

WHY STUDY LEADERSHIP?**KNOWING - BEING - DOING**

Those involved in the leadership process need to know themselves well before they can effectively work with others to influence change or achieve a common mission/purpose. It is never enough to simply drive an agenda or accomplish small or big wins. "The leadership process calls for those engaged in it to be **KNOWLEDGEABLE** (knowing), to **BE AWARE OF SELF and OTHERS** (being), and **TO ACT** (doing). The knowing-being-doing model represents a holistic approach to the leadership development of yourself and others. These three components are interrelated - the knowledge you possess can influence your ways of thinking, which can influence your actions. And it is also true that your beliefs and way of existing in this world (being) will influence your actions, which will influence your behaviors." Exploring Leadership, Chapter 3

Parker Palmer (1998) uses the phrase "head, heart and practice". Leadership is the knowing and intellect (head) interacting with the heart (being) interacting with practice (doing).

BASIC PRINCIPLES OF THE LEADERSHIP PROCESS

- **KNOWING** - You must know - yourself, how change occurs, and how and why others may view things differently than you do.
- **BEING** - You must be - ethical, principled, authentic, open, caring and inclusive.
- **DOING** - You must act - in social responsible ways, consistently and congruently, as a participant in a community, and on your commitments and passions.

WHY LEADERSHIP? What purpose do you think leadership serves? (Answer the ? before you read on...)

WHAT IS LEADERSHIP?

Not the cry,
but the flight of a wild
duck, leads the flock to
fly and follow.

~Chinese Proverb

I suppose leadership at
one time meant
muscles; but today it
means getting along
with people.

~M. Ghandi

A genuine leader is not a
searcher of consensus but
a molder of consensus.

~Martin Luther King, Jr.

It begins with the natural
feeling that one wants to
serve, to serve first... The
best test, and difficult to
administer, is: do those
served grow as persons...
as servant leaders
themselves?

~Robert K. Greenleaf

Leadership is not
magnetic personality,
that can just as well be
a glib tongue. It is not
making friends and
influencing people, that
is flattery. Leadership is
lifting a person's vision
to higher sights, the
raising of a person's
performance to a higher
standard, the building of
a personality beyond its
normal limitations.

~Peter F. Drucker

I want to say first that to lead is an immense privilege. Why? Because it involves bringing people together and being a purveyor of life—life in the fullest sense of the word, so that people are alive and growing intellectually, emotionally, spiritually, and they are well.

~Jean Vanier

LEADERSHIP:

- attempts to accomplish something
- changes something
- is purposeful
- is intentional
- is socially responsible -
 - *in accomplishing the mission* (what the group wants to accomplish)
 - *in the group's process* (the "how" of how the group goes about their task)
- seeks the common good - *doesn't mean the majority view, but it does mean shared purposes and common vision*
- is personally committed to the well-being of people, our shared world, and the public good
- is willing to confront unfair and unjust treatment of others

In the list above - WHICH characteristic is most attractive to you?

SERVANT LEADERSHIP

Servant leadership is the foundation of leadership in L'Arche. The theory begins by viewing the leader first as a servant - a person who first wants to serve others. The servant, through focusing on the primary needs of others and the organization, then transforms him/herself into a leader. (Greenleaf, 1977). A servant-leader is someone who joins a group with the sole goal of serving others to make a difference. The individual doesn't engage in these activities in order to lead the group or enhance a resume. Mother Teresa and Jean Vanier are commonly characterized as servant-leaders.

Servant leaders contribute to organizations "in which CEO's, staffs, directors, and trustees all play significant roles in holding their organizations in trust for the greater good of society." (Spears, 1995, pp. 6-7). Peter Block (1993) refers to this concept as stewardship. Stewardship is also found in L'Arche's International and National constitutions as an operating principle. In the servant-leadership process, both leaders and participant are good stewards of the organization in order to take care of the needs of others and the organization's needs and to uplift the mission and values of the organization. The biggest difference between a servant-leader and a person who wants to lead an organization is the servant leader's motive of putting the needs of others before his or her own needs. **The end goal of servant-leadership is for those who are served to grow, to become more knowledgeable and empowered, to gain interdependence or independence, and to become servant-leaders themselves.**

Servant-leadership has been critiqued heavily by researchers for its pejorative label and is now being referred to in some circles as "relational leadership", however, there are many creative thinkers who are writing and speaking about servant leadership as an emerging leadership paradigm for the 21st century. Don't think "servitude" - which implies someone is pressed into service (slave) - think servant - want to serve others out of love and concern and relationship.

"Leaders of communities need to *organize* the community so that each member is in the right place and things work smoothly. They need to *animate it*, so that it continue to be alive and the eyes of all are fixed on the essential goals. They need to *love each person* and be concerned about their growth. Members can sense very quickly if those with responsibility in the community love and trust them and want to help them grow, or if they are there just to prove their authority, impose the rules and their own vision, or else are seeking to please.

"To lead is to judge situation and make wise decisions. And judgment is always in respect to certain criteria; these criteria are the goal or objectives of the community." Community & Growth, Jean Vanier, p. 208.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader." ~ John Quincy

"To exercise authority is to feel truly responsible for others and their growth, knowing too that the 'others' are not their property, are not objects but people with hearts in whom resides the light of God, and who are called to grow to the freedom of truth and love." Jean Vanier, *C & G* p. 207

Exercise: Think about a group of people you have worked with or witnessed that you consider particularly effective. Things got done and done well, and members truly seemed to enjoy their work. Who was the leader, officially or unofficially? What did s/he do? What was his/her style of management? List the characteristics (both personal/professional) that you noticed in this leader?

LEADERS TRANSFORM POTENTIAL INTO REALITY...

Leaders integrate the needs of followers with the goals of the organization by integrating people with tasks. They *transform potential into reality*. When selecting individuals to take on positions of leadership, people skills are more important than task skills or expertise. **Do you agree or disagree?**



IDENTITY OF L'ARCHE

We are people with and without intellectual disabilities, sharing life in communities belonging to an International Federation.

Mutual relationships and trust in God are at the heart of our journey together.

We celebrate the unique value of every person and recognize our need of one another.

Reread the identity statement and as you do underline "key" words.

IDENTITY > L'ARCHE

L'Arche's identity flows from the manner in which it presents itself to the public as well as members. Let's think about our "BRAND."

- ▶ A brand is a psychological construct held in the minds of all those aware of the branded product, persons, organization, or movement.
- ▶ In the for-profit world, marketing professionals talk of creating "a total brand experience." In the nonprofit world, executives talk more about their "global identity" and the "what and why" of their organizations.

But the point in both cases is to take branding far beyond the logo.

- ▶ A brand is an intangible asset, and a promise that conveys *WHO YOU ARE, WHAT YOU DO, AND WHY THAT MATTERS.*
- ▶ Brand also includes not only what is projected but what is perceived.

What is L'Arche's brand? Refer back to the words you underlined. Does our Identity speak to "who we are, what we do, and why it matters?"

A Brand is Not

- the pursuit of monetary or financial gain
- a top-down shortcut to avoid participatory strategic planning - an effort by top management to impose greater conformity in goals and priorities
- grounded in the vanity of an organization's leadership rather than the needs of an organization.

Identity is a source of pride:

- ✧ pride in the mission of an organization,
- ✧ pride in participatory planning,
- ✧ pride in the values that define organizational culture, and
- ✧ pride in supportive partnerships.

THE THREE SEEDS OF L'ARCHE

TRUST - Planted in Jean Vanier when he was 13. It allows Jean to ENTRUST others to continue to carry his sense of mission.

UNEXPECTED GIFTS AND UNEXPECTED TEACHERS - As L'Arche unfolded, Jean V and others were being taught by core persons showing their remarkable natural gifts. "Blessed Are the Poor" NOT "Blessed Are Those Who Care for the Poor."

TRANSFORMATION - It wasn't expected, but over the years everyone who made a commitment to the life Jean envisioned in L'Arche has been changed. Our guides and mentors with different abilities continue to call us to change, and together, we show that 'Something's happening, the going beyond L'Arche.'

What was the experience between Jean Vanier and his father that implanted Trust in Jean?

To be a good leader you must:

KNOW yourself, what you think, what you value, who you want to be of service to

L'ARCHE'S MISSION IS TO:

Make known the gifts of people with intellectual disabilities,
revealed through mutually transforming relationships.

Foster an environment in community that responds to the changing needs of our members,
while being faithful to the core values of our founding story.

Engage is our diverse cultures, working together toward a more human society.

As you reread this statement underline the key components of our mission...

WHAT IS A MISSION STATEMENT?

- ▶ a statement of **purpose**
- ▶ **guides the actions** of the organization & decision making
- ▶ spells out its **overall goal** and what the organization wants to do for the world
- ▶ provides a **path**
- ▶ provides the **framework or context** within which the organization's strategies are formed.

From the mission statement above: what is our purpose?

What guides our actions? What is our over-all goal?

What is the path? What is the framework or context for L'Arche strategies?

WHAT WILL BE YOUR MISSION STATEMENT?

In order to be able to understand and internalize the mission of L'Arche you must also understand what your mission and purpose is in life!

Form a personal mission statement you can share on the call. If you have already done so at some other time - look at your mission statement again - does it still reflect who you are and what your purpose is? If not update it! Here are some questions that might help you - write the first thing that pops into your head. Write without editing. Give yourself less than 60 seconds a question - preferably 30. Be honest.

1. What makes you smile? (Activities, people, events, hobbies, projects etc)
2. What are your favorite things to do?
3. What activities make you lose track of time?
4. What makes you feel great about yourself?
5. Who inspires you most? Which qualities in that person inspire you?
6. What are you naturally good at? (Skills, abilities, gifts etc)
7. What do people typically ask you for help in?
8. If you had to teach something, what would you teach?
9. What would you regret not fully doing, being or having in your life?
10. What are your deepest values? (Identify your top five)
11. What causes do you strongly believe in? Connect with?

In looking at your responses: 1) What do you value? 2) Do your values align with the values of

3 ESSENTIAL COMPONENTS OF A MISSION STATEMENT:

- who is the target client or customer
- what product or service is provided
- what makes product or service unique

Analyze the L'Arche mission using the criteria –

- *What is the real, human value of our mission?*
- *What values are expressed?*
- *What is the "winning idea" that makes us different?*

To be a good leader you must:

BE: authentic, knowing what you value and why, open, caring and inclusive

DO: act out of your values and beliefs, out of your personal mission in responsible ways, consistently and congruently, act on your commitments and passions!