

## **District Deputy Grand Master's Official Visit**

**Hugh Murray Lodge No. 602**

**Accompanying Lodge - Dufferin Lodge No. 291**

**Masonic Centre of Hamilton**

**Tuesday October 21, 2008**

Brethren, when I mention the word Leaders, I believe that we automatically start to think about political leaders like the Prime Minister and the President, or from business, the CEO, and from sports, maybe the Manager or Coach. But we also have leaders that may not take on the profile of these people, but at the same time are considered leaders. For example, the Master of this lodge or even a committee chairman could be considered a leader. It is therefore important that everyone at all levels understands some of the fundamentals of the model for sound or effective leadership and even though these concepts might apply more to business, they are valid here too.

Many consider Peter F. Drucker the “Father of Modern Management” and he defines leadership as: **“Leadership is the lifting of a man’s vision to higher sights, the raising of a man’s performance to a higher standard, the building of a man’s personality beyond its normal limitations”**. His model for effective leadership has five components:

1. ***Build on the foundation of strategic planning***: We all know you can’t predict the future, but you can create it. Planning is difficult and risky but it is about making decisions now to create a desired future. We may encounter bumps on the way so adjustments and changes will happen.

2. ***Establish the condition of ethical behavior and personal integrity:*** As planning is the foundation of leadership, ethics and personal integrity are necessary conditions for leadership effectiveness.

3. ***Model military leadership:*** What he is saying is that the basic element in military leadership was just good leadership and since the Army trains and develops more leaders than anyone else, their philosophy is sound.

4. ***Motivate in the correct way:*** Everyone is a resource and has value. Involve them and treat them as volunteers and with respect.

5. ***Apply the marketing concept to leadership:*** The workers are partners with you; therefore, you must understand their values and behaviors, then you can persuade them to work with you and not order them to; that is, a marketing job.

Well, this all seems simple enough, so why do so many leaders fail. Patrick Lencioni, author of the book titled *The Five Dysfunctions of a Team* believes that there are five behavior patterns that cause problems and usually all leaders succumb to one or more of these temptations.

***Temptation 1: Choosing status over results.*** Leaders must produce results, but many put their desire to protect the status of their careers ahead of results. Their real purpose in life is personal gain and they make decisions that protect their ego or reputation. They end up rewarding people whose message flatters their ego, instead of those who contribute to the results.

***Advice:*** Make results the most important measure of personal success.

***Temptation 2: Choosing popularity over accountability.*** Leaders often do not hold people accountable for delivering on their commitments because they may want to

remain popular. They have become friends and have developed camaraderie with them and balk when it is time to tell them that they are not meeting expectations.

**Advice:** Work for the long-term respect of the people, not for their affection. Not holding people accountable for their behaviors and results causes negative reaction from others who perceive unfairness or favoritism.

**Temptation 3: Choosing certainty over clarity.** Leaders often don't make people accountable because they don't make it clear what those people are accountable for. The leader needs to make correct decisions to achieve certainty rather than provide vague direction and hope the people can figure it out.

**Advice:** Make clarity more important than accuracy. People will learn more if you take decisive action than waiting for more information and if the decisions you make in the spirit of creating clarity turn out to be wrong, change plans and explain why.

**Temptation 4: Choosing harmony over productive conflict.** Leaders don't feel comfortable with the decisions they make unless everyone is in harmony, believing that it is better for people to agree and get along than disagree and conflict. However, harmony may restrict "productive conflict", the passionate interchange of opinions on an issue.

The best decisions are made after all knowledge and perspectives are on the table. Not all perspectives and opinions can be agreed with, but they are considered.

**Advice.** Tolerate discord. Encourage people to air their differences with passion.

Productive meetings should be passionate, critical discussions. Pleasant or boring meetings are indications that there is no overt, constructive conflict.

***Temptation 5: Choosing invulnerability over trust.*** Leaders are powerful and are uncomfortable when they feel vulnerable. They believe that they lose credibility if the people feel too comfortable challenging their ideas.

***Advice.*** Invite the people to challenge your ideas. Trust them with your reputation and your ego, they will return this trust with respect and honesty.

Finally brethren, I will leave you with this thought. Leaders don't lose face when they are wrong, because they know who they are and why they are the leader, and realize that results, not appearances, are their ultimate measure of success. They know that the best way to get results is to put their weakness on the table and invite people to help them minimize those weaknesses.

Thank you