

# The Hidden Leader

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Leadership Lessons on  
the Potential Within

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# The Power Within You

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# Assumptions

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- Each of us has the ability to lead if we exercise the power within us.
- “Power is the ability to make something happen or to keep it from happening.”
- Each of us has the ability to exercise power through something called leadership.
- Each of us can profit from leadership lessons learned.



# Assumptions

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- Creative leaders are challenged to help others identify and use their talents in learning settings.
- Leaders in learning communities recognize that people learn best by facing meaningful new challenges.
- Not only must we realize that we have within us the power to make a difference, but we must light and keep the fire within us so that others can benefit from our efforts.



# The Power of Competence

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- Being competent is what matters most in determining your effectiveness as a leader. You are not a leader unless you are viewed to be competent by your peers, your boss, and your direct reports.
- Leadership requires working with all kinds of people, people who see the world differently from the way you view the world.
- Competence includes knowing yourself and then surrounding yourself with people who *complement* your strengths and not those who necessarily possess all the same strengths that you possess.

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# The Power of Competence

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- Another basic leadership competency is that of effective communicator, including the ability to *truly listen* to what others are saying.



# The Power of Competence: Feedback

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- Every leader can learn and develop to be more effective. Feedback, especially 360° feedback, identifies opportunities for growth.
- The skills which got you the job may not be the ones you need to do and keep the job.
- Be a “Perpetual Learner, Relentless Self-Questioner.” Pay attention to what you did and why, particularly when you are less than effective.



# The Power of Competence:

## Competence vs. Incompetence

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### **Competent Leaders**

- Nurture subordinates
- Put people first
- Use power and authority constructively to meet goals and help people become successful

### **Incompetent Leaders**

- Ignore the needs of people
- Put tasks and paper first
- Use power and authority destructively to advance personal goals at the expense of the organization and people with in it

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# The Power of Competence: Competence vs. Incompetence

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## **Competent Leaders**

- Understand the importance of past significance (slogans, symbols, rituals, and ceremonies) and emotional attachment to culture
- Have a strong ego

## **Incompetent Leaders**

- Fail to recognize the importance of past significance and emotional attachment to culture; act as if history began the day they “rode into town.”
- Are arrogant

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# The Power of Competence:

## Competence vs. Incompetence

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### **Competent Leaders**

- Have experienced a wide array of life and leadership experiences
- Have developed strong political skills

### **Incompetent Leaders**

- Have been “fast tracked” so that their developmental experiences are inadequate for the position at which they have arrived.
- Are politically naïve

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# The Power of Competence:

## Competence vs. Incompetence

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### **Competent Leaders**

- Grant trust before subordinates earn it
- Will not tolerate financial mismanagement and budget irregularities

### **Incompetent Leaders**

- Betray the trust of others.
- Tend to be so removed from the financial side of the operation they are solely dependent on the word of others.

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# The Power of Competence:

## Competence vs. Incompetence

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### **Competent Leaders**

- Are flexible change leaders
- Can adapt to a new boss and the executive culture
- Can learn from their experiences through reflection on past experiences.

### **Incompetent Leaders**

- Are inflexible and unwilling or unable to adapt to positive change
- Have difficulty adapting to a new boss and the executive culture.
- Fail to learn and grow from past experience, particularly negative ones.



# The Power of Competence: In the Eye of the Beholder

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- If enough people believe you to be competent, then you will be considered competent. But if enough people, or the “right” people, believe you to be incompetent, you will be considered incompetent.



# The Power of Competence: Enhance Your Competence

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- Be as good as your word.
- Follow up and follow through
- Do more than is required
- Develop big picture skills
- View through new lenses to reframe events
- Be ambitious, but not too ambitious

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# The Power of Competence:

## Enhance Your Competence

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- Don't procrastinate on what is important to your boss
- Understand what the boss is saying
- Recognize that competence is a moving target depending on the skill set required by your current boss
- Turn every challenge into an opportunity to learn and increase your competence



# Activity

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- My Least Competent Leadership Characteristic  
(*Handout p. 56*)

*The Hidden Leader, Activity 4.1, p. 64*





# The Power of Wanting to Be There

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- Your reasons for wanting to be there must be grounded in a desire to lead continuous improvement of the organization, not a power trip, perks and trappings of executive office, or ego.
- The secret is knowing that what you are doing is an extension of what you value.
- Leadership requires long hours, time away from family, and deferral of own needs to those of organization and its people.



# The Power of Wanting to Be There

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- Seek out high-leverage activities that produce greatest return on investment of time and energy.
- Wanting to be there means having a desire to master challenges.
- Wanting to get ahead at all costs will lose you the support of those whose support is essential to your success.



# The Power of Wanting to Be There: The Importance of Relationships

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Having relationships is the most important aspect of your job

- Personal handwritten notes are powerful
- Get out of your office and greet people
- Demonstrate sincere concern for welfare of others
- Celebrate successes and empathize with problems



# The Power of Wanting to Be There: Change

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- If you are a leader who wants to be there, you will be preoccupied with making your organization a higher performing organization. Your leadership role includes preserving the best of the past while leading a change effort to the future.
- Remember that change happens first to individuals and then to the organization.
- Become a bureaucracy “buster.”
- Ask: How might I be of service to you? What do you need from me to enable you to do your job more effectively? What kind of resources do you need that are not currently available to you?



# The Power of Wanting to Be There: Life Balance

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- Increases in responsibility lead to lack of balance in your life. The best you can hope for may be to become *less unbalanced*.
- Be there, but don't ***always*** be there. Consider balancing your life as a leadership challenge.



# Activity

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- Wanting or Not Wanting to Be There  
(*Handout p. 57*)

*The Hidden Leader, Activity 5.5, p. 83*



# The Power of Hope

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- A leader must be both realistic and hopeful.
- Go beyond sympathizing to empathizing with co-workers and boss.
- Know your preference for thinking or feeling and use that knowledge to forecast how others will feel about your actions. Keep a trusted colleague who prefers feeling to thinking and who will tell you the truth.



# The Power of Hope: Followership

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- The people who tend to be the most satisfied are those whose individual needs can be met in a way that addresses the needs of the organization at the same time.
- Your direct reports and peers want to work in a nurturing environment that is grounded in trust. They want to know that you truly care about them as human beings and not just what they can produce for the organization. A leader who deals in hope is a leader who cultivates a caring environment that focuses on people first over task completion.





# The Power of Hope: The Change Process

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- All leaders face obstacles in leading organizational change. Some of your followers will feel that they are no longer competent to do what the organization needs to have done. Some of your followers will be confused about their specific role. Some will challenge your authority publicly or go underground to sabotage the change efforts. Some of your followers will feel that the change means that they are going to have to give up something very important to them and will suffer significant loss.
- It is your responsibility to offer hope for a better future for those involved in the process.



# Activity

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## Interpersonal Problems With Leaders and With Colleagues (*Handout p. 59*)

*The Hidden Leader*, Activities 7.4a and 7.4b, pp. 110-111



# The Power of Keeping the Fire

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- Accept where you are and the feelings associated with it.
- Ask yourself, “What are my special talents?”
- Decide on your degree of commitment to changes that need to be made for you to use your talents.
- Unless your needs are changing, you are not developing as a human being and as a leader.



# The Power of Keeping the Fire: The Expansive Personality

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- Every truly driven leader tends toward an expansive personality type.
- The bigger the challenge, the better we like it.
- Our work is central to our life.
- We have difficulty with intimacy in relationships.
- The good news, however, is that the match between driven leaders and executive leadership positions is just about perfect. Individuals need the challenges and the perks that go with such positions; the positions need the talent, determination, drive, and skills of the leader.



# The Power of Keeping the Fire: The Expansive Personality

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## Warning!

- Do not try to run your home like you run your office.
- Your standards are tough, and it is nearly impossible for people to measure up.
- Remember that most of the world is more interested in high-quality relationships than the bottom line, and that includes the people in your personal life.



# The Power of Keeping the Fire: Making an Inner Shift

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- If you need a roller coaster ride, then get on and stay on and realize the pay-offs, the perks, and the liabilities that go with it. If you need a different kind of ride, then be honest enough with yourself to make a change, but be responsible for figuring out ways that will keep the fire alive in you.
- In order to keep the fire alive, become increasingly self-aware. Constantly question your motives for your actions. Seek feedback from trusted colleagues and listen and internalize their responses.



# Activity

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## Expansive Leader Inventory (*Handout pp. 60-61*)

*The Hidden Leader, Activity 8.4, p. 122*



# Expansive Leader: Striver-Builder

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- Strives to impress other people. As managers, they specialize in building up organizations worthy of the high praise and admiration they want for themselves.





# Expansive Leader: Striver-Builder

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## Recommended Developmental Action

- Strive to get beyond the heavy dependence on external recognition and come to personal acceptance of oneself.
- Learn to get satisfaction out of committing themselves fully to something or someone outside of themselves.
- Transcend the compelling need to look good at all costs.
- Overcome the tendency to take credit not due them or to withhold credit due to others.
- Invest heavily in self-improvement activities.



# Expansive Leader: Self-Vindicator/Fix-It Specialist

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- Motivated fundamentally by a need to dispel a sense of personal inadequacy. As adults, they may turn work and careers into campaigns to dispel themselves as being unworthy.



# Expansive Leader: Self-Vindicator/Fix-It Specialist

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## Recommended Developmental Action

- Gain a measure of self-acceptance that allows them to temper their tough, demanding nature with a measure of supportiveness.
- Develop a better appreciation of what is valuable about people.
- Reduce the compulsion to root out anything and everything substandard.
- Learn to channel their drive into selective improvement of things that are genuinely in need of improvements.



# Expansive Leader: Perfectionist-Systematizer

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- Above everything, needs to be right or above reproach. At their worst, these people can be opinionated and self-righteous.



# Expansive Leader: Perfectionist-Systematizer

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## Recommended Developmental Action

- Learn to be guided by their principles but not be tyrannized by them.
- Lead on the basis of personal principles but accept principles that may be different.
- Work successfully with people who hold different principles from theirs.
- Harness a sense of order to constructive ends.
- Get beyond the attachment to form for its own sake and put it to work infusing their units with needed structure and definition.



# The Power of Gratitude

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- Effective leaders recognize and are grateful for the diverse talents, effort, and commitment of others .
- You cannot fake gratitude; it starts with a philosophy toward life and leading
- Effective leaders are not afraid to get their hands dirty. They demonstrate by their actions that they are not above helping to do any job. Be willing to assist with anything that needs to be done.



# The Power of Gratitude: Collaboration and Collegiality

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- All people in organizations want to be treated with dignity and respect. Collaborative and collegial leadership styles are especially conducive to promoting dignity and respect.
- Leaders who successfully employ these styles attempt to get employees to work *with* rather than *for* them, value contributions over conformity, promote self-discipline over obedience, and use both consensus and personal judgment as decision-making strategies.
- These leaders believe that each person possesses vital competencies; therefore, differences among individuals, along with individual talents, are highly valued.



# The Power of Gratitude: The Personal Touch

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- The use of strong interpersonal skills is the foundation on which the power of gratitude is constructed.
- Begin by being friendly and open. Demonstrate your humanness. Visit your employees on their own turf.
- Send handwritten notes. Celebrate successes. Tell stories throughout the organization about the accomplishments of anyone and everyone.
- Respond affirmatively to invitations to join in celebrations that various employees of all status levels planned for themselves. Direct the planning of celebrations for the purpose of recognizing excellence, and show up.





# The Power of Gratitude: Learning What Not to Do

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- Avoid setting up competition among your staff.
- Avoid unnecessary bureaucratic procedures.
- Avoid arbitrarily designed reward systems.
- Do not set unrealistic goals.



# The Power of Gratitude:

## Conclusion

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- Recognize that many people have helped you along the way and have contributed to your success, and many will do so in the future.
- Build a culture that emphasizes the good that comes from expressing gratitude for kindnesses and jobs well done. Take care to recognize and appreciate contributors at all levels within the organization.



# Activity

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## Expressing Gratitude (*Handout p. 64*)

*The Hidden Leader, Activity 10.2, p. 153*



# The Power of Your Moral Compass

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- More than a traditional view of morality, your moral compass spins on your core values. You must know the line you absolutely will not cross.
- Leaders are on stage, and the higher in the organization, the more in the audience.
- You are being observed, and the messages your behavior sends will be interpreted as a reading on your moral compass.



# Components of a Moral Culture

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- The leader's core values set the tone for the organization.
- Lead by officially adopting and promoting a set of core values for all employees.
- Strive to create an organizational culture that encourages employees to behave honorably and decently in all their dealings with their co-workers and customers or clients.
- Adopt a zero-tolerance policy for unethical behavior.
- Provide training that emphasizes ethical decision making and set the example that will encourage others to become exemplary citizens.



# The Power of a Moral Compass

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## Honesty

- Never misrepresent information.
- Keep confidential information confidential.

## Integrity

- Be sure your words and actions are aligned.
- Honor the “best” of your organization; if it is unhealthy, you may have to leave it.



# The Power of a Moral Compass

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## Promise Keeping

- Be someone who can be counted on to keep promises - even if circumstances change.
- If you absolutely cannot keep a promise, go public with what has occurred, your reasons, and admit you made a mistake. Apologize and ask all stakeholders to continue to support your efforts.



# The Power of a Moral Compass

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## Loyalty

- Be loyal to the organization you serve and loyal to the people with whom you work.
- Loyalty to your organization: taking pride in working for your particular organization.
- Loyalty to the individuals with whom you work: an allegiance to them resulting from your common affiliation with the same organization.





# The Power of a Moral Compass

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## Fairness

- Don't play favorites.
- Demonstrate that you are fair by being consistent and predictable in your actions.
- Another way of demonstrating that you are fair is to show that you are open minded and will seek diverse points of view. This also demonstrates respect and concern for each individual.



# The Power of a Moral Compass

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## Concern for others

- Too many leaders tend to focus too much on what employees can do for the organization and too little on what the organization can do for their employees in helping meet their individual needs. The best leaders are deeply caring and concerned about all of their employees. They use the power of their executive office to make life better for those under their direction.



# The Power of a Moral Compass

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## Respect for others

- Respecting each and every individual, whether the CEO or the custodian, will ensure that you will treat him or her with dignity. Every person in your organization deserves your respect as a human being. That goes for those who disagree with your decisions as well.
- Project a style that will enable them to feel that they are working **with** you and not just **for** you.



# The Power of a Moral Compass

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## Law Abidingness/Civic Duty

- Every large, complex organization has some activities that are legally questionable. Be careful not to willingly disobey the law.
- Support and participate in a service capacity in your community.



# The Power of a Moral Compass

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## Pursuit of Excellence

- Highly effective leaders are in the constant pursuit of *excellence*. Be the kind of leader who is always just a little dissatisfied with the status quo.
- Stay involved. Set high but attainable goals, always striving for excellence through the improvement of individual performance, most especially your own, and the improvement of the organization.
- There are few shortcuts. You have to want it enough in your heart to be willing to do whatever is necessary to get better and better. The pursuit does not come without sacrifice.



# The Power of a Moral Compass

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## Personal Accountability

- When things are going well, give the credit to others. When things aren't going well, you shoulder the responsibility.
- Be the first to openly admit your mistakes and learn from them. This is personal accountability by example.
- If your people believe that you will support them when they've tried to do what's right and have come up short, they will continue to take risks that will benefit the organization.



# The Power of a Moral Compass

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## The Spiritual Journey and Leadership

- A spiritual journey is an on-going examination of your inner world. Without it, you will stall.
- Strive for understanding and new ways to make your life at peace with the universe.
- Leaders on the journey function at higher levels than leaders who are not. Through strategies they have developed they solve problems with less effort and they become less judgmental.



# The Power of a Moral Compass

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- Tapping the power of your moral compass is a way of guaranteeing that you are being true to yourself and the people you lead.
- Don't ever cross the line to get or keep a job, get a promotion, or advance selfish personal interests.
- Use self-examination to resist temptation.
- You judge yourself by your most noble or virtuous behavior. The rest of the world judges you on the worst thing you did most recently.





# Activity

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## A “Zero-Tolerance” Policy (*Handout p. 66*)

*The Hidden Leader, Activity 12.1, p. 183*



