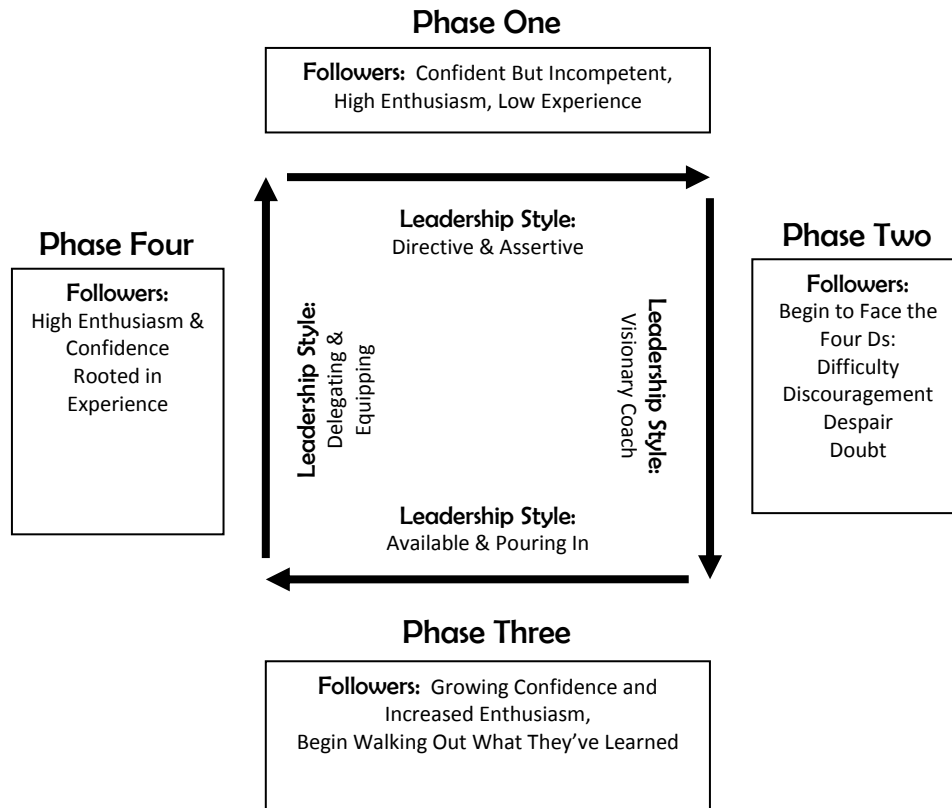


THE LEADERSHIP SQUARE



* Ken Blanchard, Bill Hybels, & Phil Hodges *Leadership by the Book: Tools to Transform Your Workplace* (New York: William Morrow & Co, 1999)

FOUR PHASES OF LEADERSHIP

<p style="text-align: center;">Phase 1: HONEYMOON PERIOD</p> <p>Followers:</p> <ul style="list-style-type: none"> - Are confident but incompetent - Have high enthusiasm, but low experience - Excited for this new purpose, but not aware of what is involved in seeing it through <p>Leadership Style: Directive Leadership</p> <ul style="list-style-type: none"> - High on direction, low on consensus, high on example, low on explanation - Leader says: "This is who we are and this is where we are going" - Not authoritative, not powering up or manipulating - Leader models the vision...I do, you watch - Come follow me as I move towards this mission - Don't do too much explaining - Leaders resist this kind of leadership: we want to build consensus and we want everyone to like us and our vision - Challenge of Directive Leadership: Putting ourselves and our mission out there. Do it with a degree of humility...some will choose to walk away just as they chose to walk away from Jesus 	<p style="text-align: center;">Phase 2: DISSENTION PERIOD</p> <p>Followers:</p> <ul style="list-style-type: none"> - Face the Four Ds: Difficulty, Discouragement, Despair, Doubt - Honeymoon phase ended & enthusiasm evaporated - Experience their own limitations; realize this is going to be tough and cost them something - Tend to blame others for negative experience - Most vulnerable: may try to get back to phase one <p>Leadership Style: Visionary Coach</p> <ul style="list-style-type: none"> - High on direction and discussion, high on example - Leader high on availability: stands alongside and provides encouragement - Anticipate criticism - Be careful not to abandon ship: PUSH THROUGH - Draw near: Spend more time with followers. Listen to them without changing the mission. - Remind followers of the mission & why it's worth it - Deepen Relationship: Remind followers you are a friend, not a boss - The most difficult phase & a testing point - Doesn't indicate a failure in your leadership. This is normal & necessary. Don't give up!
<p style="text-align: center;">Phase 3: GROWING PERIOD</p> <p>Followers:</p> <ul style="list-style-type: none"> - Growing confidence and new enthusiasm, but now grounded in experience and a taste of reality - Followers step out and put into practice what they learned in the first two phases - Trust among team; each member can be entrusted with a greater amount of responsibility & larger piece of mission - Starting to "own" the mission <p>Leadership Style: Available & Pouring In</p> <ul style="list-style-type: none"> - Low on direction, increased consensus & team building - Followers can contribute in significant ways - Mistake: To think your job is done - Followers still need hands on coaching - Remain highly available & involved in coaching, supporting and equipping your followers 	<p style="text-align: center;">Phase 4: THE END IN SIGHT</p> <p>Followers:</p> <ul style="list-style-type: none"> - Mission accomplished in many ways - High enthusiasm and high confidence - Deeply rooted in tangible experience of accomplishing mission <p>Leadership Style: Delegating & Equipping</p> <ul style="list-style-type: none"> - Look for ways to delegate the authority and responsibility to your followers - They do, you watch - Mistake: Misunderstanding your role. Sometimes we think that leading means we do everything, but that's not true. Your job as a leader is to do less while empowering others to do more. - Fear that delegating means you are not needed. This is not true!