be sold.

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Elmer Warkentin
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THE WORLD NEEDS LEADERS

- Who use their influence at the right times for the right reasons.
- Who take a little greater share of the blame and a little smaller share of the credit.
- Who lead themselves successfully before attempting to lead others.
- Who continue to search for the best answer, not the familiar one.
- Who add value to the people and organization they lead.
- Who work for the benefit of others, not merely for personal gain.
- Who handle themselves with their heads and handle others with their hearts.
- Who know the way, go the way, and show the way.
- Who inspire and motivate rather than intimidate and manipulate.
- Who live with people to know their problems and live with God in order to solve them.
- Who realize that their dispositions are more important than their positions.
- Who mould opinions instead of following opinion polls.
- Who understand that an institution is the reflection of their character.
- Who never place themselves above others except in carrying responsibility.
- Who will be as honest in small things as in great things.
- Who discipline themselves so they will not be disciplined by others.
- Who encounter setbacks and turn them into comebacks.
- Who follow a moral compass that points in the right direction regardless of the trends.

John C. Maxwell
Developing the Leader Within You
Nashville: Thomas Nelson, 1993, p. 201

WHAT IS A LEADER/LEADERSHIP?

Here are a few attempts by leadership “experts” to concisely define what leadership is. Think about each of them in relation to leaders that you know. Which definition would you say most adequately contains the essential elements of what a leader is?

“The person who leads or commands a group, organization, or country.” - Dictionary

“The only definition of a leader is someone who has followers.” - Peter Drucker

“Leadership is the capacity to translate vision into reality.” - Warren Bennis

“As we look ahead into the next century, leaders will be those who empower others.” - Bill Gates

“Leadership is influence - nothing more, nothing less.” - John Maxwell:

“Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.” Kevin Kruse – Forbes Magazine

Each of these statements has merit regarding the meaning of leadership. Note how the final one, by Kevin Kruse, includes the essential elements of each of the others.

In the following lessons we will use this as our foundational definition of leadership. I trust that as we proceed through our English lessons, we will realize that Kruse’s concise definition/description, while not totally comprehensive and exhaustive, is “a good hook to hang our coats on”.

Let me restate it here in simpler language: ***Leadership is that process by which we influence people in such a way that we help them to become the people who live their lives using their giftedness and potential to achieve the purposes and goals for themselves and others.***

Chapter 1: Honesty and Integrity

Most lists of qualities of a good leader begin with “honesty and integrity”. Honesty is the foundation on which other leadership qualities are built and on which they depend. Yet this is a quality that is often lacking or severely deficient in leaders.

MEANING OF HONESTY: The quality or fact of being honest; uprightness and fairness; truthfulness, sincerity, or frankness; freedom from deceit or fraud.

MEANING OF INTEGRITY: Having integrity means doing the right thing in a reliable way. It’s a personality trait that we admire, since it means a person has a moral compass that doesn’t waver.

Some other words related to honesty and integrity: frankness, candidness, authenticity, openness, transparency, vulnerability, dependability, truthfulness, uprightness, sincere

The opposite of honesty and integrity: dishonesty, hypocrisy/hypocrite, deceitful, crooked, fake, corrupt, shady, undependable, insincere, cheating, lies, white lies.

HONESTY STORIES

Did you learn stories of honesty as you were growing up? These can be in the form of legends, fairy tales, or true to life stories. Read the fairy tale and legend below and consider the questions that follow each story.

THE LION AND THE RABBIT

Long time ago there lived a cruel lion in the deep forest. It was a greedy Lion and it started killing all the animals in the forest. Seeing this, the animals gathered and decided to approach the Lion with the offer of one animal of each species volunteering itself to be eaten by the Lion every day. So, every day it was the turn of one of the animals and in the end came the rabbits' turn. The rabbits chose an old rabbit among them. The old rabbit was wise. It decided to take its own sweet time to go to the Lion. The Lion was getting impatient on not seeing any animal come by and swore to kill all the animals the next day.

The rabbit then went to the Lion by sunset. The Lion was angry at him. But the wise rabbit was calm and slowly told the Lion that it was not his fault. He told the Lion that a group of rabbits were coming to him for the day but on the way, an angry Lion attacked them all and ate all the rabbits but himself. Somehow, he escaped to reach safety, the rabbit said. He said that the other Lion was challenging the supremacy of the Lion. The Lion was naturally very enraged and asked to be taken to the location of the other Lion.

The wise rabbit agreed and led the Lion towards a deep well filled with water. Then he showed the Lion his reflection in the water of the well. The Lion was furious and started growling and naturally its image in the water, the other lion, was also equally angry. Then the Lion jumped into the water to attack the other lion and kill it but lost its life in the well. Thus, the wise rabbit saved the forest and all animals from the proud Lion.

DISCUSSION

1. The last sentence in this story states that the dishonesty of the wise rabbit resulted in the saving of all the animals. This implies that "the end justifies the means". Do you agree with this? Always? Sometimes?
2. Can you think of examples/instances where leaders have practiced this principle?
3. Have you personally experienced this?

MERCURY AND THE WOODMAN

A Woodman was felling a tree on the bank of a river, when his axe, glancing off the trunk, flew out of his hands and fell into the water. As he stood by the water's edge lamenting his loss, the god Mercury appeared and asked him the reason for his grief.

On learning what had happened, out of pity for his distress, Mercury dived into the river and, bringing up a golden axe, asked him if that was the one he had lost. The Woodman replied that it was not, and Mercury then dived a second time, and, bringing up a silver axe, asked if that was his. "No, that is not mine either", said the Woodman.

Once more Mercury dived into the river, and brought up the missing axe. The Woodman was overjoyed at recovering his property, and thanked his benefactor warmly; and the latter was so pleased with his honesty that he made him a present of the other two axes.

When the Woodman told the story to his companions, one of these was filled with envy of his good fortune and determined to try his luck for himself. So, he went and began to fell a tree at the edge of the river, and presently purposely caused his axe to drop into the water.

Mercury appeared as before, and, on learning that his axe had fallen in, he dived and brought up a golden axe, as he had done on the previous occasion. Without waiting to be asked whether it was his or not, the fellow cried, "That's mine, that's mine," and stretched out his hand eagerly for the prize.

Mercury was so disgusted at his dishonesty that he not only declined to give him the golden axe, but also refused to recover for him the one he had let fall into the stream.

DISCUSSION

1. What does the story say about honesty? What is the moral of this story?
2. Is honesty always rewarded in this way? Is dishonesty always punished in this way? Can you think of specific examples or experiences? Are there other rewards for honesty?
3. Would you say you are an honest person? Why, or why not?

Here is a real-life situation which presents a challenge of honesty. People face this type of challenge in various forms and contexts: in the workplace, at home, in social settings/relationships. Read this story and reflect on it by working through the questions that follow. You may want to discuss it with a friend or co-worker.

SCOTT'S DILEMMA

Scott accepted a job as a Computer Projects Manager in a new company. He eagerly began working on a project with one of the company's best customers, Hampton Technology. He developed a good working relationship with Hampton Technology. The customer respected Scott for his expertise. A short time later Scott's boss told him to tell Hampton Technology that it would take six additional months to complete the project. Scott's company needed extra money. The longer the project took for completion, the more money the new company would be able to charge Hampton Technology. Scott knew the job would take only one month. Scott did not know what to do. Should he be honest with Hampton Technology since they trusted him to be honest in all his work? Should he agree to do what his boss asked him to do for the good of the new company? He knew that the longer the project lasted it would mean that there would be jobs for his fellow workers. If he followed his boss's request, he would be dishonest with Hampton Technology. If he were honest with Hampton Technology, he would embarrass his boss and lose his job along with his fellow workers

You be the judge: Should Scott go along with his boss and give his client the new completion date? Or should he be honest about the time it will take to complete the project? Think seriously about the consequences of either action.

HONESTY AND INTEGRITY IDIOMS

above board

If a situation or business is described as above board, it is open, honest and legal.

"There are no secret negotiations. Our dealings have always been above board."

bend the truth

If you bend the truth, you say something that is not entirely true.

"Ok, I **bent the truth** a bit. I told him it was my natural colour, but I didn't say that my hairdresser helped me to keep it natural!"

<p>(the) benefit of the doubt</p> <p><i>If you give someone the benefit of the doubt, you choose to believe that the person is innocent, honest or telling the truth, because there is no evidence to the contrary.</i></p> <p>"Although he found it hard to believe Tom's explanation, the teacher decided to give him the benefit of the doubt."</p>	<p>buy a lemon</p> <p><i>If you buy something, especially a car, that is defective, unsatisfactory, constantly gives trouble or stops running after a short time, you buy a lemon.</i></p> <p>"The car I bought was a real lemon. It broke down two weeks later."</p>
<p>break every rule in the book</p> <p><i>If you behave in a completely unacceptable way, you break every rule in the book.</i></p> <p>"Our competitors obtained the contract by breaking every rule in the book."</p>	<p>black market</p> <p><i>The black market refers to the illegal buying and selling of goods or currencies.</i></p> <p>"Be careful of what you buy on the black market - it's not always good quality."</p>
<p>catch red-handed</p> <p><i>If a person is caught red-handed, they are caught while they are doing something wrong or illegal.</i></p> <p>"The police arrived as the burglar was leaving the house. He was caught red-handed."</p>	<p>cook the books</p> <p><i>A person who cooks the books is one who changes the facts or figures in the financial accounts, often in order to steal money.</i></p> <p>"The actor discovered after a while that his agent was cooking the books."</p>
<p>in cahoots with someone</p> <p><i>If one person is in cahoots with another, they are working in close partnership, usually conspiring to do something dishonest.</i></p>	<p>"There was a rumour that the mayor was in cahoots with a chain of supermarkets."</p>

PROVERBS ABOUT HONESTY

May integrity and honesty protect me, for I put my hope in you. (Psalm 25:21)	But you desire honesty from the womb, teaching me wisdom even there. (Psalm 51:6)
You are not being honest if you burn your tongue and don't tell everyone else that the soup is hot. ~ Serbian Proverb	Beauty without honesty is like a rose without perfume. ~ Danish Proverb
The thief who has no opportunity to steal thinks he is an honest man. ~ Hebrew Proverb	Slander cannot destroy an honest man: when the flood recedes the rock is there. ~ Chinese Proverb
Act honestly and answer boldly. ~ <u>Danish Proverbs</u> A nod of an honest man is enough. ~ <u>English Proverbs</u>	Do not trust a person who claims to be honest , and never trust exaggerated friendliness. ~ Chinese Proverb
He grants a treasure of common sense to the honest . He is a shield to those who walk with integrity. (Proverbs 2:7)	An honest answer is like a kiss of friendship. (Proverbs 24:26)
The godly are directed by honesty , the wicked fall beneath their load of sin. (Proverbs 11:5)	Better to be poor and honest than to be dishonest and rich. (Proverbs 28:6)
Honesty guides good people; dishonesty destroys treacherous people. (Proverbs 11:3)	In the end, people appreciate honest criticism far more than flattery. (Proverbs 28:23)
If you really want honesty , then don't ask questions you don't really want the answer to. ~ Burmese Proverb	Those who lead good people along an evil path will fall into their own trap, but the honest will inherit good things. (Proverbs 28:10)

DISCUSSION

Read the following quotes about honesty and choose your favourite one. If you can, share with a friend or co-worker why you like this statement.

1. Lying is done with words and also with silence. – Adrienne Rich
2. If you add to the truth, you subtract from it. – The Talmud
3. Being entirely honest with oneself is a good exercise. – Sigmund Freud
4. A dying man discovers the honesty with which he was born. –Japanese proverb
5. Go to the truth beyond the mind. Love is the bridge. – Stephen Levine

Chapter 2: Positive Attitude

Is the glass half empty or half full? The response to this question reveals an attitude, the difference between an optimist and a pessimist. We can also call it positive thinking versus negative thinking.

DISCUSSION

Here are a few questions you can use to discuss with someone or with a group to help you get a better understanding of attitudes in your own life.

1. What is your most likely response to the question: Is the glass half full or half empty?
2. Can you name a couple of people you know who are optimists? Pessimists? Which ones do you like most to be with?
3. Describe an experience in which you consciously chose to have a positive attitude. One in which you displayed a negative attitude.
4. How does our thinking affect our attitude? Can you give specific examples?

POSITIVE ATTITUDE

There's a direct correlation between a **positive attitude** and better relationships, superior health, and greater success. A **positive attitude** can boost your energy, heighten your inner strength, inspire others, and produce the strength to meet difficult challenges.

A positive attitude leads to success and happiness. It helps you cope more easily with the daily affairs of life. It brings optimism into your life and makes it easier to avoid worries and negative thinking. It is said that we often can't control the circumstances of our life, but we can control our attitude amid those circumstances.

Attitude stems from our thoughts. Our negative thoughts can create anxiety anger, resentment, jealousy – an array of emotions. Negative thinking can lead to depression and self-destructive behaviour. It saps our energy, erodes our self-confidence and can put us in a bad mood. **Thinking produces attitude.**

As a leader, your attitude matters more than everyone else's. They are looking to you, as leader and watching for clues and modeling your attitude. Remember that someone must inject the positive attitude, must smile first, and must make it ok to think about problems proactively. If you as a leader don't do it, who else will? If you aren't doing it, what are you waiting for?

Vocabulary: pessimist, pessimistic, pessimism; optimist, optimistic, optimism; positive, negative attitude; correlation, proactive, reactive; arrogance, humility; superiority, inferiority; resentment

Read this Cherokee legend, **Two Wolves**, and think about how this plays out in your life.

An old Cherokee is teaching his grandson about life. "A fight is going on inside me," he said to the boy. "It is a terrible fight and it is between two wolves. One is evil – he is anger, envy, sorrow, regret, greed, arrogance, self-pity, guilt, resentment, inferiority, lies, false pride, superiority, and ego." He continued, "The other is good – he is joy, peace, love, hope, serenity, humility, kindness, benevolence, empathy, generosity, truth, compassion, and faith. The same fight is going on inside you - and inside every other person, too."

The grandson thought about it for a minute and then asked his grandfather, "Which wolf will win?" The old Cherokee simply replied, "The one you feed."
(<https://www.firstpeople.us/FP-HTML-Legends/TwoWolves-Cherokee.html>)

POSITIVE THINKING AND ATTITUDE: CASE STUDIES

In each situation below, how could the people respond with a positive attitude to their situation?

1. Don has a business in which he manufactures incandescent light bulbs. People are switching to LED bulbs and so the demand for his bulbs is plummeting. At this rate he will go out of business in a few years. He's too young to retire and doesn't have much of a savings account.
2. Samantha is visiting the medical clinic because she has been experiencing severe abdominal pains for several weeks and today it became extremely painful. The doctor, after examining her, diagnoses the pain as due to an inflamed appendix which will require immediate surgery. Samantha almost panics because of all her plans for the next couple of weeks.
3. There are signs that Peter and Rhonda's son, Reuben, has problems in learning to read. After a series of tests, they learn that Reuben has dyslexia which means he will probably experience reading challenges for the rest of his life. They are devastated because they have had dreams of Reuben becoming a medical doctor.
4. Pam and Gavin get so discouraged about their daughter Jessica's messy room. Every time they look into her room they can barely see the floor. Jessica does well in school and excels in sports. She's popular in school and in the community.
5. Tabitha has been training as a legal clerk, with hopes of joining the staff in her uncle's legal firm in her hometown. A week before her graduation she learns that her uncle's legal office will be closed later this year. It seems like her dream of spending the rest of her life working in her hometown has been shattered.

If You Think You Can

'If you think you can do a thing, or you think you can't do a thing, you're always right.'

- Henry Ford

If you think you are beaten, you are.

If you think you dare not, you don't.

If you'd like to win but you think you can't, it's almost a cinch you won't.

For out in the world you'll find success begins with a person's will.

It's all in the state of mind.

Think big, and your deeds will grow;

Think small and you fall behind.

Think that you can, and you will.

It's all in your state of mind.

If you think you are outclassed, you are.

You've got to think high to rise.

You've got to be sure of yourself before you can ever win a prize.

Life's battle doesn't always go to the stronger or faster one;

But sooner or later, the one who wins is the person who thinks they can.

Walter D. Wintle

THE OPTIMIST'S CREED

Promise yourself . . .

- To be so strong that nothing can disturb your peace of mind.
- To talk health, happiness and prosperity to every person you meet.
- To make all your friends feel that there is something in them.
- To look at the sunny side of everything and make your optimism come true.
- To think only of the best, to work only for the best and to expect only the best.
- To be just as enthusiastic about the success of others as you are about your own.
- To forget the mistakes of the past and press on to the greater achievements of the future.
- To wear a cheerful countenance at all times and give every living creature you meet a smile.
- To give so much time to the improvement of yourself that you have no time to criticize others.
- To be too large for worry, too noble for anger, too strong for fear, and too happy to permit the presence of trouble.

Written by Christian D. Larson in 1912

IDIOMS RELATED TO POSITIVE ATTITUDE/THINKING

<p>think the world of (someone or something)</p> <p>To have an extremely high opinion of someone or something; to be very fond of or greatly admire someone or something.</p> <p><i>I thought the world of my dad growing up.</i></p>	<p>(as) crooked as a dog's hind leg</p> <p>To say that someone is as <i>crooked as a dog's hind leg</i> means that they are very dishonest indeed.</p> <p><i>"He can't be trusted - he's as crooked as a dog's hind leg."</i></p>
<p>Best thing since sliced bread</p> <p>A good invention or innovation. A good idea or plan.</p> <p><i>I think this toaster oven is the best idea since sliced bread</i></p>	<p>Can't judge a book by its cover</p> <p>Cannot judge something primarily on appearance.</p> <p><i>After getting to know my neighbour I realized you can't judge a book by its cover.</i></p>

<p>Every cloud has a silver lining</p> <p>Be optimistic, even difficult times will lead to better days.</p> <p><i>Clouds of sorrow may overshadow you now but every cloud has a silver lining.</i></p>	<p>Give the benefit of the doubt</p> <p>Believe someone's statement, without proof.</p> <p><i>I'm not sure if he's totally right, but I'll give him the benefit of the doubt.</i></p>
<p>Piece of cake</p> <p>A job, task or other activity that is easy or simple.</p> <p><i>That project will be a piece of cake.</i></p>	<p>Take with a grain of salt</p> <p>This means not to take what someone says too seriously.</p> <p><i>I take all his claims with a grain of salt.</i></p>
<p>Hope against hope</p> <p>To hope very strongly when the situation is hopeless.</p> <p><i>Though his knee is badly injured, he is hoping against hope that he will win the race.</i></p>	<p>There is light at the end of the tunnel</p> <p>Something that gives you hopes for the future after a long difficult time</p> <p><i>After the leaders of countries met for talks on terrorism, people are seeing light at the end of the tunnel.</i></p>
<p>Keep your chin up</p> <p>Remain cheerful in a difficult situation.</p> <p><i>I know you have difficulty finding a job, but you will have to keep your chin up and continue trying.</i></p>	<p>Hang in there</p> <p>Be patient in a difficult situation.</p> <p><i>A sale of our product is not going high but still we hang in there for a better future.</i></p>
<p>Count your blessings</p> <p>Be grateful for good things in life or what you have.</p> <p><i>Sometimes you get frustrated working a whole day on the computer but count your blessings; technology has given you a lot.</i></p>	

QUOTES ABOUT POSITIVE ATTITUDE/THINKING

<p>If you don't like something, <u>change it</u>. If you can't change it, change your attitude.</p> <p>- Maya Angelou</p>	<p>We are all in the gutter, but some of us are looking at the stars.</p> <p>- Oscar Wilde</p>
<p>Nurture your mind with great thoughts, for you will never go any higher than you think.</p> <p>- Benjamin Disraeli</p>	<p>The most important decision you make is to be in a good mood.</p> <p>- Voltaire</p>
<p>It's not what happens to you, but how you react to it that matters.</p> <p>- Epictetus</p>	<p>An optimist is the human personification of spring.</p> <p>- Susan J. Bissonette</p>
<p>Fix your thoughts on what is true, and honorable, and right, and pure, and lovely, and admirable. Think about things that are excellent and worthy of praise.</p> <p>- Paul</p>	

Here's a short devotional from Sarah Young's book, Jesus Calling.

How's this for a very positive outlook on life:

Begin each new day with desire to find Me. Before you get out of bed I have already been at work preparing the path to get you through this day. There are hidden treasures strategically placed along the way. Some of the treasures are trials designed to shake you loose from earth's shackles. Others are blessings that reveal my presence: sunshine, flowers, birds, friendships, answered prayers. I have not abandoned this sin-wracked world; I am still richly present in it. Search for deep treasure as you go through this day; you will find me all along the way. (May 23)

SEVEN PRACTICAL TIPS TO ACHIEVE A POSITIVE MINDSET

1. Start the day with a positive affirmation.

How you start the morning sets the tone for the rest of the day. Have you ever woken up late, panicked, and then felt like nothing good happened the rest of the day? This is likely because you started out the day with a negative emotion and a pessimistic view that carried into every other event you experienced. Instead of letting this dominate you, start your day with positive affirmations. Talk to yourself in the mirror, even if you feel silly, with statements like, "Today will be a good day" or "I'm going to be awesome today." You'll be amazed how much your day improves.

2. Focus on the good things, however small.

Almost invariably, you're going to encounter obstacles throughout the day—there's no such thing as a perfect day. When you encounter such a challenge, focus on the benefits, no matter how slight or unimportant they seem. For example, if you get stuck in traffic, think about how you now have time to listen to the rest of your favorite podcast. If the store is out of the food you want to prepare, think about the thrill of trying something new.

3. Find humor in bad situations.

Allow yourself to experience humor in even the darkest or most trying situations. Remind yourself that this situation will probably make for a good story later and try to crack a joke about it. Say you're laid off; imagine the most absurd way you could spend your last day, or the most ridiculous job you could pursue next—like kangaroo handler or bubble-gum sculptor.

4. Turn failures into lessons.

You aren't perfect. You're going to make mistakes and experience failure in multiple contexts, at multiple jobs and with multiple people. Instead of focusing on how you failed, think about what you're going to do next time—turn your failure into a lesson. Conceptualize this in concrete rules. For example, you could come up with three new rules for managing projects as a result.

5. Transform negative self-talk into positive self-talk.

Negative self-talk can creep up easily and is often hard to notice. You might think I'm so bad at this or I shouldn't have tried that. But these thoughts turn into internalized feelings and might cement your conceptions of yourself. When you catch yourself doing this, stop and replace those negative messages with positive ones. For example, I'm so bad at this becomes 'Once I get more practice, I'll be way better at this'. I shouldn't have tried becomes 'That didn't work out as planned—maybe next time'.

6. Focus on the present.

I'm talking about the present—not today, not this hour, only this exact moment. You might be getting chewed out by your boss, but what in this exact moment is happening that's so bad? Forget the comment he made five minutes ago. Forget what he might say five minutes from now. Focus on this one, individual moment. In most situations, you'll find it's not as bad as you imagine it to be. Most sources of

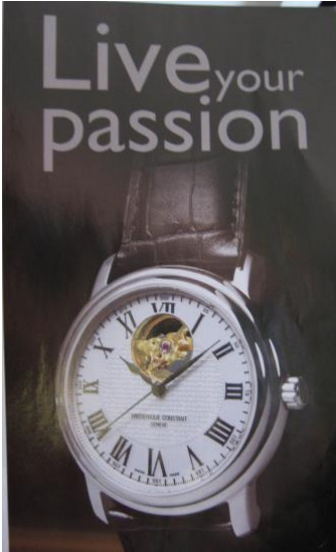
negativity stem from a memory of a recent event or the exaggerated imagination of a potential future event. Stay in the present moment.

7. Find positive friends, mentors and co-workers.

When you surround yourself with positive people, you'll hear positive outlooks, positive stories and positive affirmations. Their positive words will sink in and affect your own line of thinking, which then affects your words and similarly contributes to the group. Finding positive people to fill up your life can be difficult, but you need to eliminate the negativity in your life before it consumes you. Do what you can to improve the positivity of others, and let their positivity affect you the same way.

Source: Success.com, written by Larry Alton

Chapter 3: Passion and Commitment



Some years ago I was on a flight from Beijing to Zhengzhou in China. I opened the in-flight magazine and flipped through it. An ad on one page arrested my attention. Study this ad for a few minutes and try to explain what it means. What does passion have to do with advertising a watch?

Does this statement remind you of people, of leaders you know, who you have read about and admired? Who are they and what did they do that exhibited passion? If you study the lives of great men and women of history, you will undoubtedly find that they were people of commitment and passion. Let's look at those terms a bit more up close.

PASSION

Let's first look at the word passion and try to understand what it means.

- a strong feeling of enthusiasm or excitement for something or about doing something
- a strong feeling (such as anger) that causes you to act in a dangerous way.
- a strong sexual or romantic feeling for someone.

For our purposes in this study we'll focus on the first definition: a strong feeling of enthusiasm or excitement for something or about doing something.

KNOWING YOUR PASSION

Knowing your passion in life gives you something to build the rest of your life around. Your passion can be anything that simultaneously **challenges** you, **intrigues** you and **motivates** you. *Contrary to the idea that doing what you love makes work effortless, **a passion puts you to work.** It's what you're willing to **sacrifice** lesser leisure and pleasures for. Seek it and where you find it may surprise you.*

In every community there are those who evoke change. Not because they shout louder or demand the spotlight, rather **simply as a result of their passion.** Passion for their work, passion for their cause, or passionate for life. They find solutions, not problems. They realize **every great journey begins with a single step** and live their lives accordingly, often in anonymity. (Community Life Magazine, Guelph, Oct. 2012)

BE ON FIRE

If you want to draw a crowd, pour kerosene on yourself, strike a match, set yourself on fire, and people will come from miles around to see you burn.

– C.H Spurgeon

Note: Spurgeon was an English pastor who was speaking figuratively here: He wanted people to be so excited about their faith that others would be drawn to it and accept it.

MOHAMED BOUAZIZI (1984-2011)

On Dec. 17, 2010, Mohammed set himself on fire to protest against the ruthless government of Tunisia, beginning a revolution that resulted in the ouster of the corrupt government. This revolution spread to other parts of the Arab world becoming what we now know as the *Arab Spring*.

MARTIN LUTHER KING JR. AND TERRY FOX

Two men who demonstrated exceptional passion for a cause were Martin Luther King Jr. and Terry Fox.

Watch Luther's speech "I have a dream" at <https://www.youtube.com/watch?v=vP4iY1TtS3s>.

Watch the Terry Fox story at <https://www.youtube.com/watch?v=f1QOtPDAAeY>

Here's a thought for you to ponder as you wonder what passion to devote your life to:

"Don't ask what the world needs. Ask what makes you come alive, and go do it. Because what the world needs is people who have come alive." — Howard Thurman.

COMMITMENT

What if you know what you have a passion for, but you don't do anything about it? This is the main problem with passion. You can have all the passion in the world for something but if you never do anything about it, that passion is useless. **Passion must be followed up with, supported by, commitment.**

COMMITMENT OR INVOLVEMENT

A pig and a chicken are walking down the road.

The chicken says: *"Hey pig, I was thinking we should open a restaurant!"* Pig replies: *"Hm, maybe, what would we call it?"*

The chicken responds: *"How about 'bacon-n-eggs'?"*

The pig thinks for a moment and says: *"No thanks. I'd be committed, but you'd only be involved!"*

So, what is meant by commitment? The dictionary defines commitment as: the act of binding yourself to a course of action; adherence to something to which one is bound by a pledge, duty, strong conviction.

Related words: allegiance, loyalty, dedication, fidelity, faithfulness, determination, resolution, firmness, duty, obligation, contract, resolutely, sacrifice, cost.

If you can, take some time and discuss the following with a friend or co-worker:

1. What do you understand by **commitment**?
2. What is the relationship between **commit** and **inspire**?
3. What is the relationship between **commitment** and **determination**?
4. Can you give examples from your life, your job, your country, your community, your family, of commitment? How has this impacted/affected you?

EXAMPLES OF COMMITMENT

Read each of these examples and try to pinpoint for each of them:

- a) the object of the commitment
- b) sacrifice/cost involved in commitment
- c) rewards of commitment

1. MARRIAGE

As God unites us in the presence of our family and friends, I give you my firm commitment to be faithful and loyal to you, in sickness and in health, good times or bad, in sadness and in joy. I do promise to love you unconditionally, to help you make your dreams come true and to respect and honor you. I cherish you, my dear (name) for as long as we both shall live."

2. UNCONDITIONAL COMMITMENT (LOVE)

An elderly man hurried to his 8:00am doctor appointment, he wanted to finish quickly so that he could get to another appointment. The doctor asked what it was, and the old man proudly said that every morning at 9:00 a.m. he would go to the hospital and have breakfast with his wife.

The doctor asked what her condition was, and he replied that for the past 5 years his wife has had Alzheimer's and hasn't known who he is. The doctor asked the old man why he continued to visit her if she had no idea who he was... and the old man replied..." Because I still know who *she* is."

3. MAN ON THE MOON

On May 25, 1961, USA President John F. Kennedy presented NASA and the nation with a historic challenge: To put a man on the moon and return him safely to Earth before the end of the 1960s. The USA accepted the challenge and were committed to make it happen. They did it!

4. JOSHUA

Choose today whom you will serve. Would you prefer the gods your ancestors served beyond the Euphrates? Or will it be the gods of the Amorites in whose land you now live? But as for me and my family, we will serve the LORD."

5. JESUS

As the time drew near for him to ascend to heaven, Jesus resolutely set out for Jerusalem.

Taking the twelve disciples aside, Jesus said, "Listen, we're going up to Jerusalem, where all the predictions of the prophets concerning the Son of Man will come true. He will be handed over to the Romans, and he will be mocked, treated shamefully, and spit upon. They will flog him with a whip and kill him, but on the third day he will rise again.

COMMITMENT IDIOMS

For better or for worse <i>whether something is good or bad</i> For better or worse, he's your brother. And he needs your help.	Come hell or high water <i>No matter what. Whatever obstacles may occur.</i> I'll be there tomorrow, come hell or high water.
Commit something to memory <i>to memorize something</i> Danny committed the poem to memory and recited it at the festival.	Pulling their weight <i>To contribute to a group activity or project in proportion to one's abilities or role.</i> If you don't pull your weight, our presentation will never be finished on time.

SUMMARY

Going to the top takes a dream and a strong commitment. The greater the journey, the more committed you have to be to take it. As you prepare to continue on your success journey, make a commitment to yourself to find your dream and follow it. – John Maxwell

Chapter 4: Delegating and Empowering

Harvey felt like pressing the panic button. This was his first day in his office at the College of Arts and Science in Bogota City. He had been promoted to the position of Head of the newly formed Department of Applied Arts. He had applied for this position but when he saw all that would be expected of him, the results that the university was expecting to see in just a couple of years he was totally overwhelmed.

As he looked over his position description the question that kept going over and over in his mind was: "How will I be able to do all this? There is no way I will have enough energy, time and expertise to accomplish all this. Help!"

You are Harvey. You are well aware that as a leader you can't do everything that you are responsible for. You don't have enough time, energy, ability or know-how to do it all. Good news - As a leader you have the privilege and responsibility to enable those you lead to get the job done. You can get others to do it; and you help them do it. This is what is called **delegating** and **empowering**.

It is important for a leader to focus on key responsibilities while leaving the rest to others. This involves both **assigning** tasks to them and **empowering** them to get them done.

If you continue to micromanage (looking after all the little details) your subordinates, it will develop a lack of trust and, more importantly, you will not be able to focus on the important matters. In fact, it will be impossible to get it all done.

You can't do it all yourself.

AS AN EFFECTIVE LEADER YOU WILL:

1. Communicate your vision and goals clearly to those you are leading. To help them achieve the goals of your organization you as leader need to have these clear in your own mind.
2. Select suitable, qualified individuals and assign specific responsibilities to them.
3. Provide these individuals with the resources and tools they will need to complete the tasks you have assigned i.e. empowering and equipping.
4. Arrange for and require regular progress reports – assign and follow up regularly.
5. Keep monitoring the work regularly to make sure the resources are available to get the assigned job done.
6. Regularly affirm them for tasks that are done well. Provide positive input to help where the tasks could be done better.

DISCUSSION

Before you read on, spend some time thinking about these questions. You may want to discuss them with a co-worker or friend.

1. What could be some reasons why leaders would tend to not delegate tasks? Have you had experience working in a setting where the leader did not delegate?
2. What are the dangers of delegating without empowering? Think of when you have experienced this personally or seen it in an actual setting.
3. Why is “monitoring” so important? Personal experience?
4. How is affirmation so important? How does that relate to “helping them to see where they could do better”?

VOCABULARY

Here are some key words that have come up in our study so far. Make sure you understand them and can pronounce them well. Look them up in a dictionary and then see how they are used in the context of leadership:

delegate, empower, monitor, selected, resources, effectively, overwhelming, vision, affirmation, assigned, and expertise.

DELEGATING/EMPOWERMENT STATEMENTS

It is so important to use the right methods in assigning tasks (delegating) to those you lead. Here are a few examples of effective ways to communicate this to those you lead. Practice saying some of these to classmates.

1. I need someone to _____, any volunteers?
2. Arturo, I have an opportunity for you to make a difference in our community. How about?
3. Lucy, how would you like to take on this project? Think it over and come back with a proposal. Guelph City Council has allocated some funding for it.
4. Zainab, I have a job for you. Look it over and tell me what resources you will need to get the job done.
5. Ephraim, have you ever thought of taking on the HR (Human Resources) role in our company? I think you have the skills for it. How about trying it for a year and then deciding whether you want to make it your career? I have appointed Hannatu to be your advisor. Contact her if you have questions or need advice.

6. I really appreciate your commitment to our university, Peng. I've got a challenging assignment for you. Are you game to tackle it?
7. I really need you to help me, Giovanna. I've just got too much on my plate. Could you give me one day a week to focus on _____?
8. Yamuna, you're an excellent teacher. I'd like you to be involved in mentoring and training others on our staff. Let's meet to talk about what this would look like.
9. Rafael, would you be interested in developing your accounting skills so you could take over the accounting department? Our department has some funds available for your training if you would like to get further training.
10. I'm stuck! I'm not sure how to resolve a problem that has come up regarding Email me if you have suggestions.

CASE STUDIES

Look at these examples of situations which involve leadership challenges. Each case involves the need for delegating and empowering. What would you suggest for each case?

1. Elmer is the president of the board of directors of the Wellington Condo Corporation. He has learned that one of the board members has sold his condo and is moving away. One of the board members suggests that there should be a farewell for Al and his wife Susan. What leadership advice can you give Elmer?

2. Giovanna is a high school phys ed instructor at Paxton High School. She has 60 students in her class. All of them are interested in football (soccer). There is a regional tournament coming up in 3 months and Paxton High School wants to have their best athletes compete in this tournament. How can they make this happen?

3. Rachel is the mother of 5 children ages 6 to 15 years. They live on a large farm which includes laying hens, pigs, cows, dogs and cats. They also have a large garden in which they grow a variety of vegetables. They live in a large 5-bedroom house with a beautiful lawn and garden in front and a large swimming pool in the back. Due to financial needs Rachel works 3 days a week in the local grocery store. Obviously, this is way more work than Rachel can do on her own. Give Rachel some advice.

4. Kafka is the head of the food sciences department at U of Guelph. Several members of his department have just developed a new process of making peanuts fat free. To celebrate this milestone for U of G the President has declared March 20 as Fat-free Peanut Day. Kafka realizes this is his opportunity to create publicity for U of Guelph generally and for his department specifically. How can he do it?

IDIOMS RELATED TO DELEGATION

<p>Cut someone some slack</p> <p><i>To not judge someone too harshly.</i></p> <p>Hey. Cut me some slack. I was really busy with my kids' track and field last week and just couldn't devote much time to the project. I'm sorry!</p>	<p>Draw the line</p> <p><i>To stop; to know the point where something goes from okay to not okay.</i></p> <p>Now I draw the line at working a fifty-hour week.</p>
<p>Easier said than done</p> <p><i>Not as easy as it appears to be.</i></p> <p>You want me to come to work at 6:00 a.m.? Easier said than done!</p>	<p>Fish out of water</p> <p><i>To be out of place.</i></p> <p>Tom felt like a fish out of water at the technological convention his company had him attend for further training.</p>
<p>Give it a shot</p> <p><i>To try something.</i></p> <p>I've never used this software before, but I'm prepared to give it a shot!</p>	<p>Hang in there</p> <p><i>Be patient. Wait it out.</i></p> <p>I know you're struggling right now in your role I but just hang in there. It'll get easier. I promise.</p>
<p>Go the extra mile</p> <p><i>To make an extra effort.</i></p> <p>My department head always goes the extra mile for me, offering me time off when my children need extra attention from me.</p>	<p>Sleep on it</p> <p><i>To think about something for a while before making a decision.</i></p> <p>You don't have to tell me today whether you'll accept the assignment. Sleep on it and get back to me tomorrow.</p>
<p>Stick your nose into something</p> <p><i>To interfere.</i></p> <p>Sharon always sticks her nose into everyone else's business.</p>	

A DELEGATION ILLUSTRATION FROM THE TEACHING OF JESUS

Jesus was an amazing teacher. Even those who don't believe in Him respect Him as a great teacher. Here's one of Jesus' parables in which He teaches about delegation. Read the parable and reflect on it by going over the questions that follow.

A STORY ABOUT THREE SERVANTS

The kingdom is also like what happened when a man went away and put his three servants in charge of all he owned. The man knew what each servant could do. So he handed five thousand coins to the first servant, two thousand to the second, and one thousand to the third. Then he left the country.

As soon as the man had gone, the servant with the five thousand coins used them to earn five thousand more. The servant who had two thousand coins did the same with his money and earned two thousand more. But the servant with one thousand coins dug a hole and hid his master's money in the ground.

Sometime later the master of those servants returned. He called them in and asked what they had done with his money. The servant who had been given five thousand coins brought them in with the five thousand that he had earned. He said, "Sir, you gave me five thousand coins, and I have earned five thousand more."

"Wonderful!" his master replied. "You are a good and faithful servant. I left you in charge of only a little, but now I will put you in charge of much more. Come and share in my happiness!"

Next, the servant who had been given two thousand coins came in and said, "Sir, you gave me two thousand coins, and I have earned two thousand more."

"Wonderful!" his master replied. "You are a good and faithful servant. I left you in charge of only a little, but now I will put you in charge of much more. Come and share in my happiness!"

The servant who had been given one thousand coins then came in and said, "Sir, I know that you are hard to get along with. You harvest what you don't plant and gather crops where you haven't scattered seed. 25 I was frightened and went out and hid your money in the ground. Here is every single coin!"

The master of the servant told him, "You are lazy and good-for-nothing! You know that I harvest what I don't plant and gather crops where I haven't scattered seed.

You could have at least put my money in the bank, so that I could have earned interest on it."

Then the master said, "Now your money will be taken away and given to the servant with ten thousand coins!

Everyone who has something will be given more, and they will have more than enough. But everything will be taken from those who don't have anything.

You are a worthless servant, and you will be thrown out into the dark where people will cry and grit their teeth in pain." - Matthew 25:14-30 (CEV)

REFLECTION

1. What would be another way of saying “he entrusted his money to them while he was gone”? (using leadership terminology)
2. How were the resources divided?
3. What did all three servants have to do when the master returned?
4. What do the first two servants have in common?
5. How can you describe the reaction of the third servant when he was to account for his investment?
6. Describe the reaction of the master to the third servant’s response.
7. Which of the leadership qualities on our list are represented in this story in some way?
8. What are some things that you have been entrusted with for which you are responsible and will be accountable for?

Chapter 5: Ability to Communicate

Communication is important in every area of our lives. Read the following account of an actual communication incident and think about how good communication is so important. Discuss the question at the end.

While living in Africa Elmer was driving a white Peugeot 504 car. Art, his colleague, also had a white car. One day Art came to work with a green car; he had got his car painted. Elmer decided to have his car painted as well. He had seen that many of the new cars coming out were a beautiful metallic grey. He decided this was the colour he wanted.

He got directions from Art and went to Jonathan, who owned and operated a small body/paint shop in town; he was the one who painted Art's car. Elmer placed his order: "I like the way you painted Art's car. I'd like mine painted but I want to have it painted a metallic gray colour. Please paint it just as well as you painted Art's car."

Several days later when Elmer went to pick up his car, it was green. When Elmer expressed disappointment at this, Jonathan replied: "You said you wanted it painted just like Art's." What went wrong?

SOME QUESTIONS TO GET US THINKING "COMMUNICATION": YOU MAY WANT TO DISCUSS THESE WITH A FRIEND OR COLLEAGUE.

1. What is the meaning of "communication"?
2. What are the five types of communication?
3. Why is it important for a leader to have, and use, good communication skills?
4. What does this statement mean: "Talk to someone about themselves and they'll listen for hours"?
5. What are some obstacles to good communication?
6. What principle does this cartoon illustrate?



"It's not what you say, John,
it's how you say it."

WHAT IS COMMUNICATION?

1. The imparting or exchanging of information by speaking, writing, or using some other medium . . . The successful conveying or sharing of ideas and feelings. – Oxford English Dictionary
2. Communication is simply the act of transferring information from one place, person or group to another.
3. Five types of communication
 - a. Spoken (verbal)
 - b. Non-verbal
 - c. Written
 - d. Visual
 - e. Listening

Why effective communication is so important for leaders?

- **Communicating clearly and directly is essential.** Don't send instructions to your team in jargon or flowery language. Distinguish yourself as a true leader by giving them the plain facts—even if they're unpleasant.
- **It saves time.** Even if you only have to take a few minutes to elaborate on a point (or, worse, correct one), those minutes add up quickly. By communicating effectively the first time, you'll have those minutes back to spend on more valuable work.
- **Sending the right message can motivate and inspire employees.** Just one effective speech has the power to move people, generate positive change, and spark creativity and innovation within your company.
- **Leading means ensuring your employees know what they're doing, how they're doing it, and why it matters.** This improves your company culture and prevents confusion and costly misunderstandings. Give your teams the information they need to do their jobs well, both individually and collectively.
- **Communicating empathetically affects employee engagement.** Employees who feel both valued and empowered to do their jobs well strengthens their emotional connection with, and commitment to, your company.
- **Demonstrating transparency improves employee trust.** Open, honest communication fosters a culture of inclusivity and solidarity. This strengthens your employees' loyalty to—and willingness to advocate for—your brand.

In short, how effectively you *lead* is directly tied to how skillfully you *communicate* with the people you lead. - Grammarly Business blog, Dec. 17, 2021

(<https://www.grammarly.com>)

COMMUNICATION STORIES

Read these stories of communication challenges. In each case identify the communication issue and suggest how better communication could have taken place and how this would have improved conditions for those involved.

1. Veronica is a visiting lecturer at the U of Guelph in the area of Media Development. Veronica, from an Asian country, finds that as she interacts with her students there seems to be a communication gap. They often don't respond to her jokes and other illustrations she uses and quite often the assignments she gives don't get done the way she expected. When she shares her frustration with her department head she is simply advised to try to "get on the same page" with her students. What can she do to make this happen?
2. Rachel is a good cook who enjoys cooking dinners for her husband, Brett. One evening after supper, Brett got up from the table and said: "Rachel, how about we go out for dinner tomorrow?" Rachel was crushed in spirit. She concluded that after all her efforts at cooking this dinner, he didn't like it and wanted to go out for a better meal tomorrow.
3. Amina is the head of the nutrition department in her university. She has been getting complaints from students in Ms Petrova's class. She calls Ms Petrova into her office and tells her that if she continues to hear these complaints her contract will not be renewed at the end of the term. Ms Petrova is very shocked. She did not realize her students were unhappy with her teaching. She leaves the office feeling like a total failure.
4. During the past few weeks during this COVID-19 pandemic we have been receiving a lot of information and directives from our government officials. Stay at home, keep a distance of two meters from people, wash your hands often, don't shake hands, etc. Do you think the government has communicated well? How could they have done better?

COMMUNICATION PROVERBS AND QUOTES

From a wise mind comes wise speech ; the words of the wise are persuasive. Prov. 16:23	Whoever loves a pure heart and gracious speech will have the king as a friend. Prov. 22:11
Good communication is just as stimulating as black coffee, and just as hard to sleep after. - Anne Morrow Lindbergh	Wise men speak because they have something to say; fools because they have to say something. Plato If you have nothing to say, say nothing. Mark Twain

Communication works for those who work at it. John Powell	Communication is your ticket to success, if you pay attention and learn to do it effectively. Theo Gold
When the trust account is high, communication is easy, instant, and effective. Stephen R. Covey	There is only one rule for being a good talker – learn to listen.” Christopher Morley

THE HUMOROUS DANGER OF UNCLEAR COMMUNICATION

*Punctuation saves lives:

Let's eat Grandpa vs. Let's eat, Grandpa.

*A professor wrote a sentence on the blackboard and asked his students to punctuate it correctly:

A woman without her man is nothing.

The male students punctuated it as: A woman, without her man, is nothing.

The female students wrote: A woman: without her, man is nothing.

*I like cooking my family and my pets. (I like cooking, my family, and my pets.)

* We're going to learn to cut and paste kids. (We're going to learn to cut and paste, kids.)

*While reading the newspaper, the cat jumped on the table. (While I was reading the newspaper, the cat jumped on the table)

* Read these two versions of the same message, with different punctuation.

Dear John:

I want a man who knows what love is all about. You are generous, kind, thoughtful. People who are not like you admit to being useless and inferior. You have ruined me for other men. I yearn for you. I have no feelings whatsoever when we're apart. I can be forever happy-will you let me be yours?

- Jane

Dear John,

I want a man who knows what love is. All about you are generous, kind, thoughtful people, who are not like you. Admit to being useless and inferior. You have ruined me. For other men, I yearn. For you, I have no feelings whatsoever. When we're apart, I can be forever happy. Will you let me be?

Yours,

Jane

JESUS, THE GREAT COMMUNICATOR

Jesus is hailed as the great communicator, a great teacher. Even people who don't accept Jesus as divine think highly of Him as a teacher/communicator. One method Jesus used to communicate was using illustrations that were well known to his audience, often from nature around them. For example, when he wanted to teach his followers not to worry, he used an illustration from nature and everyday articles. Read this story and note how Jesus uses the familiar to teach a powerful lesson:

I tell you not to worry about your life. Don't worry about having something to eat, drink, or wear. Isn't life more than food or clothing?

Look at the birds in the sky! They don't plant or harvest. They don't even store grain in barns. Yet your Father in heaven takes care of them. Aren't you worth more than birds?

Can worry make you live longer? Why worry about clothes? Look how the wildflowers grow. They don't work hard to make their clothes. But I tell you that Solomon with all his wealth wasn't as well clothed as one of them.

God gives such beauty to everything that grows in the fields, even though it is here today and thrown into a fire tomorrow. He will surely do even more for you! Why do you have such little faith?

Don't worry and ask yourselves, "Will we have anything to eat? Will we have anything to drink? Will we have any clothes to wear?" Only people who don't know God are always worrying about such things. Your Father in heaven knows that you need all of these. But more than anything else, put God's work first and do what he wants. Then the other things will be yours as well. Don't worry about tomorrow. It will take care of itself. You have enough to worry about today. (Matthew 7:25-34)

COMMUNICATION IDIOMS

<p>He talks a mile a minute.</p> <p>- Very quickly.</p>	<p>"Are you listening to me?" "Yes, I'm all ears.</p> <p>- I'm paying attention to you.</p>
<p>If you ever come to New York, drop me a line.</p> <p>- Send me a note or a letter.</p>	<p>Please keep me in the loop / He said we kept him out of the loop</p> <p>- Aware (or unaware) of information known to only a group.</p>
<p>Tell me about it, get it off your chest.</p> <p>- Say it and feel relieved.</p>	<p>It's on the tip of my tongue.</p> <p>- I can almost remember but not quite.</p>
<p>I've tried to discuss it with her, but it's like talking to a brick wall.</p> <p>- The person is not listening or paying attention.</p>	<p>Anyway, long story short, we're moving to Germany.</p> <p>- To skip boring, unnecessary details.</p>
<p>"How much is the house worth?" "Off the top of my head, I'd say around \$160,000."</p> <p>- From memory, without thinking too much.</p>	<p>They put me on the spot when they asked me about my other projects.</p> <p>- They forced me into a difficult situation / asked me a difficult question.</p>
<p>Rumours spread like wildfire when people are excited.</p> <p>- Circulate very quickly.</p>	<p>Take everything she says with a pinch of salt because she tends to exaggerate.</p> <p>- Be a bit skeptical about it.</p>
<p>Stop talking in riddles and tell me what this is about.</p> <p>- Speak in a convoluted/complicated way.</p> <p>- Spread by people talking about it.</p>	<p>I was just calling to touch base since it's been a few weeks since we last spoke.</p> <p>- To contact someone for an update.</p>

Chapter 6: Ability to Inspire

INTRODUCTION

"It's not how far he got; it's how far he got us."

Terry Fox, a 22-year-old Canadian young man was a cancer survivor. One leg had been amputated at age 18. Terry had a vision to raise money for cancer research. He decided to run from coast to coast, St. John's to Vancouver. With one artificial leg Terry ran 5373 kilometers before his cancer flared up again in Thunder Bay, ON and he had to go for treatment. He died 10 months later. Terry had raised \$10 million for cancer research.

The exciting part of this story is that Terry's run inspired others to take up the torch; annual Terry Fox runs were organized to raise funds for cancer research. These annual runs are still happening. To date the Terry Fox Foundation has raised over \$750 million. You can read Terry's story at <https://terryfox.org/terrys-story/marathon-of-hope/>

Even at the age of 22 Terry was a leader, someone who inspired others to become actively involved in a cause. Yes, it's not how far he got that is most important but how far he got the rest of us to be inspired to do something for cancer research.

VOCABULARY

Let's look further into this matter of **inspiring others**.

Definition:

1. To fill (someone) with the urge or ability to do or feel something, especially to do something creative.

- "His passion for romantic literature inspired him to begin writing."
- "The landscape inspired him to write."
- "He inspired his students with a vision of freedom."

2. To create a feeling, especially a positive one, in a person

- "Their past record does not inspire confidence".
- "Charles inspired awe in her".

Related words: stimulate, motivate, encourage, influence, rouse, stir, energize, galvanize, incite, excite, spark, affect, inspirational, encouraging, heartening, uplifting, stirring, stimulating, moving, impassioned, influential, induce, trigger, kindle, produce

INSPIRATIONAL PEOPLE

Read the following examples of leaders who inspired. Use the questions that follow to think further about inspirational leaders. Think of leaders within your own context, your own country that inspired others to act.

WINSTON CHURCHILL, THE INSPIRING LEADER

Historians widely attribute Churchill with being "the greatest statesman of the 20th century." Churchill was an effective leader and statesman because of his

tremendous ability to inspire people; his unique strategic insight; his relentless passion; and his imperturbable personality.

One of Winston Churchill's chief attributes as a leader was his capability of inspiring people, regardless of seemingly ominous circumstances. The source of this inspiration was his own character.

Churchill perpetually demonstrated enthusiasm, determination, and optimism. Churchill led his country, Great Britain, to a seemingly impossible victory over Hitler's Germany during World War II.

MARTIN LUTHER KING JR.

King led the African American people in their huge civil rights movement, seeking equal rights for a suppressed people group in America. He himself was assassinated before this emancipation took place. But he inspired his people to persist in a march to freedom. Today there is much greater equality in the USA and the march to freedom is still carrying on. Watch King's famous speech: I Have a Dream, Aug. 28, 1963

<https://www.youtube.com/watch?v=vP4iY1TtS3s>

MAHATMA GANDHI: AN INSPIRATION FOR ALL

It is undeniable that Gandhi is one of the world's greatest political and spiritual leaders. In India he is honoured as the father of the nation. He inspired his compatriots to fight for peace, freedom and democracy. He upheld the importance of human rights and non-discrimination. This is why he was named 'Mahatma', which means great soul. Gandhi was the light-guide for thousands of people, in order to fight against war, especially using his method of protest – 'satyagraha' (non-violent resistance). Acceptance of suffering for the sake of truth and resistance to violence with nonviolence became a powerful movement all over the world and also a way of life.

MOTHER THERESA

In her traditional Christmas message, British Queen Elizabeth II expressed her appreciation for Mother Teresa of Kolkata saying ordinary people can do extraordinary things with their quiet dedication.

Then she added: "To be inspirational, you don't have to save lives or win medals." She said she often drew "strength from meeting ordinary people doing extraordinary things: volunteers, carers, community organizers and good neighbors; unsung heroes whose quiet dedication makes them special." "They are an inspiration to those who know them, and their lives frequently embody a truth expressed by Mother Teresa. She recalled Mother Teresa once said, "Not all of us can do great things — but we can do small things with great love."

DESMOND TUTU

Dr. Tutu was the first black leader of the Anglican Church in South Africa. He has stood out as a man of honour: straightforward, honest, fearless in the face of the apartheid regime. He inspires us all to hold true to what we know is right and to have the courage to speak out when others are silent. Dr. Tutu has been a key figure in preventing a retaliation by the black population in revenge for the apartheid years.

His emphasis has been to forgive. He has inspired many to do the same.

THOUGHT QUESTIONS

1. Can you name some people who have inspired you? They don't have to be famous people but can be very down to earth, everyday life people.
2. What common thread do you see in the lives of all of these inspiring leaders?
3. What are some requirements for being an inspiring leader?
4. What are the rewards for being an inspirational leader?
5. What are obstacles to inspiring others?
6. Reflect: Are you inspiring others? Have you had someone affirm you, that you have inspired them, caused them to take positive steps forward, etc?

INSPIRATIONAL QUOTES

Never give in, never give in, never, never, never, never - in nothing, great or small, large or petty—never give in except to convictions of honour and good sense. -Winston Churchill	We shall defend our island, whatever the cost may be, we shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender. - Winston Churchill
If your actions inspire others to dream more, learn more, do more and become more, you are a leader. - John Quincy Adams	A leader is the man/woman who has the ability to get other people to do what they don't want to do, and like it. - Harry S. Truman
"Hold fast to dreams, for if dreams die, life is a broken-winged bird, that cannot fly." Langston Hughes	"I dream my painting and I paint my dream." -Vincent van Gogh
Stir up the gift that is in you; for God did not give you a spirit of fear but of power, and of love, and of a sound mind. - Paul	The most important decision you make is to be in a good mood. - Voltaire
Discover Jesus, experience his power and inspire others. -PTC	"Don't be pushed around by the fears in your mind. Be led by the dreams in your heart." - Roy T. Bennett

PRACTICAL INSPIRING EXERCISES

Often, we get opportunities to inspire people by speaking into their lives when they are being challenged, at loose ends re. future, experiencing a sense of failure, broken relationships, . . .

Below are some practical settings in which there is a need for inspiration. You will also find a list of possible inspiring statements. For each "issue" find one or more statements that you could use to inspire the person.

1. You know what? I just finished my Ph.D. dissertation yesterday.
2. I'm so nervous. I'm doing a major class presentation tomorrow. I'm scared I'll blow it.
3. Child to Mom: Mommy, my friends left my room in a mess, toys strewn all over the floor. I can't clean it up!
4. Tomorrow will be my toughest day ever. My job just seems to be getting harder every week.
5. I didn't think my presentation to the academic committee yesterday went well at all. I feel like I totally bombed out.
6. I've tried this technique several times but each time it seems to fail. I don't know what I'm doing wrong.
7. My mom and I just seem to clash all the time. She seems to be so critical of me for whatever I do.
8. This is a huge responsibility you are giving me. I haven't done something this big before. I don't know if I'm up to it.
9. My company has offered me a scholarship to go and study at the University of Moscow. I have a hard time deciding whether I should do it: leaving home, dangers, what if I get sick there, what if I get too lonely, . . .
10. I finished the project you gave me to do. It's not perfect but I tried to do my very best.
11. I'm so thankful! I have a wonderful wife, two healthy kids, a good salary, excellent health, and a job I really enjoy! But I'm still not totally happy.
12. I'm thinking of buying a run-down house to flip and earn some money. I don't know whether I can do that and still keep my job.
13. I feel like I want to ask Monica on a date. Wow, I'm scared. I've heard she's turned down a bunch of guys already.
14. I've always had a dream of getting a good touring motorcycle bike and riding all over North America. Am I crazy? A motorcycle is like a down payment on a house.

INSPIRE SOMEONE...

Life is tough but so are you.
Way to go! I knew you could do it!
Way to go! I'm so proud of you!
C'mon, you can do it!
I believe in you!
How about it?
What do you think?
That's a great idea!
Why don't you do it?
Go for it!
If I were you, . . .
You've got it made!
Don't give up. Whatever you do, don't give up.
Imagine what you could do, the difference you could make!
When the going gets tough, the tough get going!
I know you can do it!
Let's do it together!
If you fall, get up and try again.
I'm proud of you!
Have you ever thought of . . .?
How about . . .? What about . . .?
You are enough!
I'm depending on you.
Your outlook on life is amazing!
Believe in yourself and you'll be unstoppable!
You just light up the room!
You are gold, Baby! Solid gold!

INSPIRATION IDIOMS

<p>piece of cake</p> <p>Something that is easy to do</p> <p><i>Learning English will be a piece of cake when you get to live with an English family.</i></p>	<p>ahead of the curve</p> <p>Better than others</p> <p><i>Your ideas are so innovative, you are way ahead of the curve. You might end up running the company at this rate.</i></p>
<p>knock socks off</p> <p>Doing something which was never done before</p> <p><i>Lara's performance at the concert last night just knocked my socks off.</i></p>	<p>pep talk</p> <p>A motivational speech</p> <p><i>Last night, I met Sara for a pep talk because I had my interview the very next day.</i></p>
<p>vim and vigor</p> <p>Full of energy and enthusiasm</p> <p><i>I appreciate how you demonstrate a great deal vim and vigor with which you tackle the assignments I give you.</i></p>	<p>get a life</p> <p>To stop wasting a lot of time in useless or boring or trivial works</p> <p><i>You are working over 100 hours a week, dude, get a life.</i></p>
<p>take heart</p> <p>To stay confident and positive</p> <p><i>When you are under criticism, take heart. Most successful people face criticism.</i></p>	<p>stand in a good stead</p> <p>To be of advantage to someone</p> <p><i>His years of experience in the spoken English field has stood him in good stead.</i></p>
<p>a smooth sea never made a skilled sailor</p> <p>A proverb that means easy situations can never improve you or make you better</p> <p><i>Don't let your tough work situation discourage you. Remember, a smooth sea has never made a skilled sailor.</i></p>	<p>through thick and thin</p> <p>Under all conditions, no matter how challenging or difficult</p> <p><i>The head of the department will support you through thick and thin.</i></p>

65 WAYS TO SAY "GOOD FOR YOU"

Often a leader can inspire his/her people by affirming them for tasks done, attitudes shown, relationships cultivated or even just simply responses to challenging situations. Here are some possible expressions of affirmation to give in different situations:

Thank you very much.
That's really nice.
Thank you very much.
Wow!
That's great!
I like the way you're working.
Keep up the good work.
Everyone's working so hard.
That's quite an improvement.
Much better.
Keep it up.
It's a pleasure to teach when you work like this.
Good job.
What neat work.
You really outdid yourself today.
This kind of work pleases me very much.
Congratulations. You only missed _____.
That's right! Good for you.
Terrific.
I bet your mom and dad would be proud to see the job you did on this.
Beautiful.
I'm very proud of the way you worked (are working) today.
Excellent work.
I appreciate your help.
Very good. Why don't you show the class?
Thank you for (sitting down, being quiet, getting right to work, etc.).
Marvelous.
Groovy.
Right on.
For sure.
Sharp.
That looks like it's going to be a great report.
John is in line.
Mary is waiting quietly.
Dickie got right down to work.
Ann is paying attention.
It looks like you put a lot of work into this.
That's clever.
Very creative.
Very interesting.
Good thinking.

That's an interesting way of looking at it.
Now you've figured it out.
Clifford has it.
That's the right answer.
Now you've got the hang of it.
Exactly right.
Super.
Superior work.
That's a good point.
That's a very good observation.
That certainly is one way of looking at it.
That's an interesting point of view.
Thank you for raising your hand, Charles. What is it?
Sherrie is really going to town.
You've got it now.
Out of sight.
Nice going.
Far out.
You make it look easy.
That's coming along nicely.
I like the way Bill (the class) has settled down.

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HOW TO INSPIRE OTHERS

1. Inspire others by expecting the most of them.

Most of us will rise to the expectations of the people who believe in us. Find reasons to believe in the people around you and communicate your high expectations. Encourage them and let them know that you have faith that they will achieve what they set out to do.

2. Inspire others by challenging them.

While you are communicating your faith in the people around you, help them raise the bar as well. Challenge them to go beyond what's easy and comfortable. Encourage them to try new things and confront new obstacles they haven't faced before. Doing so will make them stronger and increase their faith in themselves.

3. Inspire others by caring about them.

Expectations and challenges won't matter much unless you are also authentically caring about the people you're hoping to inspire. Focus on what's best for them. Then show them that you care by the way you treat them and interact with them.

4. Inspire others by taking a stand for what you believe in.

In order for other people to follow you, they have to know that your convictions inspire you to stand for something. One of the best ways to help other live meaningful, significant, lives, is to set an example by living that kind of a life yourself.

5. Inspire others by having the courage to change course. Even as you stay true to what you believe in, be sure to remain flexible. A true leader doesn't hold rigidly to a path he or she has chosen in the past when that path turns out to be the wrong one. Be willing to consider alternatives and explore new options when they present themselves.

6. Inspire others by being vulnerable.

Be honest about who you are and your own shortcomings and failures. People are much more apt to follow and be inspired by someone who is a real human being, than by someone who seems too good to be true. Talk about the struggles you've overcome and demonstrate that it really is possible to remain strong and resilient in the face of difficult times.

7. Inspire others by practicing integrity.

Refuse to be a spin doctor. Speak the truth, even if it's not what someone wants to hear. And avoid gossip and easy attacks on unpopular people. Rise above petty politics and be someone people count on to do the right thing.

8. Inspire others by sharing the credit.

Recognize the people around you for what they've done, and for their successes. Even when you are largely responsible for a particular victory, there's no reason not to spread the wealth as far as credit and recognition are concerned. A leader who shares a success is someone other people will want to follow and even emulate.

9. Inspire others by sharing your influences.

Talk about the people who have inspired you. Quote from books you've found meaningful and tell stories of the people who have impacted your life. The more people hear about others who have achieved meaning and success, the more likely they will be to believe that they can do so themselves.

10. Inspire others by listening to them.

When you listen to the people around you, you show them that they matter, and that their ideas are worth hearing. Plus, you'll better understand what they care about, and what their goals are, and you'll know better how to motivate and inspire them.

(E-Harmony Editorial team, March 15, 2008)

Chapter 7: Creativity and Innovation

We have all heard someone say:

I just don't have the **imagination** that my daughter has.

I wish I had Becky's **creativity**.

What do they really mean? Is there a difference between imagination and creativity?

DEFINITIONS: IMAGINATION AND CREATIVITY

Actually, imagination and creativity are two different things but they fit together. *Creativity is about turning new ideas into reality.* It involves two steps: thinking of an idea and then creating it. If you have ideas but don't create them, you are imaginative but not creative.

There are many different ways people express creativity. It can be expressed through art, cooking, designing, fashion, architecture, and business ideas and inventions. Leaders in any segment of society need to be creative to be effective.

The world would be a very boring place without creativity. *Innovation is really about responding to change in a creative way* – it's actually the practical application of imagination and creativity. Innovation happens when leaders are both imaginative and creative.

VOCABULARY

Look at the words we use in talking about creativity.

Nouns	Adjectives	Verbs
Imagination Creativity Inspiration Innovation Creation Skill Ability	Fresh (ideas) Creative (ideas) Innovative Imaginative	Create Solve Imagine Daydream Invent Experiment Practice

ORIGIN OF CREATIVITY

Have you wondered about the origin of creativity? The Bible has the answer to this question. The very first verse in the Bible states: "In the beginning God created the heavens and the earth." Succeeding verses describe the details of God's creative act. So, when we see nature around us, including the galaxies of stars in the sky, we are seeing creation, the result of God's imagination. We as human beings are the special products of God's creativity. We are created in the image of God. Here's how the Psalmist expresses it:

PSALM 139

Oh yes, you shaped me first inside, then out;
you formed me in my mother's womb.
I thank you, High God—you're breathtaking!
Body and soul, I am marvellously made!
I worship in adoration—what a creation!
You know me inside and out,
you know every bone in my body;
You know exactly how I was made, bit by bit,
how I was sculpted from nothing into something.
Like an open book, you watched me grow from conception to birth;
all the stages of my life were spread out before you,
The days of my life all prepared
before I'd even lived one day.

WHAT IS CREATIVE LEADERSHIP?

1. As a human being, you are a created, and a creative, being. Enjoy your creativity and develop it. As a leader, your own creativity is very important. Enjoy using your imagination and in practical ways create what you imagine. Let God continue to enrich you and make you creative. Remember the words of Howard Thurman, that great civil rights leader: *"Don't ask what the world needs. Ask yourself what makes you come alive and then go do that. Because what the world needs is people who have come alive."* Create and live! Let your creativity be an example, a model for those you are leading. They're watching, and learning.

2. A large part of being a creative leader is being able to inspire people to generate and develop original and creative ideas. As a leader you can, and should, use your creativity in leading those whom you are leading. Be creative in how you approach them, creative in how you conduct meetings, creative in how you dress, in how you greet them, in how you respond to their issues they share with you, etc. Let the atmosphere you create be one in which anxiety is replaced by anticipation.

3. Remember that in the first part of this book we said that leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal. This means that as leaders we will influence and train our people to creatively accomplish their goals. Here are some tips on how to foster creativity:

- a) Diversify your team: people with different backgrounds, ethnicity, language, experience, age, etc.
- b) Encourage collaboration with each other, let them share ideas and arrive at conclusions together.
- c) Ask for improvements – let them know that their ideas are important to you.

d) Think new perspectives and encourage them to do so. Use the IWWCW paradigm – *In What Ways Could We*. Together brainstorm and then select the “best” steps to take.

e) Create a mentality of thinking: how can we get from “as it is now” to “what it could be.”

f) There is risk in creative thinking and action. There can be failure, insufficient resources to actualize it, and resistance/criticism from those who do not share a creative mentality. As a leader you can identify these risks and help your people work through the challenges that come with risk.

CREATIVITY CASE STUDIES

1. John has just been hired as the CEO of a large company, Celebrate Life, that organizes and manages social events for customers. As he looks over the records of business for the past year, he notices two things:
a) 80% of the social events they have been handling have been catering to people over 50 years of age. b) the number of “sales” have decreased in spite of an aging population in the country. If you were John, what are some of the things you would do?
2. Sally is the mother of 10-year-old Priscilla. Priscilla increasingly dislikes school and tries to make excuses for staying home from school. What creative things can Sally do to help Priscilla to want to go to school?
3. Kelton and Tiffany live in a beautiful home in the outskirts of a small Ontario town. Their income is not very high so they are thinking what they could do to get a bit more income. They live on a property with two acres of land behind their house, some of which is wooded. They have begun to wonder how they could use that land to provide more income for them. What creative ideas can you suggest to them?
4. Yamuna is a PhD student from Nagaland studying in Guelph. Her field of studies is Psychology of Sales. She has about 2 years left to go but has run out of money. She wonders what she could do to be able to finish her studies before returning to Nagaland. What do you suggest?

DISCUSSION

With a friend or colleague discuss the following questions to put some of the above principles in a practical context:

1. Are you a creative person? What are some creative activities you enjoy doing? Describe some creative things you have done.
2. What conditions does a person need to be creative? Are you living/working in these conditions?
3. Does the education system in your country encourage creativity? How?
4. Why is creativity important?
5. Do you think hobbies encourage creativity? How? What's your hobby?
6. Who is a very creative person you know? What creative thing has he/she done?

CREATIVITY IDIOMS

<p>Thinking outside the box</p> <p><i>to think differently, unconventionally, or from a new perspective.</i></p> <p>John encourages his employees to think outside the box when discussing problems they encounter.</p>	<p>Capture the imagination</p> <p><i>to make someone very interested or excited.</i></p> <p>Her books have captured the imaginations of children from around the world.</p>
<p>Creative spark</p> <p><i>the idea, stimulation that gets your imagination "on fire", leading to creative action.</i></p> <p>Tom tends to get his creative sparks when he is relaxed in the shower or going for a swim in the lake.</p>	<p>Fertile imagination</p> <p><i>an imagination that results in creativity.</i></p> <p>The grade four teacher loves to present challenges to his class because her students have a very fertile imagination.</p>

<p>Get the creative juices flowing</p> <p><i>stimulate people's imagination so that they begin to think creatively.</i></p> <p>Just sitting in the discussion group got Rebecca's creative juices flowing; she could hardly wait to get to her classroom and start developing them.</p>	<p>Let your imagination run wild</p> <p><i>imagine without any limitations.</i></p> <p>The CEO asked his participants in the meeting to let their imaginations run wild for a minute.</p>
<p>Where imagination meets reality</p> <p><i>the place where our imagination becomes very practical, often limiting the application of the ideas.</i></p> <p>Sandra was excited about creating her imaginary projects but soon found that her imagination met reality.</p>	<p>Not my cup of tea</p> <p><i>not the type of thing I like.</i></p> <p>Leading a group of eager short-term employees is not my cup of tea.</p>
<p>Think on one's feet</p> <p><i>to get ideas while you are actively doing something, being able to make decisions quickly.</i></p> <p>Tabitha was an employee who was so productive because she could think on her feet.</p>	<p>Climbing on the bandwagon</p> <p><i>joining the popular, well accepted way of doing things.</i></p> <p>The leader found it hard to get people to think creatively because it was so much easier to climb on the bandwagon and avoid criticism.</p>

CREATIVITY QUOTES

<p>Creativity is intelligence having fun. - Albert Einstein</p>	<p>I am not afraid...I was born to do this. - Joan of Arc</p>
<p>A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be. - Rosalynn Carter, former First Lady</p>	<p>My job is not to be easy on people. My job is to take these great people we have and to push them and make them even better. - Steve Jobs</p>
<p>Leadership is the art of giving people a platform for spreading ideas that work. - Seth Godin</p>	<p>If your actions inspire others to dream more, learn more, do more and become more, you are a leader. - John Quincy Adams</p>
<p>It's very important to take risks. I think that research is very important, but in the end you have to work from your instinct and feeling and take those risks and be fearless. - Anna Wintour, editor-in-chief of American Vogue</p>	<p>Creativity is inventing, experimenting, growing, taking risks, breaking rules, making mistakes, and having fun. - Mary Lou Cook</p>
<p>The desire to create is one of the deepest yearnings of the human soul. - Dieter F. Uchtdorf</p>	

Imagine!
 Create!
 Change the world!

Chapter 8: Empathy

Mission. Goals. Tasks. Deadlines. Reports. Results. Efficiency. Productivity. Maximize resources. Courage. Timeline. These are words we readily associate with the topic of leadership. How about the matter of feelings – the need for Empathy. Not so much.

WHAT IS EMPATHY?

Empathy is the ability to experience the feelings of another person; the term is now most often used to refer to *the capacity or ability to imagine oneself in the situation of another, experiencing the emotions, ideas, or opinions of that person*. Empathy really means being able to understand the needs of others. It means that you're aware of their feelings and how it impacts their perception - how they see things. It goes beyond sympathy, which is *caring and understanding for the suffering of others*.

Having empathy as a leader goes a long way. Good leaders put themselves in other people's shoes. *Extraordinary leaders praise in public and address problems in private*.

At times, leaders need to look after their team's feelings. The best leaders guide employees through challenges and are always on the lookout for a solution. Instead of making things personal when they encounter problems, or assigning blame to individuals, good leaders look for constructive solutions and focus on moving forward. (<https://www.linkedin.com/pulse/value-empathy-leadership-anshul-gupta?articleId=6544488059327614976>)

VALUE OF EMPATHY IN LEADERSHIP

- a) it encourages leaders to understand the root cause behind poor performance.
- b) it allows leaders to help struggling employees improve and excel.
- c) it allows leaders to build and develop relationships with those they lead.

DISCUSSION

1. Why is empathy an important quality of a leader?
2. Give an example of a time when you experienced someone sharing empathy with you. Also, an example when you shared empathy with someone else.
3. How can a leader become aware of the things a person on his/her staff is going through and can empathize?
4. What do you think of this statement? Don't criticize someone until you've walked a kilometre in his/her shoes.

EMPATHY QUOTES

Which one or two of the following quotes speaks to you most? Why?

Empathy is about standing in someone else's shoes, feeling with his or her heart, seeing with his or her eyes. - Daniel H. Pink	All I ever wanted was to reach out and touch another human being, not just with my hands but with my heart. - Tahereh Mafi
You can only understand people if you feel them in yourself. - John Steinbeck	My job is not to be easy on people. My job is to take these great people we have and to push them and make them even better. - Steve Jobs
Love your neighbour as yourself. - Jesus	I do not ask the wounded person how he feels, I myself become the wounded person. - Walt Whitman

OPPORTUNITIES FOR EMPATHETIC RESPONSES

Let's become a little practical in this discussion of empathy. Here's an exercise for you. Look at the situations described briefly in each of the empathy situations below. Then look at the next section labelled *Examples of Empathetic Responses* and choose statements that you could use as a response to the empathy situations. There may well be more than one empathy statement for a situation. Have a meaningful time living these situations and responding to them. You may think of other situations and look for appropriate responses. How about doing this together with a colleague or friend; or with your entire staff/class?

EMPATHY SITUATIONS

1. I lost my job today. I don't know what I'm going to do.
2. Yesterday I said goodbye to my best friend. I already miss him/her so much.
3. I just don't know if I can handle another day with my rebellious son. He's driving me crazy.
4. Yesterday on my way to work in heavy traffic I smashed into the back of the car ahead of me causing considerable damage.
5. I am so nervous about my upcoming oral exam that I can't sleep at night. What if I blow it?
6. It makes me so mad that my co-worker gets a higher wage than I do even though we are doing the same work.

7. Seeing those poor people foraging in the garbage dump makes me feel terrible, guilty because I have so much.
8. I feel so helpless when I hear my neighbour's small child being verbally abused.
9. My kids cry at night because they are hungry, but I don't have money to buy them food.
10. I'm not sure if my boyfriend/girlfriend is cheating on me.
11. I feel so sad when I think about my brother because I have no idea where he is or how he is doing.
12. Yesterday the doctor informed me that my abdominal pains are due to stomach cancer.
13. I don't like the place where I am staying but I really don't have money to rent a better place.

EXAMPLES OF EMPATHETIC RESPONSES

Here's a list of empathy statements which are possible responses to situations which require empathy:

1. You're making total sense.
2. I understand how you feel.
3. You must feel so hopeless.
4. I just feel such despair in you when you talk about this.
5. You're in a tough spot here.
6. I can feel the pain you feel.
7. The world needs to stop when you're in this much pain.
8. I wish you didn't have to go through that.
9. I'm on your side here.
10. I wish I could have been with you in that moment.
11. Oh, wow, that sounds terrible.
12. You must feel so helpless.
13. That hurts me to hear that.
14. I support your position here.
15. I totally agree with you.
16. You are feeling so trapped!
17. You are making total sense.
18. That sounds like you felt really disgusted!
19. No wonder you're upset.
20. I'd feel the same way you do in your situation.
21. I think you're right.
22. I see. Let me summarize: What you're thinking here is...
23. You are in a lot of pain here. I can feel it.
24. It would be great to be free of this.
25. That must have annoyed you.
26. That would make me mad too.
27. That sounds infuriating.
28. That sounds frustrating.
29. That is very scary.

30. Well, I agree with most of what you're saying.
31. I would have also been disappointed by that.
32. That would have hurt my feelings also.
33. That would make me sad too.
34. POOR BABY!
35. Wow, that must have hurt.
36. I understand what you're feeling.
37. You are making a lot of sense to me.
38. Okay, I think I get it. So what you're feeling is...
39. Let me try to paraphrase and summarize what you're saying. You're saying...
40. I would have trouble coping with that.
41. What I admire most about what you're doing is...
42. That would make me feel insecure.
43. That sounds a little frightening.
44. Tell me what you see as your choices here.

IDIOMS ABOUT EMPATHY

<p>To be in someone else's shoes <i>to experience something from someone else's point of view.</i> I can't imagine what I would do if I was in her shoes.</p>	<p>From where I'm standing <i>from my point of view, in my opinion.</i> From where I'm standing, she should not purchase the house.</p>
<p>Spare me a thought <i>think about me as well.</i> Spare me a thought while you enjoy the ocean resort next month.</p>	<p>I see where you're coming from <i>I understand your situation.</i> I see where you're coming from, but I don't agree with your assessment of the problem.</p>
<p>Take pity on him <i>Feel sorry for him</i> Take pity on the young man; he's in over his head in debt.</p>	

THE GOOD SAMARITAN

Jesus had told a man to love his neighbour as himself. The man asked Jesus: "Who is my neighbour?" Jesus replied with this story:

A Jewish man was travelling from Jerusalem down to Jericho, and he was attacked by bandits. They stripped him of his clothes, beat him up, and left him half dead beside the road.

By chance a priest came along. But when he saw the man lying there, he crossed to the other side of the road and passed him by. A Temple assistant walked over and looked at him lying there, but he also passed by on the other side.

Then a despised Samaritan came along, and when he saw the man, he felt compassion for him. Going over to him, the Samaritan soothed his wounds with olive oil and wine and bandaged them. Then he put the man on his own donkey and took him to an inn, where he took care of him. The next day he handed the innkeeper two silver coins, telling him, 'Take care of this man. If his bill runs higher than this, I'll pay you the next time I'm here.' "

Now which of these three would you say was a neighbour to the man who was attacked by bandits?" Jesus asked.

The man replied, "The one who showed him mercy."

Then Jesus said, "Yes, now go and do the same." Luke 10:29-37

How's that for an example of both empathy and sympathy? Read it again and let it teach you what true empathy is. Empathy involves being a neighbour.

A SONG: THE GOOD SAMARITAN

Now enjoy practicing your English language skills by reading the following in the rhythm that is suggested. Try doing it as a group. You can do it two groups at a time. One group chants the chorus while another group chants the verse and they alternate. Note that the underlined syllables receive the emphasis. Enjoy the rhythm. You can even do this accompanied by an instrument: drum, shaker, guitar, ukulele. Or just clap your hands to accent the rhythm. Have fun!

THE GOOD SAMARITAN

Chorus

Walkin', walkin', walkin' down the road.

Walkin', walkin', walkin' down the road.

Verse

I'm going to Jerusalem, walkin' down the road

Peace in my heart, not a care in the world.

Chorus

Walkin', walkin', walkin' down the road.

Walkin', walkin', walkin' down the road.

Verse

Along came some robbers, beat me on the head.

Took all my money, left me for dead.

Chorus

Walkin', walkin', walkin' down the road.

Walkin', walkin', walkin' down the road.

Verse

Along came a rich man, dressed so fine,
Stuck his nose in the air, he didn't have the time.

Chorus

Walkin', walkin', walkin' down the road.

Walkin', walkin', walkin' down the road.

Verse

Along came a poor man with a heart so kind,
He took one look at me and changed his mind.

Chorus

Walkin', walkin', walkin' down the road.

Walkin', walkin', walkin' down the road.

Verse

He put me on his donkey, took me into town,
True friend, true friend, couldn't let me down.

Ending

True friend, true friend, couldn't let me down.

True friend, true friend, couldn't let me down.

True friend, true friend, couldn't let me down.

True friend, true friend, couldn't let me down.

Chapter 9: Confidence

There is one particular component of leadership that is so important, so necessary, that without it, leadership cannot exist. That component is confidence. – Francisco Dao

In this chapter we are focusing on the trait of confidence, including self-confidence. Let's first look at some terminology we encounter when we talk about confidence in leadership.

VOCABULARY

***Confident, confidently, confidence**

Feeling or showing confidence in oneself; self-assured.

We require outgoing, confident people able to approach large groups.

"Richard spoke with an air of confidence."

Other words associated with confidence: *security, assured, self-assured, qualified, qualifications, sure of oneself, self-confident, positive.*

***Arrogant, arrogance, arrogantly**

Having or revealing an exaggerated (very large) sense of one's own importance or abilities.

He's arrogant and opinionated.

Other words associated with arrogant are: *Proud, pride, egotistical (ego = I, me, myself), boasting, vain, haughty, conceited, snobbish, stuck up, pompous, self-important, opinionated, hubristic*

NOTE: There is a word that is very similar in spelling but quite different in meaning. Here's a brief expose' of this word:

***Confide, confidential, confidentially, confidentiality, confidence**

Trust (someone) enough to tell them of a secret or private matter.

"He confided in friends that he and his wife planned to separate."

"I confidentially gave him the information in the file."

"Becky told her mother in confidence that she was pregnant."

DISCUSSION

Look at the following questions and use them to get you to think about the topic of confidence in leadership. If you can discuss them with a colleague, friend or family member, please do so.

1. What is the difference between being confident and being arrogant?
2. Can you think of people, especially leaders, who you believe are/were confident? Arrogant? Explain.
3. What do you think about this statement: Sometimes confidence can be more important than competence (the ability to do something successfully or efficiently... - Lipman
4. What makes some leaders more confident than others?

Self-confidence is an essential part of leadership. A leader with self-confidence thinks positively about the future and is willing to take the risks necessary to achieve their personal and professional goals.

Lolly Daskal -(<https://www.lollydaskal.com/leadership/this-is-how-leaders-improve-their-self-confidence>

CONFIDENT LEADERSHIP

When you're truly confident in yourself and your abilities, then you're

- Not thrown off by the unexpected or seemingly daunting tasks.
- Open to risk and failure.
- Willing to face your fears and courageously move forward.
- Honest with yourself and others about your fears and weaknesses.
- Willing to be vulnerable (open to injury or criticism for mistakes).
- Able to act courageously in the face of fear.

Self-confidence doesn't mean that you don't fear anything. You're human — like the rest of us. But you have faith in your abilities and trust your judgment. And that's the key to self-confidence so you can unlock the qualities of a good leader.

You believe that you can figure things out no matter the circumstances, even though you know that you could be wrong. And even if you are wrong, you trust that you'll learn from your mistakes and do better next time. In fact, you trust that you're capable of being a bigger person and admitting that you needed to learn something. So, you courageously move forward despite your fears of the unknown and the potential for failure.

SELF-CONFIDENCE IS NOT ARROGANCE

Arrogance cultivates a closed mind and an unwillingness to learn and grow from mistakes and from other people. Moreover, arrogant people are often unwilling to acknowledge their mistakes in the first place and they have trouble apologizing.

- Self-confidence necessitates that you're willing to change course and change opinions. It requires you to listen to others and take their viewpoint into account without feeling attacked.
- And it also means that you're honest about your weaknesses and apologize when necessary.
- True self-confidence requires integrity (that's missing from arrogant people). It requires that you've adopted a growth-oriented mentality. That's what helps you to admit your weaknesses so that you can strengthen and plan around them, as well as take risks and be willing to fail.

Self-confidence is the cornerstone to the qualities of a good leader.

After all, who would want to follow you if you don't trust yourself, your abilities, and your judgment?

"Not only does confidence allow you to make the tough decisions that people expect from a strong leader but it's reassuring to your employees. It allows you to lead meetings with authority, to accept candor and open communication, and the greater they perceive your force of will, the more faith they will have in your company and its mission." Dao

EFFECTIVE, CONFIDENT LEADERSHIP

Leadership isn't about having a title next to your name, it's about inspiring others to follow you and having the respect of those you're leading. To be a highly effective leader, you must:

- Have the respect and trust of those you're leading.
- Have a clear, simple vision that others can understand and get behind.
- Take calculated risks (and not allow fear of failure to stop you).
- Recognize the unique value of differing opinions and the skills of others (without fearing them or feeling attacked).
- Be nimble and willing to change course in the face of new, better information.
- Make difficult (sometimes controversial) choices.
- Accept that respect is better than being liked.
- Communicate clearly and effectively.
- Learn from your mistakes (and then let go).
- Challenge common assumptions and face conflict.

CONFIDENCE BASED ON DELEGATED AUTHORITY

There is a confidence that comes from the assurance that the leadership position you have was given to you by someone over you in seniority and authority who will back you in the decisions you make as a leader. This holds true in elected government positions, business, institutional and organizational leadership

positions. Leadership invests delegated leadership with authority. This authority creates confidence in that leadership position. Hence there is also a confidence in executing the demands and authority that this position holds.

CONFIDENCE BASED ON BIBLICAL AUTHORITY

The Bible, and church history, contains the record of men and women whom God appointed as leaders of His people and of society in general. These appointments came with an investment of authority, a mandate for action to be taken to achieve God's plan for that particular time. Common examples are Noah, Moses, Deborah, Elijah, David, Hezekiah, Simon Peter, Paul, John, etc. These leaders could be confident in their role because their leadership position and role had God's stamp on them.

They all failed at some point but in the end, they exerted a huge influence on the events of their time. God enabled them. This confidence went beyond the point of self-confidence.

I personally have experienced a sense of confidence in leadership by virtue of the fact that I sensed that God had given me this assignment after prayer, reading of the Bible and reflection as I responded to a need. An example is when I moved to Africa with my family to teach in government schools. We experienced huge challenges including sickness, loneliness, physical hardships like lack of a good water supply, no electricity in an extremely hot climate, opposition from another religious group, corruption, etc. But through it all was an underlying strength of confidence that this was where God had placed me and He would see me through this. And He did.

ABUSE OF AUTHORITY

This claim to higher authority has also been grossly abused over the centuries. History testifies to the many leaders who have claimed divine authority to wreak havoc on the world, causing millions to suffer. One only needs to refer to "the divine right of Kings" in English history to see this abuse.

NOTE: Jesus is often hailed as the greatest teacher who ever lived. He was also a model of leadership. He gathered a small group of people around him whom he taught, mentored and equipped. In the end he gave them authority based on his authority: "All authority in heaven and on earth has been given to me; therefore go and make disciples (followers of Jesus) of all ethnos (peoples) . . ." Matt. 28:18-20

*Please read "One Solitary Life" at the end of this chapter.

5 WAYS TO DEVELOP YOUR CONFIDENCE AS A LEADER AND MAKE A DIFFERENCE – AVERY BLANK

A lot of people want to make a difference, but few do. They may not know where to start or think it could be risky. To make an impact and lead, it starts with having the right mindset. Here are five ways you can be less afraid to make a difference and lead:

1. Identify your passion.

Making a difference usually requires you to go above and beyond expectations. To rise above expectations, you must have something that motivates you. Identify your passion. What is it that excites you? What is it that you can't get enough of? Intrinsic (internal) motivation is what will drive you to make a difference and lead. You will add more value when you are working on something that excites you.

2. Don't depend on other people to act.

Most people are great, and many do wonderful things. But there are many people who do nothing. They complain and expect others to fix things. Don't be that person.

Everyone has ideas, but few do anything with them. If you see a problem, fix it. Don't wait for someone else to do it because that person may never come along. Bet on yourself. It's the safest risk.

3. Rethink risk.

You may be thinking, "There has to be a catch, right? If most people don't act, there must be a reason. It must be risky." Wrong. Inaction can be more risky than action.

Making a difference often involves an issue greater than you alone. You are focused on making a difference in the life of others. That's your opportunity. You might then ask yourself, "So how does making a difference help to advance my career?" When you put others first, people will begin to see leadership qualities in you.

4. Pursue respect, not likability.

If you live your life making decisions based on what others think of you, you will not lead your own life. If you can't lead your own life, you can't make an impact on others.

Stop worrying about being liked by others and start focusing on being respected. Leaders make decisions, and not all of them are well received. But they make decisions regardless because they believe it is the right thing to do.

Whatever path you take, someone will be there to criticize you. You can't live life not doing anything out of fear of disapproval. Eleanor Roosevelt said, "Do what you feel in your heart to be right – for you'll be criticized anyway."

5. Know what you want people to remember you by.

"Hurry up, you're dying!" Sometimes you need to be startled to act. The time is now to make a difference and lead. Don't wait. And don't wait for permission. You will be waiting a long time. Act now, and start creating the narrative that you want people to remember about you.

Making a difference requires leadership. Understand what motivates you and act. Develop the ability to lead yourself so you can lead others and make an impact. The time is now to make a difference and advance your career.

Apr 24, 2018 — 5 Ways To Develop Your *Confidence* As A Leader And Make A Difference. *Avery Blank*. Senior Contributor.

CONFIDENCE IDIOMS

<p>Have your heart set on something</p> <p><i>If someone has their "heart set on something", they are very determined to achieve specific results. Their actions show they are intent on fulfilling their wishes.</i></p> <p>Bill has his heart set on becoming a millionaire by age 45.</p>	<p>Reach for the moon</p> <p><i>If someone "reaches for the moon", they are determined and motivated to accomplish something incredible.</i></p> <p>Next year, Mary will reach for the moon and try to run five marathons.</p>
<p>Stick to your guns</p> <p><i>If someone "sticks to their guns", they show courage and strong willpower even though forces are working against them.</i></p> <p>Despite the opposition, we stuck to our guns and were able to achieve great results.</p>	<p>Blood sweat and tears</p> <p><i>If someone pours their "blood, sweat and tears" into something, they work like crazy and use all of their resources to achieve desired results.</i></p> <p>The last few projects required my blood, sweat and tears and really stressed me out.</p>

<p>At all cost:</p> <p><i>When something is done "at all costs", no sacrifice, expense, or use of resources is too much because the goal is of the utmost importance.</i></p> <p>* They will work to save the baby's life at all cost.</p>	<p>A shot in the arm:</p> <p><i>(Something which gives you confidence and strength; it gives you strength and encourages you...)</i></p> <p>* John's thousand-dollar donation was a real shot in the arm for my project.</p>
<p>A Vote of Confidence:</p> <p><i>(An action to let one know that we are confident in one's skills...).</i></p> <p>*My team gave me a huge vote of confidence to encourage me.</p>	<p>Get Up the Nerve to Do It:</p> <p><i>Gain the confidence to do it.</i></p> <p>* I finally got up the nerve to join the debating club in my university.</p>

ONE SOLITARY LIFE

He was born in an obscure village,
The child of a peasant woman.
He grew up in another obscure village,
Where he worked in a carpenter shop
Until he was thirty.

He never wrote a book.
He never held an office.
He never had a family or owned a house.
He never went to college.
He never visited a large city.
He never traveled more than
three hundred and fifty kilometers
From the place where he was born.
He did none of the things
Usually associated with greatness.
He had no credentials but himself.
He was only thirty-three.

His friends ran away.
One of them denied knowing him.
He was turned over to his enemies.
And went through the mockery of a trial.
He was nailed to a cross
Between two thieves.
While he was dying,
His executioners gambled for his clothing,
The only property he had on Earth.

When he was dead,
He was laid in a borrowed grave
Through the pity of a friend.
* He rose from that grave on the third day,
Then ascended to heaven.

Twenty centuries have come and gone,
And today Jesus is the central figure
Of the human race,
And the leader of humankind's progress.
All the armies that ever marched,
All the navies that ever sailed,
All the parliaments that ever sat,
All the kings that ever reigned,
Put together, have not affected
The life of humankind on Earth
As powerfully as that
One Solitary Life.

- Dr James Allen Francis
*Added by editor

Chapter 10: Accountability

INTRODUCTION

How many of these statements, or similar ones, have you heard or perhaps used yourself?

1. Why did you do that?
2. How long will it take you to get this task done?
3. I'd like to have your report to me by January 22, 2022.
4. Are you sure you have explored all the possibilities?
5. Were all the donors contacted?
6. What will be the return for this huge investment?
7. Why didn't you call the police when you saw the man shoplifting?
8. How have my investments done this past year?
9. Where were you last night?
10. What time can I expect you home this evening?
11. By when are you committed for the completion of your research?

All the statements above are related to the principle of Accountability.

VOCABULARY

Accountable, accountability, responsible, responsibility, trust, expected outcomes, results, expectations, criterion, criteria, assignment, tasks, accomplish, follow-through, feedback, ownership, violation, monitor

WHAT IS ACCOUNTABILITY?

1. Accountability occurs when individuals reliably deliver on their commitments, showing others they can be trusted to do what they say they'll do.
2. Leaders further demonstrate accountability by taking responsibility for the outcomes of their actions, decisions and delegated tasks, successfully transforming effort into results.

ELEMENTS AND PRODUCTS OF ACCOUNTABILITY

1. When you make people accountable for their actions, you're effectively teaching them to **value their work** – taking pride in their work, not just to satisfy the boss.
2. When done right, accountability can **increase your team members' skills and confidence.** Rewarding people for good work can be an incentive to do things well and improve on personal skills.
3. **Accountability builds trust** Perhaps the most important result of accountability is trust, which is essential in any relationship. Being accountable to something means that you're willing to make commitments and be responsible for your own actions. This promotes trust between you and the people around you.

4. **Accountability promotes ownership**

When you make people accountable for their actions, you're effectively teaching them to value their work. Through positive feedback and corrective actions, they learn that their behaviour and actions have an impact on the team. They're not just floating members without clear roles to play – they're important to your organization. When people know that they're valued and important, they're more driven to work hard. They learn to have a sense of ownership in what they do.

5. **Accountability inspires confidence**

Accountability can increase your team members' skills and confidence. The key is to provide the right support – give constructive feedback, listen to and improve on your members' suggestions, provide freedom to decide, and challenge them to do better as a team. People will respond positively when they know they're being listened to and when they notice that their input results in changes to how things are done.

CREATING A CULTURE OF ACCOUNTABILITY

It's important that you build a culture of accountability from the start. Remember that accountability is building a culture of trust and not fear. Your goal is not to punish and look for errors and mistakes. Instead, you seek to open multiple feedback mechanisms, fill in gaps, improve on solutions, reward productive behavior, and remove unproductive ones. As a leader, you yourself should hold yourself to the highest level of accountability.

To create a culture of accountability, leadership must demonstrate it themselves and demand it from others. For that demand to be fair, expectations must be clear and agreed upon, and leaders need to participate in the follow-through.

When setting expectations around a particular assignment, include these three important criteria:

- What is the expected outcome?
- When is the due date?
- How should the individual accomplish the expected outcome?

Note: To read more on the culture of accountability go to-
<https://www.ntaskmanager.com/blog/accountability-in-workplace/>

CONDITIONS OF ORGANIZATIONAL ACCOUNTABILITY

1. **Shared vision of success:** People cannot take accountability for results unless they are crystal clear about what results they are working towards.
2. **Choice:** People cannot take accountability for results unless they have input into how to achieve those results.
3. **Resources:** People cannot take accountability for results unless they feel they have the tools and the time to get the job done.
4. **Reporting:** People cannot take accountability for results without a regular flow of information to verify their progress and coordinate their efforts with others.
5. **Assessment:** People cannot take accountability for results unless they know when they are achieving the right results and when they are not.
6. **Consequences:** People cannot take accountability for results unless they receive the consequences of their actions.

– Michael Timms in Avail Leadership, Oct. 1, 2019

ACCOUNTABILITY CASE STUDIES

Read the described accountability situations and answer the questions below. You may want to use those questions in a group discussion group. You can practice your English while at the same time getting a grip on what it means to be accountable and the challenges involved.

1. John Stocker is an experienced hockey player. Three years ago, he was hired as the coach of a boys' hockey team, made up of mostly 12–16-year-old boys. Last month John was charged with sexual abuse of several of the boys on the team. Parents were shocked and devastated. How could this happen for several years without any of the parents finding out?
2. Jack and Doreen have been married for 17 years. They have 4 children and have enjoyed a good life together. However, recently Doreen has been noticing that Jack is very friendly with Susan, a pretty work colleague. They seem to be spending more time together. Doreen is worried.
3. President Carlos is a popular leader of the prosperous country of Papadovia. Papadovians love him because he has really helped Papadovia to prosper. Carlos enjoys holidays at his ocean resort. He flies in some of his friends on his presidential plane for weekend parties. When challenged on this he simply says, "I am the president."

4. Sandra is the CEO of Pallistar, a large food processing company in Winnipeg. Under her leadership Pallistar is thriving. She has received approval from the Pallistar Board of Directors to donate 1% of annual profits to food kitchens in Winnipeg. She regularly takes some of these donations and distributes them among her family and friends, some of whom are struggling financially. They appreciate these free groceries.
5. Philip and Nancy are proud parents of three lively boys. They are a real handful and require a lot of attention. Philip loves his wife and kids but sometimes he gets tired of caring for them. He spends more time at work in the evenings so that he doesn't have to be home with the kids. His earnings are up but his quality time with his family is down.
6. While working in Nigeria Elmer was shopping for powdered milk in one of the grocery stores in the city of Jos. He came across some cans of milk powder labeled "Famine Relief in Niger – donation of USA". (Niger is a very poor country sharing a border with Nigeria).
7. It is very difficult for students to get admission to some major, elite universities in the USA. Recently several Hollywood celebrities were charged with paying hundreds of thousands of dollars "under the table" (bribes) to university officials to gain admission for their sons and daughters.
8. Guelph Contracting has been given a contract by University of Guelph to build a large, new sporting facility. Ralph, the superintendent of the project for Guelph Contracting, knows that if he uses less cement and more sand in the concrete it will bring down the cost and his earnings will significantly increase. He does not tell the university of his plan.
9. Pablo is the captain of the Sudan National Hockey team. He was brought in from the Toronto Maple Leaf's to lead the Sudan hockey team to victory in the African Hockey Cup. Pablo will not eat African food, does not like Sudanese music, makes no effort at making friends, refuses to learn Arabic and ridicules African culture. He doesn't understand why his team is not doing well.
10. Marcel is the Sports Minister of the Government of Iceland. He is given the task of bringing more sports competitions to Iceland. Many sports agencies are interested and make application. Marcel sees this as an opportunity to increase his personal income. He charges a 5% "facilitator's tax" which is really a personal money grab for him. Organizations are happy to pay this tax, thinking that it is a government tax.

DISCUSSION

1. What is the expected accountability in this case? In other words, what are people depending on happening in each case? What should be happening if it was done correctly?
2. What are the issues of trust and how have they been violated? i.e., who trusted whom and who betrayed that trust?
3. What could have been done to prevent this accountability failure? What safeguards could have been put in place to prevent the violation of accountability?
4. What are possible actions that can be taken to punish the wrongdoers in each case?
5. Can you think of an incident where accountability was violated in your country, your town, your school, family, etc? Would you like to share that?

ACCOUNTABILITY IDIOMS

I blame you for your team's failure. (it's your fault)	I am often left holding the bag during a time of crisis or unexpected developments. (bearing the responsibility)
At the end of the day, we are responsible. (whatever happens, we will bear the responsibility)	I accept full responsibility for this accident. (I accept the blame for what happened)
Tom sensed the call of duty to protect the innocents. (sensed it was his responsibility)	I hold you responsible for Tabitha's safety on this trip. (I trust you to keep Tabitha safe)

APPENDIX

KEY DIFFERENCES OF RESPONSIBILITY VS ACCOUNTABILITY

Responsibility in the Workplace	Accountability in the Workplace
The duty to complete tasks; not doing so is a failure of responsibility	The duty to give an account of tasks after they are completed
Ongoing while final goal is being worked towards	Happens after a situation occurs (or in the form of status update)
Can be shared among a team; many people can have the same task, or different tasks that work towards the same goal	Should be assigned to just one person to avoid thinking someone else will be doing the job
Specifically task-focused	Specifically results-focused
Cannot be assigned to someone. Each person must take responsibility on their own (more behavioral)	Is assigned (ideally to one person) – they are held accountable for results and potential consequences of not reaching desired results Sprigg HR, Feb. 13, 2020

Chapter 11: Sense of Humour

INTRODUCTION

Sundgren felt uneasy as he got up this morning. It was Monday and he was going to head to work at the car dealership where he worked as a salesman. Things were not going that well at Harlin Motors. Sales were down this past month and there was talk of upcoming staff cuts if business did not improve. This uncertainty created a drop in staff morale, even resulting in some staff relationship tensions. Sundgren dreaded going to work.

When Sundgren arrived at work he greeted the staff he met and then suddenly remembered that Monday was the weekly staff "powwow", a short meeting to get everyone on the same page regarding company activities, plans for the week, update on last week's achievements, etc.

The last few weeks these meetings had not been very uplifting. Tim, the Director of Sales, was usually quite glum and with the slump the "pep" talks were quite predictable: stern and in-your-face challenges.

"C'mon, guys, we have to roll up our sleeves and make things happen!"

As Sundgren entered the staff lunchroom and seated himself with his colleagues he sensed that this morning was different. Tim was already in the room and was walking around chatting with his staff. Sundgren heard laughing and back slapping. Tim had obviously put on some lively music. The music mingling with the aroma of coffee and the welcome sight of donuts and muffins on the table created an amazing atmosphere. Maybe today wouldn't be so bad after all.

Tim got up to speak to the dozen or so staff seated in the room. Usually Tim would start off with statistics of the previous week and launch into a grim reality pep talk. This time he looked at the group and launched into a story. With a twinkle in his eyes, he began: "A couple of older retired car salesmen friends, Bueckert and Jackman, decided to go fishing. They went to a marina and rented a boat. Bueckert and Jackman had gone out before but had failed to catch much of anything.

"After an hour of trolling they discovered a spot that looked like it could be 'fruitful'. Bueckert shut down the engine and Jackman dropped the anchor. They settled in for a good haul, their thermoses of hot coffee beside them, casting their baited hooks on opposite sides of the boat. 'I've got one!', shouted Jackman excitedly shortly after his hook hit the water. 'Hey, man, I've got a huge one', came Bueckert's voice on the opposite side of the boat. And so it went for the next couple of hours and before long they had caught their limit, their holding tank full of agitated, splashing pickerel.

"It was time to head back to the marina and unload their treasured catch. A thought hit Bueckert. 'Hey, Jackman, this has been amazing. Why don't we do this again tomorrow?' Jackman agreed, 'Great idea. Let's come back to this exact spot and pull out some more pickerel.'

"'One problem,' mused Jackman, 'How will we find this exact spot out here in the middle of this large lake?' 'No problem', was Bueckert's quick response as he pulled

out a pocketknife from his faded, well-used overalls. 'We'll cut a notch in the top of the side of the boat and then tomorrow we'll come back to the spot where we cut the notch.'

"Bueckert had hardly finished sharing his brain wave when an impatient Jackman blurted out, 'Don't be stupid, Bueckert. That will never work. Tomorrow they'll give us a different boat'."

Tensions broke in the room as the staff got the joke, laughed and did some high fives. Even Tim joined in; Sundgren was thrilled when their eyes met and they both laughed. There was a relaxed atmosphere in the room.

Guys were retelling parts of the story and laughing. There was even some comparing of fishing and selling cars.

Tim, as the leader, had accomplished what he set out to do. He had the team's attention; he sensed that he had them on his side. He then proceeded to go through the rest of the meeting including some of the grim stats and serious challenges for this week's work. But he had a sense that now it was not him versus them, but it was us. The humour had put them all on the same level, the same page. They were in this together. Together they would "haul in their catch".

NOTE: Humour and its use is very much culture and language related.

Some cultures value humour, others do not. And humour is very different in different cultures. What is humorous in one culture is not nearly as humorous in others, and sometimes not at all.

This chapter of our series on "Qualities of a Good Leader" deals with the importance of leadership with a sense of humour. It is the principle of humour that is being dealt with here. Since this topic is being dealt with in Canada, the context of the discussion and study of humour in leadership is Canada. Examples of humour/jokes come out of the North American cultural and language context i.e., English. Feel free to contextualize them to your culture and language.

I (Elmer) taught high school and college in Nigeria for several years. I felt I had come a long way in getting to know the culture. But I realized my inadequacy when I narrated a joke in class and nobody laughed. Or when I attended their Christmas party and they told jokes and laughed hysterically, and I couldn't see what was funny.

HUMOUR QUOTES

Laughter is the best medicine. Have you heard that statement before? Here are some quotes re. laughter or humour (from Laughter Online University):

<p>Always laugh when you can. It is cheap medicine.</p> <ul style="list-style-type: none"> - Lord Byron 	<p>A smile is a curve that sets everything straight.</p> <ul style="list-style-type: none"> - Phyllis Diller
<p>A good laugh is sunshine in the house.</p> <ul style="list-style-type: none"> - William Thackeray 	<p>Against the assault of laughter, nothing can stand.</p> <ul style="list-style-type: none"> - Mark Twain
<p>An optimist laughs to forget; a pessimist forgets to laugh.</p> <ul style="list-style-type: none"> - Tom Nansbury 	<p>As soap is to the body, so laughter is to the soul.</p> <ul style="list-style-type: none"> - A Jewish Proverb
<p>If you are happy and people around you are not happy, they will not allow you to stay happy. Therefore much of our happiness depends upon our ability to spread happiness around us.</p> <ul style="list-style-type: none"> - Dr. Madan Kataria 	<p>Grim care, moroseness (gloomy, bad-tempered), and anxiety—all this rust of life ought to be scoured off by the oil of mirth. Mirth is God's medicine.</p> <ul style="list-style-type: none"> - Henry Ward Beecher
<p>He that is of a merry heart has a continual feast.</p> <ul style="list-style-type: none"> - Proverbs 15:15 	<p>I have not seen anyone dying of laughter, but I know millions who are dying because they are not laughing.</p> <ul style="list-style-type: none"> - Dr. Madan Kataria
<p>If you would not be laughed at, be the first to laugh at yourself.</p> <ul style="list-style-type: none"> - Benjamin Franklin 	<p>Laughter is God's hand on the shoulder of a troubled world.</p> <ul style="list-style-type: none"> - Bettenell Huntznicker
<p>Laughter is the foundation of reconciliation.</p> <ul style="list-style-type: none"> - St. Francis de Sales 	<p>Laughter is the shortest distance between two people.</p> <ul style="list-style-type: none"> - Victor Borge
<p>Laughter opens the lungs, and opening the lungs ventilates the spirit.</p> <ul style="list-style-type: none"> - Unknown 	<p>Mirth is like a flash of lightning that breaks through a gloom of clouds for the moment. Cheerfulness keeps up daylight in the mind, filling it with steady and perpetual serenity.</p> <ul style="list-style-type: none"> - Samuel Johnson
<p>Of all days, the day on which one has not laughed is the one most surely wasted.</p> <ul style="list-style-type: none"> - Sebastien Roch 	<p>Prepare for mirth, for mirth becomes a feast.</p> <ul style="list-style-type: none"> - William Shakespeare

DISCUSSION

1. Which statement do you like the best? Can you explain why? How does it relate to your life's experiences?

2. Do you disagree with anything in the list? Why?

3. How is a sense of humour related to a positive attitude, optimism?

Laughter yoga (Hasya Yoga) is a modern exercise involving prolonged voluntary laughter. This type of yoga is based on the belief that voluntary laughter provides similar physiological and psychological benefits as spontaneous laughter. It is usually done in groups, with eye contact and much playfulness between participants. Intentional laughter often turns into real and contagious laughter.

(Developed by Madan Kataria)

WHY HUMOUR?

1. It is good for your health.

Humour helps to relieve stress. In addition it leads to muscle relaxation, control of pain and discomfort and overall psychological health.

Laughter also burns calories. Either laugh 100 times or work out 10 minutes on your exercise bike.

2. Humour increases productivity.

People are better at their jobs if they can laugh. Not only does laughter reduce stress but it makes us more motivated and engaged in our work.

3. Humour in the workplace increases the quality of work.

A sense of humour at work helps people to be more decisive, think more creatively, and be better at complex problem solving.

4. Humour brings us together.

Humour causes bonding. Jokes and sharing of humorous experiences enhances communication.

5. Leaders with humour appear more competent.

Leaders who use humour tend to be seen as in control, in charge. This is especially true in stressful situations.

6. Humour is trans-cultural.

To show humour creates trust; people realize that they have this in common with you, since humour is a trait present in every culture.

7. Humour is memorable.

Things said, or things done, in the context of humour tend to be remembered better because humour engages our entire body and releases pleasant emotional hormones. Thus our attention is held longer.

8. Humour spreads quickly.

When people like something they tend to be sure to share it with others. The message clothed in humour gets around quickly and effectively.

9. Humour gets people to root (cheer) for you.

People will want you as a leader to succeed because they like you and your sense of humour.

10. It boosts morale.

We all like to have fun at work. A fun atmosphere makes people want to come to work and be with people who have a sense of humour, who have a fun mentality.

For more on this topic go to:

<https://www.humorthatworks.com/benefits/30-benefits-of-humor-at-work/>

EXAMPLES OF CANADIAN HUMOUR

Every culture and language have their own way of expressing humour. In Canada we use different forms of humour. The following are some of them.

FUNNY RIDDLES

Samuel was out for a walk when it started to rain. He did not have an umbrella and he wasn't wearing a hat. His clothes were soaked, yet not a single hair on his head got wet. How could this happen? (He was bald.)

Why is Europe like a frying pan? (It has Greece at the bottom.)

What type of music do rabbits listen to? (Hip hop.)

What has wheels and flies, but it is not an aircraft? (Garbage truck.)

There was a man who wanted to prove his love to his wife. So, he climbed the highest mountain, swam the deepest ocean and walked the biggest desert. What do you think his wife said? (Nothing. She divorced him because of not spending time at home with his wife.)

If life gets tough, what do you have that you can always count on? (10 fingers and thumbs.)

What do elephants have that no other animal has? (Baby elephants.)

Why did the chicken cross the road? (To get to the other side.)

JOKES

Knock, knock.
Who's there?
Al
Al who?
Al give you a kiss if you open this door!

Knock, knock.
Who's there?
A herd.
A herd who?
A herd you were home, so I came over!

Two boys were arguing when the teacher entered the room.
The teacher says, "Why are you arguing?"
One boy answers, "We found a ten dollar bill and decided to give it to whoever tells the biggest lie."
"You should be ashamed of yourselves," said the teacher, "When I was your age, I didn't even know what a lie was".
The boys gave the ten dollars to the teacher.

TONGUE TWISTER

I wish to wish the wish you wish to wish, but if you wish the wish the witch wishes,
I won't wish the wish you wish to wish.

Picky people pick Peter Pan Peanut-Butter, 'tis the peanut-butter picky people pick.

SARCASM

I'm really sorry I hurt you when I called you stupid. I thought you already knew.

If only closed minds came with closed mouths.

Have you ever listened to someone for a while and wondered, "Who ties your shoelaces for you?"

"Mom, what's it like to have the greatest daughter in the world?" "I don't know, Dear . . . you'll have to ask Grandma."

I can only please one person a day. Today is not your day. Tomorrow doesn't look good either.

I didn't realize you are an expert on my life and how I should live it. Please continue while I take notes.

The fact that jelly fish have survived for 650 million years without brains is great news for you.

CARTOONS



DISCUSSION

Humour in your culture: Give an example of humour in your culture that is different from Canadian culture.

HUMOUR IDIOMS

<p>to laugh something off</p> <p><i>to laugh when experiencing something unpleasant to make it seem less serious.</i></p> <p>Tom laughed off the angry interaction he had with the client.</p>	<p>to burst out laughing</p> <p><i>to laugh suddenly.</i></p> <p>Jane burst out laughing when she saw how her daughter was dressed for the party.</p>
<p>to laugh all the way to the bank</p> <p><i>to quickly and easily make a lot of money.</i></p> <p>That business deal made Danny laugh all the way to the bank.</p>	<p>to laugh your head off</p> <p><i>to laugh very hard, to laugh uncontrollably.</i></p> <p>The young people laughed their head off while watching the drama.</p>
<p>to split your sides</p> <p><i>to laugh so hard your body is shaking/convulsing.</i></p> <p>The audience split their sides laughing during the comedy.</p>	<p>to kill yourself laughing</p> <p><i>to be overcome with laughter.</i></p> <p>It was strange to see Sally kill herself laughing while reading the book.</p>
<p>to have the last laugh</p> <p><i>to finally be vindicated.</i></p> <p>I am confident that I will have the last laugh when this court case is done.</p>	<p>laughingstock</p> <p><i>someone who is mocked/ridiculed.</i></p> <p>Peter was tired of being the laughingstock of the multi-ethnic party.</p>

Chapter 12: Decision-making Capabilities

INTRODUCTION

Qualities of a Good Leader: Decisions, decisions!! What course to take, what person to date and marry, how many children to have, what car to buy, going overseas to study, how to lose weight, how to connect with my neighbours, how much money to spend on recreation, get a membership in the gym. . .

In our everyday lives we constantly confront issues that require us to make decisions. Sometimes it's a fork in the road, other times its arrival at a dead end. Sometimes the choice is between two options, other times the choice is from many options. Ultimately, we must decide. Decisions can be stressful and sometimes the consequences are not what we expected or desired.

Decisions are a very important aspect of leadership. Therefore, the capability to make good decisions is a very important quality of a good and effective leader. Remember, *the buck stops at the leader* i.e., ultimately the leader takes full responsibility for what happens in his/her organization, team, business, family, etc.

How to make good decisions as a leader is something every would-be leader and every current leader needs to learn and practice. Two important aspects of decision-making are the steps and the style of doing so. Study them and then try to apply them to the "Decision-making Situation Examples" that follow.

5 STEPS TO GOOD DECISION MAKING

Step 1:

Identify Your Goal. One of the most effective decision-making strategies is to keep an eye on your goal. Don't lose sight of what it is that you are trying to accomplish through your organization, business, department, etc.

Step 2:

Gather Information for Weighing Your Options. As you consider the options from which you must decide to act on, gather all the information you can so you can understand each option and measure the value of each.

Step 3:

Consider the Consequences. What are the potential consequences of the decision you will be making? Sometimes predicting these consequences will make a decision feasible, very disadvantageous or even prohibitive.

Step 4:

Make Your Decision. Don't keep vacillating between the different possible decisions – take the courageous step of making a decision. Be decisive rather than indecisive.

Step 5:

Evaluate Your Decision. After the decision is made be ready to evaluate the decision. This is a time when you can involve others on your team to help you

evaluate. This takes courage because there is a possibility that the decision does not result in what you hoped to achieve or maybe even proves that your decision was not the correct one.

(From: Kescia D. Gray in Corporate Wellness Magazine)

DECISION-MAKING STYLES

There are four basic decision-making styles that leaders can use:

1. Command:

Command decision-making is where leaders make decisions without consulting their teams. This is an effective style, especially when things are moving quickly, and the team is looking for immediate guidance; there is no time to consult with the team about the best course of action.

2. Collaborative:

Collaborative decision-making is just what it sounds like. Leaders gather their teams and request feedback and insight. The leader still makes the final call but is armed with the proper data to make a more informed decision. This can also be referred to as evidence-based decision-making.

Avoid surrounding yourself with people that always agree with you. You need people who can strongly argue the other side. Whether you use their advice or not, it will help clarify your decision.

3. Consensus:

Consensus-based decision-making is done more like a democratic vote. Leaders gather their teams, and everyone votes. Majority rules. This process can work well when the outcome of the decision affects the entire team. In a quick-moving business environment, this is not the most efficient way to make a decision, but there are still some decisions that can be made this way. This type of decision-making can help mould the culture when the team is allowed to vote and have a voice.

Just remember: you generally can't please everyone.

4. Convenience:

When surrounded by trusted peers, sometimes the best decision a leader can make is to not be the one to make a certain decision. Complete delegation (convenience decision-making) has many benefits including measuring the decision-making abilities of your managers, empowering your team, and maintaining your own sanity! By handing over some decision-making responsibilities, leaders are also building a better management team and giving them the confidence they need as their responsibilities increase.

<https://blog.hubstaff.com/decision-making-styles/>

VOCABULARY

able, ability, abilities, capable, capabilities, decide, decision, indecision, decisive, indecisive, undecisive, consequences, collaborate, collaborative, consensus, democratic, convenient, convenience, majority, minority.

To have the **ability** to do something means you are able to carry out the task, while having the **capability** to do it means you have the potential to do the task, but you may not have mastered the skill yet.

DECISION-MAKING SITUATION EXAMPLES

1. Alfredo is the CEO of a large auto parts manufacturing plant. His production methods predominantly employ people to do the work. Thus he provides employment to several hundred people in the community. He has been reading about technology which could increase his production with far fewer employees. He is struggling with a decision to go with technology like robots, automation of equipment, computerization, etc.

*Help Alfredo make a decision by following the steps of decision-making.

*Also, what decision-making style would be best for him to use here?

2. Janice is the head of the university basketball program. Her university is relatively small and therefore does not have a lot of resources to develop a good winning team. Hence, they have not been able to compete effectively against some of the larger universities and usually end up at the bottom of the league standings. The university, as well as the community, is putting pressure on Janice to produce a winner. To do so would mean some decisions.

*Can you think of some decisions Janice will face? How can she go about making these decisions?

*Think of steps and style in decision making.

3. John and Julie are faced with making a fairly major decision. When their third child was born, they decided that Julie would quit her teaching position and be a stay-at-home Mom. After doing this for a year they are finding it very hard to live on John's salary alone; Julie is very happy in her position at home. The children are thriving. But the single salary means they don't have the funds to go on winter vacations, operate two new cars, rent a summer cottage, etc. They are sending their kids to a private school, which also costs quite a bit.

*Should Julie go back to teaching? Can you see other options for them? Help them decide how to proceed.

4. Tony has owned and operated Tony's Italian Cuisine in Guelph for 25 years.

He took it on when his dad retired. TIC is a fine dining restaurant, catering to the elite in town - people with money. Along came COVID-19. His restaurant has been closed for about two months. He has been given permission to open again but with social distancing restrictions. He's not sure if it's going to be worth it.

Tony is considering his options. One option is to develop a patio outside and change his menu from "fine dining" to something more general, even fast Italian food. Or should he just sell the restaurant and go get a job?

Help Tony go through the steps of making a wise decision. What style of decision-making do you think would be best in this case?

BIBLE VERSES ABOUT WISDOM

The Bible offers some excellent guiding principles for wise decision-making, here are a few examples:

Proverbs 2:6

For the Lord gives wisdom; from His mouth comes knowledge and understanding.

Proverbs 3:5-6

Trust in the Lord with all of your heart and do not depend on your own understanding. Seek his will in all you do, and he will show you which path to take,

1 Corinthians 10:31

So whether you eat or drink, or whatever you do, do all to the glory of God.

Philippians 4:8

And now, dear brothers and sisters, one final thing. Fix your thoughts on what is true, and honorable, and right, and pure, and lovely, and admirable. Think about things that are excellent and worthy of praise.

IDIOMS RELATED TO DECISION-MAKING

Like watching paint dry

Paint dries slowly and with no excitement, so if something is really boring, we can say that thing is like watching paint dry.

Reading that report was like watching paint dry.

Sit on the fence

To delay or avoid making a decision.

Moving out and starting an independent life has both pros and cons. She can't make up her mind. She's been sitting on the fence for months.

<p>Take a back seat</p> <p><i>To give the power to someone else and take a less important position.</i></p> <p>Why do I always have to take the back seat while he always has the right to make decisions?</p>	<p>A bird in the hand is worth two in the bush.</p> <p><i>You should hold on tightly to something you already have rather than risk losing it by trying to get something better.</i></p> <p>That's such an amazing offer but I'm not going to quit my current job.</p>
<p>My way or the highway</p> <p><i>People have to do what you ask.</i></p> <p>Our department head has only one rule: It's my way or the highway. In my family, Dad is always the one who makes decisions. 'My way or the highway' is what he usually says to us.</p>	<p>Weigh the pros and cons</p> <p><i>To carefully consider the advantages and disadvantages before making a decision.</i></p> <p>Having weighed all the pros and cons, she decided to sign the two-year contract.</p>
<p>Take it or leave it</p> <p><i>To either accept or reject something.</i></p> <p>This is the only valid action step as I see it. Take it or leave it.</p>	<p>One step at a time</p> <p><i>means to think carefully and go slowly without being careless or rushed.</i></p> <p>Jim decided to lead his company through major COVID-19 adjustments one step at a time.</p>
<p>No strings attached</p> <p><i>an informal phrase that is used to show that an offer or opportunity has no restrictions or hidden fine print, and nothing is required or expected in return.</i></p> <p>When Tom realized that there were no strings attached to the offer of a free car rental he signed the deal.</p>	

DECISION-MAKING QUOTES

As you read these quotes, evaluate them. Do you agree with them? Are there exceptions i.e., are there times when this statement does not prove true? Can you think of examples, personal experiences, things you have read and studied that make the statement valid? Or invalid?

<p>"The Quality of Your Life Is Built on The Quality of Your Decisions."</p> <ul style="list-style-type: none"> - Wesam Fawzi 	<p>"Decision making is easy when your values are clear."</p> <ul style="list-style-type: none"> - Roy Disney (Walt's brother)
<p>"It's not about making the right choice. It's about making a choice and making it right."</p> <ul style="list-style-type: none"> - J.R. Rim, Better to be Able to Love than to be Loveable 	<p>"So. Tell me. What do you think? Which is better? To take action and perhaps make a fatal mistake - or to take no action and die slowly anyway?"</p> <ul style="list-style-type: none"> - Ahdaf Soueif, The Map of Love
<p>"Whenever you see a successful business, someone once made a courageous decision."</p> <ul style="list-style-type: none"> - Peter F. Drucker 	<p>"Trust your instincts and make judgements on what your heart tells you. The heart will not betray you."</p> <ul style="list-style-type: none"> - David Gemmell, Fall of Kings
<p>"People can advise, but your decision needs to be yours alone, you are the one who is going to face the consequences of your actions. So, decide what you want to do with your life, and act accordingly."</p> <ul style="list-style-type: none"> - Shon Mehta, The Timingila 	<p>"Decision making is power. Most people don't have the guts to make "tough decisions" because they want to make the "right decision" and so they make "no decision". Remember, life is short, so do things that matter the most and have the courage to make "tough decision" and to chase your dreams."</p> <p>Yama Mubtaker</p>
<p>"We are our decisions."</p> <ul style="list-style-type: none"> - Prof. Salam Al Shereida 	<p>"A wise man makes his own decisions. An ignorant man follows public opinion."</p> <ul style="list-style-type: none"> - Grantland Rice
<p>"Time is something that you make decisions about. You make time, you don't have it. You make time for what matters to you."</p> <ul style="list-style-type: none"> - Yasmina Diallo, From Catwalk to Freedom 	<p>"Make a decision, trust yourself and stick with it."</p> <ul style="list-style-type: none"> - Christof Koch, Consciousness: Confessions of a Romantic Reductionist

Chapter 13. An Effective Listener

Most people do not listen with the intent to understand; they listen with the intent to reply.



“Hold my calls until I’m willing to listen.”

“When you speak, you repeat what you know. When you listen, you learn something new.” – Dalai Lama

- 85% of what we know we have learned through listening
- Humans generally listen at a 25% comprehension rate
- In a typical business day, we spend 45% of our time listening, 30% of our time talking, 16% reading and 9% writing
- Less than 2% of all professionals have had formal education on learning to understand and improve listening skills and techniques

LISTENING IS PARAMOUNT IN LEADERSHIP

When employees say they want their voices to be heard, they are really saying they want leaders who will not just hear them, but really listen to them. As employees seek more attention, feedback and support, leaders must become more mindful of individual needs in order to more effectively inspire professional development and overall performance. Leaders who listen are able to create trustworthy relationships that are transparent and breed loyalty. You know the leaders who have their employees’ best interests at heart because they truly listen to them. (Forbes)

DISCUSSION

Describe one leader in your life who you felt really listened to you. How did you sense this? How did it show? What difference did it make for you in your work/studies/relationships?

HERE ARE SIX EFFECTIVE FORMS OF LISTENING:

1. Show That You Care

When you care about your employees, they tend to work harder and aim to exceed your expectations. Employees want to be led by those who genuinely care about who they are and what they represent to the team and organization at-large. Don't just view your employees as tools and resources for your own success – but as people and valuable assets who bring unique capabilities and aptitudes not necessarily limited to their job functions.

2. Engage Yourself

Beyond caring, engage yourself in matters important to your employees. When they share their opinions, ask questions, and encourage them to elaborate and expand upon their perspectives. When you engage yourself more actively, hold yourself accountable and follow-up with your employees, they will know that you are listening, paying attention, and attempting to understand what matters most to them.

3. Be Empathetic

The workplace is fuelled with the stress and pressure of each day. Because every employee manages stress and pressure differently, it is important that you are empathetic to how these distractors impact employee performance. Express your concern and show your employees that you feel their frustrations. Empathy is a powerful display of listening. Many leaders avoid emotional interactions, but the best leaders know how to empathize and make themselves approachable to those who need attention. Great leaders know how to balance the head and the heart.

4. Don't Judge Others

Leaders that judge others are not listening. Too many times leaders make harsh criticisms about those with a different style or approach. Instead of judging someone, they could be learning from them. Leaders must not grow complacent. The 21st century leader must embrace new ideas and ideals. They must be more active listeners, constantly learning and adapting to change.

5. Be Expansively Mindful

Great leaders are extremely mindful of their surroundings. They know how to actively listen beyond the obvious via both verbal and non-verbal communication. They acknowledge others via body language, facial expressions and nods. These types of leaders are tuned in to the dynamics that are taking place around them, at all times.

Leaders that are mindful are not just hearing conversations; they are listening to them and engaging in the dialogue. They don't fake it; they are taking note of what is being said and how people are saying it and are making continuous eye-contact and gestures.

As the leader, everyone is watching your every move and action. If you appear disconnected, you are perceived as disinterested and not listening. Never stop being expansively mindful.

6. Don't Interrupt

How many times has your leader rudely interrupted your train of thought? It's fair to say this is a common occurrence. Compassionate leaders listen and don't interrupt the flow of the dialogue. They embrace two-way communication and are aware that with every interruption comes disengagement. They earn respect from their peers by being a patient listener.

(Glenn Llopis, Leadership in an Age of Personalization, May 30, 2013)

Stay focused on what your employees are saying. Stay in the moment and be respectful of others. Listen and become a more compassionate leader.

ACTIVE LISTENING – HOW TO ENGAGE IN IT

Active listening is the process of listening to someone in a way that focuses your attention on what they are saying so they feel heard and understood. The skills involved in this process aren't difficult to learn, but they do take practice to master.

- **Focus on the person and the message.** Focus your entire attention on the speaker, listening without judgement or formulating a response before they're halfway through speaking. Pay attention to the speaker's body language as well as their words.
- **Communicate your attention.** People can tell when you're not paying attention, so use your body language and gestures to let them know you are locked into what they're saying. Face the speaker directly and make eye contact. Sit or stand in an open position. Smile and nod occasionally.
- **Acknowledge what the person is saying.** From time to time, interject with something like "Uh huh" or "I see" to indicate you are following what the person is saying. This acknowledgement doesn't mean you agree with the person; it simply indicates that you are actively listening.
- **Don't interrupt.** This can be another difficult step because the brain wants to jump in and solve the problem before the speaker has communicated the entire message. Interrupting shows impatience and disrespect. It's important to be patient and allow the speaker to finish each point before asking questions.
- **Build rapport.** After listening a while, engage with the speaker by asking questions or reflecting back what you have heard. For example, say, "What I'm hearing you say is..." or "I'm not sure I understand..." This demonstrates that you are paying attention and will allow you to gain more information.
- **Be authentic in your response.** Your job as the listener is to gain information, perspective and understanding. Be candid, open and honest when responding to the speaker, but do so in a respectful manner. If there is conflict or disagreement, focus your response on the issue rather than the person. From TEC Canada: (<https://tec-canada.com/insights/active-listening-as-a-leadership-skill/>)

How well did I listen?

- Did I still the chatter in my head?
- Did I let the other person speak without interruption?
- Did I try to see things from the other person's point of view?
- Did I convey interest in what the person was saying?
- Did I "listen between the lines" to notice connotations and implicit meanings?
- Did I resist the temptation to jump in with evaluative or disparaging comments?
- Did I rephrase what the other person said so as to better understand it?
- When I responded, did I speak clearly?
- Was I honest? Did I show empathy?
- Did I treat the other person with respect?

LISTENING CASE STUDIES

Read these stories and discuss them with reference to **Listening**:

1. State the "surface" message that is being communicated.
2. What may be the "hidden" message that can only be understood by active listening?
3. What can the active listener do to get the real message?

Case 1: I don't want to go to school

Dorothy is the mother of five children under 12 years of age. School day mornings are always a circus; it's a difficult balancing act to get the kids ready for school and meet the needs of the preschoolers as well. One morning Sophia, grade 3, rubs her sleepy eyes as she comes into the kitchen in her pajamas and whispers to her Mommy, "I don't want to go to school today; my tummy hurts."

Case 2: That stupid bus schedule

John is the manager of the sewing division of a major garment factory, Ponderosa Garments Ltd. Thelma, one of his longer-term employees has recently been consistently arriving late for work – 30 minutes late every morning. Thelma is a hard worker and has an excellent attitude to work. One day John called her into his office and explained to Thelma that her tardiness is not acceptable. He reminds her of how she has been an excellent employee for 10 years; she used to always be on time. He would like her to get back to that. Thelma promises to do better.

He dismisses her and as she leaves the room he hears her mutter with tears in her eyes, "that stupid bus schedule".

Case 3: Will you want to have children?

Tim and Bertha have been dating for several years and get along well. Several times they have been discussing the possibility of marriage. Each time Bertha senses a hesitancy in Tim. She is hoping that one of these days he will surprise her by popping the question. One day when the topic comes up again Tim, out of the blue, asks the question: "If we get married, will you want to have children?"

Try some listening games for adults. Here's a link to one source for ideas:
<https://plentifun.com/listening-games-for-adults>

“LISTEN” IDIOMS

<p>listen up</p> <p>To begin paying attention and listening carefully (to someone or something). Usually said as a command.</p> <p><i>OK, listen up, everyone. We only have three hours to complete this project, so let's get to work</i></p>	<p>listen in (on someone or something)</p> <p>1. to join someone or a group as a listener. <i>The band is rehearsing. Let's go listen in on them.</i></p> <p>2. to eavesdrop on someone. <i>Please don't try to listen in on us. This is a private conversation.</i></p>
<p>I'm listening</p> <p>You have my attention, so you should talk.</p> <p><i>Go ahead, tell me what happened. I'm listening.</i></p>	<p>listen to reason</p> <p>to yield to a reasonable argument; to take the reasonable course.</p> <p><i>Please listen to reason, and don't do something you'll regret.</i></p>
<p>keep your ear to the ground</p> <p>If you <i>keep your ear to the ground</i>, you make sure that you are aware of all that is happening and being said.</p> <p><i>"We don't know what has been decided, but Jack is keeping his ear to the ground!"</i></p>	<p>grin from ear to ear</p> <p>If somebody is <i>grinning from ear to ear</i>, they look very satisfied and happy.</p> <p><i>"When we saw Paul grinning from ear to ear, we knew he had passed the exam."</i></p>

<p>fall on deaf ears</p> <p>If something such as a suggestion or a request <i>falls on deaf ears</i>, it is ignored.</p> <p><i>"I told Mark not to take any risks, but my advice fell on deaf ears."</i></p>	<p>make one's ears burn</p> <p>If something <i>makes your ears burn</i>, you are embarrassed by what you hear, especially if the conversation is about you.</p> <p><i>"The comments I overheard made my ears burn."</i></p>
<p>all ears</p> <p>To say that you are <i>all ears</i> means that you are listening very attentively.</p> <p><i>"Of course I want to know - I'm all ears!"</i></p>	<p>lend an ear</p> <p>If you <i>lend an ear</i> to someone, you listen carefully and sympathetically.</p> <p><i>"The best person to talk to is Jenny. She's always ready to lend an ear."</i></p>
<p>music to your ears</p> <p>If something is <i>music to your ears</i>, the information that you receive makes you feel very happy.</p> <p><i>"His compliments were music to my ear."</i></p>	<p>turn a deaf ear</p> <p>If you <i>turn a deaf ear</i> to something, you refuse to listen.</p> <p><i>"Sam turned a deaf ear to his wife's advice and went off in the rain without an umbrella."</i></p>
<p>prick up your ears</p> <p>If you <i>prick up your ears</i>, you suddenly pay attention to what is being said.</p> <p><i>"The children pricked up their ears when they heard the word 'ice-cream'."</i></p>	<p>play it by ear</p> <p>To <i>play it by ear</i> means to improvise or act without preparation, according to the demands of the situation. (Music: to play by remembering the tune, without printed music.)</p> <p><i>"It's hard to know how the situation will develop. Let's just play it by ear."</i></p>
<p>hang on every word</p> <p>To listen closely and react to every word you say.</p> <p><i>He hung on every word the sports star said.</i></p>	

CHECK OUT THESE ETHNIC PROVERBS/SAYINGS RE. LISTENING:

Nature has given us two ears, two eyes, and but one tongue; to the end we should hear and see more than we speak. ~ Greek Proverb	All men have three ears, one on the left of his head, one on the right and one in his heart. ~Armenian Proverbs
Listening to good advice is the way to wealth. ~ Iranian Proverb	Before you let your voice be heard, first lick your lips. ~ Indonesian Proverb
Eat what is cooked; listen to what is said. ~Russian Proverbs	Never listen to these three advisers: wine, the night, and love. ~German Proverbs
A man who cries all the time is not heard. ~ African Proverb	A wise man hears one word and understands two. ~ Yiddish Proverb
Listen to the sound of the river and you will get a trout. ~Irish Proverbs	When the big bells ring, the little bells are not heard. ~ Yugoslavian Proverb
In a good family the husband is deaf and the wife blind. ~ French Proverb	You must all be quick to listen, slow to speak, and slow to get angry. ~ Bible
If you wish to know the mind of a man, listen to his words. ~ Chinese Proverb	

Chapter 14: Resilience

Psychologists define **resilience** as *the process of adapting well in the face of adversity, trauma, tragedy, threats, or significant sources of stress—such as family and relationship problems, serious health problems, or workplace and financial stressors. ... That's the role of resilience.*

Developing resilience can help you cope adaptively and bounce back after changes, challenges, setbacks, disappointments, and failures. Leaders are expected to take the lead in this “coping adaptively”.

RESILIENCE CASE STUDIES

1. VICTOR MARSTON

Ten years ago (2011) Victor started a music school in Scarborough, ON. As a young, newly married man, Victor had nothing but passion and vision. He conducted a relatively small survey of the area where he lived to assess the market for a music school in the area. He spent several days going door to door, asking residents about their needs and interest in a music school. He found there was considerable interest. He decided to go ahead with his project.

Opening his music school proved to be very challenging for Victor. He was able to find a vacated dance studio in a shopping complex near their house. He signed a five-year lease at a rate of \$4000.00 per month. He didn't have money, so he borrowed from friends and family to pay for renovation of the dance studio, purchase of equipment and supplies, hiring staff and for marketing his product. Friends and family helped him by pounding the pavement delivering flyers to the mailboxes of hundreds, if not thousands, of residences in the area.

The hard work, determination and faith paid off. Gradually the business developed and grew. Due to his inexperience Victor made some mistakes and lacked in efficiency. In January 2019 Victor's school had an enrolment of 300 students who were taking weekly music lessons. Victor was able to hire some management help to ease his workload. Victor celebrated his success.

Then COVID-19 hit and in late March his business had to go on lockdown. Ever resourceful, Victor transferred all his lessons to online. With the cooperation of teachers and parents the school continued in this restricted format. His attendance dropped to 180 but it was enough to carry him through this “drought”.

Good news arrived in July. Businesses could open again, with some specific instructions re. COVID precautions. Victor reopened his school; students and staff again met in person at the school. Attendance gradually rose back to 220 students with hopes of more to come.

Then, alas, the soaring COVID numbers in Ontario resulted in the Government locking down small businesses again. Victor's school was one of them. He resorted to online classes again and his numbers dropped. Together with his teachers Victor maneuvered through those next few difficult weeks. Then as vaccinations increased the school was allowed to open again.

Today the doors of Victor's school are open. Enrolment is up to 325 and rising. He has been able to hire some key administrative staff to ease his work and stress load. This has been a very trying time for Victor. He has gone through times of real discouragement and has even thought of giving up. Even now the future is uncertain. But Victor moves ahead with his eyes on future success. He is a leader with resilience.

DISCUSSION

- How would you describe Victor as a person? What leadership qualities does he have?
- How has Victor demonstrated resilience?
- What advice do you have for Victor?
- How have you shown resilience? Can you think of others who have?

2. THOMAS EDISON

I have not failed. I've just found 10,000 ways that won't work. – *American inventor, Thomas Edison*

According to legend, Thomas Edison made thousands of prototypes of the incandescent light bulb before he finally got it right. And, since the prolific inventor was awarded more than 1,000 patents, it's easy to imagine him failing on a daily basis in his lab at Menlo Park.

Despite struggling with "failure" throughout his entire working life, Edison never let it get the best of him. All of these "failures," which are reported to be in the tens of thousands, simply showed him how not to invent something. His resilience gave the world some of the most amazing inventions of the early 20th century, such as the phonograph, the telegraph, and the motion picture.

It's hard to imagine what our world would be like if Edison had given up after his first few failures. His inspiring story forces us to look at our own lives – do we have the resilience that we need to overcome our challenges? Or do we let our failures derail our dreams? And what could we accomplish if we had the strength not to give up?

DISCUSSION

How does Edison exemplify the expression, "failing forward"?

THE IMPORTANCE OF RESILIENCE

Resilience (or resiliency) is our ability to adapt and bounce back when things don't go as planned. Resilient people don't wallow or dwell on failures; they acknowledge the situation, learn from their mistakes, and then move forward.

The following notes are from the research and writings of three experts: Susan Kobasa, Martin Seligman and Dr. Cal Crow. Taken from the article: Developing

According to the research of leading psychologist, Susan Kobasa, there are three elements that are essential to resilience:

1. **Challenge** – Resilient people view a difficulty as a challenge, not as a paralyzing event. They look at their failures and mistakes as lessons to be learned from, and as opportunities for growth. They don't view them as a negative reflection on their abilities or self-worth.
2. **Commitment** – Resilient people are committed to their lives and their goals, and they have a compelling reason to get out of bed in the morning. Commitment isn't just restricted to their work – they commit to their relationships, their friendships, the causes they care about, and their religious or spiritual beliefs.
3. **Personal Control** – Resilient people spend their time and energy focusing on situations and events that they have control over. Because they put their efforts where they can have the most impact, they feel empowered and confident. Those who spend time worrying about uncontrollable events can often feel lost, helpless, and powerless to take action.

Another leading psychologist, Martin Seligman, says the way that we explain setbacks to ourselves is also important. (He talks in terms of optimism and pessimism rather than resilience; however, the effect is essentially the same.) This "explanatory style" is made up of three main elements:

1. **Permanence** – People who are optimistic (and therefore have more resilience) see the effects of bad events as temporary rather than permanent. For instance, they might say "My boss didn't like the work I did on that project" rather than "My boss never likes my work."
2. **Pervasiveness** – Resilient people don't let setbacks or bad events affect other unrelated areas of their lives. For instance, they would say "I'm not very good at this" rather than "I'm no good at anything."
3. **Personalization** – People who have resilience don't blame themselves when bad events occur. Instead, they see other people, or the circumstances, as the cause. For instance, they might say "I didn't get the support I needed to finish that project successfully," rather than "I messed that project up because I can't do my job." Seligman - (Learned Optimism: How to Change Your Mind and Your Life)

Dr. Cal Crow, the co-founder and Program Director of the Center for Learning Connections, identified several further attributes that are common in resilient people:

1. Resilient people have a **positive image of the future**. That is, they maintain a positive outlook, and envision brighter days ahead.
2. Resilient people have **solid goals**, and a desire to **achieve those goals**.
3. Resilient people are **empathetic and compassionate**; however, they don't waste time worrying about what others think of them. They maintain healthy relationships, but don't bow to peer pressure.
4. Resilient people **never think of themselves as victims** – they focus their time and energy on changing the things that they have control over.

How we view adversity and stress strongly affects how we succeed, and this is one of the most significant reasons that having a resilient mindset is so important. The fact is that we're going to fail from time to time - it's an inevitable part of living that we make mistakes and occasionally fall flat on our faces. The only way to avoid this is to live a shuttered and meagre existence, never trying anything new or taking a risk. Few of us want a life like that!

VOCABULARY

Each of the following words has come up somewhere in the paragraphs above. With a partner find variations of this word and indicate that you know the meaning of the word. Practice pronouncing the words.

Resilience, coping, adaptively, renovation, determination, lockdown, restriction, maneuvered, legend, prototype, incandescent, phonograph, telegraph, compelling, uncontrollable, setbacks, permanence, pervasiveness, personalization, empathetic, compassionate, adversity, meagre.

Video: The Three Secrets of Resilient People

<https://www.youtube.com/watch?v=NWH8N-BvhAw>

Lucy Hones shares three things to do to experience resilience when going through a difficult time. Her advice comes out of a deeply tragic personal experience. Take time to watch this.

RESILIENCY QUOTES

Read the following quotes related to resiliency. Is there one that specially resonates with you? One you disagree with? Share your thoughts with a friend or colleague.

The human capacity for burden is like bamboo - far more flexible than you'd ever believe at first glance. - <i>Jodi Picoult</i>	The difference between a strong man and a weak one is that the former does not give up after a defeat. - <i>Woodrow Wilson</i>
If your heart is broken, make art with the pieces. - <i>Shane Koyczan</i>	It may sound strange, but many champions are made champions by setbacks. - <i>Bob Richards</i>
I tried and failed. I tried again and again and succeeded. - <i>Gail Borden</i>	Our greatest glory is not in never falling, but in rising every time we fall. - Confucius
The bamboo that bends is stronger than the oak that resists. - <i>Japanese Proverb</i>	The world breaks everyone, and afterward, some are strong at the broken places. - <i>Ernest Hemingway</i>

<p>When we learn how to become resilient, we learn how to embrace the beautifully broad spectrum of the human experience. - <i>Dewalt</i></p>	<p>Resilience is very different than being numb. Resilience means you experience, you feel, you fail, you hurt. You fall. But, you keep going. - <i>Yasmin Mogahed</i></p>
<p>Things don't go wrong and break your heart so you can become bitter and give up. They happen to break you down and build you up so you can be all you were intended to be. - <i>Charles Jones</i></p>	<p>All things work together for good to those who love God, to those who are called according to His purpose. - <i>Paul in Romans 8:28</i></p>
<p>Fall seven times, stand up eight. - <i>Japanese Proverb</i></p>	<p>Although the world is full of suffering, it is also full of the overcoming of it. - <i>Helen Keller</i></p>

The Oak Tree

A mighty wind blew night and day.
 It stole the Oak tree's leaves away.
 Then snapped its boughs
 and pulled its bark
 until the Oak was tired and stark.
 But still the Oak tree held its ground
 while other trees fell all around.
 The weary wind gave up and spoke,
 "How can you still be standing, Oak?"
 The Oak tree said, "I know that you
 can break each branch of mine in two
 carry every leaf away.
 shake my limbs, and make me sway,
 But I have roots stretched in the earth,
 growing stronger since my birth.
 You'll never touch them, for you see,
 they are the deepest part of me.
 Until today, I wasn't sure
 of just how much I could endure.
 But now I've found, with thanks to you,
 I'm stronger than I ever knew."

Johnny Ray Ryder, Jr.

Chapter 15: Courage

We all love to read stories of courage, of men, women and children coming through with acts of courage. Here's a real-life story which made the CBC News on Oct. 16, 2020. Read it and discuss it with someone using the questions which follow:

Man wields concrete statue to save young woman from bear mauling in Hay River, N.W.T. Attack happened near home of Roy Helmer, who managed to distract the bear and drag victim to safety.

Roy Helmer said he was woken at about 3 a.m. by his common-law partner who had heard screams outside their Hay River, N.W.T., home and looked out at the deck to see a bear on top of a young woman.

Roy Helmer said the attack happened just outside his home, where he managed to pull the victim to safety after fighting the animal off with a concrete statue of an angel.

"It was horrifying. It really was," Helmer said from the front porch of his house at Saskatoon Drive and Cranberry Crescent, where the steps and front lawn were still dotted with blood.

"I was yelling and screaming because I just woke up in a panic," he said. Helmer said the bear dragged the victim off the deck and began mauling her aggressively." That's when he grabbed a nearby concrete statue and went after the animal.

"I picked that up and I ran over there and I nailed it. And it backed off just enough for me to grab her feet and drag her to the bottom of the steps and get her up and into my place," he said.

"I'm just so thankful that I could help that girl."

Helmer said he wasn't sure where the bear went after he hit it.

RCMP later confirmed that an "injured female youth" was transferred to an Edmonton hospital for further treatment.

The bear believed to be involved in the incident was shot and killed by Hay River RCMP.

DISCUSSION

1. Look at the underlined words in the article and talk about their meaning.
2. Using Roy as an example, how would you define courage? What led Roy to do what he did?
3. How might someone else respond to this crisis? How do you think you would have responded?

Let's look further at the matter of courage as a quality of a good leader.

DEFINITION OF COURAGE

mental or moral strength to venture, persevere, and withstand danger, fear, or difficulty

Other words with meanings similar to courage:

bravery, daring, determination, endurance, fearlessness, firmness, grit, heroism, spirit, spunk, tenacity, backbone, guts

Opposite of Courage:

Cowardice, fear, timidity, weakness, faint-heartedness

THE THREE BUCKETS OF COURAGE

There are three main types of courage when it comes to courageous leadership in the workplace:

- **Try Courage:** Try courage is the courage required to take the first step in something. If you are doing something for the first time, that takes courage. You might fail, you might get it wrong, or you might do something completely incredible.
- **Trust Courage:** This is the type of courage required to relinquish control. As a leader, you will need this courage in order to delegate to your employees, to give over control to staff, and to show your team that you trust them. This type of trust not only shows your staff that you trust them, but also that they can trust you not to micromanage their work.
- **Tell Courage:** Tell courage is the courage you need to speak openly and with conviction about your beliefs and ideas. Often, doing this can be very scary, especially in a business setting. Courageous leadership means providing your team with positive and constructive feedback on a regular basis, even if what you have to say is going to make someone feel uncomfortable. (<https://www.wework.com>)

WHAT DOES COURAGE LOOK LIKE IN A LEADER?

1. Having the courage to seek and receive feedback

A courageous leader is someone who isn't afraid to honestly and openly seek out feedback from those around them. They'll be open to listening to the unfiltered feedback (which may not necessarily be easy to hear) and will be willing to learn from and make changes based on this.

2. Having courage of convictions

Courageous leaders must be prepared to hold steady and be absolutely clear on their values and principles at all times. They must have the courage to stick to these, even when the easiest thing to do is to compromise in order to chase profits, reach targets or avoid difficult or crucial conversations. They will always strive to do what is right, rather than what is expedient. 'Why do I do what I do?' is a question they will always ask themselves and challenge those around them to ask too.

3. Being prepared to let go of 'previous practices'

Someone who is a courageous leader won't be reluctant to let go of doing things in a way that it has previously always been done. They'll have the skills to recognize when a practice or way of doing things is no longer working or fit for purpose and will have the courage to challenge this. This means they must be prepared to let go, take risks, and try new things.

4. Having the courage to innovate

Courageous leaders aren't reluctant to innovate and do things differently. The word FAIL means **F**irst **A**tttempt **I**n **L**earning. Therefore, courageous leaders must also be able to accept (in themselves and others) the potential failure that may come from trying to innovate and see failure as a learning tool for future growth and development, both personally and for the organization or business.

5. Having the courage to admit mistakes

Being able to admit to mistakes and vulnerabilities is something all courageous leaders must be able to do. By acknowledging errors and vulnerabilities, leaders create a culture of trust with those around them.

6. Having the courage to challenge yourself to be different and think differently.

A courageous leader must not be afraid to embrace diversity in all its facets, seeing diversity as an opportunity rather than a challenge.

7. Having the courage to have difficult conversations.

Courageous leaders should not walk away from having potentially difficult or uncomfortable conversations. Instead, they must be strong enough to initiate difficult conversations and work through them in order to move forward. This means having real, honest conversations, even when there is the potential for conflict.

8. Having the courage to step out of unproductive or unhelpful situations

A courageous leader must be brave enough to both recognize and move away from unproductive, unhealthy or unhelpful situations. They should be able to recognize these for what they are and be able to step away from them towards more positive

and productive interventions that help them and their organization thrive. (<https://www.socialenterprise.academy/scot/8-ways-to-develop-your-courageous-leadership>)

In the following leader “situations” which of the above courage “actions” would apply? Discuss it with a partner.

1. The lecturers in Sandi’s department are agitating for a shorter lunch break and then earlier shut down in the afternoon. Sandi is aware that this has never been done before.
2. Omid is sensing an undercurrent of discontent among his employees. He doesn’t know whether it’s really there and, if so, why they aren’t happy. Do they not like him or his way of doing things?
3. Last night Abigail couldn’t sleep because she was aware that yesterday in a moment of anger she spoke abusively to an employee. Others in the department overheard this.
4. Karl’s classroom teaching is becoming quite stale. He has taught this course for many years and is very confident in his knowledge of it. But he senses he is not on the same wavelength as his students in his thinking.
5. Tina has been going for yoga classes with several of her employees for several months. She is beginning to sense that some of the other employees see her as favouring these yoga partners and see this as a clique.
6. In order to be competitive in the market Tobias has been ordered to extend the working day of his department by an hour. He struggles with this because he knows that many of his employees are parents of small children who really can’t afford to be away from home an extra hour in the afternoon.

IDIOMS ON COURAGE

<p>To have the guts</p> <p>have the strength, the will power, bravery</p> <p><i>She doesn't have the guts to tell her boyfriend that she no longer wants to continue the relationship.</i></p>	<p>Brave the elements</p> <p>Go out in stormy or inclement weather</p> <p><i>We've just about run out of food; I'll brave the elements and walk to the store.</i></p>
<p>Screw up your courage; summon up your courage</p> <p>to force yourself to be brave and do something that makes you nervous.</p> <p><i>Debra summoned up the courage to confront her boss about the dishonesty she saw in her department.</i></p>	<p>Put on a brave front/face</p> <p>to appear or make oneself seem more courageous, resolute, or dauntless than one really feels.</p> <p><i>I could feel my knees shaking with terror before my commencement speech, but I put on a brave front and stepped out onto the stage to deliver it.</i></p>
<p>Being chicken</p> <p>to not have the guts to do something</p> <p><i>Don't be chicken, son; you can do it.</i></p>	

COURAGE QUOTES

<p>Be brave enough to live the life of your dreams according to your vision and purpose instead of the expectations and opinions of others.” — Roy T. Bennett</p>	<p>“Bran thought about it. 'Can a man still be brave if he's afraid?' 'That is the only time a man can be brave,' his father told him.” — George R.R. Martin</p>
<p>“Being deeply loved by someone gives you strength, while loving someone deeply gives you courage.” — Lao Tzu</p>	<p>“It takes courage to grow up and become who you really are.” — E.E. Cummings</p>
<p>“Have enough courage to trust love one more time and always one more time.” — Maya Angelou</p>	<p>“Be brave to stand for what you believe in even if you stand alone.” — Roy T. Bennett</p>
<p>“Life shrinks or expands in proportion to one's courage.” — Anais Nin</p>	<p>“Courage is resistance to fear, mastery of fear - not absence of fear.” — Mark Twain</p>

RHYTHM PRACTICE

Rhythm is important in every language. Here's a little practice for you, using the bear theme from the beginning of this lesson.

Limericks – (with accents marked)

The Grizzly, the beast to avoid,
He's dangerous when highly annoyed.
Stand back, take a shot,
With the camera you bought.
Show others the sight you enjoyed.

Roy Helmer a hero is now
He wipes off the sweat from his brow.
He answered the call
And stood straight and tall.
He did it but doesn't know how.

Rhythm in sentences (accents marked)

The Grizzly is a bear in the north to avoid.

It takes courage and a sense of adventure to live in the Northwest Territories.

Roy Helmer said the attack happened just outside his home, where he managed to pull the victim to safety after fighting the animal off with a concrete statue of an angel.

"I'm just so thankful that I could help that girl."

"I'm just so thankful that I could help that girl."

"I'm just so thankful that I could help that girl."

Here's a poem on courage for you to read/memorize:

Do You Fear the Wind?

DO you fear the force of the wind,
The slash of the rain?
Go face them and fight them,
Be savage again.
Go hungry and cold like the wolf,
Go wade like the crane:
The palms of your hands will thicken,
The skin of your cheek will tan,
You'll grow ragged and weary and swarthy,
But you'll walk like a man!

Hamlin Garland

Chapter 16: Transparency

“To be a good boss (leader), you must be transparent. There’s a correlation between worker happiness and workplace transparency. Leaders and managers who offer transparency will earn the respect and devotion of their team.” David Niu

WHAT IS TRANSPARENCY?

Transparency in leadership means keeping employees in the loop, sharing the good and the bad (while not oversharing), and welcoming honest feedback from team members . . .

Leading with transparency requires a willingness to be honest and open with employees, even if doing so makes the leader feel somewhat vulnerable.

Trust and transparency have become popular workplace demands as employees seek to be aware of what is real and true. Besides the need for job security and career advancement opportunities – employees want to be a part of a workplace culture that puts a premium on delivering the truth. They desire their leaders to be proactive in sharing where the organization is headed and forthright about its future. In other words, they just want transparency so they can plan and protect themselves.

Being transparent is a powerful thing if you can trust yourself and be trusted by others. The reason most leaders are not transparent is because they believe they will be viewed as less authoritative; that the credentials they worked so hard to attain will lose their power. This is the problem with most leaders: they are not aware of the reality that exists around them. People want to know that their leaders have experienced the same problems and/or how they have overcome personal hardships.

The digital age has allowed people to learn more about their leaders. As such, social media has suddenly given people the permission to enter a leader’s personal space; a place they were previously prohibited from entering. The digital age has changed the levels of transparency that we expect from people too.

We are all living during a time when people want and expect their leaders to be more human, less perfect and at times a bit vulnerable – regardless of hierarchy or rank.

This need for transparency in society is at an all-time high. There is a reason people would rather “see” a video blog than “read” a blog. They want access to one’s facial expressions, eye contact and body language. People want to evaluate whether someone is acting or being genuine. People want leaders who can deliver balance between knowledge (the head) and wisdom (the heart).

For leaders in the workplace, this means it’s time to be transparent by communicating less over email and through third-party communication – and become more personally engaged with their employees via face-to-face and/or video interaction and with greater frequency. This will not only build trust, but more

importantly set-forth a precedent that will transcend through team(s) and establish a new type of loyalty and attitude that will ripple throughout the organization.

– From: The Importance of Transparency in Leadership by Darren Perucci: Jan. 13, 2020 <https://www.bamboohr.com/blog/importance-of-transparency-in-leadership/>

Five powerful things that happen when a leader can be transparent:

1. Problems Are Solved Faster

Employees learn more about one another and can grow to work toward solving problems faster when their leaders are transparent. For example, if department heads are told to reduce their expenses it helps for them to know why – what is the problem? Perhaps there are other ways they can help to bring in more income in order to allow for expenses.

2. Teams Are Built Easier

Transparency is a powerful unifier – it forces a team to work smarter together. But team building through transparency takes shape when the leader of a team can openly discuss what he believes are the strengths and weaknesses of the team. Why? It allows everyone to openly share the perspectives and opinions – creating a platform where the leaders (with help from the team itself) can begin to strategically match people to handle certain assignments based on specific performance requirements (amongst other things).

3. Relationships Grow Authentically

Transparency brings people together that have not yet discovered one another. When people work on a project together and they are transparent with each other re. their interest, their gifts and skills, their fears, etc. their relationship grows.

It is also important to note that transparency allows relationships to mature faster, as openness can potentially avoid misunderstandings that can fuel unnecessary tension.

Relationships don't truly begin to take shape until a problem is encountered and resolved together.

4. People Begin to Promote Trust in Their Leader

When leaders are transparent, people can be much more objective in evaluating the pros and cons about their leader. If you are transparent, especially during the worst of times, you actually strengthen your leadership as people begin to trust you as a person and thus will respect you more as a leader.

5. Higher-Levels of Performance Emerge

Each of the preceding points is interdependent and builds upon one another.

The formula is simple:

Efficient problem solving + the ability to build teams easier + the development of authentic relationships + trust = higher levels of performance.

It's better to be open and honest on the front-end, because if not – you may not be around long enough to see the back end: the success and significance of being a

great leader who served to inspire hope and opportunity by not allowing power to stand in the way of honesty, authenticity and being genuine with people.

- (Taken from Glenn Liopis in Forbes:

<https://www.forbes.com/sites/glennliopis/2012/09/10/5-powerful-things-happen-when-a-leader-is-transparent/?sh=1a54e8ae4a3a>)

TRANSPARENT LEADERSHIP CASE STUDIES

1. Jesse is the CEO of a small software company with 25 employees. One of their top clients just cancelled a big contract, which means the company is under some financial stress. Jesse decides **not** to tell the team right away. Has he made the right decision? What are the pros and cons of his decision?
2. Tanya is the head of the physics department of her university. She has just learned that her husband has been diagnosed with Parkinson's disease. She doesn't know how this will affect her in fulfilling her responsibilities. Should she inform the administration? Her students? How will this affect her job?
3. Steve works as a salesman for a large farm machinery dealership. He just made a major sale of a large used harvest machine. He clinched the deal by not telling the customer that the machine had been returned to the dealership because the engine would overheat when used for more than three hours. What is the transparency issue here? What will likely be the resulting complications?
4. Priscilla and Tim are having tensions in their marriage. Priscilla is wondering what makes Tim come home late from work. Tim wonders what Priscilla does on the computer so late in the evening after he has gone to bed. What's the transparency issue here? How would you advise them?

TRANSPARENCY QUOTES

Read the following transparency statements. Which one or two strike you as most impactful for your understanding in leadership? Why?

Can you give an example of where you have seen this in action?

"Honesty and transparency make you vulnerable. Be honest and transparent anyway." - Mother Teresa	"Speak the truth. Transparency breeds legitimacy." John C. Maxwell
"To be a good boss, you must be transparent. There's a correlation between worker happiness and workplace transparency. Leaders and managers who offer transparency will earn the respect and devotion of their team." - David Niu	"A successful life is an authentic life. Happiness and creativity rest on a foundation of transparency to yourself and others. Knowing your own heart and speaking clearly to others keep you on the path." - Gay Hendricks
"There can be no faith in government if our highest offices are excused from scrutiny – they should be setting the example of transparency." - Edward Snowden	"I find that when you open the door toward openness and transparency, a lot of people will follow you through." - Kristen Gillibrand
"A basic tenet of a healthy democracy is open dialogue and transparency." - Peter Fenn	"Confidentiality and transparency are not mutually exclusive, but rather two sides of the same coin." - Thomas de Maiziere
"One man's transparency is another's humiliation" - Gerry Adams	

Chapter 17: Self-Awareness

DISCUSSION

Who are you? Working with a partner answer the question: **Who am I?**
Do you have trouble going beyond the external, "identify data" to talk about who you really are? For leaders this is often the problem: they don't recognize who they really are. They are not fully self-aware.

Here's how one person expressed the concept of self-awareness:

who are you, really?

who are you
really?

you are not a name
or a height, or a weight
or a gender
you are not an age
and you are not where you are from

you are your favorite books
and the songs stuck in your head
you are your thoughts
and what you eat for breakfast
on saturday mornings

you are a thousand things
but everyone chooses
to see the million things
you are not

you are not
where you are from
you are
where you are going
and i'd like
to go there
too

— Madisen Kuhn

GREAT LEADERSHIP STARTS WITH SELF-AWARENESS

Self-awareness has been cited as the most important capability for leaders to develop. Successful leaders know where their natural inclinations lie and use this knowledge to boost those inclinations.

Self-awareness seems to be in short supply among leaders. While women in executive-level management positions tend to exhibit more self-awareness than men in the same positions, the overall percentages suggest there is much opportunity for growth in this area. Research has found that 19 percent of women executives interviewed exhibited self-awareness as compared to 4 percent of their male counterparts.

Here are some tips on how to be more self-aware:

Knowing You

The one constant factor in all your endeavours is you; understanding yourself is therefore paramount.

Self-awareness is one of the core components of emotional intelligence. Your emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behaviour and relationships.

Self-awareness is empowering because it arms you with knowledge and enables you to make better choices — to change or grow. Here are four strategies to increase your self-awareness:

Identify External Factors

Identify what factors, triggers, or indicators – both negative and positive – prompt others' behaviours toward you. Why do you do the things you do, and how do others respond? How do you respond in turn, and why do you react the way you do? What is the impact of culture on your perspective and others' perceptions?

Gather Trusted Feedback

Feedback leads to empathy and helps you understand the impact of your actions on others. One of the key indicators of low self-awareness is being unaware of personal blind spots — traits or aspects that may limit the way you act, react, behave, or believe, and in turn, limit your effectiveness.

Consider the Circumstances

Think about when to utilize a personality trait to your advantage and when it's best to leave it on the side-lines. Learn to identify your "outlier tendencies" and adjust your behaviour to change the way you are perceived. You don't need to undergo an entire personality overhaul; rather, learn how to be yourself but "with more skill." Consider which business or social situations required your personality traits (for example, *extraversion or openness) and which do not.

* general tendency to experience positive emotions, as well as by traits such as sociable, lively, and active

Assess Behaviors in Light of Your Values and Priorities

Do you observe patterns in your behaviors? Assess those patterns in light of what is important to you, what drives you, and who you want to be. Are there tendencies that you'd like to change? Are there factors you'd like to add to the equation? *The best outcome of self-awareness is to figure out what makes you great and be more of it.* Continually add to that list, refine it, and build on it. Conversely, seek to be less of what negatively impacts you, those around you, and your desired outcomes.

Stay Curious

Our inclinations, fuelled by our culture, backgrounds, and experiences, influence who we are, but we are responsible for who we continually become. New circumstances can also create new triggers or lead to different reactions. Stay curious, and don't stop seeking to understand yourself.

- *From an article by Chinwe Esimai, Citigroup*
(<https://www.forbes.com/sites/ellevate/2018/02/15/self-awareness-being-more-of-what-makes-you-great/?sh=785500ca40dd>)

VOCABULARY

Capability, natural inclinations, strong financial performance, executive level management, exhibit/exhibited, male counterpart, endeavours, paramount, emotional intelligence (EQ) and intelligence quotient (IQ), empowering, arms you, feedback, empathy, blind spots, personality trait

WHY IS SELF-AWARENESS IMPORTANT AS A LEADER?

The most important capability a leader should have is self-awareness. Self-awareness at work often gets overlooked because we see the consequences of self-awareness – or a lack thereof – and don't often identify self-aware leadership as the root cause of those consequences. For example, we all want leaders who are good listeners, who are able to see both sides of an argument, and who know when to delegate and when to take a more hands-on approach. The skill behind each of those capabilities is self-awareness.

HOW ARE SELF-AWARE LEADERS DIFFERENT?

Self-aware leaders have the ability to see themselves with clear eyes. They are able to recognize and appreciate their strengths, and just as importantly, they are able to recognize their vulnerabilities. With self-awareness, a leader is able to put their strengths forward and lean into those abilities. They are also able to examine their vulnerabilities without judging themselves, which can be an incredibly difficult feat. But if a leader can say to herself, "I'm not very good at delegating," then she empowers herself to work on that skill and be honest with others about her limitations without hiding or denying – two shields that never work.

Having a clear understanding of your own abilities and limitations also allows for more effective communication, because a self-aware leader is better able to recognize the impact they have on the people around them. They have the presence of mind to see when they offend someone or when they talk over someone's head, leaving them confused. They can also recognize when people are being honest with them and when people are too intimidated to ask questions. In short, self-aware people have the necessary foundation to be more conversationally intelligent.

PRACTICING SELF-AWARENESS TAKES TIME, BUT LEADS TO IMPROVEMENT

As with any leadership skill, self-awareness is an ability that can and should be practiced. We all have blind spots when it comes to our own abilities. A simple way to start breaking those blind spots down is with personal assessments. By getting an unbiased, professional, outside opinion about how you function at work, what drives you, and what your workplace strengths and limitations are, you can start to see yourself with clearer eyes and adjust your leadership strategy accordingly.

By becoming more **self-aware**, and subsequently recognizing their strengths, weaknesses and hidden biases, **leaders** gain the trust of their team members — and increase their own credibility. ... In addition to helping **leaders** develop professionally, **self-awareness** also helps them have a positive impact on the business.

- Joy Ruhman in Level Up Leadership – March 6, 2019
(<https://levelupleadership.com/why-is-self-awareness-important-as-a-leader/>)

There are many self-assessment tools. Try to find one that you feel you want to do and use it to understand yourself. A very popular one now is the **Enneagram**. You can do the abbreviated version for free. Here's the link: **<https://www.truity.com/test/enneagram-personality-test>**

DISCUSSION

1. What are the advantages of a self-aware leader?
2. What are the dangers of a leader being aware of his/her limitations or vulnerable characteristics.
3. How should a leader deal with the areas where he is aware of his weakness? e.g., a leader who is aware of his lack of being relational?
4. Mention one or two areas of your own self-awareness in which you see yourself as: a) strong b) weak

SELF-AWARENESS QUOTES

"When I discover who I am, I'll be free." — Ralph Ellison	"To say "I love you" one must know first how to say the "I"". — Ayn Rand
"Your visions will become clear only when you can look into your own heart. Who looks outside, dreams; who looks inside, awakes." — C.G. Jung	"Strong people have a strong sense of self-worth and self-awareness; they don't need the approval of others." — Roy T. Bennett
"Whenever you are about to find fault with someone, ask yourself the following question: What fault of mine most nearly resembles the one I am about to criticize?" — Marcus Aurelius	"The most fundamental aggression to ourselves, the most fundamental harm we can do to ourselves, is to remain ignorant by not having the courage and the respect to look at ourselves honestly and gently." — Pema Chödrön
"You can't get away from yourself by moving from one place to another." — Ernest Hemingway	"Anyone who knows me, should learn to know me again; For I am like the Moon, you will see me with new face everyday." — Rumi
"The curious paradox is that when I accept myself just as I am, then I can change." — Carl R. Rogers	"As you become more clear about who you really are, you'll be better able to decide what is best for you - the first time around." — Oprah Winfrey
"I am who I am; no more, no less." — Terry Goodkind	"Through others we become ourselves." — Lev S. Vygotsky
"I know that I am intelligent, because I know that I know nothing." — Socrates	"I am not an angel, and I will not be one till I die: I will be myself." — Charlotte Brontë

SELF-AWARENESS: HOW I GOT HERE

It makes sense that the one who created us would be most aware of who we are. The Psalmist was very conscious of the fact that God, the one who designed and made him, was the one to go to when he needed help in understanding himself and what he was experiencing. Here's how the Psalmist described it:

*You made all the delicate, inner parts of my body
and knit me together in my mother's womb.
Thank you for making me so wonderfully complex!
Your workmanship is marvellous—how well I know it.*

*You watched me as I was being formed in utter seclusion,
as I was woven together in the dark of the womb.
You saw me before I was born.
Every day of my life was recorded in your book.
Every moment was laid out
before a single day had passed.
How precious are your thoughts about me, O God.
They cannot be numbered!
I can't even count them;
they outnumber the grains of sand!
And when I wake up,
you are still with me!*

*Search me, O God, and know my heart;
test me and know my anxious thoughts.
Point out anything in me that offends you,
and lead me along the path of everlasting life.
Psalm 139*

Chapter 18: Influence

**The key to successful leadership today is influence, not authority.
- Ken Blanchard**

That's a very powerful statement from a very well-known expert on leadership. We better look closely at this quality.

Here are two definitions of leadership that we have looked at earlier:

1. Leadership is influence – nothing more, nothing less. – John Maxwell
2. Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal. – Kevin Kruse

DISCUSSION

1. Describe how one person influenced you in a way that has affected you long term (can be positive or negative).
2. Describe one person or a group of people that you have been able to influence in a positive way.
3. Can influence be measured? How can you tell whether your life is influencing others?

LEADING BY INFLUENCE

The ability to influence is an essential leadership skill. To influence is to have an impact on the behaviours, attitudes, opinions and choices of others. Influence is not to be confused with power or control. It's not about manipulating others to get your way. It's about noticing what motivates employee commitment and using that knowledge to leverage performance and positive results.

A leader's ability to have influence with others is based on trust; in fact, our influence expands in proportion to the amount of trust that exists in relationship. How can leaders effectively build trust and increase their influence with others?

1. **Leaders begin to build trust by establishing their credibility.** Four elements of building credibility: a) Integrity – being honest, walking the talk. b) Intent – ensuring your motives are clearly understood. c) Capabilities – the skills and knowledge necessary to perform your job well. d) Results – what we accomplish, our track record, your ability to get done what you say you will do.

Note: Credibility boils down to two simple questions:

- Do I trust myself?
- Am I someone others can trust?

2. Engage others and build a connection.

Leadership is not a solo act. If you want to influence others, they have to be involved. Seek input on important decisions that will affect them individually, or the team as a whole. Involve employees early on when proposing or implementing changes. Build connections with others. Seek to understand the needs, motivations, and values of others. By showing a sincere commitment to what matters to someone else you'll begin to build greater influence with them as they realize your actions include a genuine concern for their interests.

3. Clarify expectations and practice accountability.

Before expecting employee commitment, leaders must clearly delineate expectations. Define the results and clearly communicate them to others. Hold yourself and others accountable to the expectations. Failing to do this will directly impact your ability to positively influence others.

4. Share your passion. Passion produces energy; it ignites others – it is contagious. Passion is not something you can fake but it must be real and authentic. If a leader displays no passion for a cause, why should anyone else care? Effective leaders influence others by sharing their enthusiasm and excitement.

5. Be open to influence. Influence should be reciprocal. One of the quickest ways to increase your influence is to be open to influence yourself. This means truly demonstrating openness. Be willing to listen to others' ideas, invite and consider alternative viewpoints. Make use of others' skills and expertise. By displaying openness you'll begin to build respect and trust with others and that will increase your influence.

Conclusion: An effective leader moves followers into action not with coercion but by eliciting their desire and conviction in the vision and goals articulated by the leader. Properly channeled, positive influence can bring about great change as individual actions align with group efforts to produce growing gains. A leader, who, through focused and deliberate effort, exerts positive influence in others, will build trust and become a true driving force toward excellence.

- From Maximize Your Leadership Potential – Build Trust University of Florida (<http://leadership.hr.ufl.edu>)

TOP ACTIONS OF INFLUENTIAL LEADERS

1. Engage in conflict – a leader must have the ability to disagree while managing against inappropriate anger, hyperbolic speech and accusation that normally characterize unhealthy conflict.
2. Have a strong voice - speak with confidence, clarity – with a voice that can be heard, that is unmistakable.
3. Listen with empathy – knowing when to sit silently and actively listen.
4. Show vulnerability – be open and share your feelings, pressure, needs. Don't be afraid to admit areas where you are weak and need help.
5. Be decisive/direct – don't be afraid to "call a spade a spade".
6. Demonstrate non-defensiveness – respond rather than react to opposing views.

(<https://torch.io/blog/leadership-influence/>)

PROVERBS AND QUOTES RELATED TO INFLUENCE

1. The influence of a mother upon the lives of her children cannot be measured. They know and absorb her example and attitudes when it comes to questions of honesty, temperance, kindness, and industry. – Billy Graham	2. Direct your children onto the right path, and when they are older, they will not leave it. – Proverbs 22:6
3. Sorrow is better than laughter, for sadness has a refining influence on us. – Ecclesiastes 7:3	4. Who are your friends? They do influence you. Pick right.

EXAMPLES OF INFLUENTIAL LEADERSHIP

1. Leadership through compassion: Princess Diana, without wearing gloves, shaking the hands of an AIDS patient in the UK.
2. Leadership through survival: Malala Yousafzai campaigned for the education of girls during a time when it was banned by the Taliban. She was shot three times in the head, but she survived and went on to create world-wide awareness to the problem. Her publicity provoked worldwide outrage, and in Pakistan, it led to ratification of the Right to Education Bill. She went on to receive the Nobel Peace Prize.
3. Martin Luther King Jr. – leader of the American Civil Rights movement who was instrumental in promoting and shaping the civil rights of the African American population.
4. Adolf Hitler – the German dictator who influenced the German people against the Jewish population in Germany resulting in the deaths of millions of German Jews.
5. Rosa Parks: On the 1st of December 1955, in segregated Alabama, Rosa Parks refused to give up her seat in the 'colored section' of a bus to a white passenger when ordered to do so by the driver. Her 'non' action had her arrested, she lost her job and received death threats for many years. However, her action became a powerful symbol of the modern civil rights movement and Rosa became an international icon. She went on to organise and collaborate with civil rights leaders, wrote an autobiography, and was awarded the Presidential Medal of Freedom and the Congressional Gold Medal. The United States Congress called her 'the first lady of human rights'.
6. Suzann Wesley (1669 – 1742) was the 25th of 25 children. She gave birth to 19 children, nine of whom died in infancy. She raised those children while her husband John Wesley was out serving as a circuit riding preacher. She brought up these ten children through educating them and spending hours every day in prayer for them. Her influence on her family was phenomenal. John became one of the greatest preachers of all time; his brother Charles became one of the most well-known hymn writers of all time.
7. Jesus Christ: Jesus, the Son of God, voluntarily came into this world and became a human being like us. As the God-man He lived a sinless life and at age 33 was executed by the Roman government who were influenced by the Jews. He was buried and on the third day rose from the dead. His word to the people of his time, and to us now, was "I have come that you may have life and have it abundantly". Watch/listen to Michael W. Smith share the story of One Solitary Life.
(<https://www.youtube.com/watch?v=wtD1j0eHu8Y>)

8. Are there any leaders in your cultural/religious/ethnic background who had a strong, lasting influence during their time and in their context? Tell us about him/her.

IDIOMS RELATED TO "INFLUENCE"

make an impact <i>My department head made a great impact on my attitude to my teaching.</i>	leave a mark <i>My parents' response to adversities in their lives left a permanent mark on me.</i>
leave impression <i>The testimony of the victim left a strong impression on the jury.</i>	transformed <i>Tom Landry, the head coach of the Dallas Cowboys for 20 years, radically transformed the team.</i>
person of substance <i>Despite being a humble shop owner, his interactions with every person of the community have made him a person of substance in the eyes of the people here.</i>	a hold on someone, a strong hold <i>That eastern religion has a strong hold on its adherents.</i>

Conclusion

WHAT'S NEXT?

In eighteen chapters we have studied the qualities of a good leader. We have barely scratched the surface of each of these eighteen qualities. I hope this has whet your appetite to learn more about these qualities; even better, that you have been inspired to apply and master them in your own life and career.

So, what's next? Let me suggest three action steps you can take in response to the lessons you have been exposed to:

1. Do a self-inventory/assessment. Take each of these eighteen leadership qualities and rate yourself on a scale of 1 – 10, with 1 being the lowest, 10 the highest. You may want to enlist the help of someone who knows you well and will be open with you. E.g., an employee, a student, business partner, fellow faculty member, department head, etc. Ironically, to do this inventory effectively you will have to apply some of the leadership qualities you learned: honesty, vulnerability, transparency, sense of humour, delegation.
2. As you look over the list and compare the numbers you have assigned to each quality, choose two or three that you see as strategic for you to focus on and improve. Then, in due time, you can tackle more.
3. Look for resources that will give you practical help on how to take positive steps in growing in that specific leadership quality you want to focus on. There are lots of online helps. Check in the library. Talk to a leader you know and trust that could help you. The more you dig into this topic the greater will be your awareness of how much more there is that we didn't cover in our class discussions. Dig deeply and learn.
4. Read biographies/autobiographies of successful, influential leaders and see how these qualities shone through in their leadership. Where were they lacking in these qualities?
5. You may want to go on to learn more about other qualities of a good leader that we have not developed in our class. Here is a list of some further qualities:
high emotional intelligence, problem solving skills, respect, strategic and critical thinking, inquisitiveness, self-motivation, humility, self-discipline, learning agility, authenticity, flexibility, patience, open-minded, tech-savvy, and up to date on trends.

Remember our definition of leadership:

*Leadership is that process
by which we influence people
in such a way
that we help them to become
the people who live their lives
using their giftedness and potential
to achieve the purposes and goals
for themselves and others.*

*You are a leader.
Grow!*

Leadership Quality Inventory

Honesty & Integrity	1 2 3 4 5 6 7 8 9 10
Positive Attitude	1 2 3 4 5 6 7 8 9 10
Passion and Commitment	1 2 3 4 5 6 7 8 9 10
Ability to Delegate and Empower	1 2 3 4 5 6 7 8 9 10
Ability to Communicate	1 2 3 4 5 6 7 8 9 10
Ability to Inspire	1 2 3 4 5 6 7 8 9 10
Creativity and Innovation	1 2 3 4 5 6 7 8 9 10
Empathy	1 2 3 4 5 6 7 8 9 10
Confidence	1 2 3 4 5 6 7 8 9 10
Accountability	1 2 3 4 5 6 7 8 9 10
Sense of Humour	1 2 3 4 5 6 7 8 9 10
Decision-making Capabilities	1 2 3 4 5 6 7 8 9 10
Effective Listener	1 2 3 4 5 6 7 8 9 10
Resilience	1 2 3 4 5 6 7 8 9 10
Courage	1 2 3 4 5 6 7 8 9 10
Transparency	1 2 3 4 5 6 7 8 9 10
Self-awareness	1 2 3 4 5 6 7 8 9 10
Influence	1 2 3 4 5 6 7 8 9 10

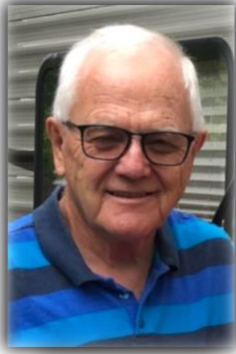
My three strongest leadership qualities:

a) _____ b) _____ c) _____

My three strategic leadership qualities to focus on:

a) _____ b) _____ c) _____

The Author



Elmer Warkentin grew up in Manitoba. He holds a Master's degree in Education and a TESL certificate. His teaching experience includes elementary and high school in Canada, high school and college in Nigeria and several stints of teaching English in China and Vietnam. He has held several NGO leadership positions, including 5 years in Thailand. For the past few years Elmer has been volunteering as an English teacher for international scholars and students in Guelph, Ontario. Elmer and his wife Elvira live in Guelph, Ontario. Their lives continue to

be intertwined with their three kids and spouses, seven grandkids and two great grandkids.

Elmer's motto: **It's about life!**