

Creative Leadership

Written by Jim Busch, TLI Faculty Member



The Leadership Institute

Lighting the Way

"Inspiring Dreams, Realizing Potential"

afcp
ASSOCIATION OF
FREE COMMUNITY PAPERS

Creative Leadership

WELCOME

Welcome to Creative Leadership!

My first boss would ask, “If you were accused of being a leader, would there be enough evidence to convict you?” This class is designed to help you answer that question.

Today's Topics:

- ✓ *What is creativity?*
- ✓ *What do we create?*
- ✓ *What is a leader?*
- ✓ *Breaking down creative leadership*
- ✓ *Sources of leader power*
- ✓ *Hallmarks of a leader*
- ✓ *Responsibility & Rewards of leadership*



FRANKLIN
DELANO
ROOSEVELT



The Leadership Institute

Lighting the Way

Creative Leadership

CREATIVITY

What is “Creative?”

The dictionary defines creative as:

1. Inventive, imaginative
2. Able to create, bring into existence



STEVE JOBS



The Leadership Institute

Lighting the Way

Creative Leadership

What do we create?

Teams:

As leaders, we create, develop, motivate and nurture groups of people skilled in “getting the job done.” We also support the growth of our teams through training & recruiting—both of which require large degrees of creativity.

**WE CREATE
TEAMS**



JIM VALVANO



The Leadership Institute

Lighting the Way

Creative Leadership

**WE CREATE
ENVIRONMENTS**



BILL GATES

What do we create?

Environments:

The manager sets the tone & pace for their organization. Leaders create conditions under which people can be successful & ideas can flourish. Try following the lead of Michael Finn of the very successful Fortress Lock & Safe inc in Cincinnati, Ohio. Michael is the CRO, “Chief Remover of Obstacles.” His role is that of fostering good communication & removing any obstacles that do not contribute to the company’s mission.



The Leadership Institute

Lighting the Way

Creative Leadership

**WE CREATE
OPPORTUNITIES**

What do we create?

Opportunities:



For our companies, our people and most importantly, for our customers. Leaders always look for synergies and areas where their products can help a prospect's success or where new products could fill a niche.

Henry Ford once said, "If I would have asked people what they wanted, they would have told me faster horses."



HENRY FORD



The Leadership Institute

Lighting the Way

WHAT IS A
LEADER?



MARGARET
THATCHER

Creative Leadership

What is a leader?

The dictionary defines the word *lead* as:

1. *Cause to go with one by guiding or going in front of*
2. *Direct the actions or opinions of as by persuasion or example*
3. *Guidance by going in front of*
4. *Have 1st Place*
5. *Be in charge of*

The real-world definition of leadership is: **Achievement of pre-determined goals through the voluntary cooperation of others.**

Creative Leadership

ACHIEVEMENT

Let's break down creative leadership:

Achievement

True leaders must achieve; they must take their teams beyond what they have done in the past. Leaders cannot accept anything less. In the movie, "Door to Door," William H. Macy portrayed real life salesman Bill Porter, who, in spite of being severely disabled by cerebral palsy, went to be the sales leader of the Watkins Spice Company. The real hero (and leader) of this story is Bill's mother, who refused to let him accept his handicap. She was the one who motivated him to become a successful contributing member of society.



BILL PORTER



The Leadership Institute

Lighting the Way

Creative Leadership

Pre-Determined Goals

The primary job of a leader is to determine the direction of the group. If you do not know where you are taking your group, you are not leading, you just happen to be in the front of the line. Leaders must be goal-oriented and clearly, and constantly, articulate the mission in order to effectively lead. Ask the managers in any organization, “How’s it going?” and you will identify the true leaders. The leaders of the organization will tell you, “We are 85% to our monthly target with two weeks to go.” The other group will tell you, “My staff is very motivated,” “We’re running into some problems,” etc... Real leaders know the organization’s goals and where they stand in relationship to them.

PRE-
DETERMINED
GOALS



RONALD
REAGAN



Creative Leadership

Voluntary Cooperation

Fact: You CANNOT make anyone do anything.



Even in the most extreme circumstances, you can only force people to go through the motions. In the most oppressive societies, black markets and an entire range of outlawed activities thrive, because, ultimately, people will find a way to do what they want to do.

VOLUNTARY
COOPERATION



ROD ZARRILLI



The Leadership Institute

Lighting the Way

Creative Leadership

Voluntary Cooperation

CASE STUDY: FED EX



MOTHER
TERESA

In the Fed-Ex hub, turnaround time of a package is critical. Freight handlers at one time were paid by the hour; they seldom finished loading a plane in an 8 hour shift no matter how hard their supervisors pushed them. The average turnaround time was 10 hours—8 hours of regular time + 2 hours of overtime. When Fed Ex changed their pay plan to a pay-per-piece work system, paying freight handlers for 10 hours no matter how long loading the plane required, the average turnaround time dropped to less than 7 hours.



The Leadership Institute
Lighting the Way

Creative Leadership

**COMMIT TO
YOUR PEOPLE
AND THEY
WILL COMMIT
TO YOU**



**MARTIN
LUTHER KING,
JR.**

To effectively manage sales, we need to have the whole person—body, mind and spirit—committed to the company and its goals. Our sales force must believe that doing the best thing for the company is also the best thing for them in the long run. They must see their own future inseparably linked to the future of the company.

Leaders are defined by the lead. You have to believe in your people; you must look out for them. If you do not have faith in your people, they will never have faith in you, or even worse, they will have no faith in themselves.

While employees/ sales reps are self-actualizers, managers must be group-actualizers. Our success as leaders is intimately tied to the success of our people.



The Leadership Institute

Lighting the Way

Creative Leadership

Sources of Leader Power

As a leader, what gives you power?

Positional Power:

Comes with the title on your business card. Being designated “the manager” gives you the ability to hand out punishments and rewards. This power is imposed from without and is therefore limited. Using the power leads people to “make it look good.” Often, leaders lack the title but are responsible for getting the job done or sometimes preventing it from getting done.

**POSITIONAL
POWER**



**QUEEN
ELIZABETH I**



Creative Leadership

Sources of Leader Power

As a leader, what gives you power?

Knowledge Power:

You have the answers, you can make the problems go away. The Danger is that you can wind up handling all the problems or over-complicating simple issues.

**KNOWLEDGE
POWER**



**NELSON
MANDELA**



The Leadership Institute

Lighting the Way

**CHARACTER
POWER**



GHANDI

Creative Leadership

Sources of Leader Power

As a leader, what gives you power?

Character Power:

Your charisma, do people want to please you, do they want to be associated with you? Is it important to be liked? No! Respected? Absolutely! There is no harm in being liked; the danger is “needing” to be liked. This forces you to surrender your power to this emotional need. Respect comes from integrity, from being the “real deal” and from treating others with respect.



The Leadership Institute

Lighting the Way

Creative Leadership

Emotional Bank Accounts

The more you do for people the more obligated they will feel toward you. Like a Christmas Club account the best way to build the emotional bank account is a little bit at a time. Show a genuine interest in people's lives, in them as people. You should be the congressman/ woman from your department and next week is the election.

**EMOTIONAL
BANK
ACCOUNTS**



DALAI LAMA



The Leadership Institute

Lighting the Way

Creative Leadership

Hallmarks of a Leader

HALLMARKS OF A LEADER

**What are some of the qualities of a leader?
What sets them apart from their followers?**

Leaders are results oriented: They have a laser focus on achieving their group's goals. They know where they want to go and have a plan to get there.

Leaders are proactive : They are forward looking. By definition the leader is ahead of the group. They are looking for potential challenges and opportunities. Leaders can see the “invisible” things others miss. They spot the trends hidden in the “numbers” and are fully engaged with their markets.



**THEODORE
ROOSEVELT**



Creative Leadership

Hallmarks of a Leader

Leaders are decisive - Leaders have the courage to make a decision when it needs to be made. Sometimes (Most of the Time?) you don't have all the facts, but procrastination usually creates more problems than moving forward.

Leaders take responsibility - They accept personal responsibility for their group. They give credit to the group for successes but accept blame for the failures. If your people do not make their number, remember you hired and trained them or you allow them to remain.

HALLMARKS
OF A LEADER



OPRAH
WINFREY



Creative Leadership

Hallmarks of a Leader

Leaders are great communicators - They articulate the group mission and their expectation clearly and make sure they are understood. (Lincoln stories) Peter Drucker taught that the responsibility for clear communication lies with the person who holds the knowledge, not the recipient. They also are good listeners; they are genuinely interested in what their people have to say, what they are thinking and how they feel. (Hal Geneen, “No Surprises”) An open door policy means nothing if you don’t have an open mind.

**HALLMARKS
OF A LEADER**



**BENJAMIN
FRANKLIN**



The Leadership Institute

Lighting the Way

Creative Leadership

Hallmarks of a Leader

HALLMARKS OF A LEADER



SOCRATES

Leaders are good teachers/coaches - They make people development a priority. They waste no opportunity to improve the skills of their group. Good coaches/teachers use the Socratic Method. They are constantly evaluating the skill sets of their staff and they provide their people with specific positive and corrective feedback.

Leaders are fair and just - They don't necessarily treat everyone the same. They act on principles not personalities. People should know what to expect from you. Leaders never show favoritism.



Creative Leadership

Hallmarks of a Leader

HALLMARKS OF A LEADER



JACK WELCH

Leaders pay attention to details - Without losing sight of the big picture leaders insist on excellence in all things. Jack Welch in his book, “Winning,” said that “... great managers don’t have all the answers, they have all the questions.” Make it your business to know what’s going on.

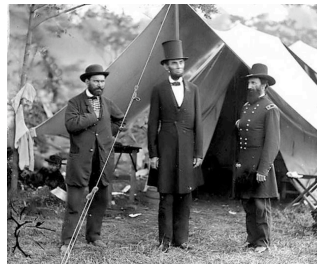
Leaders are dependable - Leaders live up to their word. If they say they are going to do something, they do it. Trust stems from making and fulfilling commitments.



Creative Leadership

Hallmarks of a Leader

Leaders do first things first - Leaders concentrate on the priorities; they know they will never get everything done, so they concentrate on the important thing. William Stoddard, one of Lincoln's secretaries said Lincoln had a "way of stepping over or across unessential things, with an instinctive perception of their lack of value."



Abraham Lincoln at the Battle of Antietam



**ABRAHAM
LINCOLN**

Creative Leadership

Hallmarks of a Leader

HALLMARKS OF A LEADER

Leaders fight for their people - they communicate the needs/desires of their people to upper management. They do everything in their power to give their people the tools, the rewards and respect they deserve.

Leaders celebrate - Leaders give credit when credit is due. They make a big deal out of their people's successes. They always praise in public and criticize in private.



**MIKHAIL
GORBACHEV**



The Leadership Institute

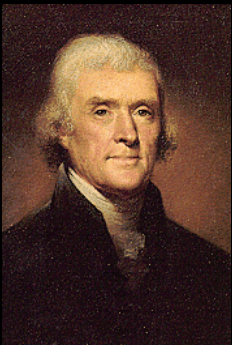
Lighting the Way

Creative Leadership

Hallmarks of a Leader

Leaders are exemplars - They lead by example, they have a positive mental attitude, they are life-long learners, they treat everyone one with respect and courtesy, they work hard and live by the rules. Leaders are self-confident and in control.

**HALLMARKS
OF A LEADER**



**THOMAS
JEFFERSON**



The Leadership Institute

Lighting the Way

Creative Leadership

**"MUCH IS
EXPECTED OF
THOSE TO WHOM
MUCH HAS BEEN
GIVEN."**



**ORIN GREEN
LYONS**

The Awesome Responsibility of a Leader

"This is why we make the big bucks."

-Jim Busch

Leaders are responsible for the future of the company. If we fail many people are hurt.

Leaders are responsible for our people's future. Frontline sales manager in particular work with many entry level people. We are their first business experience.



The Leadership Institute

Lighting the Way

Creative Leadership

**"THE PRICE OF
GREATNESS IS
THE PRICE OF
RESPONSIBILITY"**



CHURCHILL

The Awesome Responsibility of a Leader

"This is why we make the big bucks."

-Jim Busch

Leaders are always on stage. Our people watch us closely. They hang on every word we say. Being a manager is like being a surgeon, we have to react quickly to a constantly changing situation yet if we make a mistake it can have catastrophic effects. We set the tone and the pace.



The Leadership Institute

Lighting the Way