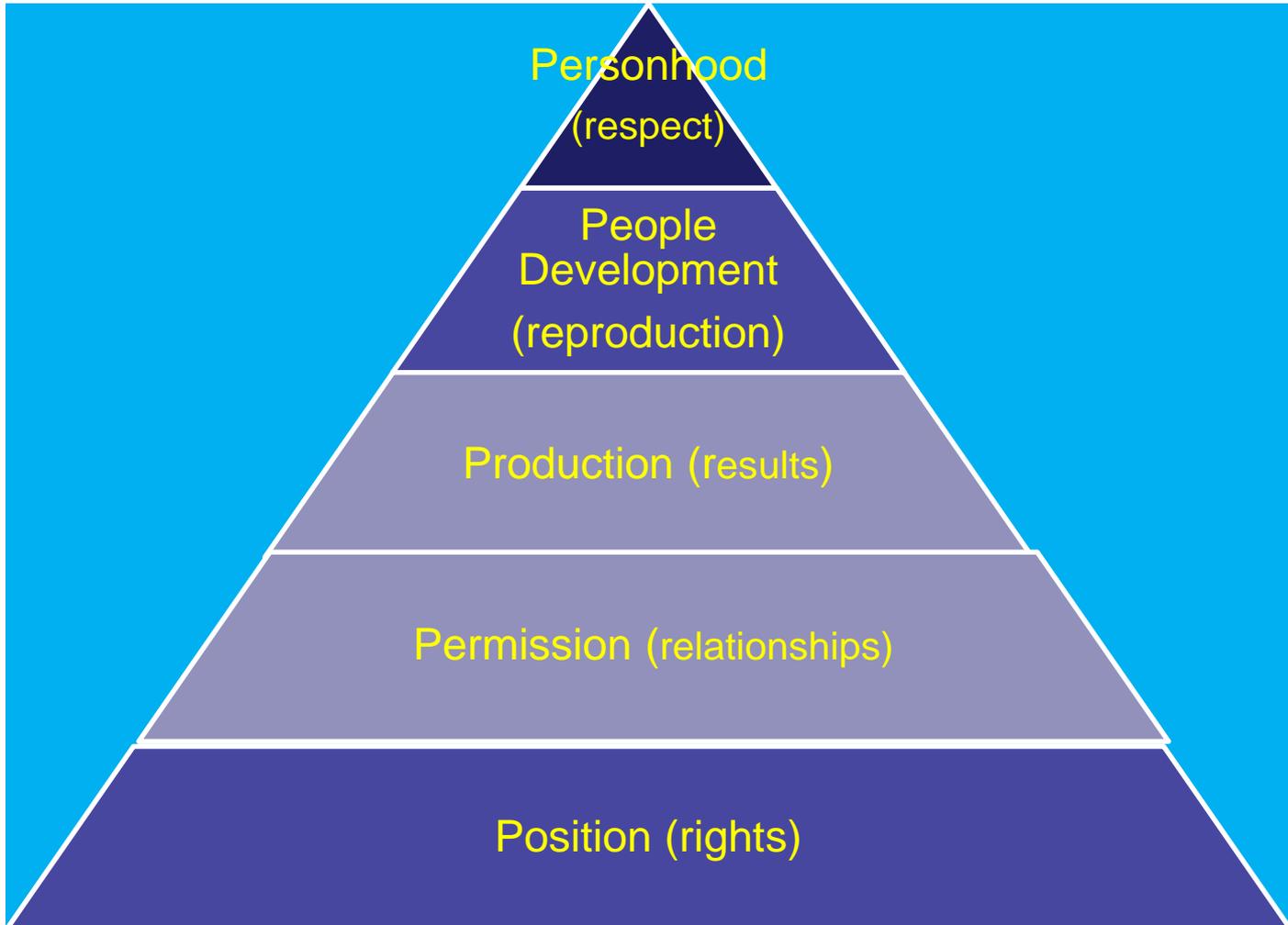


“Becoming A Better Leader”



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Five Levels of Leadership



Level 1 “POSITION”

Upside

- Leadership position usually given to people because they show potential
- Leadership position means authority is recognized
- Position is an invitation to grow as a leader
- Position allows potential leaders to shape & define their leadership style

Downside

- Having position is often misleading
- Leaders who rely on position to lead often devalue people
- Positional leaders rely on politics
- Place rights over responsibilities
- Turnover is high
- Receive people's least not their best
- Leaders who remain positional get branded stranded

Best Beliefs to move from Level 1 to Level 2

1. Titles are not enough
2. People- not position- are a leaders most valuable assets
3. The leader doesn't have all the answers.
4. A good leader always includes others

Level 2 “*PERMISSION*”

Upside

- Makes work more fun
- Increases energy
- Opens up channels of communication
- Focuses on value of each person
- Nurtures trust

Downside

- Permission leadership appears “soft” for some
- Can be frustrating for achievers
- Leaders can be taken advantage of
- Requires openness to be effective
- Difficult for people who are not naturally likeable
- Forces you to deal with the whole person

Best Beliefs to move from Level 2 to Level 3

1. Relationships are not enough
 - “what will you do with the influence?”
2. Building Relationships requires two-fold growth
 - Growing toward and with each other
3. Achieving the vision as a team is worth risking the relationships
 - Risking relationships for the sake of the team

Level 3 “*PRODUCTION*”

Upside

- Gives credibility to the leader
- Models and sets the standard visually for others
- Brings clarity and reality to the vision
- Solves a multitude of problems
 - “productivity is inspiring
- Creates momentum
- Foundation for team-building

Downside

- Can make you think you are a leader when you are not
- Feel a heavy weight of responsibility for results
- Requires making difficult decisions
- Demands continued attention to level 2

Best Beliefs to move from Level 3 to Level 4

1. Production is not enough
 - “measure yourself by what you accomplish thru others”
2. People are an organization’s most appreciable asset
3. Growing leaders is the most effective way to accomplish the vision
4. People development is greatest fulfillment for a leader

Level 4 *“People Development”*

Upside

- Sets you apart from most leaders
- Assures that growth can be sustained
- Empowers others to fulfill their leadership responsibilities
- Empowers leader to “lead larger”
 - Gives you more time to lead
- Provides great personal fulfillment

Downside

- Self-centeredness can cause leaders to neglect people development
- Insecurity can make leaders feel threatened
- Shortsightedness can keep leaders from seeing the need for people development
- Lack of commitment can keep leaders from doing the hardwork

Best Beliefs to move from Level 4 to Level 5

1. Highest goal is to develop leaders , not gain followers or do work
2. To develop leaders , you must create a leadership culture
3. Developing leaders is a life commitment, not a job commitment

Level 5 “PINNACLE”

Upside

- Creates a level 5 organization
 - Best organization that functions at the highest level
- Creates a legacy within the organization
- Provides an extended platform for leading

Downside

- Can make you think you’ve arrived
- Can lead you to believe your own press
- Can make you lose focus

Best Behaviors at Level 5

1. Make room for others
 - Being succeeded instead of needed
 - Give away power
2. Continually mentor potential Level 5 leaders
3. Create an inner circle that will keep you grounded
4. Do things in your organization that only Level 5 leaders can do
5. Plan for your succession
6. Leave a positive legacy

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Superiors 3

11. Help Bosses Be Better Leaders
30. Beware of Those Who Would Intimidate You
32. Pick a Role Model or Two

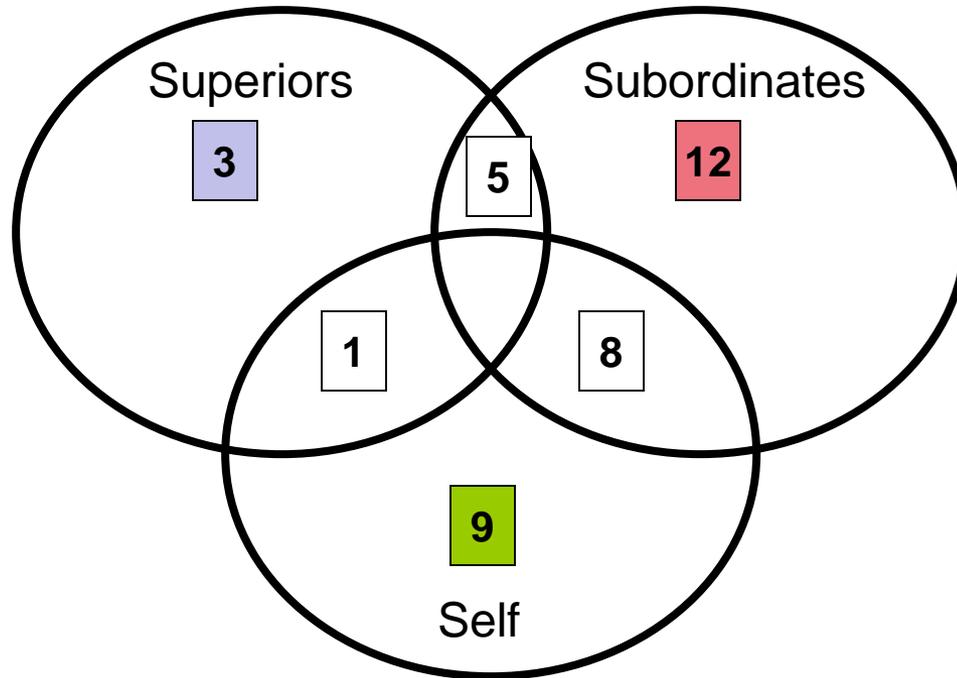
Self 9

1. Know Yourself
2. Correct Mistakes
5. Learn From Failure
20. Maintain Sound Physical Fitness
27. Enjoy Your Work
31. Don't Get Caught in the "Activity Trap"
33. Attend a Civilian Leadership Development Program
34. Do Some Serious Reading on Leadership and Management
36. Trust Your Instincts

Subordinates 12

3. Be Magnanimous
6. Identify And Protect The Innovators
10. Thank People Creatively
12. Be A Visionary Leader
15. Observe and Thank Invisible People
16. Develop a Mind-Set of "Servant" Leadership
17. Question People Creatively
22. Avoid Cronyism
24. Take Your Folks Off-Site Annually
25. Smoke Out Those of Low Integrity
35. Get Rid of the Fat
37. Celebrate Diversity

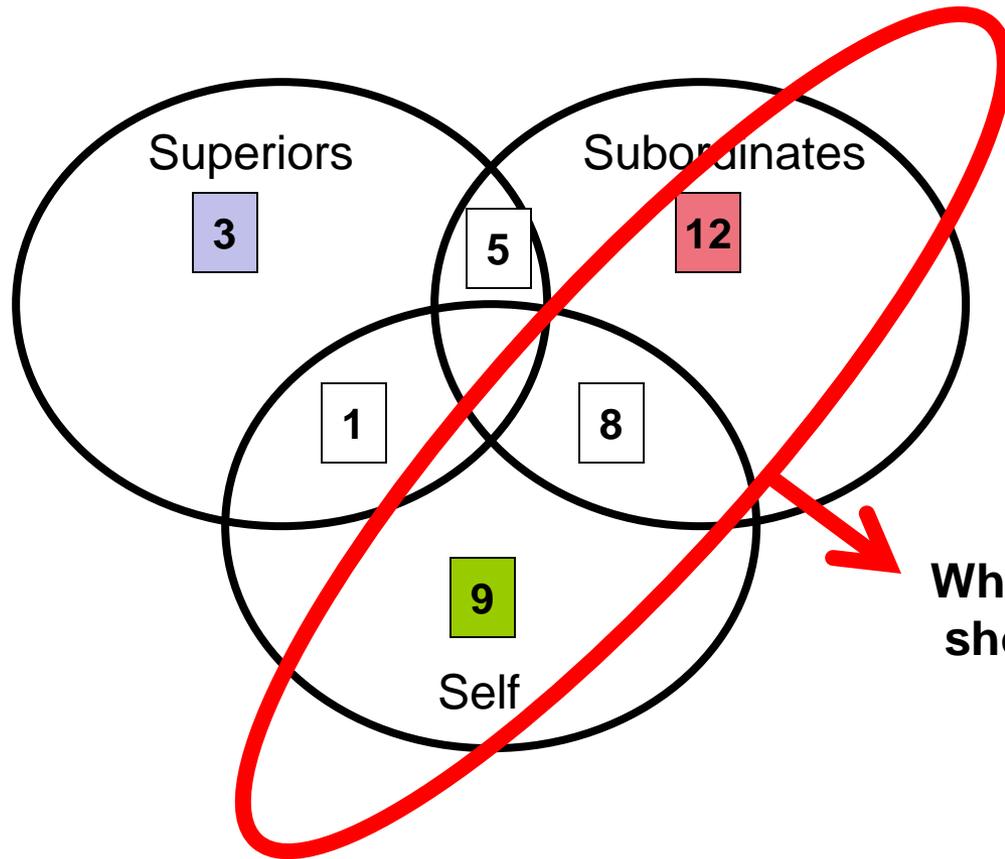
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Peers

Note: Only a very few impacted peers – so peers left out of the mix ...

Impacts of
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Where leaders should focus!

