Section 1
Introduction to Leadership

Leadership:

Hello Leaders! I had an amazing opportunity at Governor's Training to sit through some great information provided by our incoming board. The International Board has spent a great deal of time and effort to identify some of the issues that are inhibiting Zonta's growth and visibility. They imparted to us some of these perceived problems and provided us with some new ideas and tools to pass on to you. These suggestions are just that, and it will be for your club board to determine which ideas will work and can be incorporated into your club. All of these ideas are really just jumping off platforms that you can expand on. All we ask is that you thoughtfully consider these proposals and possibly identify areas where your group can gain strength.

On the following pages, I have laid out the framework of what we learned, and tried to pair it down to the most relevant items for you. Please feel free to ask me about any section if there are items that seem incomplete or ambiguous.

Enjoy the journey!

Know Your Team

One of the most important lessons for leaders is to understand the nature of the team members they serve with. Since the very word "leadership" implies that you are responsible to a group or a project, there are very few situations when you work in a vacuum as the leader.

The most effective leaders take the time to understand the people that they are working with and really try to communicate with them in the ways that they will appreciate and respond positively to. Understanding that each personality type with produce very different results based on how you interact with them is paramount in achieving your goals. When we take the time to really know the motivations of those on our team and our leaders, then we can know their heart. This insight can keep misunderstandings from happening in your group.

Proven Leadership

Proven leadership generates respect and a desire to follow. As we lead, we should always ask "will those behind us lead better for our leadership". If the answer is yes, that is the sign of an exceptional leader. Level 5 leaders worldwide, are those that are selfless and seek to keep the greater good of the organization ahead of any personal gain. Ask yourself why you took on this leadership position? What are your intentions, what are your goals?

Engage Each Member to the Journey

Remember to cross communicate as much as possible. Great leaders utilize all of their resources and bring other people into the decision making loop. Take the time to reflect on the challenges that other people have and make them real to you. Our economy is love. Don't forget that the board is not the end of the discussion but the beginning. The board is responsible for making some guiding suggestions for the club, but the club always needs to be consulted on any matter that involves the whole group. Be careful not to make global decisions for the whole club without their consultation.

Work Smarter, Not Harder

Create efficient means of conducting the business that needs to get done so that there is time to have meaningful discussion about the important matters at hand. We should be encouraging discourse, conversation and even debate within our meetings. We need to always remember to debate in the room and walk out unified.

Make It FUN!!

Volunteers need to be appreciated as such. Keep your meetings festive by adding food, music or something else light and engaging. Fun meetings are ones that people want to attend. When you have fellowship time and other engaging activities, you will find that members can't wait until the next meeting!

THE "WHO" OF LEADING & MANAGING

This portion of the work introduces the light (good, equipping, and encouraging) and the dark (bad, toxic) side of leadership as the first step in promoting sustainable and ethical leadership. The metaphor of light and shadow dramatizes the differences between these two types of leaders (good/bad, moral/immoral, ethical/unethical, etc...).

Leaders have the power to illuminate the lives of followers or to cover them in darkness. They cast light when they master ethical challenges of leadership. They cast shadows when they

(1) abuse power,

(2) hoard privileges,

(3) mismanage information,

(4) act inconsistently,

(5) misplace or betray loyalties, and

(6) fail to assume responsibilities.

A leader is a person who has an unusual degree of power to create the conditions under which other people must live and move and have their being, conditions that can be either as illuminating as heaven or as shadowy as hell. A leader must take special responsibility for what's going on inside his or her own self, inside his or her consciousness, lest the act of leadership create more harm than good.

Parker Palmer, Leading from Within.

THE 3 QUALITIES OF EFFECTIVE LEADERS

1.   INSPIRING

Visionary

Establish and maintain a long-term, big picture, perspective to move the organization forward. Communicate the vision *down* through the organization's membership in the form of distinctive strategies, policies, objectives and action plans that maximize the organization's ability to meet stakeholder's needs. Communicate the vision *across and up* by sharing outcomes with internal leaders, previous leaders, and community leaders.

Supportive Coach

Monitor others' work efforts and follow through with constructive guidance and recommendations. Take steps with people within your purview to develop people with the necessary skills, abilities and competencies. Act as a mentor for others, particularly in committee structures.

Effective Communicator

Articulate information clearly, adapting communication styles to match others. Create an atmosphere in which timely and high quality information flows smoothly and effectively between self and others.

Role Model for Integrity

Build trust through demonstration of ethical behavior and personal authenticity. Demonstrate principles and values that model those of the organization. Follow through on stated vision regardless of difficulty. Set standards for work, processes, and personal behavior, hold the organization accountable to those standards.

2.   STEWARDS

Customer Focused

Focus efforts on discovering and meeting the customers' needs. "Customers" include internal colleagues, peers, team members, and external "public" community, grantees, donors.

Results Oriented

Focus efforts on attaining clear, concrete, timely, and measurable outcomes of importance to the organization. Use time and resources on activities that will yield the greatest benefit by regularly evaluating and comparing work being done to goals, resulting in a sense of urgency.

Demonstrators of Sound Judgment

Use common sense and work collaboratively with others to create effective action plans based on appropriate information. Gain perspective from all available resources, develop an understanding of a situation, and reach conclusions based on information gathered and apply intuition with sound analysis. Show ultimate integrity when applying judgment.

3.   EFFECTIVE PROBLEM SOLVERS

Analytical Thinkers

Understand situations or complex issues or problems by breaking them down into smaller pieces or tracing the implications or impacts by using a step by step approach. Strive to understand causal relationships and to identify appropriate approaches or solutions.

Innovative

Act as a creative resource for others by either offering new and novel ideas and approaches or facilitating an environment that encourage others to offer new or novel ideas and approaches. Consistently challenge current thinking, and always looks for ways to 'take a different approach.'
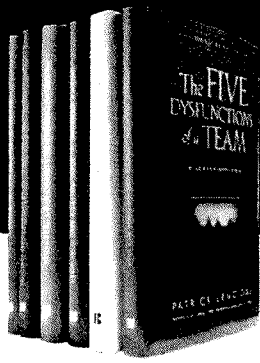
Systems Thinkers

Connect information, processes, and events by organizing divergent information and searching for common themes, patterns, and causal connections. Simultaneously see the practical and political issues inherent in any situation.

SYMPTOMS OF THE PSEUDO-LEADER

1) They encourage people cling to old ways of working even though they have been confronted by a new situation.

2) They fail to define new goals with meaning and challenge. They are unable to communicate relevance, depend on rigid rules, and use militaristic or police-like oversight.

3) They take action without studied reflection. Behavior is rooted in tradition rather than need. No or little evaluation. Data is anecdotal. Their internal decisions are mostly political or social.

4) Institutionalized contentment exists within their actions and words: activity is secure and stable, not venturesome.

5) Old "wisdom" is passed on to new people. Older managers tend to adhere too rigidly to old ideas, to antiquated approaches and methods. "Warning" is seen as mentoring.

6) Low tolerance for criticism acts to stifle independent thinking.

7) They are unable to define or show integrity.

8) Use manipulation rather than negotiation and mediation.

9) They have a "core group" or "inner circle" that appears to have total influence and access.

10) Discernment is not a gift. They do not use evaluation to test their own opinions or the opinions of others.

RED FLAGS

- seek to become the idols of their followers
- concerned about their power and gaining more of it
- enhance their status by maintaining distance from and their followers
- known by those close to them to be domineering and egotistical
- concerned about maintaining the dependence of their followers
- welcome and expect blind obedience
- privately contemptuous of those they are supposed to be serving
- masters at manipulating behind the scenes
- set and control agenda
- withhold information
- mislead, deceive and prevaricate.
- wear different masks for different occasions
- rationalize and justify their deceptions and contradictory behavior
- publicly support but privately oppose and obstruct
- not likely to listen to conflicting views
- intolerant of the differences of opinion from their followers
- overemphasize authority and underweight reason
- take advantage of the ignorance of their followers
- manipulate arguments to achieve the desired response
- invent fictitious obstacles and imaginary enemies
- highlight "we-they" differences
- focus on plots, conspiracies, excuses, and insecurities
- encourage favoritism, competitiveness, envy, greed, hate, and conflict

Building a Cohesive Team

The Five Dysfunctions of a Team

The Role of the Leader...

- Inattention to Results → Focus on Collective Outcomes
- Avoidance of Accountability → Confront Difficult Issues
- Lack of Commitment → Force Clarity and Closure
- Fear of Conflict → Demand Debate
- Absence of Trust → Be Vulnerable

#1: Absence of Trust
The fear of being vulnerable with team members prevents the building of trust within the team.

#2: Fear of Conflict
The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.
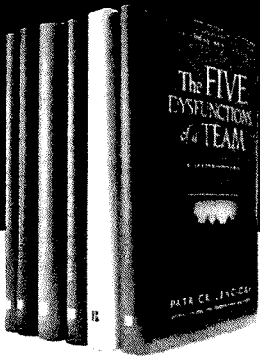
#3: Lack of Commitment
The lack of clarity or buy-in prevents team members from making decisions they will stick to.

#4: Avoidance of Accountability
The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance.

#5: Inattention to Results
The pursuit of individual goals and personal status erodes the focus on collective success.

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Overcoming The Five Dysfunctions

Dysfunction # 1: Absence of Trust

Strategy for Overcoming:

- Identify and discuss individual strengths and weaknesses
- Spend considerable time in face-to-face meetings and working sessions

Dysfunction # 2: Fear of Conflict

Strategy for Overcoming:

- Acknowledge that conflict is required for productive meetings
- Establish common ground rules for engaging in conflict
- Understand individual team member's natural conflict styles

Dysfunction # 3: Lack of Commitment

Strategy for Overcoming:

- Review commitments at the end of each meeting to ensure all team members are aligned
- Adopt a "disagree and commit" mentality—make sure all team members are committed regardless of initial disagreements

Dysfunction # 4: Avoidance of Accountability

Strategy for Overcoming:

- Explicitly communicate goals and standards of behavior
- Regularly discuss performance versus goals and standards

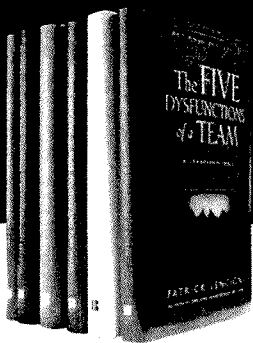### Dysfunction # 5: Inattention to Results

Strategy for Overcoming:

- Keep the team focused on tangible group goals
- Reward individuals based on team goals and collective success

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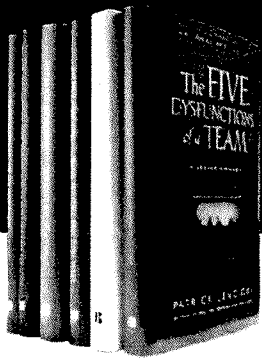official providers of patrick lencioni content

The Five Dysfunctions of a Team

Table Discussion

To which Dysfunction is your team most susceptible?

_____

_____

_____

_____

How does that Dysfunction manifest itself on your team?

_____

_____

_____

_____

Why are the Dysfunctions present on your team?

_____

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Mastering Conflict

All great relationships, the ones that last over time, require productive conflict to grow and improve. Teams that trust one another are unafraid to engage in passionate dialogue around issues and decisions that are key to the organization's success. They do not hesitate to disagree with, challenge and question one another, all in the spirit of finding the best answers, discovering the truth, and making great decisions.

Conflict Profiling and Norming

The process for assessing a team's attitude about and tendency towards conflict. A person's conflict profile is determined by a number of factors, not the least of which is their behavioral preference or personality, which we talked about in the trust section. However, other factors like cultural background and family norms usually have a significant impact, too. Have team members review their behavioral profile from the trust exercise, highlighting implications specific to conflict. Have each team member share those implications, along with other conflict influences in their lives, including family and life experiences, as well as cultural background.

Mining

A facilitation skill that requires an individual to extract buried disagreements within a team and bring them to the surface. The "miner" must remain objective during meetings and be committed to the conflict until it is resolved.

Real-time Permission

The concept whereby a leader or facilitator interrupts a team member in the midst of healthy debate to reinforce the behavior. Real-time permission is best used when team members are not yet comfortable with conflict and need to be reminded of its importance so that they can avoid unnecessary feelings of inappropriateness.
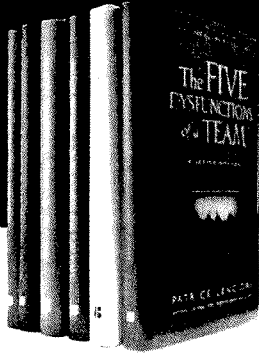
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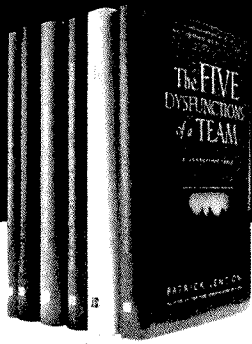
Conflict Profile

How would you describe your comfort level with conflict?

_____

_____

_____

_____

What does your behavioral profile indicate regarding your comfort with conflict?

_____

_____

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_____

_____

What standards of behavior or team norms would be appropriate?

_____

_____

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_____

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Achieving Commitment

Results
Accountability
Commitment
Conflict
Trust

In the context of a team, commitment is a function of two things—clarity and buy-in. Teams that engage in unfiltered conflict make clear and timely decisions around direction and priorities and move forward with complete buy-in from every member of the team, avoiding the desire for consensus and the need for certainty.

Commitment Clarification

The process that takes place at the end of a meeting during which the team explicitly describes and settles on the agreements and decisions that have been made so that there is no room for ambiguity in what they subsequently do and say.

Cascading Communication

The activity following a meeting in which team members go to their respective departments and report on the agreed-upon decisions and outcomes. Cascading communication should take place in a timely manner following a meeting (1–2 days) and occur face-to-face or live on the phone to facilitate questions and answers.

Scoreboard

A clear and useful tool for quickly assessing a team's success so that it can organize meetings and discussions around relevant topics. Collectively, the team must clarify exactly what they need to achieve, who needs to deliver what and how everyone must behave in order to succeed.

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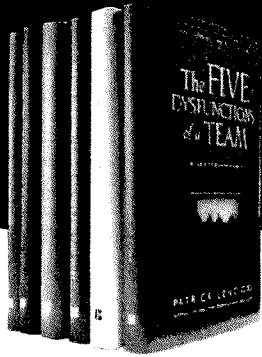
Embracing Accountability

Accountability refers to the willingness of team members to call their peers on performance or behaviors that may hurt the team. Teams that commit to decisions and standards of performance do not hesitate to hold one another accountable for adhering to those decisions and standards. What is more, they don't rely on the team leader as the primary source of accountability, but rather go directly to their peers.
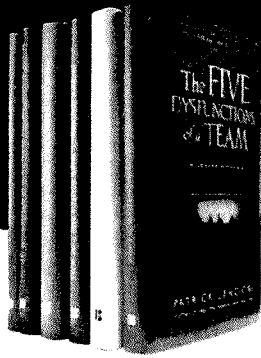
Team Effectiveness Exercise

The Team Effectiveness tool gives team members a forum for providing one another with focused, direct and actionable feedback. At a staff meeting or off-site, team members identify the answers to two simple questions about every member of the team, excluding themselves: 1) what is the single most important behavioral characteristic or quality demonstrated by this person that contributes to the strength of our team? and 2) what is the single most important behavioral characteristic or quality demonstrated by this person that can sometimes derail the team? Once everyone has finished jotting down their answers, the facilitator starts by putting the leader of the team up first.

Meetings – the Lighting Round

The activity at the beginning of a meeting during which team members take no more than 30 seconds to update the team about their three top priorities for the week. If anyone on the team feels that a given team member is spending time unwisely, or that there is greater need for a person's time and energy in another area, this is the place to call the question.

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Embracing Accountability

Results
Accountability
Commitment
Conflict
Trust

The Meetings Quiz

How effective are meetings in your organization?

Take the following quiz and find out.

1. Yes/No   Are your meetings dull and uninspiring?

2. Yes/No   Do team members question the usefulness of meetings?

3. Yes/No   Are critical issues avoided or overlooked during meetings?

4. Yes/No   Do you wonder if team members are holding back during meetings?

5. Yes/No   Do team members complain about having to attend meetings?

6. Yes/No   Do you find that meetings end without resolution of critical issues?

7. Yes/No   Do you discuss administrative, tactical and strategic topics during the same meetings?

8. Yes/No   Are important discussions cut short because of time constraints?

9. Yes/No   Is your team reluctant to go off-site more than once a year to review the state of the organization and business?

10. Yes/No   Do team members seem disengaged during meetings?

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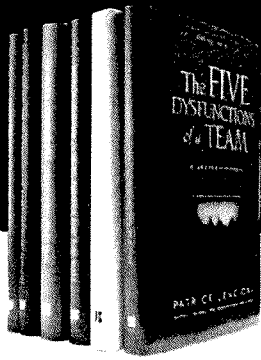
Embracing Accountability

The Meetings Quiz

Scoring

If you answered **NO** to all of these questions, congratulations! You have one of those rare teams that has mastered the art of meetings.

If you answered **YES** to 1-4 of these questions, you could probably improve your organization's decision-making and overall effectiveness by making a few adjustments to the structure and content of your meetings.

If you answered **YES** to 5 or more of these questions, your meetings are probably causing you to waste considerable resources, both human and financial, and creating confusion within your organization. You should consider making significant changes in the content and structure of your meetings.

Provided below are brief explanations to the questions and answers from the quiz.

Are your meetings dull and uninspiring?

Contrary to popular belief, meetings are not inherently boring. With the right topics and the right context, they can be engaging and compelling. Dull and uninspiring meetings are an indication of poor meeting management, which inevitably leads to sub-optimal decisions.

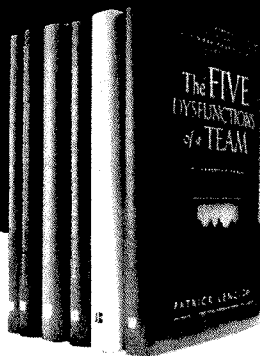### Do team members question the usefulness of meetings?

When meetings are properly organized and executed, team members don't complain about them because they understand the critical role meetings play in the organization. They see meetings as a vital and integral part of doing their jobs, not as an ancillary activity outside of real work.

Do you find that critical issues are avoided or overlooked during meetings?

In many organizations, too much time during meetings is spent discussing issues that are not critical to the short or long term success of the business. For as much time that is spent in meetings, all too often, the most important issues never get put on the table. This frustrates team members who want to focus their energy on topics that will have the greatest impact on the success of the organization.

Do you wonder if team members are holding back during meetings?

One of the keys to a great meeting is team members having confidence that all important opinions are being surfaced and considered. When team members suspect that others are holding back, whether or not it's true, it becomes next to impossible to achieve real buy-in and commitment.

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Results
Accountability
Commitment
Conflict
Trust

Tactical Meeting Guide

Date _____

I. Lightning Round Notes

II. Scoreboard Review

Our Thematic Goal

Defining Objectives

Standard Operating Objectives

III. Tactical Agenda Items

ORDER	TOPIC
ORDER	TOPIC
ORDER	TOPIC
ORDER	TOPIC
ORDER	TOPIC
ORDER	TOPIC

IV. Potential Strategic Topics

TOPIC

TOPIC

TOPIC

TOPIC

TOPIC

TOPIC

V. Decisions/Actions

VI. Cascading Messages

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Embracing Accountability

Pyramid (top to bottom): Results / Accountability / Commitment / Conflict / Trust
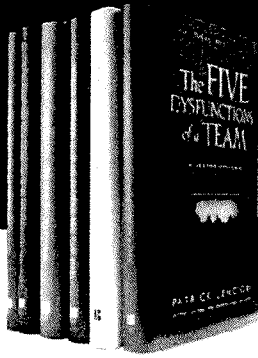
Tactical Meeting Guidelines

I. Lightning Round Notes   II. Scoreboard Review

III. Tactical Agenda Items   IV. Potential Strategic Topics

V. Decisions/Actions   VI. Cascading Messages
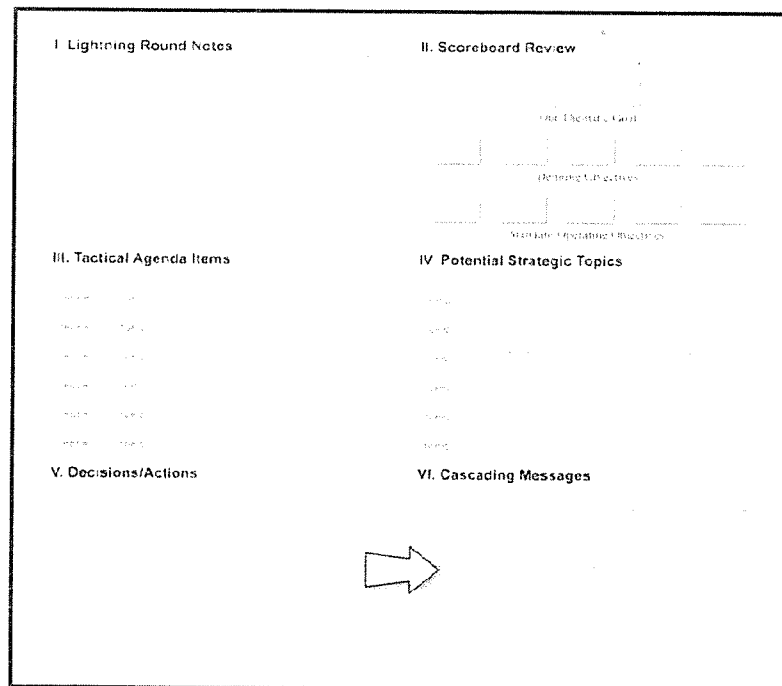
I. Lightning Round (5-10 minutes)

Ask each team member to list the Top 3 things on their plate for the coming week. This should take no longer than 1 minute per person, even with a couple of follow-up questions. *Note any issues that need to be discussed further.*

III. Tactical Agenda Items (30 minutes)

Discuss the potential tactical issues to be covered, assign an order for that discussion and dive in. These issues may have arisen either in the lightning round or the Scoreboard Review.

V. Decisions/Actions (5 minutes)

Ask one team member to chart the decisions and actions that were committed to during the meeting. Team leaders should note these as well.

II. Scoreboard Review (5 minutes)

Review the thematic goal and defining objectives of your business and note the current status of each.

IV. Potential Strategic Topics

As you progress through your meeting, use this area to note the topics that you need to cover during a strategic meeting. *Be sure to resist the temptation to resolve them right away.*

VI. Cascading Messages (5 minutes)

Discuss what, if anything, each team member should communicate to their direct reports from the meeting. Agree on a timeframe for that communication to happen.

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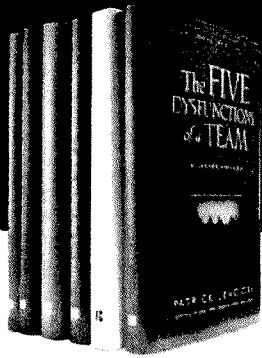
Focusing on Results

An unrelenting focus on specific objectives and clearly defined outcomes is a requirement for any team that judges itself on performance. To ensure that a team is focused on results, the team leader needs to make results clear and reward only those behaviors and actions that contribute to those results. Below are some effective ways for teams to focus on results.

Scoreboard

A clear and useful tool for quickly assessing a team's success so that it can organize meetings and discussions around relevant topics. Collectively, the team must clarify exactly what they need to achieve, who needs to deliver what and how everyone must behave in order to succeed.

Team-based Rewards

Ensure that team-based rewards form the basis for most compensation and recognition programs. When team members have incentives to focus on their individual performance objectives and not those of the team, it becomes easy for collective results to take a backseat to personal financial goals and career development.

Team #1

Confirm that the team priority is in order. It is critical—and difficult—for team members to subordinate the needs and interests of the teams they manage to those of the team they belong to. Results suffer when team members put a higher priority on the activities of their own departments or divisions.

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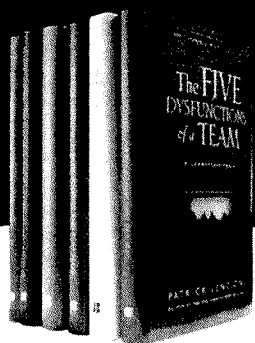
The Five Dysfunctions of a Team

Team Assessment

> **Instructions:** Use the scale below to indicate how each statement applies to your team. Be sure to evaluate the statements honestly and without over thinking your answers.
>
> 3 = Usually   2 = Sometimes   1 = Rarely

_____ 1.   Team members are passionate and unguarded in their discussion of issues.

_____ 2.   Team members call out one another's unproductive behaviors.

_____ 3.   Team members know what their peers are working on and how they contribute to the collective good of the team.

_____ 4.   Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.

_____ 5.   Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.

_____ 6.   Team members openly admit their weaknesses and mistakes.

_____ 7.   Team meetings are compelling and not boring.

_____ 8.   Team members leave meetings confident that their peers are completely committed to the decisions agreed upon during the meeting, even if there was initial disagreement.

_____ 9.   Morale is significantly affected by the failure to achieve team goals.

_____ 10. During team meetings, the most important and most difficult issues are put on the table to be resolved.

_____ 11. Team members are deeply concerned about the prospect of letting down their peers.

_____ 12. Team members know about one another's personal lives and are comfortable discussing them.

_____ 13. Team members end discussions with clear and specific resolutions and calls to action.

_____ 14. Team members challenge one another about their plans and approaches.

_____ 15. Team members are slow to seek credit for their own contributions but quick to point out those of others.

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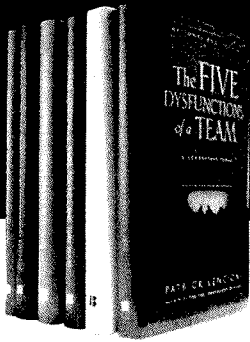
Team Assessment

Scoring

Combine your scores for the 15 statements as indicated below.

Dysfunction 1: Absence of Trust	Dysfunction 2: Fear of Conflict	Dysfunction 3: Lack of Commitment	Dysfunction 4: Avoidance of Accountability	Dysfunction 5: Inattention to Results
Statement 4___ Statement 6___ Statement 12___	Statement 1___ Statement 7___ Statement 10___	Statement 3___ Statement 8___ Statement 13___	Statement 2___ Statement 11___ Statement 14___	Statement 5___ Statement 9___ Statement 15___
Total:	Total:	Total:	Total:	Total:

A score of 8 or 9 is a probable indication that the Dysfunction is not a problem for your team.

A score of 6 or 7 indicates that the Dysfunction could be a problem.

A score of 3-5 is an indication that the Dysfunction needs to be addressed.

Regardless of your scores, it is important to keep in mind that every team needs constant work, because without it, even the best ones deviate toward dysfunction.

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