

MILLENNIUM —

Leadership Capsules for the 21st Century

Capsule #1—Leadership is...

Facilitation and Self-Study Guide

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Looking to the Millennium

I remember 1970. I had just graduated from high school and was getting ready to head off to university. Leaving home seemed a wonderful adventure and I was filled with awe at the opportunities and anxiety at the uncertainty. I remember thinking how significant it was that this huge milestone in my life had fallen at the beginning of a new decade.

I also remember thinking that in 3 more decades—an eternity, it would be the end of the millennium. I thought of how funny it would be to be part of the graduating class in the year 2000. What would they be called? The class of zero?

And now, here we are. Eternity didn't really take very long at all. But in those thirty years it seems that everything has changed.

We used to pop popcorn on the stove. My children find this idea fascinating. “Why didn't you use the microwave?” they ask. We all worked in office buildings or factories. Now many of us run businesses in our homes or telecommute. We used to get a job and keep it forever. In 1970 people in the United States were amused by the little cars coming out of Japan and derided their quality. In 1970 there was no CNN. In 1970 there was no cellular telephone industry. In 1970 no one owned a home computer. A Macintosh was an apple—the kind you eat. The world was clearly divided into the good guys (us) and the bad guys (remember them?).

A millennium feels like something really big. Historically, that's been true. In the first century, paper was invented in China. It has taken 2000 years for us to develop a better medium for recording information. Around the same time, the city of London was founded by the Romans. Events happened of such tremendous historical and spiritual consequence that they still have a profound impact on our lives today.

So it is with those familiar feelings of awe at the opportunities mixed with anxiety at the uncertainty of it all that I look ahead at the millennium on whose doorstep we stand. Things will be profoundly different. They already are. Changes in how we do what we do happen at speeds that are mind-numbing.

Our organizations face these same forces. They are scrambling to redefine themselves so that they will remain relevant in a world that is in a state of constant, rapid flux. Charting the course, setting the mission, sharing a vision, opening to new learning have become the key skills that leaders need. But what does that mean on a day to day basis? How does being a LEADER change how you hire people? Or fire people? Or provide feedback? Or coach your team?

We need to create bridges between where we are coming from and where we are going. That is the purpose of this series. MILLENNIUM—Leadership Capsules for the 21st Century is 7 short bridges linking management functions and leadership skills. Each 15 minute capsule is a thought provoking discussion of the issues managers, supervisors, team leaders and others playing a leadership role in their organizations face daily. They can be used as part of a comprehensive learning experience or as refresher material to revisit concepts already explored. They can be presented in a facilitated classroom setting or as part of a self-directed study program. They are versatile tools designed to support a wide range of learning situations.

In my collaboration with a team of extraordinary leaders, I've learned a tremendous amount while producing MILLENNIUM. I hope you will find the series as rewarding to work with as I have.

A handwritten signature in black ink that reads "Robt Rosell." The signature is written in a cursive, flowing style with a large initial "R" and a period at the end.

Robert Rosell
Producer

How to Use this Guide

Program Format

MILLENNIUM—Leadership Capsules for the 21st Century contains seven different programs:

- #1 Leadership Is . . .
- #2 The Leader as Coach
- #3 The Leader as Mentor
- #4 Providing Performance Feedback
- #5 Beginning Employment Relationships
- #6 Ending Employment Relationships
- #7 In Compliance

The material in the MILLENNIUM capsules looks at the practical skills that are necessary to be a leader in today's complex and ever changing world. It introduces viewers to the all-important notion that each of us, at one time or another, no matter what our position in an organization, must be leaders in the 21st century. Throughout the series, experts provide us with practical ideas about leadership, and help us prepare for the realities of leading in the next millennium. The material in this booklet supports the video capsule you will be using.

Using the Guide

The material in MILLENNIUM is complex and requires a good amount of reflection, and a willingness to practice known and new skills. For that reason each of the booklets is divided into three parts:

- Part One Reflecting on the Material Covered in the Leadership Capsule
- Part Two Discussing the Capsule
- Part Three Working with the Material Presented in the Capsule

The support material can be used in three different ways: for self-study, for team presentation and discussion, or for direct facilitation.

Self-Study Approach

If you are using this material for self-study, the best way to benefit from the topic being covered is to turn to Part One of the booklet and complete the exercises. Most of the exercises presented help you explore the topic through your own experiences and ideas. Continue with this approach by viewing the entire video capsule. Following the video, reflect on the questions in Handout 5 of the Guide, comparing your own ideas with those expressed by the experts in the video. You may prefer to continue by reading through Part Two, which is a synopsis of comments presented in the video. Move onto Part Three and complete the exercises.

Team Approach

A team would do best by following the self-study method outlined above. Each team member could individually complete the exercises presented in Part One, and then view the video together. Following seeing the video, the team could engage in a discussion of the material. This discussion can be facilitated by the questions and responses offered in Part Two. The team can elect to complete the follow-up exercises and activities in Part Three individually or as a group.

Facilitation Approach

If the MILLENNIUM series is used as a training, the method of how to use this book would vary slightly to those outlined previously. The facilitator of the training should view the video capsule first. Following the viewing of the video, (s)he can review the exercises in Part One. A decision can be made about how or if any of these exercises would be incorporated in the training presentation for the capsule. As a part of constructing the training design, the facilitator can elect which questions would be used for discussion. These can be found in Part Two. In the same way, the exercises offered in Part Three can be reviewed, and a decision made as to which ones would be incorporated into the training.

All exercises, activities, and discussion questions are sequentially presented to follow the presentation of the material in the video capsule. All printed materials for all three formats is contained in this booklet. Handouts for participants are located throughout the booklet.

The only additional materials needed for exercises and activities are either a black or white board or flip charts for writing observations or recording information from brainstorming or other activities.

Discussion Questions for the Capsules

A list of discussion questions is presented in the booklet. This page can be copied and distributed to participants when the program is being used for training. Part Two contains a summary of material covered in the program as it relates to these questions.

Handouts and Photocopying Rights

Handouts pages that are part of the training are located throughout the program booklets. There are approximately three to five activities contained in “Part Three: Working with the Material” section of each program booklet. Trainers need only to decide which of the activities and exercises would be relevant for individual distribution, and have copies made. With the purchase of the MILLENNIUM—Leadership Capsules for the 21st Century series, Quality Media Resources, Inc. grants you license to make as many copies of this guide or the handout pages as you need for your organization. However, copying the videos is illegal.

Bibliography for MILLENNIUM

The bibliography includes works that relate to leadership and working in the 21st century. It is not a definitive list, but rather is intended to assist individuals or teams of workers who are interested in expanding their understanding and knowledge about leadership, and related leadership topics for the 21st century workplace.

MILLENNIUM—

Leadership Capsules for the 21st Century

Capsule #1—Leadership is . . .

Part One: Reflecting on Leadership

The first capsule of the MILLENNIUM series deals with four primary concepts:

- Exploring the new age of leadership we are facing, and will continue to face, in the next millennium.
- Discovering the characteristics of leadership.
- Considering the role and need for leadership in the 21st century.
- Deciphering the concepts of leader, leadership and managing.

Reflecting on Personal Ideas

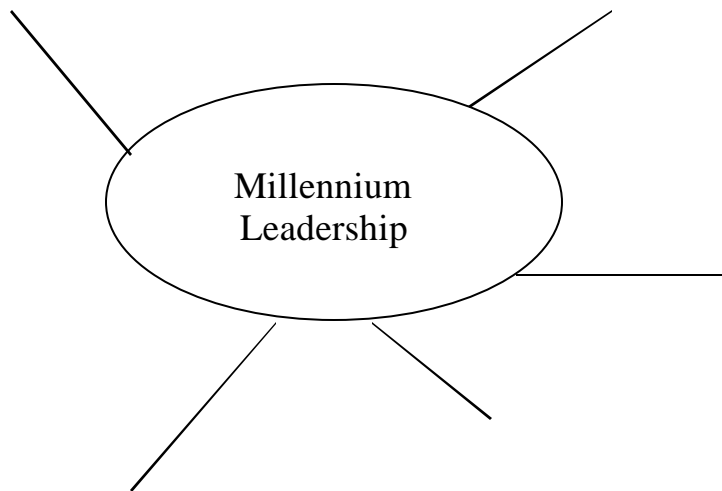
Instinctively we all have an idea about leaders and leadership. If asked, “Take me to your leader,” would you find it difficult to react? There is a possibility that you might not regard your leader as having leadership capabilities, but nonetheless, (s)he is seen as a leader. The few exercises that follow will help put leadership and the role of a leader into context.

At times, history plays tricks on us. Often in the learning process we are presented with information on a subject and we don’t always challenge the labels that go with the content. Leaders and Leadership are two of those labels that we have come to take for granted, and that are frequently used without thinking about the true meaning of the words. However, the times in which we live are forcing us to confront many of our suppositions about the world we live in. Taking a new look at the essence of leadership, and the characteristics that make a leader are two of these areas of challenge.

The Time in Which We Live

Handout 1

There have been The Dark Ages, The Middle Ages, The Age of Enlightenment, and The Renaissance. In the past, it just didn't seem difficult to name an age. However, historians have had trouble finding a descriptive way of naming our present century. Consider the titles many of us have heard: The Atomic Age, The Age of Technology, The Information Age, Age of Cybernetics, and The Computer Age. Perhaps The Age of Transformation best describes the reality many of us operate in.



Here you see an illustration of a mind map. In the middle of the illustration are the words: Millennium Leadership. Brainstorm the challenges that an organizational leader in the new millennium, will have to confront. Think globally, economically, culturally, socially and politically. Jot down as many of these terms as you can.

New Leadership Challenges

Handout 2

Which of the realities that you listed do you think will pose the most problems for leaders in the future? Which would be your biggest challenges? What skills do you need to meet the challenge? For example: If you listed that networking is a challenge that a leader might encounter, then in order for a leader to get involved in networking (s)he would have to be: a good communicator, a negotiator, a visionary, and a risk-taker.

Take two of the challenges you wrote down and realize would be personal challenges and explore the skills needed to make these personal assets.

Challenge

Qualities for the Challenge

Networking

Increasing:

- communication skills
- mediation skills
- negotiation skills

Who Have Been Our Leaders?

Handout 3

Throughout the world leaders have been plentiful, or have they been? Before you view the first video in this series, “Leadership Is . . .,” take a quick trip through history as you remember it. Close your eyes, and let the pages of history turn before you. Who are the figures that others, historians and teachers, have labeled as leaders? Take a moment and jot their names down.

Historical List of Leaders

-
-
-
-

Personal List of Leaders

Gertrude Stein said that “A rose is a rose is a rose.” This doesn’t always pertain to leaders. A leader is a leader is a leader is not necessarily true. When you prepared your list of historical figures were you surprised by who appeared on your list? Would you select these people as leaders?

Other people’s leaders may not be your own. Allow yourself to journey through your own personal history. Who are the people who have touched your life as a leader? You can record the names of politicians, writers, colleagues, friends and others who have impacted your life.

-
-
-
-

“Yes” Leaders

Handout 4

Look through your historical list and select one person you strongly respect as a leader, and then do the same with your personal list. Write the names below and then list reasons the people you selected are leaders. In your estimation what did they do to gain your respect as leaders, and how did they do it.

Leader	Leadership Qualities
Historical	
Personal	

“No” Leaders

Handout 5

Look through your historical list and select one individual on it that you don't particularly respect as a leader. What qualities did (s)he exhibit in his/her life that you don't necessarily associate with leadership.

Leader	Questionable Leadership Qualities

Questions for Consideration

Handout 6

Let's put leadership into a context. In the organizations of the past leaders were the people in charge. They had control of the organization. Their leadership was derived from the power of their position in the organization. Leadership in the next millennium means something totally different. Leadership will derive from knowledge, vision, values and skills. Leadership will be shared and will come from many places within the organization.

The times are demanding that we lead each other.

Think through the questions that follow. They pertain to your own leadership style, and more importantly, how you view yourself in the role of a leader. Jot down a few ideas before viewing the video. Your responses can be compared to the ideas that will be presented in the video capsule.

- What leadership skills do you exhibit?
- What management skills do you exhibit?
- Are there primary differences between your role as a manager and as a leader? What are they?
- How do you promote leadership around you?
- What rewards of leadership do you enjoy?

Part Two: Watching the Video Capsule

Watch the video in its entirety. The questions below have been provided to help you center a discussion around the concepts it presents. When necessary restructure and add to the questions in order for the discussion to best suit your own organization.

1. How has the concept of leadership changed in the last decades, and where is it heading in the future?

The old idea of a leader, and of leadership is best characterized in recollections of the stern headmaster or principal, the iron-fisted sergeant, or the overbearing owner of a company. The old picture of a leader is that of an individual who maintained power and authority at any cost.

The shift in the concept of leadership sees leaders everywhere in the organization. New ways of doing business mean that lines of communication must be open, vision must be shared and reshaped regularly, and decisions need to be made quickly and with precision. Leadership can no longer be exclusively held at the top of the organization. It must penetrate all levels.

2. Which qualities of leadership haven't changed through the years and are essential to succeeding in the next millennium?

One of the main concepts of leadership that isn't likely to change in the future is leaders helping to keep the vision and mission of the organization focused. Another one is that leaders also know how to tap into the skills of the people around them. Finally, leaders are seen as role models, living the values of the organization.

3. How does a leader act?

Individuals who are truly leaders:

- Act honestly
- Set the course of the organization's journey
- Communicate a clear vision
- Care about the people around them
- Support learning
- Strengthen the relationships between individuals and teams within the organization
- Stay open to new ideas
- Clarify values and beliefs of the organization

4. What are the most critical differences between leading and managing?

Managing

Managing is the science of putting processes and systems together to create efficiency.

Managing is dealing with transactions—getting a fixed amount of work done in a specific time frame.

Managing is seeing that the work gets done.

Leading

Leadership is about offering a vision, spirit, commitment, sustaining dedication and an energy to getting the processes to work.

Leading is dealing with transformations—inspiring people to move in directions they've never anticipated and to act in ways that are new to the system.

Leading is inspiring others to commit to the work that needs to get done.

Simply put, managing is about what we do. Leading is about who we are.

5. What are the qualities of leadership?

The foundation upon which leadership is built is allowing yourself to be open and to let go of control as we have known it in the past. Once this occurs it's easier to work on the qualities that are necessary to function as a leader. These leadership qualities include:

- Being passionate about what you think and believe
- Welcoming learning opportunities for others and for yourself
- Modeling the organization's values
- Affirming others
- Acting respectfully towards others
- Acting honestly, credibly and in a trustworthy way
- Investing in others

6. What are the benefits of the new leadership, of being a leader?

As an individual leads they are following, and as they are following, they lead. An effective leader makes leaders out of the followers. A follower is someone who realizes that (s)he is not a leader in a particular situation, but is just as likely to be a leader in another situation.

The real benefit of allowing for flexible leadership is that an organization capitalizes on the strengths of each individual, promotes creativity at many

different levels, lessens “burn out” among employees, and keeps the channels of communication open to new ideas.

The outcomes of leadership are change and growth. Though leadership entails a great deal of responsibility, accountability and work, the end product is the enjoyment of seeing people work towards fulfilling their potential.

When you are leading you are helping people connect to each other. A leader helps create spirit, commitment and values. Leadership is continuously evolving—it is never static—never dull. It is the graceful unfolding of talents, skills and vision.

Part Three: Working with the Material

The activities that follow are intended to help improve your leadership capabilities. They can be done individually or used with a team of individuals who are exploring the question of leadership in their organization.

Nothing's New

Handout 8

Over 2500 years ago a Chinese philosopher, Lao Tzu, wrote a series of brief and simple analects. Today Lao Tzu's Tao Te Ching is the third most published book in the world after the Bible and the classical Indian work, the Bhagavad Gita. Some experts have translated Lao Tzu's name to mean "Old Boy," others as "Old Master." Whether he was born, as legend has it, as a baby with an old face and white hair, or if he became wise through the years, his ideas on leadership have a 21st century feel.

*A leader is best
when people barely know he exists.*

*Not so good when people
obey and acclaim him.*

Worst, when they despise him.

*'Fail to honor people,
they fail to honor you;'*

*But of a good leader
Who talks little,
When his work is done,
His aim fulfilled*

*They will all say,
"We did this ourselves."*

There are a number of ideas that can be explored using Lao Tzu's analect. Each of the questions below provides a basis from which the role of leadership can be questioned and structured. Who you are as a leader, how others view you, and how well you allow others to be leaders are all leadership avenues for the 21st century.

- How do people know you are a leader?
- How do you think people respond to you as a leader?
- How do you show respect for others in your capacity as a leader?
- How do you allow others to be leaders?

Being a Leader in the New Millennium Means Knowing Who We Are

Handout 9

Jewish folklore is rich and varied. It is filled with tales of the foolish and the wise, of the serene and the sincere. The tales are sometimes misleading, often a little exaggerated, and more often than not, the moral of the tale hits you over the head like a ton of bricks. The story that follows packs a wallop. It could be from most any land where Jews lived. It could relate to any culture's rules, and the characters in the story could be anyone's father, brother, sister, friend or co-worker. The message for the future lies in how much we know ourselves and can act on our beliefs.

It was a cool brisk day. It had rained for days before this Sabbath, and the ground was wet and muddy. Traveling along the winding path from the forest to town, a small group of men were walking. As they followed the trail, they talked, reflected, spoke in parables and listened attentively to each other's thoughts. It was the holy day of the week, a time for rest and relaxation, and they enjoyed each other's company.

Very early in their journey they approached the river that ran close to the town. Near it's banks stood a young mother holding a child in one arm and a bag in the other. She stood there, eyeing the remains of a bridge that was partially visible through the water. Obviously the early spring storms had washed it out. Though it seemed precarious, the river was possible to wade through, if one was careful. As the men approached the woman, all were quiet except for one.

"Do you need to cross the river," he asked. The woman explained that she was intending to visit the village of her parents, just across the river.

"I think you need some help," said the man. "The river is swift, but it can be crossed if you are careful. If you don't mind getting a little wet, I'll help you across." She smiled and acknowledged his kindness. Without any more words, the man picked up the woman's bag, and led her across to the opposite shore. His companions stood watching. When he returned they continued on their walk.

The more the group walked, the nicer the weather became. However, all the men seemed concerned, upset over something. All except the man who had crossed the river. He walked with a smile. Hours had passed, and for most of the journey the men were silent. Suddenly, one of the group spoke up with a stiffness in his voice: "How could you have led that woman across the river today? It is the Sabbath. You know that we should not lift heavy things or work." The others agreed.

"Why, my dear friends," said the man, "It took me only a few minutes to help that woman, but you have carried such a heavy burden for hours."

Though this is an old tale, it rings true for today. There aren't any new characters to reflect on here. We know them all: there is the silent helper with a clear sense of his values, and the self-righteous folks who hold onto the wrong burdens.

The hero in our tale seemed to act naturally, without a second’s hesitation. He made a humane decision that caused him no physical or psychological harm. Yet his companions wrestled with his action for hours. Some condemned him in silence, others troubled over whether he had sinned, debating over his decision. He was the only one that went about his journey without question. He knew his culture, his values, and was anchored in his beliefs. If he didn’t, he would never have acted. He had an expectation of what it meant to live his tradition.

In the future each of us will belong to and move between a number of different cultures. We need to know our personal history. For with each ticking of the clock, a new aspect of who we are is developing. Putting the past and present together within the context of an ever-changing chaotic future will require a clear perspective of self. Living is not going to be easy without roots in our beliefs. Exploring what we like and who we are feel like logical steps to help us determine where we belong. Who is our family? What is our place in the organization?

The future is a big question mark, a type of black hole offering endless potentials and challenges. As with all challenges how we enter the new millennium will be entirely up to us. What battles will we take on? Which will we let go? Can we look to the wisdom of our tale, and do the right thing, and let go of the worry of defending our actions?

Consider the questions below, and see if what you have heard and seen in the capsule and covered in this material is contradictory to the traditions and cultures in which you live and work.

Beliefs and Values

Reality of Current Cultural Style

How is leadership seen in your organization’s culture?	
What personal beliefs and values do you have that help you as a leader?	
What beliefs do you hold that might make it difficult to play a leadership role?	
What, if anything, would you like to change about your organization’s ideas around leadership?	
What, if anything, would you like to change about your own values and beliefs that affect your role as a leader?	

The Leadership Survey

Handout 10

The self-survey below will help you consider how well you are doing as a leader. As implied by the first question on the test, honesty is required. Don't forget, being a leader requires practice. Therefore, you aren't expected to score a 100%. What counts is an openness to knowing where you stand, and a willingness to act.

	Always	Sometimes	Never
1. I let people know where I believe we are heading in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I communicate a vision for the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I let people know that I care about what they are doing and how they are doing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I support people's need to continue to learn.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I act respectfully towards people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I promote teamwork within the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I keep channels of communication open.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I model the organization's values and beliefs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I am open to other people's ideas and suggestions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I tell the truth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I get back to people who have called me and left messages.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I have balance in my life between work, friends, family, and other pursuits I enjoy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I see myself as a leader in my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. My co-workers see me as a leader.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I seek to learn new skills and improve others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Scoring: The ultimate goal of the Leadership Survey is to have checked "always" for all fifteen questions. The more "sometimes" and "never" were checked the greater your level of stress and frustration. The remedy is to begin the process of acting on your leadership capabilities. Move onto the next section.

Acting on Being a Leader

Handout 11

How did you do on the survey? Do you have an idea of what areas you need to improve? Acknowledging the problem or concern is a major step in eliminating it. From the list above select the two most crucial areas you would like to change. Write each one below in an action box. Decide on what steps you will take to strengthen this area of concern. If necessary, prioritize your steps, and give yourself a time for fulfilling your action step.

Action Plan One

The area to be worked on:

Action Steps	Time to Complete Action Step

Action Plan Two

The area to be worked on:

Action Steps	Time to Complete Action Step

Questions for Watching the Video

Handout 7

1. How has the concept of leadership changed in the last decades, and where is it heading in the future?
2. Which qualities of leadership haven't changed through the years and are essential to succeeding in the next millennium?
3. How does a leader act?
4. What are the most critical differences between leading and managing?
5. What are the qualities of leadership?
6. What are the benefits of the new leadership, of being a leader?

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