"A LEADER'S WORK IS NEVER DONE!"

Organizing your work.

General Conference of Seventh-day Adventists
Office of Global Leadership Development
Prepared by: Lowell C Cooper
April 2010

The following program is intended as
Part Two of a series:

Part I: **Organizing Your Life**
     (see the presentation entitled "Time Goes 'Bye'")

Part II: **Organizing Your Work**
          (presentation entitled "A Leaders' Work is Never Done")

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Organizing Your Life: (summary of Part 1)

Identify a defining purpose

Create balance

Expand your energy

Leverage your time

Control your schedule

Organizing Your Work--5 Priorities:

Articulate mission, vision and values

Shape organization culture

Empower others

Build trust

Set direction and goals

5 Leadership Priorities — Part 1

Articulate mission, vision and values

Shape organization culture

Empower others

Build trust

Set direction and goals
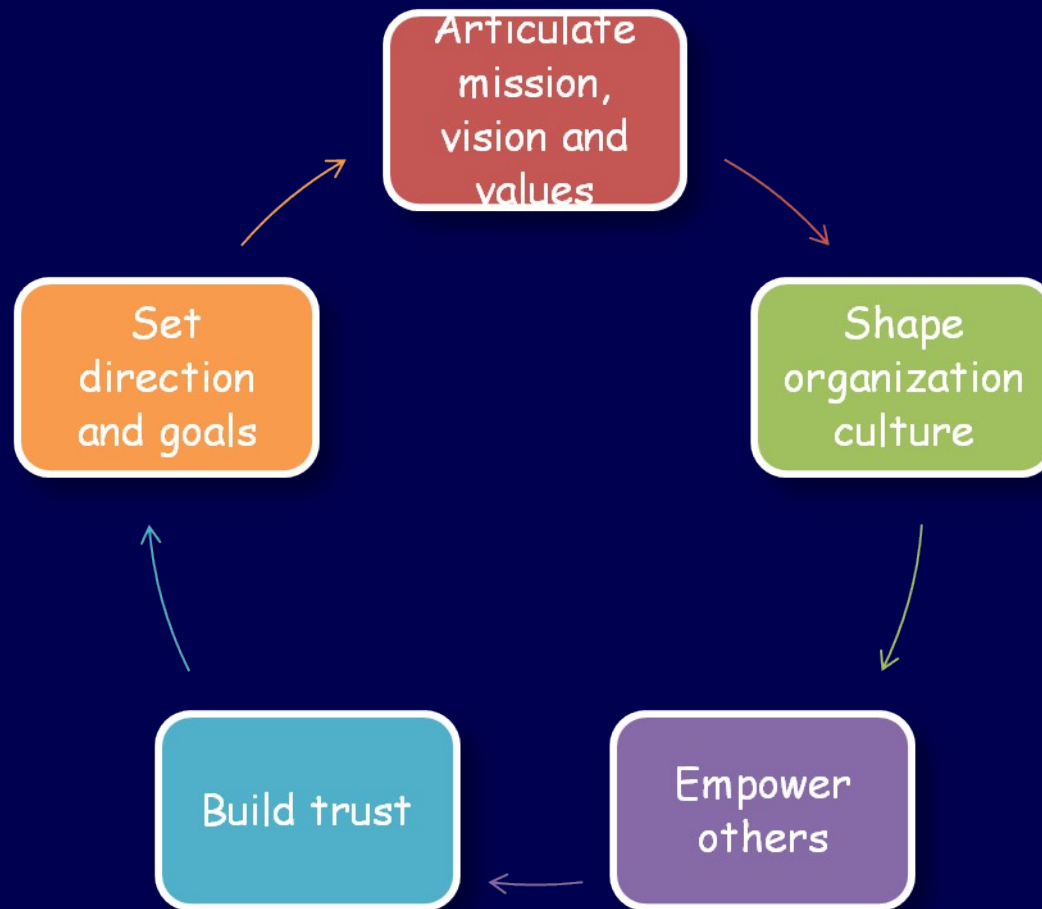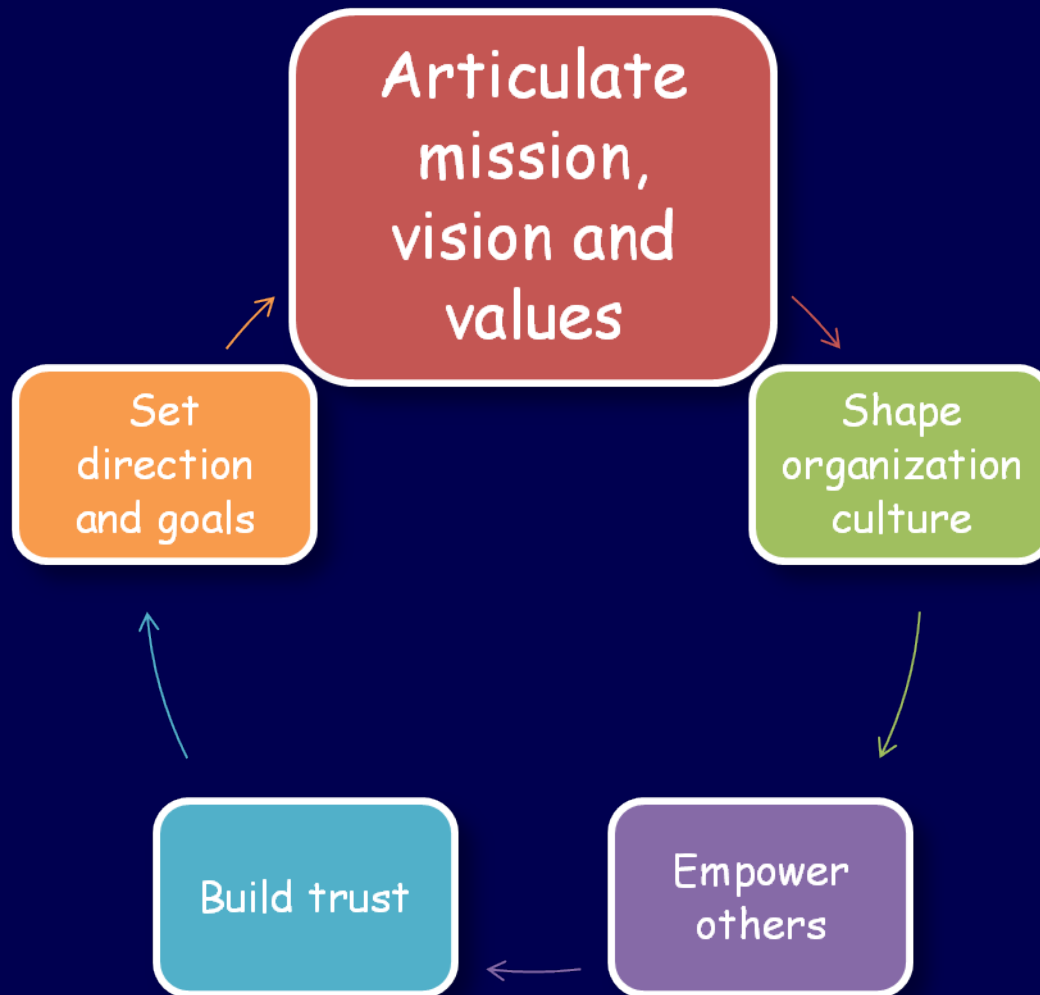
Mission/vision/values

Mission Defines fundamental purpose

Vision Defines future state

Values Defines culture and priorities
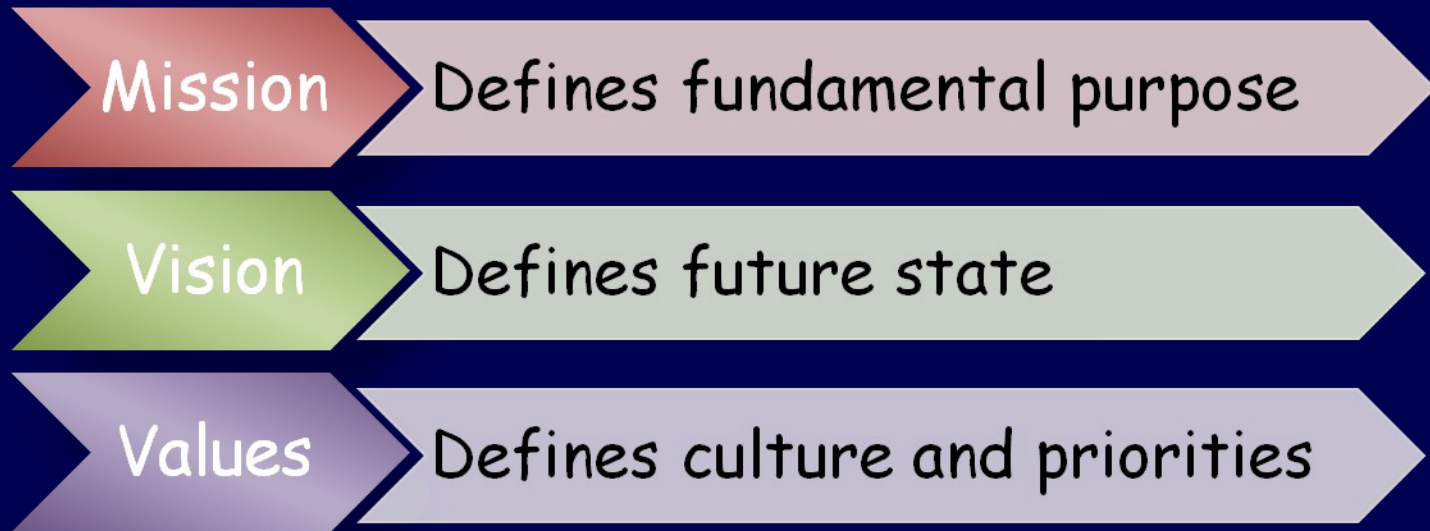
Mission statements:

Mayo Clinic: "…the best care to every patient every day through integrated clinical practice, education and research.

McDonalds: "…to be our customers' favorite place and way to eat.

Andrews University: "…distinctive Seventh-day Adventist Christian institution, transforms its students by educating them to **seek knowledge** and **affirm faith** in order to **change the world**."

Coca Cola: "To refresh the world…To inspire moments of optimism and happiness…To create value and make a difference.

Mission statements:

Nike: "To bring inspiration and innovation to every athlete* in the world."

* If you have a body, you are an athlete.

Soup kitchen: "No child in our city will go to bed hungry.

Vision statements:

"The only thing worse than being blind
is to have sight,
but no vision."

—Helen Keller

Vision statements:

"The last thing IBM needs is a vision."

"Microsoft's vision is very simple—a computer on every desk and in every home, running Microsoft software."

Vision statements:

McDonalds: "...to be the world's best quick service restaurant experience. Being the best means providing outstanding quality, service, cleanliness, and value, so that we make every customer in every restaurant smile."

Value statements:

Mayo Clinic: "**Primary Value:** The needs of the patient come first."

A local church: To help others experience the joy of Jesus we will:

1. provide worship experiences to meet the needs of the total community
2. grant permission to all persons to be in ministry, anywhere, and at anytime
3. hold to our historical and biblical traditions of Jesus Christ as the true source of all joy
4. give the ministry to the laity.

5 Leadership priorities — Part 2

Articulate mission, vision and values

Shape organization culture

Set direction and goals

Empower others

Build trust
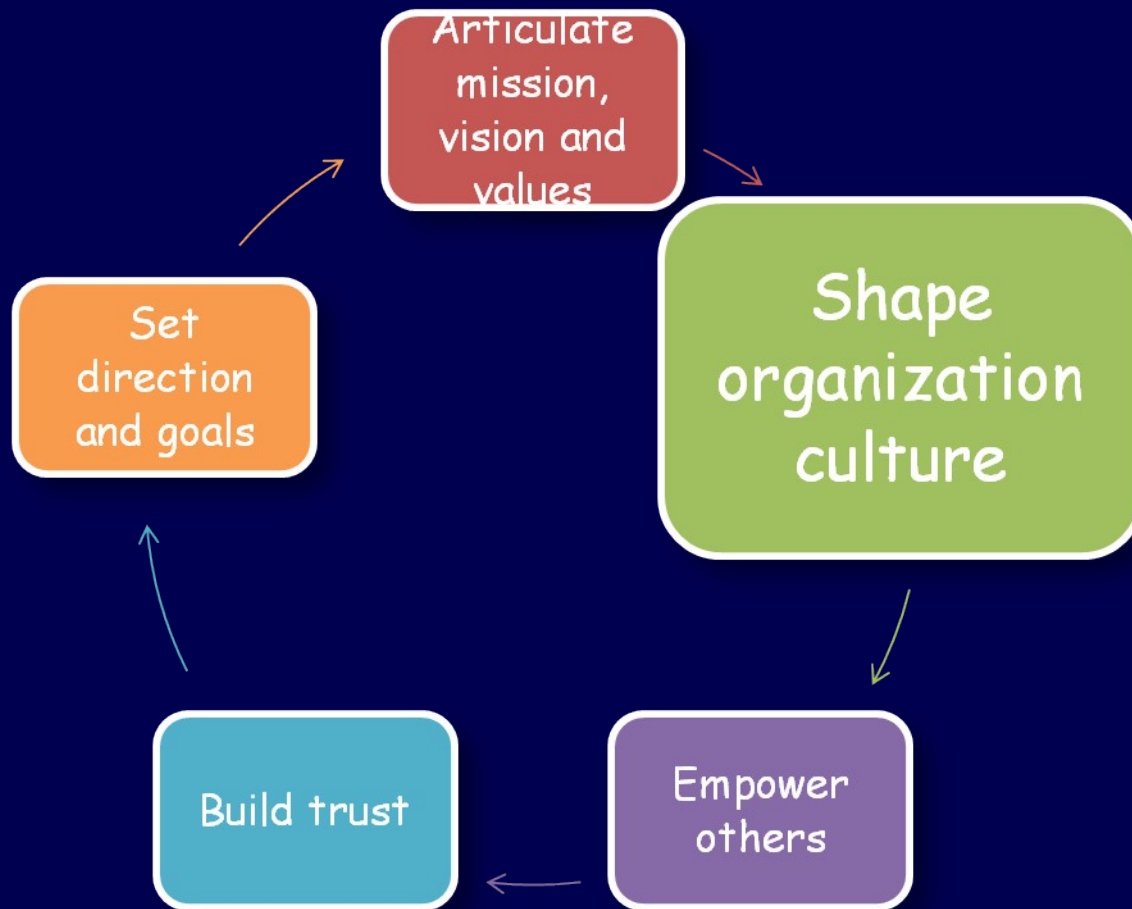
It can be argued that the only thing of real importance that leaders do is to create and manage culture; that the unique talent of leaders is their ability to understand and work within culture; and that it is an ultimate act of leadership to destroy culture when it is viewed as dysfunctional.

—Edgar H Shein, *Organizational Culture and Leadership*

Leadership creates and changes cultures, while management and administration act within a culture.

—Edgar H Shein, *Organizational Culture and Leadership*

The bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them. Cultural understanding is desirable for all of us, but it is essential to leaders if they are to lead.

—Edgar H Shein, *Organizational Culture and Leadership*

What is organizational culture?

Underlying and often unexpressed assumptions, values, beliefs, and attitudes that have been jointly learned and taken for granted.

Organization culture assumptions:

1. Assumptions about people.
2. Assumptions about power and relationships.
3. Assumptions about time and space.
4. Assumptions about ethics.
5. Assumptions about identity and purpose.

Assumptions about people:

LAZY/NEED INCENTIVES

MOTIVATED/NEED OPPORTUNITY

The average worker wants a job in which he does not have to put much physical effort. Above all, he wants a job in which he does not have to think."

Henry Ford, 1922

I think most of us are looking for a calling, not a job. Most of us have jobs that are too small for our spirit. Jobs are not big enough for people. There's nothing I would enjoy more than a job so meaningful to me that I brought it home."

Norah Watson, 1974

Employees look for:

1. Daily meaning as well as daily bread.
2. Recognition as well as remuneration.
3. Worthwhile work.

A meaningful workplace:

1. Sense of purpose: more than producing goods or services, one that makes a difference.
2. Sense of ownership: having some say in how the work is done.
3. Sense of fit: what I do fits into the larger mission.
4. Sense of community: we are doing this together.
5. Sense of contact: we can build worthwhile relationships

ENTITY A	ENTITY B
Assumption: People are unmotivated, lazy, dishonest, untrustworthy.	Assumption: People are motivated, responsible, capable, interested, honest.
Decision-making: tends to be centralized, rules and policies to control behavior, one-way communication, management is more paternalistic.	Decision-making: tends to be distributed, rules and policies less constrictive, two-way communication, management more collaborative.

Assumptions about relationships:

AGE = EXPERIENCE/WISDOM	EXPERIENCE/WISDOM DISTRIBUTED
Employees told what to do.	Employees invited to discuss challenges.
Work structured individually.	Flatter organizational structure.
Hierarchical communication.	Multi-directional communication.
Decisions from top down.	Participatory decision-making.
Tends toward formality.	Tends toward informality.

Assumptions about time/space:

Time is money—use it carefully. Symbolic meaning to arriving early/late (high commitment or low efficiency/low commitment or high efficiency).

Space: size, location, and furnishings of office open office—facilitates communication closed office—need to be alone… failure to obtain appropriate space reward is interpreted negatively.

Managers/supervisors are the bearers and transmitters of cultural assumptions. Employee assumptions about the workplace culture are largely influenced by managerial attitudes.

Assumptions about ethics:

ENTITY A	ENTITY B
Honesty Integrity Trust Hard work Loyalty Commitment Respect Fairness	Competition (win at any cost) Individualism Ladder climbing End justifies the means Power over others

Mistreatment of employees can be viewed by employees as justifying retaliatory responses (theft, less productivity, absenteeism, noncompliance).

Elements of workplace culture:

ENVIRONMENTAL	BEHAVIORAL
Policies, rules, regulations	Patterns of communication
Compensation and benefits	Management style
Organizational structure	Decision-making processes
Job design	Degree of feedback and appraisal
Physical workplace	Degree of control or autonomy

Leadership theories:

Theory X: Employees are lazy and need to be
              controlled
Theory Y: Employees are self-motivated and
              interested in work
Theory Z: Combines concepts of X and Y
Theory S: Employees will respond positively to
              leaders who serve and empower
              them. Employees are partners.

Leadership theories:

Theory X: Employees are lazy and need to be controlled

Theory Y: Employees are self-motivated and interested in work

Theory Z: Combines concepts of X and Y

Theory S: Employees will respond positively to leaders who serve and empower them. Employees are partners.

But Jesus called them...and said, "You know that the rulers of the Gentiles lord it over them, and those who are great exercise authority over them. Yet it shall not be so among you; but whoever desires to become great among you, let him be your servant.
And whoever desires to be first among you, let him be your slave—just as the Son of Man did not come to be served, but to serve, and to give His life a ransom for many."

Matthew 20:25-28

But he who is greatest among you shall be your servant.   And whoever exalts himself will be humbled, and he who humbles himself will be exalted.   Matthew 23:11-12

Characteristics of a servant leader:

Commitment to an external purpose subdues self-interest

Develops people as partners

Willing to be held accountable

Seeks to inspire more than to control

Practices situational leadership

Fosters climate of trust and safety

Servant leader misconceptions:

Chosen by God thus can impose authority

Accountable only to God

Personal views seen as mandate from God —thus can be harsh towards critics

Reluctant to share power because it weakens their effectiveness

Other cultural assumptions:

Private vs public
For profit vs Not-for-profit
Service vs acquisition
Goals
Spiritual values (Christlikeness,
   conversion/baptisms)

Productivity and customer satisfaction are much higher in participatory organizations.

Ethical culture in the workplace

HP Way

A guiding principle at HP: Get the best people, stress teamwork and get employees fired up to work there.

- Personal communication was often necessary to back up written communication.
- Much of the success was from management by walking around.
- Individuals need to be treated with consideration and respect.
- People need the challenge to be their best, to realize their potential and to be recognized for their achievements.
- Personnel's job is to support management, not to supplant it.
- The betterment of our society is not a job to be limited to a few; it is a responsibility to be shared by all.

VERIZON Commitment & values

...to put our customers first by providing excellent service and great communications experiences. This is what we do and this is why we exist...

INTEGRITY: the heart of everything we do. We are honest, ethical and upfront because trust is at the foundation of our relationships...

RESPECT ...(for everyone). We champion diversity, embrace individuality and listen carefully when others speak.

PERFORMANCE EXCELLENCE: very high standard of performance. We prize innovative ideas and teamwork. We never stop asking how we can make the customer experience better, and every day, we find an answer.

ACCOUNTABILITY: take responsibility for our actions as individuals, as team members, and as an organization. We work together, support one another and never let the customer — or our coworkers — down.

GC statement of values

- *Bible* as the primary reference for life's direction and qualities.
- E*xcellence* in all that we do.
- E*thical and moral conduct* at all times and in all relationships.
- C*reativity and innovation* in the completion of our mission.
- H*onesty, integrity, and courage* as the foundation of all our actions.
- T*rust* placed in us by colleagues and by the world Church membership.
- P*eople* as children of God and therefore brothers and sisters of one family.

GC as employer

- Equal opportunity employment.
- Equity, fairness and non-discrimination.
- Compliance with laws of the land.
- Loyalty and fulfillment of contractual obligations.
- Atmosphere of safety and happiness.
- Respect for human dignity and individuality.

GC employees

- Life consistent with church message and mission.
- Respect for Church-owned assets.
- Respect for colleagues.
- Efficiency and attention on the job.
- Personal integrity in financial matters.
- Avoiding inappropriate influence.
- Maintaining an ethical environment in the workplace.

Creating and embedding culture

- ¤ The effect of leadership charisma—not always predictable or sustainable
- Testing/experimenting with solutions to problems
- Establishing systems to monitor, measure, control, reward
- The power of stories and leadership example
- Formalized statements
- "Little by little" rather than "all of a sudden"

Employees stunned most academics by saying that the code of ethics for their company had very little influence on whether they made ethically correct choices. It was the culture of their companies and the examples set by their leaders that influenced their conduct.

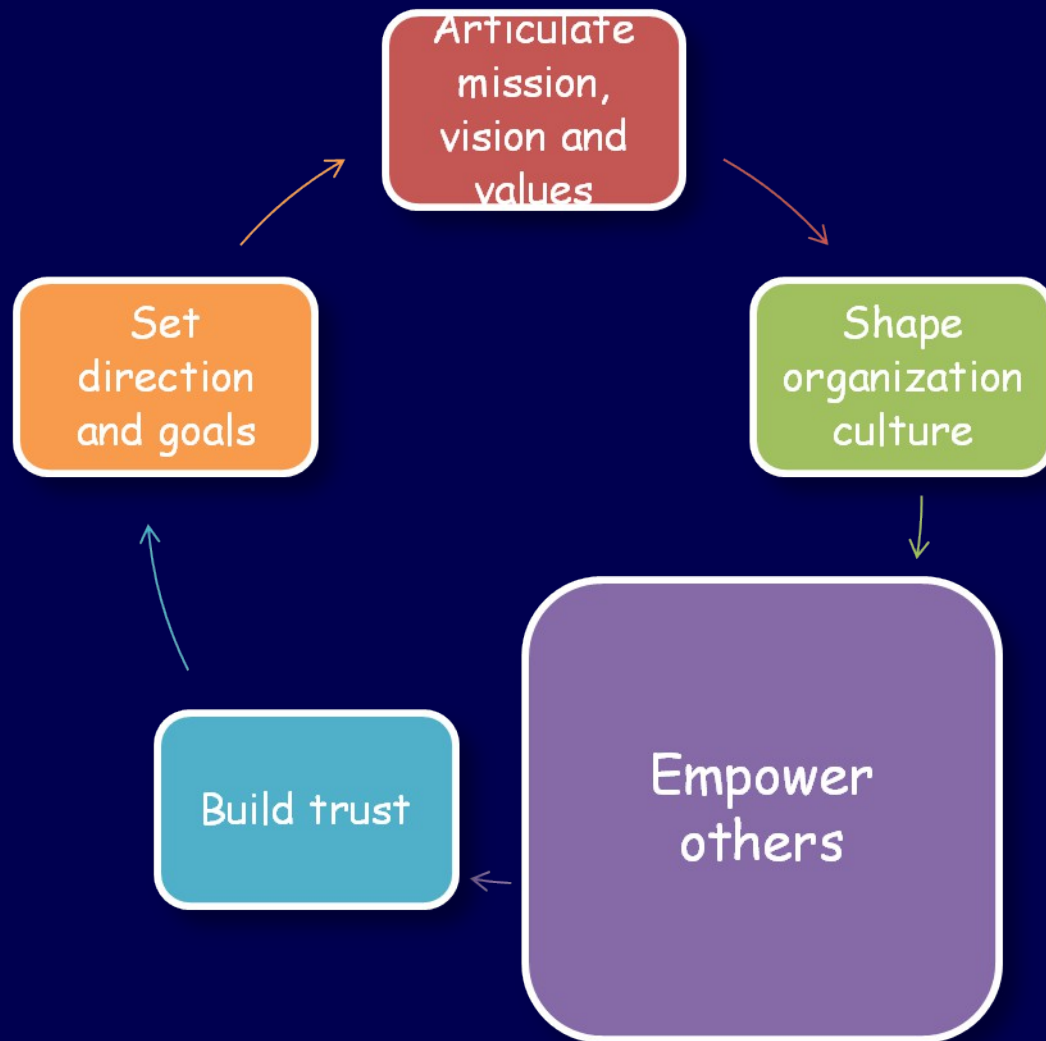—from a 2004 study by the Journal of Business Ethics

Elements of SDA culture

1. A "called" community
2. A global family (what is the meaning of unity?)
3. Bearers of "truth" (attitude of superiority??)
4. Authority of Bible and Spirit of Prophecy
5. All are gifted, all are needed
6. Shared resources
7. Representative decision-making process
8. Laity/clergy roles fairly distinct
9. Time is short, "end-of-time" tests and hardships
10. Local church/conference/union/division/GC relationship

For consideration:

1. What assumptions (about people, space, time, relationships, ethics, identity) are most helpful in accomplishing mission? What assumptions merit review and adjustment?
2. How do the SDA cultural assumptions stimulate or limit engagement in mission?
3. What can I do in my leadership role to effect positive cultural change in my workplace/church?

5 Leadership priorities – Part 3

Articulate mission, vision and values

Shape organization culture

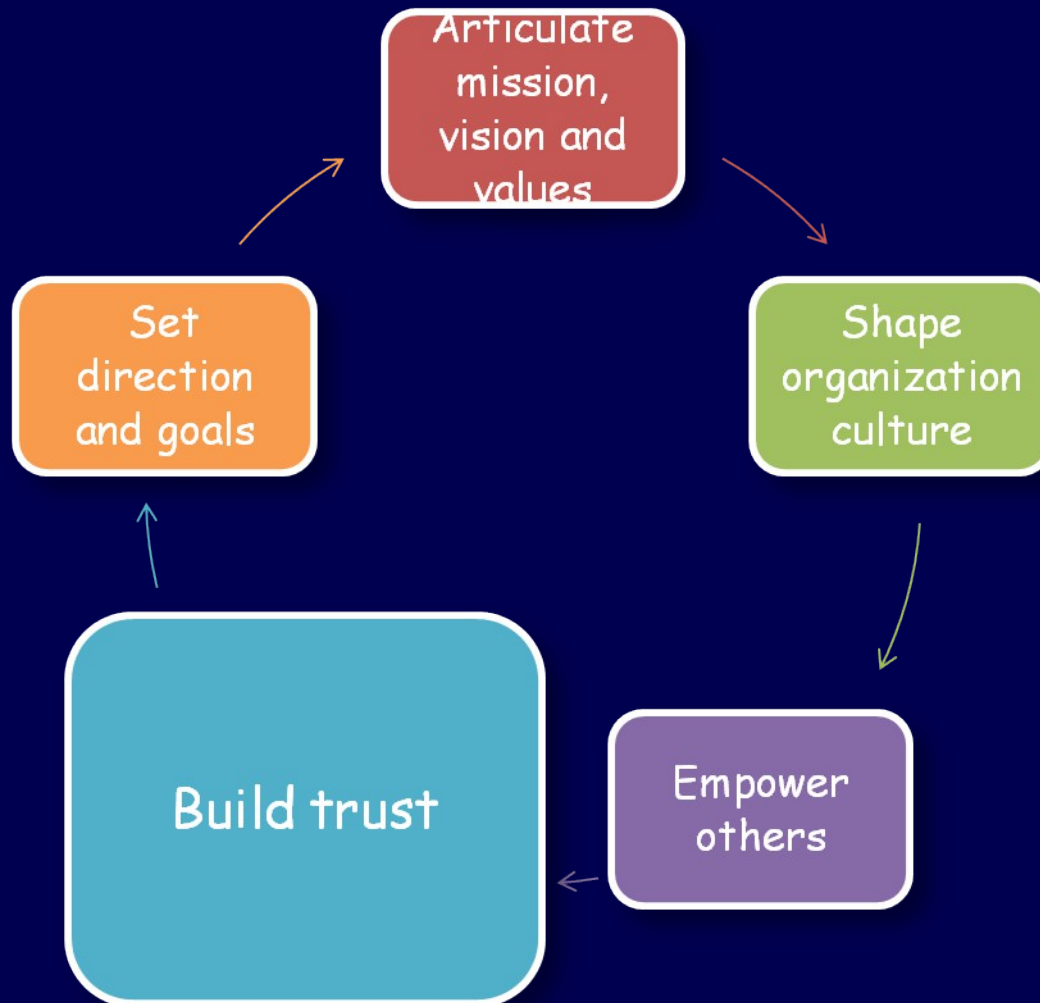Empower others

Build trust

Set direction and goals

Principles of empowerment:

1. Comprehensive job descriptions—in writing
2. Thorough job orientation process
3. Mentoring
4. Individualized growth plan
5. Expand freedom to make decisions
6. Hold people accountable (performance reviews, learning from mistakes)
7. Commitment to excellence

5 Leadership priorities – Part 4

Articulate mission, vision and values

Shape organization culture

Empower others

Build trust

Set direction and goals

High trust produces speed.

Low trust slows everything.

Low trust creates:
- Hidden agendas
- Politics
- Interpersonal conflict
- Departmental rivalries
- Win-lose thinking
- Defensive and protective communication

"You can have all the facts and figures, all the supporting evidence, all the endorsement that you want, but if you don't command trust, you won't get anywhere."

—Naill Fitzgerald, Former Chairman, Unilever

"A humble person is

about what is right than

about acting on good

ideas,
about embracing new

outdated position,
about building the team

about recognizing

recognized for

more concerned

about being right,

ideas than having the

truth than defending

than exalting self,

contribution than being

making it."

—Stephen M R Covey, *The Speed of Trust*

Speed happens when people . . . truly trust each other. — Edward Marshall

If you're not fast, you're dead. — Jack Welch

Technique and technology are important, but adding trust is the issue of the decade.
— Tom Peters, Business Author

The moment there is suspicion about a person's motives, everything he does becomes tainted.

— Mahatma Gandhi

You don't need to look far to realize that, as a global society, we have a crisis of trust on our hands.

Consider recent newspaper headlines:

- *"Employees' New Motto: Trust No One"*
- *"Companies Urge to Rebuild Trust"*
- *"Both Sides Betray the Other's Trust"*
- *"20 NYSE Traders Indicted"*
- *"Ethics Must Be Strengthened to Rebuild People's Trust"*
- *"Relationships Fall Apart as Trust Dwindles"*
- *"Now Who Do You Trust?"*

On the organizational level, trust within companies has also sharply declined. Just look at what the research shows:

- Only 51% of employees have trust and confidence in senior management.

- Only 36% of employees believe their leaders act with honesty and integrity.

- Over the past 12 months, 76% of employees have observed illegal or unethical conduct on the job — conduct which, if exposed, would seriously violate the public trust.

What about trust at the individual level? Consider the percentage of students who acknowledged that they cheated in order to improve their odds of getting into graduate school.

Liberal arts students – 43%
Educational students – 52%
Medical students – 63%
Law students – 63%
Business students – 75%

Trust always affects two outcomes — speed and cost. When trust goes down, speed will also go down and costs will go up.

When trust goes up, speed will also go up and costs will go down.

Trust is a function of two things: <u>character</u> and <u>competence</u>.

Character includes your integrity, your motive, your intent with people.

Competence includes your capabilities, yours skills, your results, your track record.

TRUST BUILDING BEHAVIORS

herefore, since it is by God's mercy that we are engaged in this ministry, we do not lose heart. We have renounced the shameful things that one hides; we refuse to practice cunning or to falsify God's word; but by the open statement of the truth we commend ourselves to the conscience of everyone in the sight of God.

2 Corinthians 4:1-2

We try to live in such a way that no one will ever be offended or kept back from finding the Lord by the way we act, so that no one can find fault with us and blame it on the Lord."

2 Corinthians 6:3

Having spent many years trying to define the essentials of trust, I arrived a the position that if two people could say two things to each other and mean them, then there was the basis for real trust. The two things were 'I mean you no harm' and 'I seek your greatest good.'"

Jim Meehan, British Psychologist and Poet

#1 Tell the truth

Abraham Lincoln is a legendary example of someone who could inspire trust in others —

even in his former rivals. Basica[lly] his communication was straig[ht] and simple. Even though p[eople] disagreed with him, he did not appear duplicitous. Lincoln sai[d] "If I were two-faced, would I be wearing this one?"
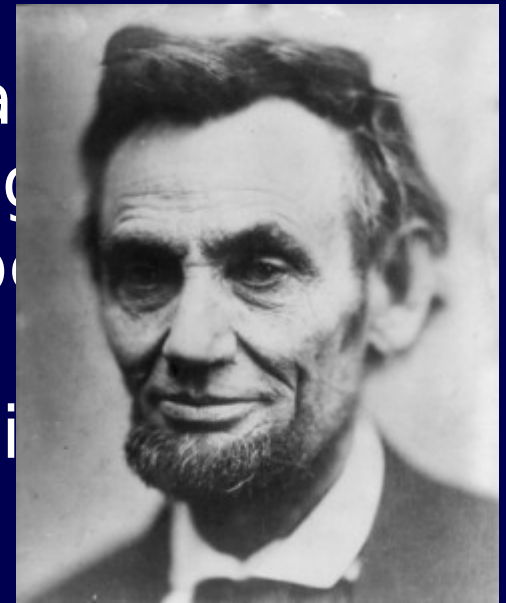
What upsets me is not that you lied to me, but that I can no longer believe you.

– Friedrich Nietzsche

#2 Demonstrate respect

Christianity: *"Do unto others as you would have them do unto you."*

Judaism: *"What you hate, do not do to anyone."*

Islam: *"No one of you is a believer until he loves for his brother what he loves for himself."*

Hinduism: *"Do nothing to thy neighbor which thou wouldst not have him do to thee."*

Buddhism: *"Hurst not others with that which pains thyself."*

Sikhism: *"Treat others as you would be treated yourself."*

Confucianism: *"What you do not want done to yourself, do not do to others."*

Aristotle: *"We should behave to our friends as we wish our friend behave to us."*

Plato: *"May I do to others as I would that they should do unto me."*

For some people, becoming a leader can be a real power trip. They relish the feeling of control over both people and information. And so they keep secrets, reveal little of their thinking about people and their performance, and hoard what they know about the business and its future. This kind of behavior certainly establishes the leader as boss, but it drains trust right out of a team.

— Jack Welch

#3 Create transparency

"Tell the truth in a way people can verify. Get real and genuine. Be open and authentic. Err on the side of disclosure. Operate on the premise of "What you see is what you get." Don't have hidden agendas. Don't hide information."

— *Covey*

"The counterfeit of transparency is illusion. It's pretending, "seeming" rather than "being," making things appear different than they really are."

— Covey

The internet is a prime example of counterfeit because people can hide their identity and provide seemingly true information.

#4 Right wrongs

Without knowing the truth, Oprah defended author James Frey against the accusations that he embellished "nonfiction" incidents written in his book. Because of this, she had damaged her reputation. She said *"I made a mistake and I left the impression that truth does not matter, and I am deeply sorry about that. That is not what I believe. To everyone who has challenged me on this issue of truth, you are absolutely right."*

Watergate wasn't so much a burglary as it was the failure to recognize mistakes, to take responsibility for them, and to apologize accordingly.

— Jon Huntsman, Chairman, Huntsman Chemical

#5 Show Loyalty

Leaders also establish trust by giving credit where credit is due. They never score off their own people by stealing an idea and claiming it as their own.

— Jack Welch

Give credit freely. Acknowledge the contributions of others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't bad-mouth others behind their backs. Don't disclose others' private information.

#6 Deliver results

We judge ourselves by what we feel capable of doing, while others judge us by what we have already done.

— Henry Wadsworth Longfellow

#7 Get better

The illiterate of the 21st century will not be those who cannot read and write but those who cannot learn, unlearn, and relearn.

— Alvin Toffler

One of the reasons people stop learning is that they become less and less willing to risk failure.

— John Gardner, Author of Excellence and Self-Renewal

Anyone who stops learning is old, whether this happens at twenty or eighty. Anyone who keeps on learning not only remains young, but becomes constantly more valuable regardless of physical capacity.

— Harvey Ullman

You learn nothing from your successes except to think too much of yourself. It is from failure that all growth comes, provided you can recognize it, admit it, learn from it, rise above it, and then try again.

— Dee Hock, Founder and Former CEO, Visa International

#8 Confront reality

Leaders need to be more candid with those they purport to lead. Sharing good news is easy. When it comes to the more troublesome negative news, be candid and take responsibility. Don't withhold unpleasant possibilities and don't pass off bad news to subordinates to deliver. Level with employees about problems in a timely fashion.

— Jon Huntsman, Chairman, Huntsman Chemical

#9 Clarify expectations

Almost all conflict is a result of violated expectations.

— Blaine Lee, Author of *The Power Principle*

One way of checking to see if your communication has been clears is to "check for clarity" by asking a few simple questions:

1. What have you understood from this conversation?
2. As a result of our interaction, what do you see as your next steps? What do you see as mine?
3. Do you feel that others are clear regarding expectations?
4. What can we do to make things more clear?

#10 Practice accountability

All power is a trust; and we are accountable for its exercise.

— Benjamin Disraeli

Hold yourself accountable.

Hold others accountable.

#11 Listen first

Leadership has less to do with walking in front and leading the way than it does with listening to the needs of people of the company and meeting them.

— Charles M. Cawley, Chairman and CEO, MBNA America

#12 Keep commitments

It is a leader's responsibility to demonstrate what is means to keep your word and earn a reputation for trustworthiness.

— Hank Paulson, Chairman and CEO, Goldman Sachs

#13 Extend trust

Leadership without mutual trust is a contradiction in terms.

— Warren Bennis, Author of *On Becoming a Leader*

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OUR PRACTICES

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hat is one thing we are now doing that we should *continue* doing?

hat is one thing we are now doing that we should *stop* doing?

hat is one thing we are *not* doing that we should *start* doing?

5 Leadership priorities – Part 5

- Articulate mission, vision and values
- Shape organization culture
- Empower others
- Build trust
- Set direction and goals

Long-range planning does not deal with future decisions. It deals with the future of present decisions.

Peter F. Drucker (1909 - 2005) U.S. management consultant and author.

For every minute spent in organizing,
an hour is earned.

Benefits of planning

1. Clarity regarding purpose and goals
2. Collective sense regarding the future
3. Realistic objectives in light of current capacity
4. Alignment of employee energies
5. Firm reference for decision-making
6. Efficient use of resources
7. Base from which progress can be measured
8. Mechanism for adopting change when needed

The planning <u>process</u> is more important than the model that is used.

Strategic intent

1. Focuses attention on the essence of winning
2. Motivates by communicating value of objective
3. Room for individual and team contributions
4. Sustains enthusiasm as circumstances change
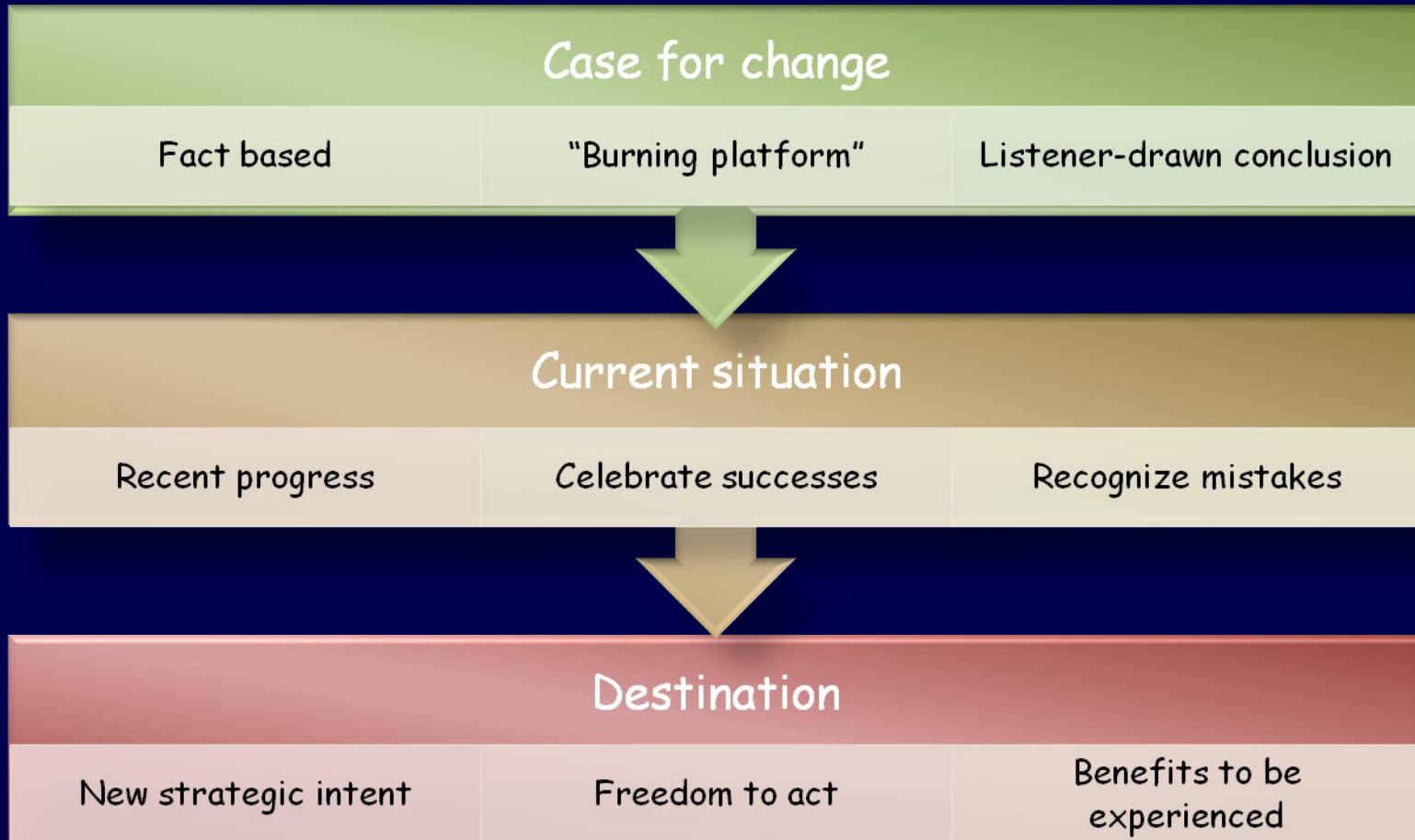5. Uses intent consistently to guide resource allocations.

"In preparing for battle I have always found that plans are useless, but PLANNING is indispensable."

Dwight D Eisenhower, 34th President of the USA

Goal characteristics:

S	• Specific
M	• Measurable
A	• Acceptable to Implementers
R	• Realistic
T	• Timely
E	• Empowering
R	• Rewarding

Strategic Plan Rollout:

Case for change		
Fact based	"Burning platform"	Listener-drawn conclusion

Current situation		
Recent progress	Celebrate successes	Recognize mistakes

| Destination		
New strategic intent	Freedom to act	Benefits to be experienced

Implementing the plan

- ➢ Use the planning process for ongoing education and conversation
- ➢ Understand stakeholder perspectives
- ➢ Make sure plan is specific and concrete
- ➢ Link all activities to the plan
- ➢ Become involved, but remember your role
- ➢ Use plan to hold people accountable
- ➢ Tell the whole community
- ➢ Report on measurable indicators

5 Leadership priorities:
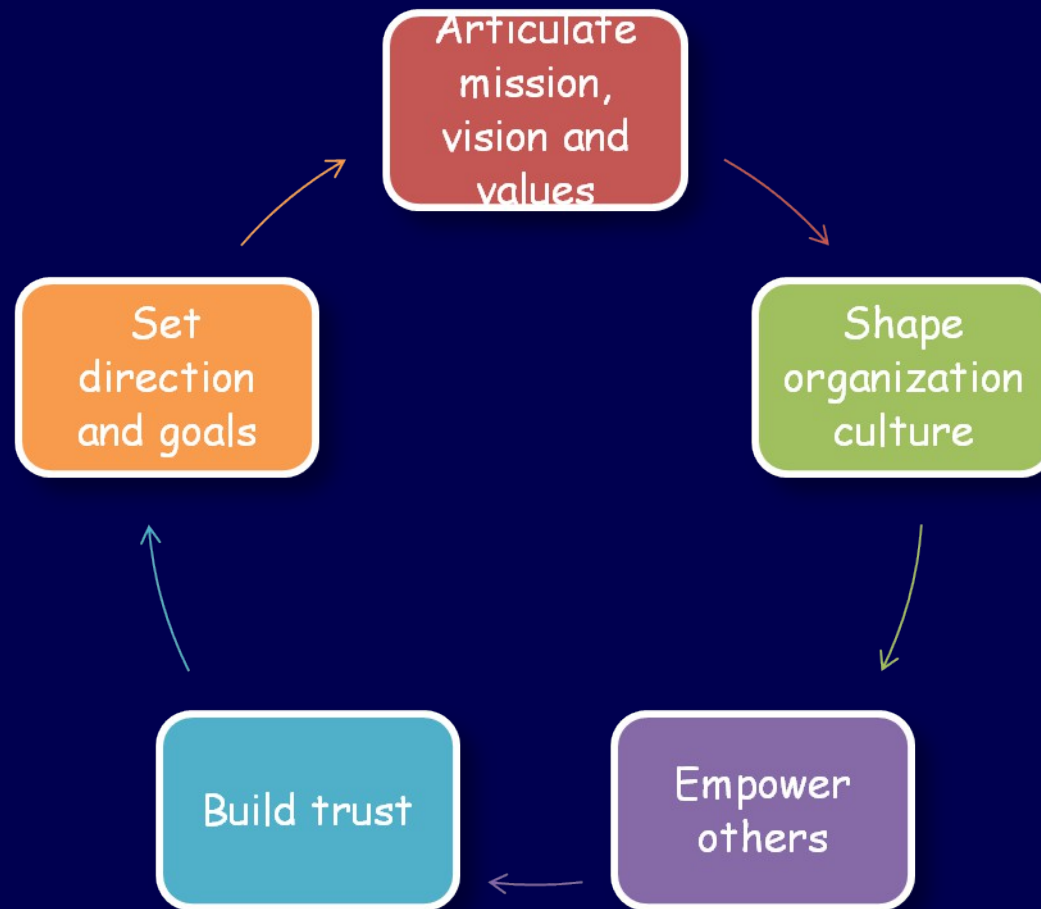
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