Subordinate Lodge Officer Training
Instructional Module #1

LEADERSHIP

Committee on Masonic Education
Grand Lodge, A.F.&A.M., of Virginia

Leadership for Personal Development and Subordinate Lodge Officer

What is Leadership?

Leadership for Personal Development and Subordinate Lodge Officer Training

Two Important Aspects of Leadership

1) Intrapersonal Development
2) Interpersonal Relations

Leadership for Personal Development and Subordinate Lodge Officer Training

What will we cover

- What is Leadership
- What are the attributes of a good leader
- How does management differ from Leadership
- What is your leadership style
- Conflict management as a component of leadership

What are your Expectations

When are leaders effective

The three Rs

1) The Right person,

2) In the right job,

3) At the right time

Richard Thompson. 2014. The 3 Rs of Successful Leader Selection, High Performance systems video.

Analogy

LEFT VS RIGHT

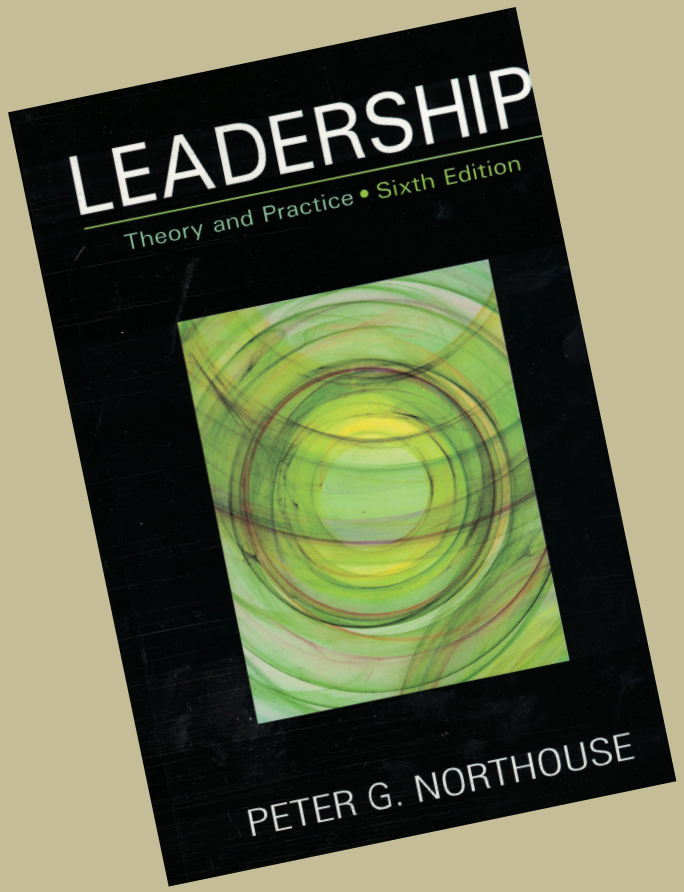
Leadership Attributes

The study of leader traits has a long and controversial history. While research shows that the possession of certain traits [attributes] alone does not guarantee leadership* success, there is evidence *that effective leaders are different from other people in certain key respects.

Shelley A. Kirkpatrick and Edwin A. Locke, University of Maryland, Academy of Management Executive, 1991 Vol. 5 No. 2

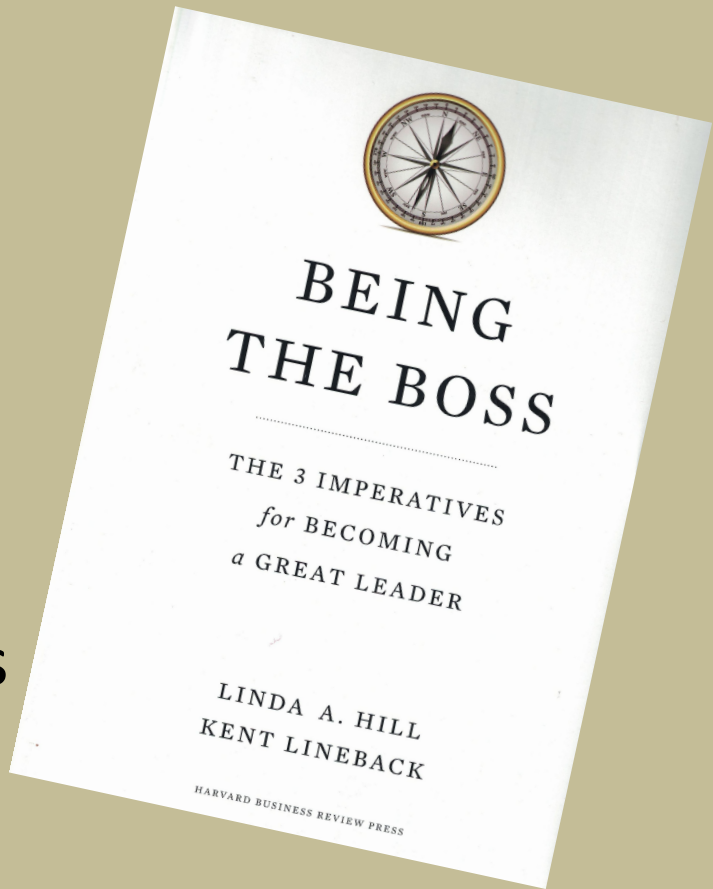
Attributes of good leaders

- Integrity
- Self-discipline
- Energy/enthusiasm
- Initiative/determination
- Fair mindedness
- Communication



Leadership is:

- A process
- Involves influence of others
- Occurs in groups
- Involves common goals



Three Imperatives

1) Manage yourself
2) Manage your networks
3) Manage your teams

How is management different from leadership?

Do you need both?

Leadership		Management
*		*
*		*
*		*

What is Management

Management can be defined as:

achieving goals in a way that makes the best use of all resources.

- Organize
- Direct
- Control
- Monitor

Leadership vs. Management

Management	Leadership
Establish agendas	Create vision
Allocate resources	Set strategies
Establish rules	Build teams
Take corrective action	Satisfy unmet needs
Establish order	Facilitate change
Make assignments	Seek commitment
Maintains systems	Develop systems
Asks how and when	Asks what and when

Leadership vs. Management

Management	Leadership
planning	visioning
budgeting	coaching
organizing	listening
controlling	motivating
scheduling	inspiring
coordinating	mentoring
problem solving	counseling
allocating resources	building relationships

Management without leadership controls resources to maintain the status quo or ensure things happen according to already-established plans.

Leadership without management set a direction or vision for others to follow, without considering how the new direction is going to be achieved.

Without management a leader can't advance a sustainable organization. Of course, the opposite also holds true. Without leadership, management does little more than defend the status quo against change.

Leadership/Management Lesson No. 1. It takes hard work regardless of where you are in the organization.

What will you need to be successful as a leader in a Lodge?

1) Intrapersonal Development

2) Interpersonal Relations and Communication

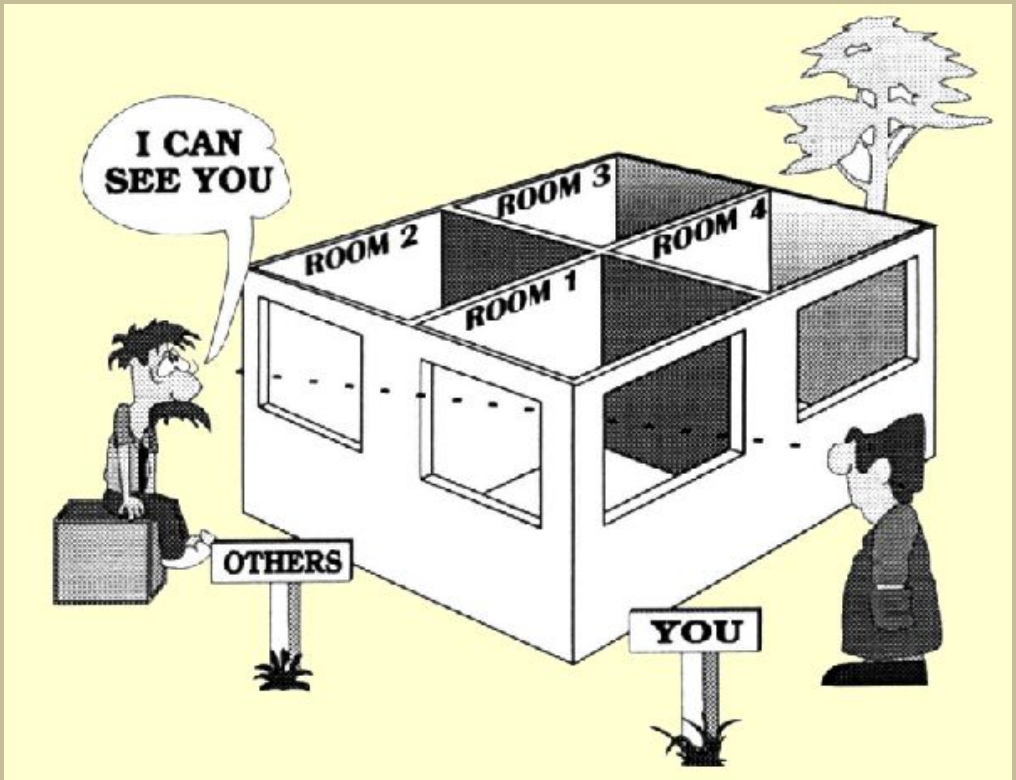
3) Planning and Problem Solving

1) Intrapersonal development

Each Individual is important. Each individual has talent. Each individual has problems. To know oneself and to know ones strengths and weaknesses is essential for a leader to be most effective.

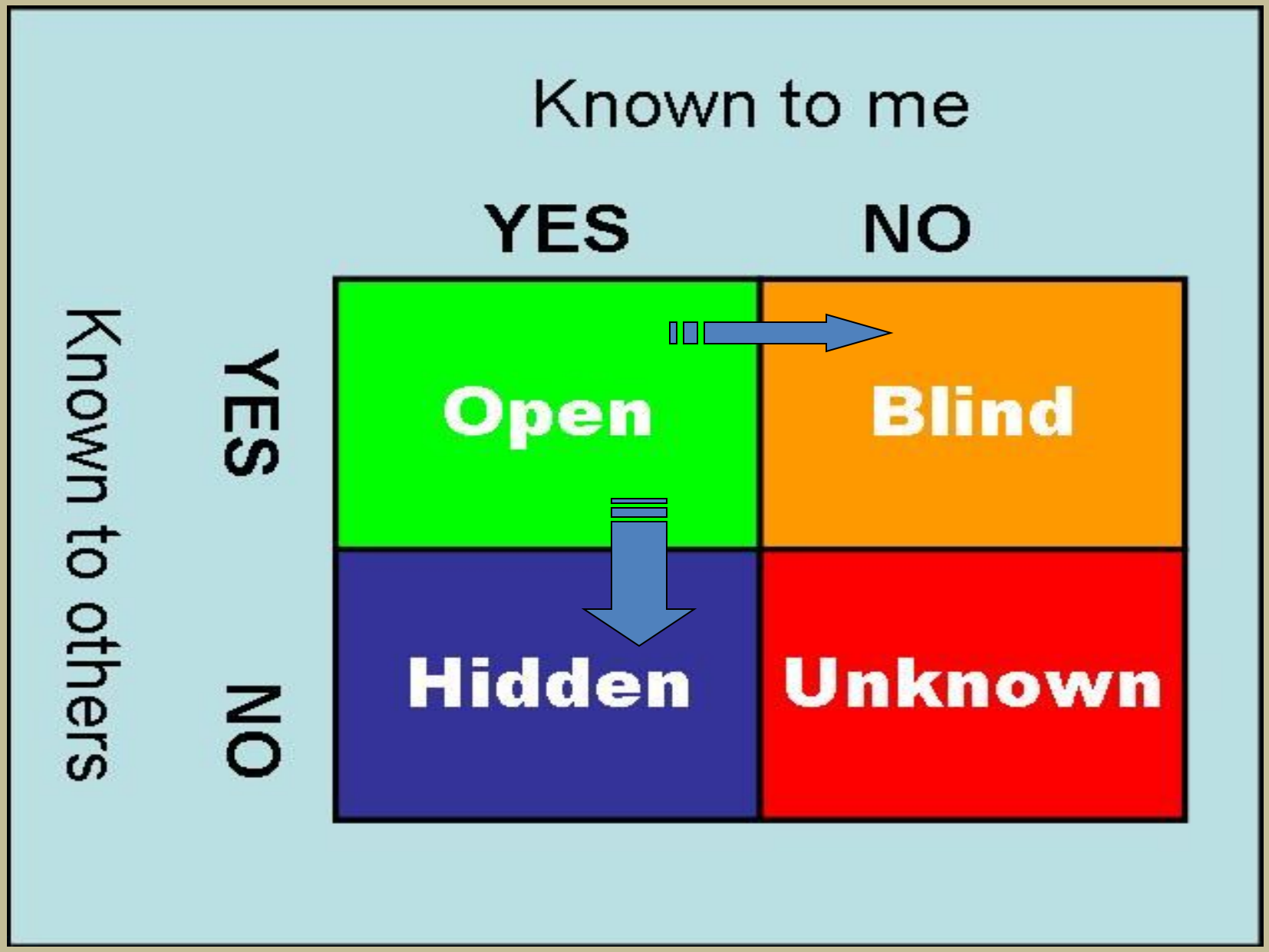
Skinner, R. D. 1992. 22 Leadership Principles. Horizon Publications.

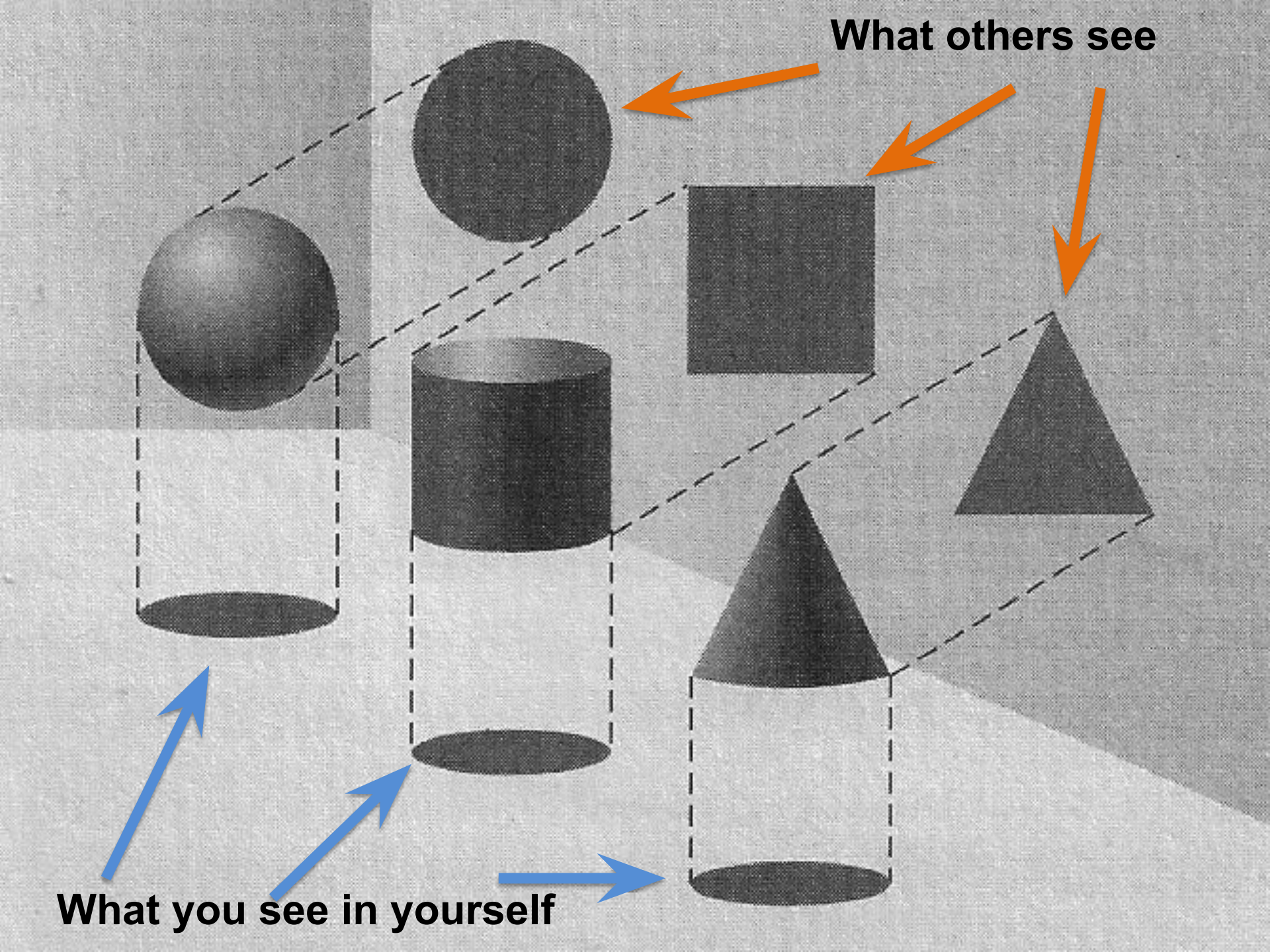
The Johari Window



What is the Johari window?

The Johari Window




What others see
What you see in yourself

Johari Window

There's a lot of fear connected with the inner journey because it penetrates our illusions. Taking the inner journey will lead you into some very shadowy places. You're going to learn things about yourself that you'll wish you didn't know. There are monsters in there—monsters you can't control—but trying to keep them hidden will only give them greater power.

Parker Palmer, *Leader to Leader,* 2001

Using the Johari Window

Tip

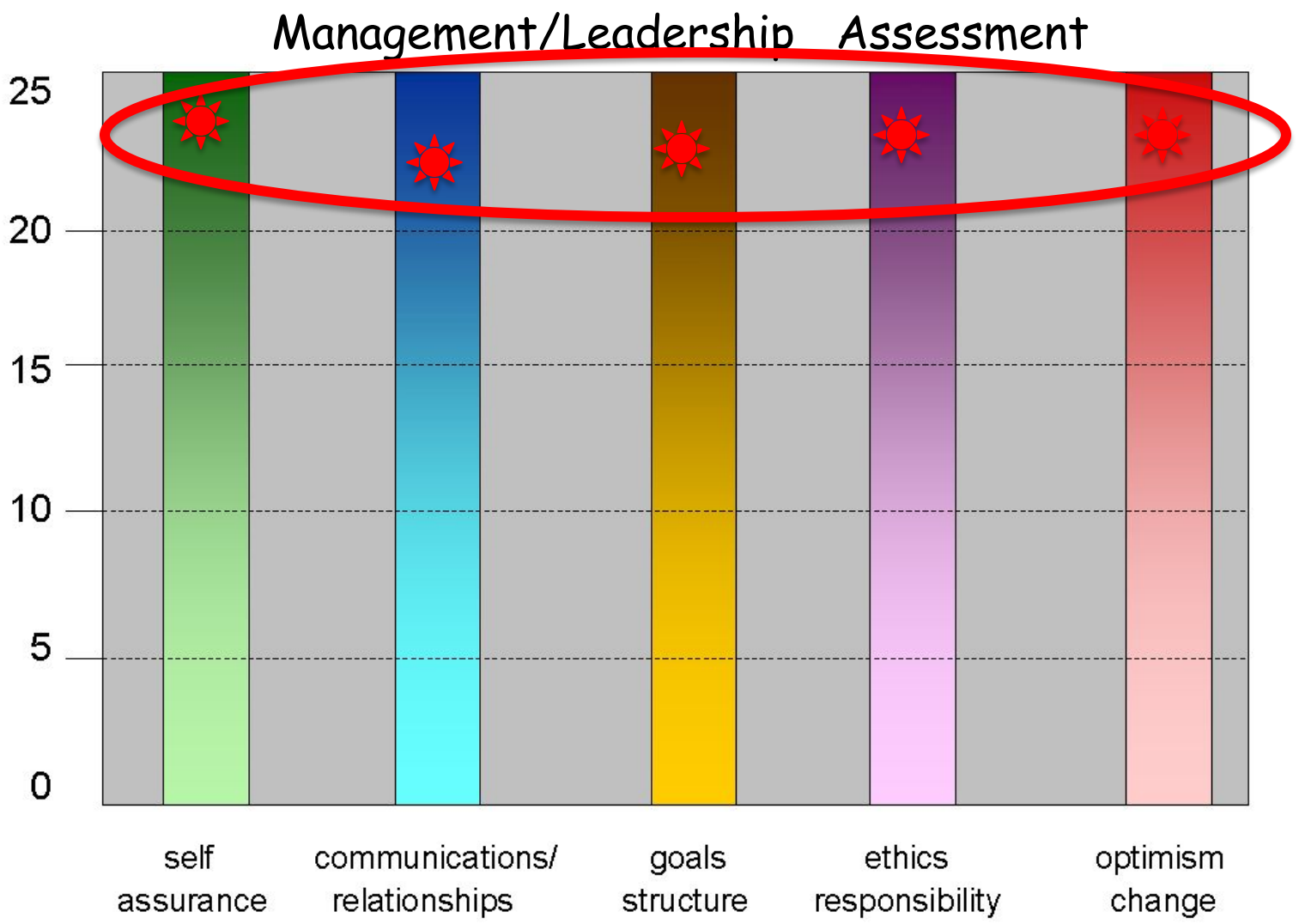
Try to avoid "over-sharing" in your self-disclosure. Disclosing small, harmless items builds trust, however, avoid disclosing personal information which could damage people's respect for you.

Tip

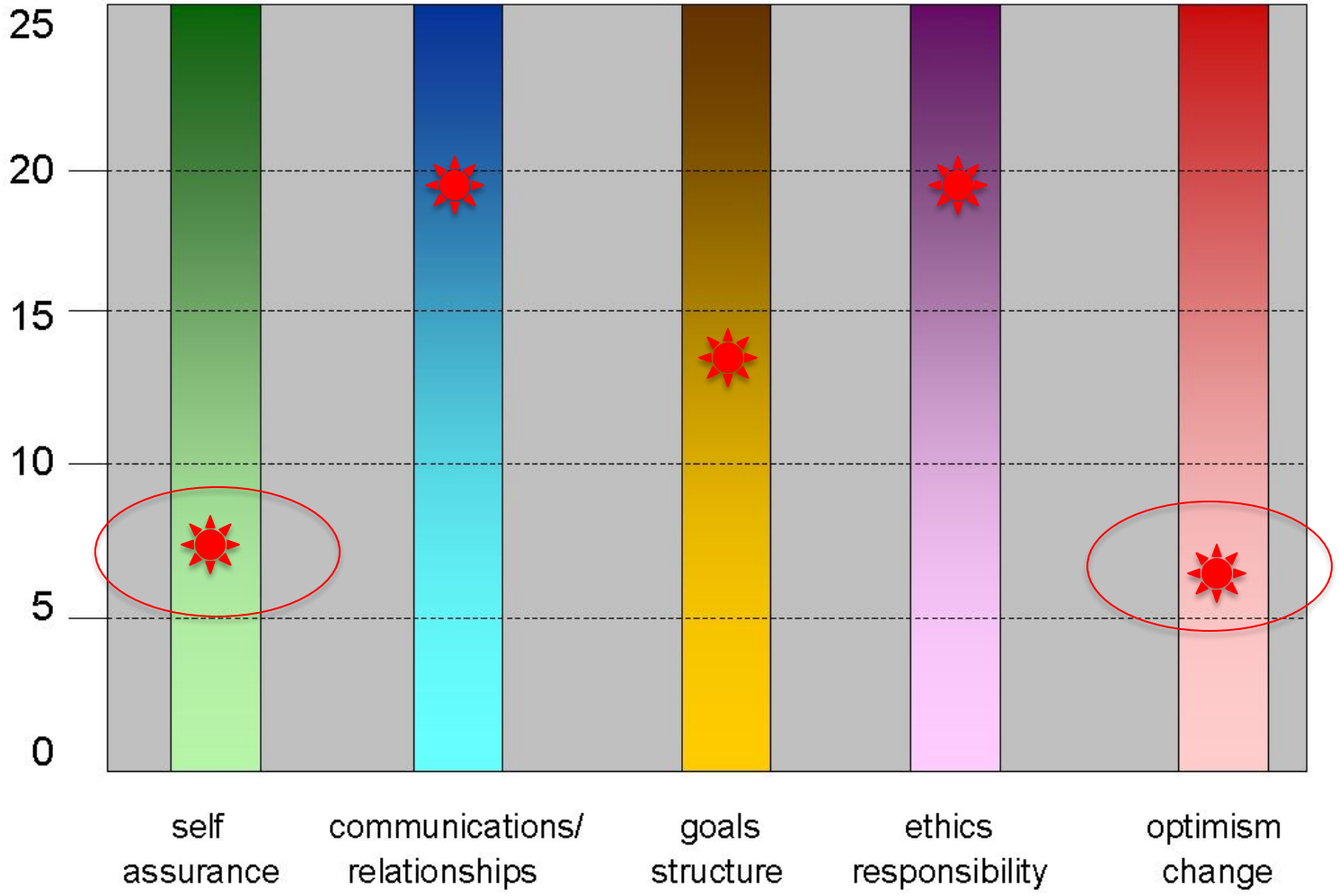
Be careful in the way you give feedback. Some cultures have a very open and accepting approach to feedback, but others don't.

What is your Leadership style?

- Questionnaire on Leadership


Management/Leadership Assessment
25
20
15
10
5
0
self assurance
communications/ relationships
goals structure
ethics responsibility
optimism change

Management/Leadership Assessment



What are your areas for improvement?

- A change in one behavior will affects other behaviors.
- It takes energy to hide, deny, or be blind to behavior.
- mutual trust tends to increase awareness.
- Interpersonal learning means a change has to take place.
- Brethren may not want to know about some of your private social behaviors that might be peculiar.
- Sensitivity means respecting the desire of others to keep some things private

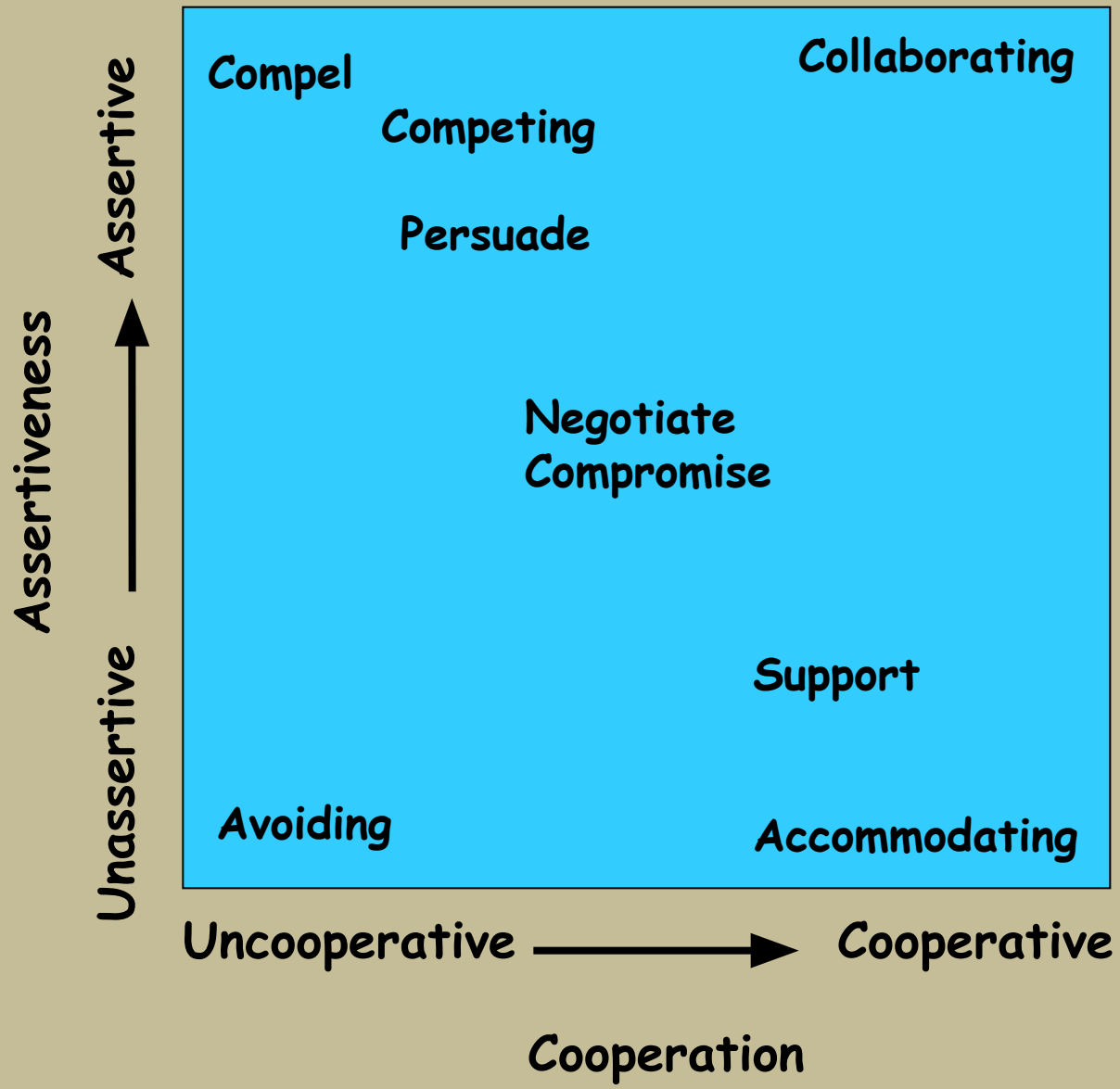
Leadership Lesson No. 2 – Don’t strive for a position at the top unless you know what to expect.

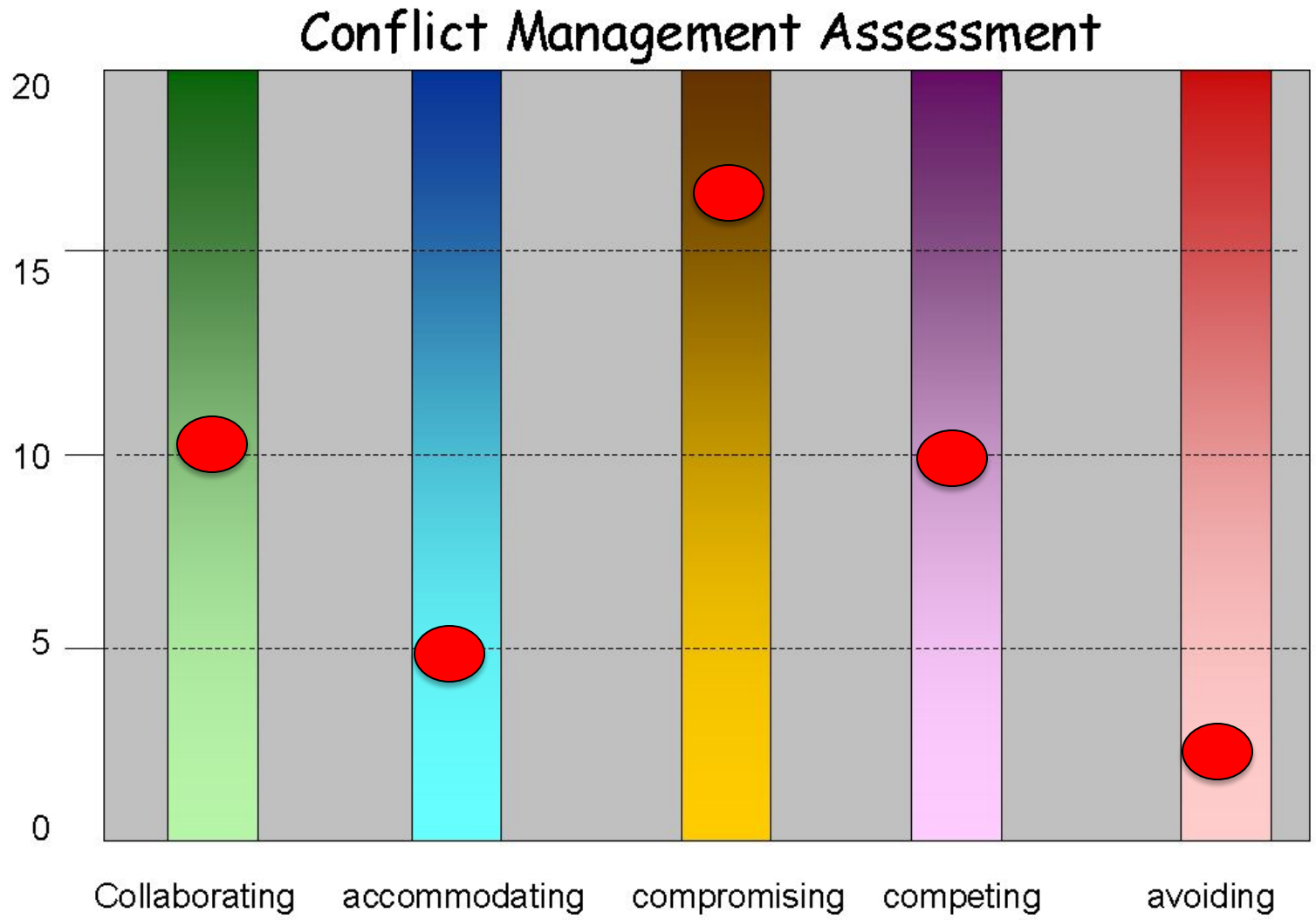
Tip

Regardless of what you have learned so far, two things are for sure:

1) **there is no “one” tried and true formula for becoming a leader,**
2) **there is no one set of rules to follow to ensure you will be a good leader.**

Conflict Management Style




Conflict Management Assessment
20
15
10
5
0
Collaborating
accommodating
compromising
competing
avoiding

SLOT Module #1 - Leadership

- Assessment

SLOT Module #1 - Leadership

We have provided you an overview of :

- What is Leadership
- What are the attributes of a good leader
- How does management differ from Leadership
- What is your leadership style
- Conflict management as a component of leadership