

“Leadership after you have Led”

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“People often say that
motivation doesn't last.

----Well, neither does bathing-
--that's why we recommend it
daily”

-Ziglar

Discussion Direction

- Desired End State for the Next Hour
- Place this “Speaker” in Context, Understand the Reference Point
- Considerations in the road to “Leading after you have Led”
 - Historical Context of the Life’s Moment
 - Self Assessment
 - Situation, Trends, People Involved, Gut Response
 - Vision or Big Idea
 - Resources to Rally and Persuade
 - Management of the Plan
 - Measurement of the “Mission”
 - Change, Re-set, Clarity of Historical Context and Current Situation, Tenacity
- Concluding Thoughts

Desired Hour's End State

“That each of us will reflect on how we individually might develop the start (or in most cases, continuation) of our own life's approach to providing leadership with the aim to achievement of “big ideas”, through and with others, and that when we have determined that “leadership” is desired, and a worthwhile expenditure of self energy, that we are comfortable in the “self-managing” the transitional process between “big ideas” and “big idea domains” delivering leadership of those efforts while all the time balancing, and ever aware, of the difference between and the timing for management skills and leadership skills””

“Most of what we call management consists of making it difficult for people to get their work done”

- Drucker

Forbes's Kevin Kruse

- Leadership has nothing to do with;
 - Seniority or position in the company
 - Titles
 - Personal attributes
- Leadership is not management
 - Managers need to plan, measure, monitor, coordinate, solve, hire, fire and a lot of other things.
- Leadership is:
 - Drucker; “the only definition of a leader is someone who has followers”
 - Bennis: “leadership is the capacity to translate vision into reality”
 - Gates: “as we look ahead into the next century, leaders will be those who empower others”
 - Maxwell: “is influence—nothing more, nothing less”

A Definitions help:

Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.

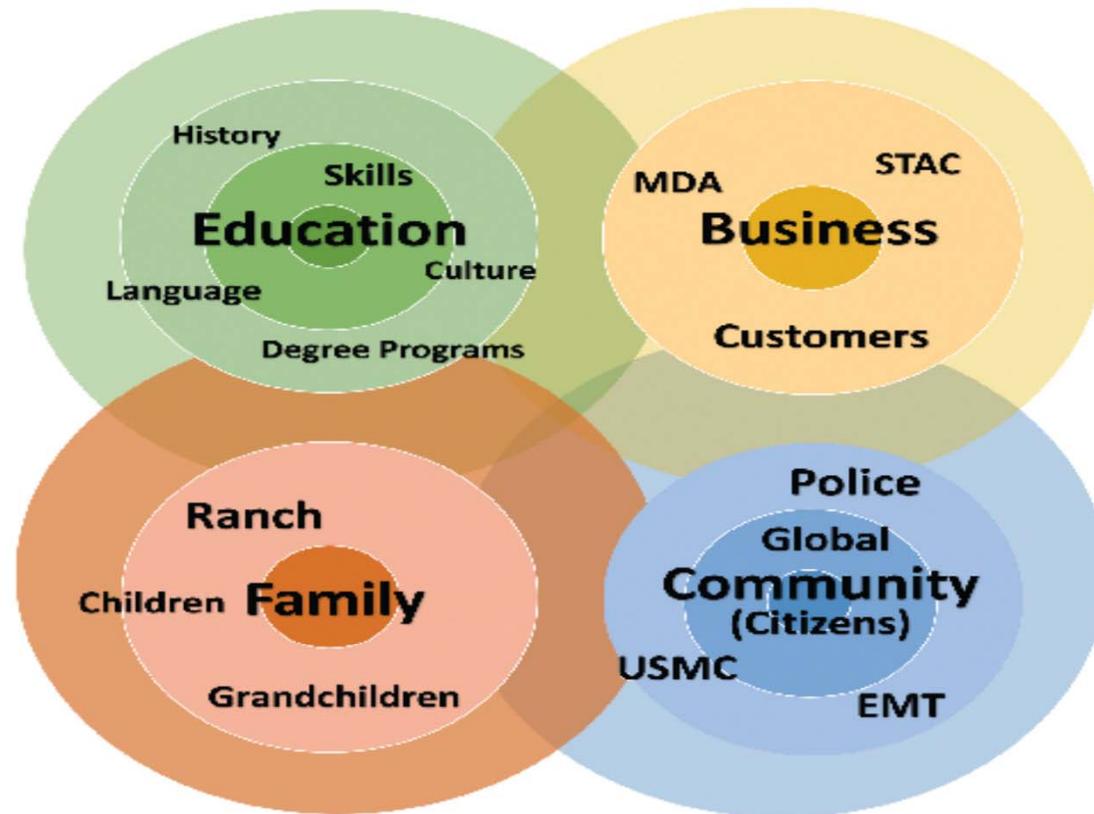
- Stems from social influence, not authority or power
- Requires others, and that implies they don't need to be "direct reports"
- Approachability and willing to listen, bringing out the "best" in others.
- No mention of personality traits, attributes, or even a title; there are many styles, many paths, to effective leadership.
- It includes a goal, not influence with no intended outcome.
- A leader maximizes the efforts toward a goal... "as in the CEO's job is to maximize share holder equity"

Place this “Speaker” in Context

--Understand the (your) Reference Point

- Ethnic Up-Bringing (Language, Cultural Context, Values, Motivations)
- Belief in “unlimited” Human Potential/Beauty and the enabler of thoughtful “Time Management”
- Four Domains of Action;
 - Education (mind and skills)
 - Community (local, country, globe)
 - Business (someone else’s and my own)
 - Family (four living generations) and Ranching
- The Over Arching Purpose; **“Be a Good Citizen”**
- **Examples today** will come from---- Ranching, War-Fighting, Business and “occasionally” Family

Life's Domains



-
- Value Pillars
 - Focus and Alignment
-

“Education is the mother of
leadership”

—Wendell Willkie

25 Things to Do When you Retire----(US News 2/11)

- ✓ Live within your means
- ✓ Travel the world
- Buy a motor home
- ✓ Remodel your home
- ✓ Move to the country
- ✓ Move to the city
- ✓ Start a Business
- ✓ Get a part-time job
- ✓ Teach
- ✓ Volunteer
- ✓ Go into Public Service
- ✓ Spend time with friends
- ✓ Visit family
- ✓ Babysit
- ✓ Be a mentor
- ✓ Get educated
- ✓ Read
- Write a book
- Start a blog
- ✓ Learn a new language
- ✓ Learn to play music
- ✓ Start a new hobby
- ✓ Take up a new sport
- ✓ Join a fitness group
- Do Nothing.....

Change is Inevitable, Choice is a Constant

- Leading after you have led is a CHOICE, an OPTION, not a MUST.
- You can LEAD as a follower, and you can LEAD as a manager.....or not.
- Leading after you have led may not have the same feedback timing that managing does or that past leadership roles did.....
- ***Your leadership role will never (rarely) remain forever...nor will you...you will be replaced....making TIME a precious commodity and a consideration in when to transition to leading AFTER you have led.***

“The first responsibility of a leader is to define reality. The last is to say Thank you. In between, the leader is a servant” ---Max DePree

(Showing appreciation and caring about people and recognizing that to lead is to serve)

Historical Context of the Life's Moment

- What's happening around you? (remember you are always learning!)
- What do you care about? (did something hit a nerve? A value?)
- What do you care about enough to engage in? (big hit? Little hit?)
- How do you want to engage? (study the current efforts? 5 W's?)
- Is it ok "to you" to follow, be in support, assist in management?
- Do you feel you have a different enough "vision of the future" that supports your devoting your time and energy, sacrifice and risk to lead?
- Do they (and you) need formal or informal leadership?

Self Assessment

- What do I have to offer?
- Am I current enough on the issues and knowledgeable enough to be credible or capable of communicating an idea when persuasion is necessary?
- Is it important enough (did it move your gut enough) that you are willing to wade in, get smart, devote the time and energy, dedicate the resources, suffer the “slings and arrows” and stick with it?
- Is it that important to me? Can I do this if it were ONLY me that thought it was right?
- If I am not involved will the situation stay the same? Of if I am involved with it change?
- Is it worth it?
- Do you know why?

“Men make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.”

—Harry S. Truman

Situation, Trends, People Involved, Gut Response

- Listening-----to everything, in multiple manner (audio, video, written, all senses, and all aspects of the brain and intuitions)
- At some level, everything matters! (I learned that alone herding goats in the desert)
- Which way is the “wind of everything” blowing....where is it going, what can you anticipate?
- Who is working on this? Who cares? Why do they care?
- If I care what does that mean?
- Does it feel right? Can I be tough on the problems and gentle with people?
- Can I translate all of this into some clear vision and communicate it?

“Where there is no vision, the
people perish”

—Proverbs 29:18

Vision or Big Idea

- Big Faith, verging on belief is required for Vision
- Leadership is a choice---some leaders are not good managers, some managers are not good leaders.
- At the “transition”, deciding to lead after you have led, is always a choice.
- The “Vision” or the “Big Idea” is always the desired end state that you see as “better, new and improved, a much better direction long term” than either the current state or the state of affairs that you believe will be there, “if you do nothing”.
- ***It is this “Big Idea” that needs YOU as a LEADER.***

“Leadership is the art of getting someone else to do something you want done because he wants to do it.”

-General Dwight Eisenhower

Resources to Rally and Persuade

- Beyond all else, the leader needs PEOPLE to rally and persuade.
- Those PEOPLE will come, “Like the Movie Field of Dreams” if you “Build it”.
- THOSE PEOPLE will find the resources, and THEY will bring the MANAGEMENT, but YOU have to be clear in painting the picture of what you together, “Will Build”.
- Be CAREFUL---LEADERS can be very effective in persuading people to follow them, support them, make the vision a reality....for BOTH GOOD and EVIL purposes.
- ONCE you start, the people will be your continued challenge to continue motivation, clarity when the inevitable challenges confront you, and YOU and THEY, mostly YOU, will be the force to remove obstacles.

“A good plan violently
executed now is better than a
perfect plan executed next
week”

-General George Patton

Management of the Plan

- Your past experiences may not apply, what worked in the past may not work in the future, but “fundamental values”--that drive your vision---WILL apply, for you, every time---you have to see that the management of your Big Idea is consistent with your vision for the Big Idea.
- Other Managers, will bring their style and experience to your Big Idea....most of the time, this management style will conflict with some or all of your Big Idea. So, selection, training, metaphors, stories of the future, will be needed, and just like a good manager, as a leader you must “manage by walking around”.
- You must BE where the daily decisions are being made, see for yourself.

“One measure of leadership is the caliber of people who choose to follow you.”

-Dennis A. Peer

(Leaders are approachable and willing to listen while bringing out the best in people!)

Measurement of the “Mission”

- Just like when you manage, and when you have led in the past, you will be, should be, measured.
- Therefore knowing what “success” looks like is a product of measuring those metrics that are measurable and that communicate success of the Leaders vision.
- Measurement for the leader should not be SPIN, should be set to LOOK GOOD---everyone involved will see through YOU as a LEADER.
- For ME, I always suggest the Measurement, and ask the most critical of the vision or big idea, to contribute in the process of metric selection and measurement----remember I am ALWAYS trying to keep the Vision alive by “recruiting” people.

Leadership after you have led---means change...

- *"Unless you are prepared to give up something valuable you will never be able to truly change at all, because you'll be forever in the control of things you can't give up."* — Andy Law
- *"Only the wisest and stupidest of men never change— Confucius*
- *"One key to successful leadership is continuous personal change. Personal change is a reflection of our inner growth and empowerment."*— Robert E. Quinn
- *"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
The Prince (1532)
- *"Your success in life isn't based on your ability to simply change. It is based on your ability to change faster than your competition, customers and business."*— Mark Sanborn

Change, Re-set, Clarity of Historical Context and Current Situation, and always “Tenacity”

- A Big Idea= CHANGE
- So “persuading” (leading) in order to implement the Big Idea= CHANGE
- Not all Change will realize the Big Idea, so Leadership in order to accommodate mistakes in change= CHANGE
- Many efficient managers “prefer not to” change, so changing them= CHANGE
- History that is in place today means it WAS subject to a Leader’s desire= CHANGE
- Even the RATE of CHANGE requires a leader’s ability to persuade others to change= CHANGE
- If the Leader is committed to the Big Idea then it is likely the leader will need to BOTH be tenacious and at the same time, change others and themselves= CHANGE

When you “lead well after you have led” YOU will bring new Strategic Leadership value to the next Big Idea.....

- Clearly and quickly works through the complexity of key issues, problems and opportunities to affect actions.
- Develops a long-range course of action or set of goals to align with the organization’s vision.
- Identifies and exploits opportunities for new products, services, and markets.
- Proactively builds and aligns stakeholders, capabilities, and resources for getting things done quickly and achieving complex objectives.

Or said differently---*you will get better with time!*

- Builds passion and commitment toward a common goal.
- Integrates information from all sources to develop a well-informed, diverse perspective that can be used to optimize organizational performance.
- Creates an environment that embraces changes: makes change happen—even if the change is radical—and helps others to accept new ideas.
- Ensures shareholder value through courageous decision-making that supports enterprise—or unit-wide interests.
- Attracts, develops and retains talent to ensure that people with the right skills and motivations to meet business needs are in the right place at the right time.

Concluding Thoughts

- Find time to reflect on your own life's approach to providing leadership.
- Aim achieve "big ideas", through and with others.
- Choose when "leadership" is desired, and a worthwhile expenditure of self energy.
- Be comfortable in the yourself "managing" the transitional process between and within the "big ideas" and "big idea domains".
- Be aware of the difference between (and the timing for) management skills and leadership skills.
- As leaders you are bright, strong, confident and have a good sense of personal ego, but demonstrate humility.
- ***You will become WISER with each transition---and provide even higher quality leadership with time....***

Leadership after you have Led

“Do not go where the path may lead, go instead where there is no path and leave a trail.”

—Ralph Waldo Emerson

Is you EVER want MY help-----Just Call!!

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