

Thoughts on Leadership

Gervase Bushe (2001, p. ix) states that clear leadership is based on four deep skills:

1. Aware Self – gaining self-knowledge
2. Descriptive Self – communicating honestly
3. Curious Self – helping others communicate
4. Appreciative Self – inspiring the best in people

Harrison Owen identifies five functions of leadership (p.58).

1. To evoke spirit with vision.
2. To grow spirit with collective story telling.
3. To sustain spirit with structure.
4. To comfort spirit in the end.
5. To revive spirit when grief works.

Robert Spitzer (2002, p. 39-47) identifies three qualities of inspired leadership.

1. Vision: vision and goals exemplifying both long-term organizational good and stakeholder good.
2. Rational Communication: vehicles of communication, rational explanations of vision and goals, dealing with positive and negative feedback, soft bargaining.
3. Heart: personal, ethical, people-oriented and leadership commitments evoking spirit and trust. Foundational statements for trust and spirit:
 - “We must respect each other.”
 - “We must appreciate the intrinsic dignity of our diverse workforce.”
 - “We must display appropriate concern for our people and not merely for their skill sets.”

He further identifies five commitments to people for leaders (p. 195).

“I commit that I will...

1. experience connection before classifying characteristics.
 2. look for the whole person before the partial.
 3. look for the intrinsic dignity in the midst of diversity.
 4. refuse to allow cliché that marginalize people to go unexamined.
 5. move from the appreciation of dignity to the actualization of unity and common cause.”
- There is nothing more difficult to take in hand, more perilous to conduct or more uncertain in its success than to take the lead in the introduction of a new order of things. -- *Niccolo Machiavelli*



Much have I learned from my teachers, more from my colleagues, but most from my students. – *Talmud*

A good leader isn't afraid to roll up his/her sleeves and join in. A good leader is willing to do whatever he/she asks of the team and is not afraid to help out when necessary.
Maril Cardwell

Bushe, GR. (2001). *Clear leadership: How outstanding leaders make themselves understood, cut through the mush, and help everyone get real at work*. Palo Alto, CA: Davies-Black Publishing.

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Spitzer, RJ. (2000). *The spirit of leadership: Optimizing creativity and change in organizations*. Provo, UT: Executive Excellence Publishing.