Architecture of Leadership

Renaissance Hotel
Washington, DC
March 17, 2009

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Native Ability
Opportunity
Knowledge of Your Craft
### Original Leadership Model

#### Innate Traits
- Self Confidence
- Perseverance
- High Energy
- Ability to Change
- Risk-Taker
- Curious / Learner
- Creative

#### Acquired Skills
- Vision & Goals
- Expertise
- Teamwork
- Diversity
- Decisiveness
- Travel w/ Troops

#### Drive to Achieve
- Capacity to Care

#### Character
- Honesty
- Courage
- Communication
- Understanding Human Nature

#### Core Values
- Honesty
- Integrity
- Understanding Human Nature

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Purpose & Potential Uses

* Credibility for the Institute
* A Vehicle for the Institute to Establish Itself
* A Marketing Tool
* A Product
The Architecture of Leadership
“If you once forfeit the confidence of your fellow citizens, you can never regain their respect and esteem. You can fool some of the people all of the time, and all of the people some of the time. But you can’t fool all of the people all of the time.”

Abraham Lincoln
“Leadership is based on truth and character... The strength of the group is in the will of the leader, and the will is character in action. The great hope of society is character in action.”

Vince Lombardi

“If we will create something, we must be something.”

Vince Lombardi
Leadership is leaders acting for certain shared goals that represent the **values** . . . of themselves and the people they represent.

James MacGregor Burns

Author, *Leadership*
CHARACTER & VALUES

HONESTY  INTEGRITY
HONESTY
COURAGE
INTEGRITY
RESPECT

CHARACTER & VALUES
A Drive to **Achieve**

*Combined With*

The Capacity to **Care**
Chainsaw Al Dunlop

OR

Mr. Nice Guy
“He who achieves something at the head of one regiment will eclipse he who does nothing at the head of a hundred.”

A. Lincoln
“I shall do nothing in malice. What I deal with is too vast for malicious dealings.”

A. Lincoln
“With malice toward none, with charity for all; with firmness in the right as God gives us to see the right, let us **strive on** to finish the work we are in, to bind up the nation’s wounds, **to care** for him who shall have borne the battle and for his widow and his orphan, to do all which may **achieve** and **cherish** a just and lasting peace among ourselves, and with all nations.”

A. Lincoln
IN THIS TEMPLE
AS IN THE HEARTS OF THE PEOPLE
FOR WHOM HE SAVED THE UNION
THE MEMORY OF ABRAHAM LINCOLN
IS ENSHRINED FOREVER
Dwight D. Eisenhower

Native Ability
Opportunity
Knowledge of Your Craft
Innate Traits

Intelligence
Intelligence

“The significant problems we have cannot be solved at the same level thinking with which we created them.”

Albert Einstein
Innate Traits

Intelligence
Self Confidence
Self-Confidence

“It is the mind that makes the body.”

Sojourner Truth

“No one can make you feel inferior without your own consent.”

Eleanor Roosevelt
Innate Traits

Intelligence
Self Confidence
Perseverance
Perseverance

“You’ll never find a better sparring partner than adversity.”

Golda Meir

“You might have to fight a battle more than once to win it.

Margaret Thatcher
Innate Traits

Intelligence
Self Confidence
Perseverance
High Energy
High Energy

“How can you not be all on fire?”

Susan B. Anthony

“Fatigue makes cowards of us all.”

Vince Lombardi
Innate Traits

Intelligence
Self Confidence
Perseverance
High Energy
Embracing Change
“Whosoever desires constant success must change his conduct with the times.”

Niccolo Machiavelli

“Never doubt that a small group of thoughtful, concerned citizens can change the world.”

Margaret Mead
Innate Traits

Intelligence
Self Confidence
Perseverance
High Energy
Embracing Change
Risk Taking
“The play, sir, is over.”
Marquis de Lafayette

“Exemplary leaders [display] an inclination from early childhood for risk-taking.”

“Leaders are risk-takers [who] do not easily withdraw from the fray.” **

Howard Gardner, Leading Minds, 1995

“I am distressed beyond expression. . . . If you get anything new from any quarter, send it, I pray you, on the spur of speed, for I am almost all impatience and anxiety.”
George Washington

Risk Taking

Washington at Yorktown
Innate Traits

Intelligence
Self Confidence
Perseverance
High Energy
Embracing Change
Risk Taking
Curiosity / Learning
Curiosity & Continual Learning

* Self-Analysis
* Self-Criticism
* Continued Intellectual Study
* Learn from mistakes and experience
* Formal Post-Mortems
* Detailed Preparation

“When we go into action and confront our adversaries, we must be as armed with knowledge as they.”

“Learn and grow from the wisdom of the opposition.”

Martin Luther King, Jr.

“All readers cannot be leaders. But all leaders must be readers.”

Harry S. Truman
Innate Traits

Intelligence
Self Confidence
Perseverance
High Energy
Embracing Change
Risk Taking
Curiosity / Learning
Creativity
Creativity

“There are painters who transform the sun to a yellow spot. But there are others who, with the help of their art and their intelligence, transform a yellow spot into the sun.”

Pablo Picasso

“Whoever is providing leadership needs to be as fresh and thoughtful and reflective as possible to make the very best fight.”

Faye Wattleton
Dwight D. Eisenhower

Native Ability
Opportunity
Knowledge of Your Craft
Innate Traits

Intelligence
Self Confidence
Perseverance
High Energy
Embracing Change
Risk Taking
Curiosity / Learning
Creativity

Acquired Skills

Vision & Goals
Vision and Goals

“I see a union . . . .”

Involve Others

“We should invite the people . . . .

“People derive inspiration from their involvement.”
**Drive to Achieve**

**Innate Traits**
- Intelligence
- Self Confidence
- Perseverance
- High Energy
- Embracing Change
- Risk Taking
- Curiosity / Learning
- Creativity

**Acquired Skills**
- Vision & Goals
- Expertise

**Capacity to Care**

**Character & Values**

- Honesty
- Integrity
- Courage
- Respect
- Commitment
- Ethics
- Hard Work

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Expertise

Science

Computers

Architecture

Politics

Writing

Nursing
**Innate Traits**
- Intelligence
- Self Confidence
- Perseverance
- High Energy
- Embracing Change
- Risk Taking
- Curiosity / Learning
- Creativity

**Acquired Skills**
- Vision & Goals
- Expertise
- Teamwork
Teams, Teamwork, Team-Building

Advantages of Teams *

1. They bring together a broader mix of skills that exceed those of any single individual.
2. They jointly develop and strive toward goals.
3. Teams can adjust with greater speed and effectiveness.
4. Trust and confidence are more easily built in teams.

*The Wisdom of Teams; Katzenback and Smith; 1993.

Teamwork

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<th>Camaraderie</th>
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Innate Traits

Intelligence
Self Confidence
Perseverance
High Energy
Embracing Change
Risk Taking
Curiosity / Learning
Creativity

Acquired Skills

Vision & Goals
Expertise
Teamwork
Diversity
Diversity

Expertise
- Finance
- Engineering
- Communication
- Human Resources

Experience
- Mature
- Moderate
- Young

Skill
- Writing
- Speaking
- Budgets
- Design

Culture
- American
- European
- African
- Asian

Personality
- Right-Brain
- Left-Brain
- Big Picture
- Details

Thoughts and Ideas
- Creative
- Innovative
- Conservative
- Liberal
- Traditional

“In a multi-racial society, no group can make it alone.”
Martin Luther King, Jr.

“Diversity in the gene pool creates strength and survivability in any species.”
Charles Darwin
*Origin of the Species*
Decisiveness

Classic 4-Step Decision-Making Process

1. Gather information and understand the facts.
2. Consider various solutions and their consequences.
3. Ensure consistency with personal policy and objectives.
4. Effectively communicate the decision.
Decisiveness

Classic 5-Step Decision-Making Process

1. Gather information and understand the facts.
2. Involve all stakeholders in the process.
3. Consider various solutions and their consequences.
4. Ensure consistency with personal policy and objectives.
5. Effectively communicate the decision.
Innate Traits
- Intelligence
- Self Confidence
- Perseverance
- High Energy
- Embracing Change
- Risk Taking
- Curiosity / Learning
- Creativity

Acquired Skills
- Vision & Goals
- Expertise
- Teamwork
- Diversity
- Decisiveness
- Being in the Field
“To form a just idea, it would be necessary to be on the spot.”

George Washington
Innate Traits
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- Creativity

Acquired Skills
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- Diversity
- Decisiveness
- Being in the Field
- Good Communication Skills
Good Communication Skills

Committees

Oratory

Dissemination of Information

Mass Communication

Battlefield Reporting

Continuous Communications

Poor Richard’s Almanac
Boston Pamphlet
Suffolk Resolves
Cause and Necessity for Taking Up Arms

Common Sense
Declaration of Independence
The American Crisis
Constitution of the United States
Federalist Papers
The Rights of Man
Gettysburg Address
I Have A Dream Speech
Letter From Birmingham Jail

Conversation

Public Speaking

Storytelling

Human Contact

WRITING

Mass Communication

Lobbying
Innate Traits

- Intelligence
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- Perseverance
- High Energy
- Embracing Change
- Risk Taking
- Curiosity / Learning
- Creativity

Acquired Skills

- Vision & Goals
- Expertise
- Teamwork
- Diversity
- Decisiveness
- Being in the Field
- Good Communication Skills
Empowerment & Delegation

“I choose him.”

“I can’t spare this man. He fights!”
Abraham Lincoln
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Acquired Skills
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Drive to Achieve
- HONESTY
- COURAGE
- INTEGRITY
- RESPECT

Capacity to Care
- COMMITMENT
- ETHICS
- TRUST
- HARD WORK
“I have a dream.”
Martin Luther King, Jr.

“With public sentiment, nothing can fail; without it, nothing can succeed. Consequently he who molds public sentiment goes deeper than he who enacts statutes or pronounces decisions.”
Abraham Lincoln
“Nearly everything in leadership comes back to relationships.”

Coach K

Relationships / Alliances

Advantages of Alliances

1. The banding together of individuals creates energy, enthusiasm, and courage.
2. In contrast to individuals working alone, people gain more power and strength in formal organizations.
3. Major social change is best achieved in groups.
4. Alliances effectively expand contacts and networks of communication.
5. Alliances allow more results to be achieved.
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CHARACTER & VALUES
Lincoln Innovations

* First to Enact the Draft
* First to Spend Money Without Approval of Congress.
* First Income Tax
* First Paper Money
* First Sitting President to Come Under Enemy Fire
* First Congressional Medal of Honor
* First Thanksgiving Holiday
* First to put “In God We Trust” On Coins
* First to Establish Regular Nationwide Mail Delivery.
* First to Receive Telegraph Message When Telegraph Lines Completed between Atlantic and Pacific.
* First to Employ New Weapons
* Issued the Emancipation Proclamation

“Still the question recurs ‘can we do better?’ The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew and act anew.”
Innate Traits

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Good Communication Skills

Drive to Achieve

Capacity to Care

HONESTY INTEGRITY
COURAGE RESPECT

CHARACTER & VALUES

COMMITMENT ETHICS
TRUST HARD WORK

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Change Management

Leaders are out in front . . . .
Blazing new trails
Plowing new ground
Sailing uncharted waters
Leading people where they have never been before.

Elements of the Change Process
* Raise Awareness
* Involve Everyone
* Create a vision
* Set goals
* Create a plan of implementation
**Innate Traits**
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**Acquired Skills**
- Vision & Goals
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**Drive to Achieve**
- Character & Values
  - Honesty
  - Integrity
  - Courage
  - Respect

**Capacity to Care**
- Commitment
- Ethics
- Trust
- Hard Work

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Coaching / Mentoring

Formal Leadership Training
Mentor Programs
Succession Planning
People Development Programs
Teaching

“We shall have to create leaders who embody virtues we can respect, who have moral and ethical principles we can applaud with an enthusiasm that enables us to rally support for them based on confidence and trust. We will have to demand high standards and give consistent, loyal support to those who merit it.”

Martin Luther King, Jr.

“The advice nearest to my heart and deepest in my convictions is that the Union of the States be cherished and perpetuated.”

James Madison
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Hard Work

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“We must make the best of mankind as they are, since we cannot have them as we wish.”

“Human nature will not change. In any future great national trial, compared with the men of this, we shall have as weak and as strong, as silly and as wise, as bad and as good.”

“There is something within human nature that can be changed.”
Understanding Human Nature

“You manage things, you lead people.”

ADM Grace Hopper
Dwight D. Eisenhower

Native Ability
Opportunity
Knowledge of Your Craft
## Innate Traits
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## Acquired Skills
- Vision & Goals
- Expertise
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- Decisiveness
- Being in the Field
- Good Communication Skills
- Empowerment/Delegation
- Inspiration/Persuasion
- Relationships/Alliances
- Innovation
- Change Management
- Coaching/Mentoring
- Understanding Human Nature

## Character & Values
- Honesty
- Integrity
- Courage
- Respect
- Commitment
- Ethics
- Trust
- Hard Work

### Opportunity

**Drive to Achieve**

**Capacity to Care**

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Opportunity

“My opportunity will come, and I will be ready.”

Abraham Lincoln

“Opportunity is missed by most people because it comes dressed in overalls and looks like work.”

Thomas Edison
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**Performance**

**Opportunity**

**Character & Values**

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CHARACTER & VALUES
- HONESTY
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COMMITMENT
- ETHICS

TRUST
- HARD WORK