

LEAD: UP, ACROSS AND DOWN

The 360 Degree Leader

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Learning Outcomes

1. Identify and dismiss any **MYTHS** that may be holding participants back from being a leader in their organization.
2. Recognize **CHALLENGES** that may be holding participants back from being a leader in their organization.
3. Develop a plan to lead supervisors, peers, and staff that they supervise to be implemented at work.

“Anytime you influence the thinking, beliefs, or development of another person, you’re engaging in leadership.”

The Position Myth

- **“I can’t lead if I’m not at the top.”**
 - The number one misconception people have, is the belief that leadership simply comes from having a position or title.
 - To do nothing in the middle is to create more weight for the top leaders to move.
 - Leaders in the middle of the organization can have a profound effect.

The Destination Myth

- **“When I get to the top, then I’ll learn to lead”**
 - If you want to succeed you need to learn as much about leadership before you have a leadership position.
 - If you don’t try out your leadership skills and decision-making process when the stakes are low, your likely to get into trouble at a higher level where the stakes are higher.
 - If you want to become a successful leader, learn how to lead before you have a leadership position.

The Influence Myth

- **“If I were on top, then people would follow me.”**
 - People that have no leadership experience have a tendency to overestimate the importance of a title.
 - Influence must be earned.
 - Good leaders will gain influence beyond their stated position.

The Inexperience Myth

- **“When I get to the top, I’ll be in control”**
 - “If I were in charge...”
 - The desire to innovate, to improve, to create, and to find a better way are all leadership characteristics.
 - However, at the top, there are many factors that control an organization.
 - Being at the top has it’s own set of problems and challenges.

The Freedom Myth

- **“When I get to the top, I’ll no longer be limited.”**
 - Some people think leadership is a ticket to freedom.
 - Being at the top is not a cure-all.
 - The weight of your responsibility increases.
 - Leaders have less freedom as they move up.

The Potential Myth

- **“I can’t reach my potential if I’m not the top leader.”**
 - You’ll never hear a child say, “When I grow up, I want to be the Vice-President of the United States”
 - People should strive for the top of their game, not the top of their organization.
 - Sometimes you can make the greatest impact from somewhere other than first place.

“You can design and create, and build the most wonderful place in the world. But it takes people to make the dream a reality.”
- Walt Disney

The All or Nothing Myth

- **“If I can’t get to the top, then I won’t try to lead.”**
 - The reality is that for most people they will never be the boss. Does that mean they should just give up leading?
 - If the frustration from this myth lasts long enough, employees disillusioned, bitter and cynical.
 - Leadership is not meant to be an all-or-nothing proposition.

The Tension Challenge

- The pressure of being caught in the middle.
 - Learn to lead despite the restrictions others have placed on you.
 - It’s hard to tell where you stand sometimes. You have limited power and authority.
 - You can call the people in your area to action, but you lack power in other areas.

Factors that effect the tension of being in the middle.

1. Empowerment – How much responsibility does your direct supervisor give you, and how clear are the lines?
2. Initiative – How do you balance initiating and not overstepping your boundaries?
3. Environment – What is the leadership DNA of the organization and leader?
4. Job Parameters – How well do you know your job and how to do it?
5. Appreciation – can you live without the credit?

How to Relieve the Tension Challenge

- Become comfortable with the middle.
- Know what to “own” and what to let go.
- Find quick access to answers when caught in the middle.
- Never violate your position or the trust of the leader.
- Find a way to relieve stress?

The Frustration Challenge

- The Insecure Leader
- The Incompetent Leader
- The Selfish Leader
- The Chameleon Leader
- The Political Leader
- The Controlling Leader

The Solution to the Frustration Challenge

1. Develop a solid relationship with your leader.
2. Identify and appreciate your leader's strengths.
3. Commit yourself to adding value to your leader's strengths.
4. Get permission to develop a game plan to complement your leader's weakness.
5. Expose your leader to good leadership resources.
6. Publicly affirm your leader.

The Ego Challenge – How To Handle it

1. Concentrate more on your own duties than your dreams.
2. Appreciate the value of your position.
3. Find satisfaction in knowing the real reason for the success of a project.
4. Embrace the compliments of others in the middle of the pack.
5. Understand the difference between self-promotion and selfless promotion.

The Influence Challenge – Think Influence, Not Position

1. People follow leaders they know -
Leaders who care
2. People follow leaders they trust -
Leaders with character
3. People follow leaders they respect -
Leaders who are competent
4. People follow leaders they can approach -
Leaders who are consistent
5. People follow leaders who they admire –
Leaders with commitment

The Lead Up Principles

1. Lead yourself exceptionally well.
2. Lighten your leaders load.
3. Be willing to do what other's won't.
4. Do more than manage – lead.
5. Invest in relational chemistry.
6. Be prepared every time you take your leader's time.
7. Know when to push and when to back off.
8. Become a go-to player.
9. Be better tomorrow than you are today.

The Lead Across Principles

1. Understand, practice, and complete the leadership loop.
2. Put completing fellow leaders ahead of competing with them.
3. Be a friend.
4. Avoid office politics.
5. Expand your circle of acquaintances.
6. Let the best idea win.
7. Don't pretend your perfect.

The Lead Down Principles

1. Walk slowly through the halls.
2. See everyone as a “10”.
3. Develop each team member as a person.
4. Place people in their strength zones.
5. Model the behavior you desire.
6. Transfer the vision.
7. Reward for results.

The Value of 360 Degree Leader

1. A leadership team is more effective than just one leader.
2. Leaders are needed at every level of the organization.
3. Leading successfully at one level is a qualifier for leading at the next level.
4. Good leaders in the middle make better leaders at the top.
5. 360-Degree leaders possess qualities every organization needs.

Create an Environment That Unleashes the 360-Degree Leader

- Place a high value on people.
- Commit resources to develop people.
- Place a high value on leadership.
- Look for potential leaders.
- Know and respect your people.
- Provide your people with leadership experience.

- Reward leadership initiative.
- Provide a safe environment where people ask questions, share ideas and take risks.
- Grow with your people.
- Draw people with high potential into your inner circle.
- Commit yourself to developing a leadership team.
- Unleash your leaders to lead.

Wrap up and Discussion

References

- Maxwell, John C. The 360 Degree Leader. 2005
Maxwell, John C. Thinking For A Change. 2003
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