

Foundations Of Leadership

Office Lighthouse Discussion Materials

Foundations for Leadership

Chapter 1 - Empowerment

“Leaders can’t literally confer power upon others. Delegating authority without resources does not automatically empower others. Leaders can, however, supply the resources and create the conditions that allow people to develop the power they need to do their jobs. Effective leaders think in terms of “enablement” and “freedom” in order to empower their followers.” (Gods words of life for Leaders)

Comment on the above.

Discussion Questions:

- 1) “By 1914 Henry Ford’s Ford Motor Company produced and sold 50% of all automobiles in the United States. By 1931 he was down to 28% and General Motors had overtaken him. He violated the Law of Empowerment in his organization.” (The 21 Irrefutable Laws of Leadership”, by John C. Maxwell) Comment on this.
- 2) “The best executive is the one who has sense enough to pick good men to do what he wants done and self-restraint enough to keep from meddling with them when they are doing it. (Theodore Roosevelt). Do you have personal experience with this comment, how so?
- 3) “It is the nature of man as he grows older to protect against change, particularly change for the better.” (John Steinbeck) The only way to make yourself indispensable is to make yourself dispensable. (John C. Maxwell) What is the problem here?
- 4) “Whoever wants to be great among you must be your servant and whoever wants to be first must be slave of all.” (The Bible) Does this 2000 year old statement relate to empowerment and why or why not?
- 5) “A key to empowering others is high belief in people.” (John C. Maxwell) For some this comes easy for others it is difficult. Is this a trust issue? If so what is at the root of one’s inability to trust?
- 6) “Great things can happen when you don’t care who gets the credit” (Mark Twain) Looking at America’s businesses and institutions do you see any models for this statement on empowerment? Explain

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Chapter 2 - Influence

The true measure of leadership is influence – nothing more, nothing less. If you don't have influence, you will never be able to lead others. Princess Diana was a woman of great influence, yet not an official leader. Mother Teresa was an elderly nun serving the poor, yet a person of influence worldwide. "You have achieved excellence as a leader when people will follow you everywhere if only out of curiosity." (Colin Powell)

Comment on the above:

Discussion Questions:

- 1) A wide spread myth of leadership is that managing and leading are the same thing. The only thing a title can buy you is a little time – either to increase your influence or to erase it. (21 Irrefutable Laws of Leadership, by John C. Maxwell) Comment on managing and leadership.
- 2) Another misconception, The Pioneer Myth, is that anyone who is out front of the crowd is a leader. (Maxwell). Can you think of any examples?
- 3) The Position Myth is a misunderstood idea that leadership is based on position. "It's not the position that makes the leader; it's the leader that makes the position." (Stanley Huffy) Do you agree or disagree, why?
- 4) "The very essence of all power and influence lies in getting the other person to participate." (Harry A. Overstreet) What are the reasons others participate when the leader has no leverage?
- 5) He is said to be the most influential leader the world has ever known. He died 2000 years ago at age 33, never wrote a book or had an official leadership position. (The Bible) Who is he a why is he so influential?
- 6) "He who thinks he leads, but has no followers is only taking a walk." (Unknown) Are you a leader or taking a walk? Why?

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Chapter 3 - A Process

“Although it’s true that some people are born with greater natural gifts than others, the ability to lead is really a collection of skills, nearly all of which can be learned and improved. But that process doesn’t happen overnight. Leadership is complicated. It has many facets: respect, experience, emotional strength, people skills, discipline, vision, momentum, and timing – the list goes on. As you can see, many factors that come into play in leadership are intangible. That’s why leaders require so much seasoning to be effective. That’s why only now, at age fifty-one, do I feel that I am truly beginning to understand the many aspects of leadership with clarity.” (John C. Maxwell)

Comment on the above.

Discussion Questions:

- 1) If leaders are learners, what is your commitment to learning? What is important for you to learn?
- 2) As long as a person doesn’t know what he doesn’t know, he doesn’t grow. Some say ignorance is bliss. What are your thoughts?
- 3) To be conscious that you are ignorant of the facts is a great step to knowledge. (Benjamin Disraeli) Is this concept hard or easy for you to use in your own life?
- 4) “The secret of success in life is for a man to be ready for his time when it comes.” (Benjamin Disraeli) How does this idea look in your life? Are you ready or will you be ready?
- 5) “Humility is the beginning of wisdom.” And “pride goes before the fall”. (The Bible) If these are true statements, how does one prepare?
- 6) It was said of President Theodore Roosevelt after he died in his sleep; “Death had to take him sleeping, for if Roosevelt had been awake, there would have been a fight.” What does fighting a good fight look like to you at this time in your life?

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Chapter 4 - Priorities

Leaders understand that activity is not necessarily accomplishment. Leaders never grow to a point where they no longer need to prioritize. It's something that good leaders keep doing. (The 21 Irrefutable Laws of Leadership by John C. Maxwell)

Comment on the above:

Discussion Questions:

- 1) "A Leader is the one who climbs the tallest tree, survey the entire situation, and yells, 'wrong jungle' ". (Steven Covey) Do you have experience with this idea? How so?
- 2) "If you have 100 customers, the top 20 will provide you with 80 percent of your business (Maxwell). What is your experience with the 80/20 rule?"
- 3) "Anything required that's not necessary for you to do, personally, should be delegated or eliminated." (Maxwell) How do you determine what should be delegated or eliminated?
- 4) "There are many things that will catch my eye, but there are only a few things that will catch my heart." (Tim Redmond) Of these four key priority areas: leadership, communicating, creating, or networking, which catches your eye most often and why?
- 5) "No man can serve two masters. Either he will hate the one and love the other, or be devoted to the one and despise the other." (The Bible) What master(s) are you serving and why?
- 6) As a leader, in your personal life, family life, and business life, where do you see that your priorities are more activity than accomplishment?

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Chapter 5 - Sacrifice

At age Fifty-four, Lee Iacocca left Ford Motor Company to accept a job at Chrysler to resurrect the floundering company.

“It started him down his own road of personal sacrifice. The first came in his finances. The salary he accepted at Chrysler was a little over half of what he had earned as the president of Ford. The next sacrifice came in his family life. At Ford, Lee Iacocca had always prided himself on the fact that he worked hard from Monday to Friday, but he always set aside Saturday, Sunday, and most Friday nights for his family. And when he came home from work at the end of the day, he left his troubles at the office. But to lead Chrysler, he had to work almost around the clock. On top of that, when he got home, he couldn’t sleep. The Law of Sacrifice says you have to give up to go up.” (The 21 Irrefutable Laws of Leadership, by John C. Maxwell)

Comment on the above.

Discussion Questions:

- 1) The Law of Sacrifice maintains that one sacrifice seldom brings success. What sacrifices are you making to succeed as a leader?
- 2) Can you determine if a sacrifice is or has been good or bad for you? How so?
- 3) “Leadership means setting the example. When you find yourself in a position of leadership, people follow your every move.” (Lee Iacocca) What is your experience with this statement?
- 4) “When you become a leader, you lose the right to think about yourself.” (Gerald Brooks) Do you see this kind of leadership in public officials, business associates, personal friends, or yourself? How so?
- 5) “If a man wants to be great he must be a servant, if he wants to be first he must be slave to all.” (The Bible) How do you feel about this statement?
- 6) “For everything you missed, you have gained something else, and for everything you gain you lose something.” (Ralph Waldo Emerson) What have you gained and what did you give up for it? Do you regret the loss?

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Chapter 6 - Explosive Growth

“John Schnatter started his own business in 1984 at age twenty-two selling pizzas. By 1998, he had 1,600 Papa John’s pizza stores. What made the company suddenly experience such an incredible period of rapid expansion?” The answer can be found in the Law of Explosive Growth. (The 21 Irrefutable Laws of Leadership by John C. Maxwell)

Comment on the above.

Discussion Questions:

- 1) “Between the ages of 26 and 32, I was busy developing myself, trying to get myself to the next level; I didn’t develop people around me.” (John Schnatter) Can you relate to this behavior, and how so?
- 2) “It is my job to build the people who are going to build my company.” (Schnatter) What is your experience with mentoring?
- 3) “Developing followers to grow an organization grows the organization one person at a time. (follower’s math) Developing leaders who develop leaders multiplies the growth (leader’s math). What has been your experience with this idea of follower’s math (addition) and leader’s math (multiplication)?
- 4) “Leaders who develop followers hoard power, develop the bottom 20%, need to be needed, treat their people the same for “fairness”. Leaders who develop leaders; give power away, develop the top 20%, want to succeed, treat their leaders as individuals for impact.” (Maxwell) How do you feel when you are treated as described above?
- 5) “The things you have heard me say in the presence of many witness entrust to reliable men who will also be able to teach others.” (The Bible) From this quote what do you see as to the key to leader’s math?
- 6) Developing leaders is difficult because potential leaders are harder to find and attract. They are energetic and entrepreneurial and they tend to want to go their own way. How can one attract and keep leaders from your experience and perspective?