

## Leading with a little “I”

Robert Alan Black, Ph.D.

We're Chargin' Up  
What Hill  
To Do What  
**?**  
leading with a little 'I'

**F**or over 50 years in the United States one of the key issues in business, industry, government, in fact, all workplaces has been the change from boss to manager to leader. Many writers and researchers including John Gardner and Warren Bennis have tried to define and explain the differences among the three. During the past 15 to 20 years the emphasis has been particularly on the movement or switch from managing to leading. The result of all the interest, research and writing has been the development of extensive training programs on Leadership, Leadership Skills and Leadership Styles. Organizations have spent millions of dollars on this training.

Most of the training has been based on research of famous and infamous leaders: Abraham Lincoln, Mahatma and Indira Ghandi, George Washington, Sitting Bull, Martin Luther King, Catherine the Great, Queen Victoria, Margaret Thatcher, even Attila the Hun. In each

case the focus has been on the leaders we hold up as “great leaders”, leaders of entire countries or at least entire corporations. Often they have been heroes or heroines.

My research and work with supervisors through executives has indicated that they are ordinary people and probably will never be “great leaders” of giant organizations or entire countries. My experiences and thoughts have shown me that the situation, the timing, the followers, the needs or causes all had great impact on the success of those “great leaders”. Most people who lead a team, a typical department or an average company of 100 to 250 people would not be successful by using the “apparent” skills of “great leaders”.

Leading with a little “I” is done everyday by people dealing with other people, while attempting to complete everyday tasks ranging from the down-to-earth practical ones of a typical day to the

occasional dramatic or traumatic challenges or catastrophes.

There are many leading skills and much to be learned about leading styles and following styles (or personalities). The four primary keys to effective leading as a leader with a little “I” are composed of the use of. . .

### **Logic Focus Pride Magic**

Each of these represent 5 activities or skills each (20 total) that people who lead can and need to learn and coordinate to be successful as leaders with either a **little “I”** or leaders with a **BIG “L”**. This session centers on an overview of differences between “great” leaders and leading with a little “I” and will emphasize how the use of **L.o.g.i.c.-F.o.c.u.s.-P.r.i.d.e.-M.a.g.i.c.** will help anyone effectively and productively lead in today’s workplace.



# Primary 'l.e.a.d.i.n.g.' Traits-Skills-Abilities

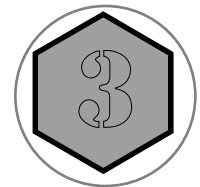
Typically Americans may hate to be managed yet they will follow leaders they believe in, at least for a short while. Leaders may be born. Leaders can be developed. Leading productively, effectively and efficiently does consist of learnable skills, behaviors and attitudes.

With your teammates create a list of seven traits of **productive leading** based on your experience and knowledge.



l  
e  
a  
d  
i  
n  
g

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leading with a little 'l'



We're Chargin' Up  
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 leading with a little 'I'

use facts  
 gives specific answer  
 works alone  
 thinks as a detective  
 explains in detail  
 questions everyone  
 calculates accurately  
 is very precise  
 thinks abstractly  
 uses logical thought

**M** | *i*  
 Dd | *n*



**Meditative M**

*lots of ideas  
 imagination  
 see or senses answers  
 solutions w/o facts  
 experiments often  
 pretends easily  
 see patterns quickly  
 takes risks  
 very inventive  
 future thinker*

**M** | *i*  
 Dd | *n*

**Z** *intuitive*



## How You Think/Learn Solve Problems/Communicate

How you **think** affects how you learn;  
 How you **learn** affects how you solve problems;  
 How you **solve problems** affects how you **communicate**;  
 How you think/learn/solve problems & communicate  
 all affect how you can **LEAD Productively & Successfully!**

**Directive Dd**

works step by step  
 is very practical  
 plans before acts  
 neat & organized  
 directs people  
 follows the rules  
 on time exactly  
 dependable  
 do things right way  
 wants correct answers

**M** | *i*  
 Dd | *n*

**n** negotiative



**M** | *i*  
 Dd | *n*

friendly  
 loyal to others  
 likes to work w/ people  
 always involves others  
 tends to be emotional  
 joiner  
 follower over leader  
 trustworthy  
 enjoys talking  
 adaptable to group




**M** | *i*  
 Dd | *n*



# Leading Styles

The following lists of leaders are positioned based the **M.I.N.D. Design™** questionnaire using projected highest score or highest

pair of scores determined by traits described in biographies or autobiographies.

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To Do What   
**leading with a little 'I'**

## Prometheus

### MEDITATIVE

F. Lee Bailey  
Sigmund Freud  
J. Nehru  
Thomas Jefferson  
Bobby Kennedy

### M&Dd

Oliver Cromwell  
Anthony Eden  
Charles Schwab  
Charles Darwin  
Karl Marx

### Dd&M

Charles De Gaulle  
Dwight Eisenhower  
Donald Peterson (Ford)  
Moamar Khadafy  
Herman Goering

### Directive

Adolf Hitler  
Henry Ford, II  
Billy Martin  
B. F. Skinner  
Wm Jennings Bryant

## Epimetheus

### M&i

Albert Einstein  
Margaret Thatcher  
John Sculley  
Jimmy Carter  
Harry Truman

### M&n

John F. Kennedy  
Lee Iacocca  
Abraham Lincoln  
Mikhail Gorbachev  
Gen Omar Bradley

### Dd&i

Moshe Dayan  
Teddy Roosevelt  
Roy Disney  
Pope Julius  
Horace Greeley

### Dd&n

FDR  
Ronald Reagan  
Pope Paul  
King Arthur  
Mao Tse-Tung

### i&M

Winston Churchill  
Gen Robt E. Lee  
Ted Turner  
Karl Jung  
Napoleon

### i&Dd

Frank Lloyd Wright  
Attila the Hun  
Gen George Patton  
Moses  
Henry Ford

### n&M

M. Gandhi  
F. Nightingale  
Peter Uberroth  
Steve Wozniak  
MLK, Jr.

### n&Dd

George Bush  
Pope John  
Robert Schuller  
Roy Wilkins  
Edward Manet

## Apollo

### Intuitive

Clarence Darrow  
Anwar Sadat  
Steve Jobs  
Walt Disney  
Thomas Edison

### i&n

St. Francis of Assisi  
Vincent van Gogh  
"Honest Abe"  
Marc Anthony  
Corazon Aquino

### n&i

Nero  
Mark Twain  
Albert Schweitzer  
George Gershwin  
Jane Adams

### negotiative

Mother Theresa  
Carl Rogers  
Norman Vincent Peale  
Toulouse-Lautrec  
Hans C. Andersen

## Dionysus



# 4 Keys of Productive Leading



## Learn

As leaders we need to continuously learn and to help our people learn plus learn from each other.

## Observe

thru many different pairs of eyes. See from many perspectives.

## Gather

information, support, resources, and respect.

## Inspect

project, and respect what you expect from your people and yourself.

## Concentrate

on vision, mission, goals & objectives.



## Motivation

As leaders we need to provide for everyone's unique motivation needs and help keep the motivation up of each person and the group.

## Achievement

Provide opportunities and encouragement for on-going achievement for all.

## Growth

Encourage and promote each person's growth. Set up practices that promote on-going growth.

## Interdependence

Strive for and support interdependence among all. Help everyone recognize, accept, honor and benefit from all strengths.

## Control

We need to make sure there is control when it is needed and to share it with everyone to their ability to productively apply it to themselves & others.



## Purpose

every leader needs to guide with a purpose or purposes that everyone is committed to and the purposes need to be related to the personal purposes of the individuals

## Respect

give and develop respect for all

## involvement

provide and encourage involvement in work and decisions

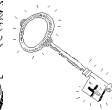
## dignity

every person and each job to be done need to be treated with dignity.

## Enthusiasm

leaders need to encourage and develop enthusiasm in all people

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## Foresee

Leaders need to work at being visionaries and need to learn how to foresee the potential future and to focus on the future we desire.

## Organize

As leaders we need to organize people, actions, resources and results by sharing the organizing responsibilities.

## Coordinate

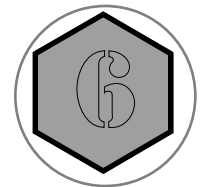
One of our major responsibilities is to coordinate all the people and the resources to produce results.

## Unify

actions, skills, resources, efforts, knowledge and experience.

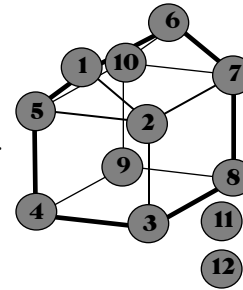
## Systemize

activities and resources wherever possible and continually improve them.



## Cornerstones of Productive Leading

People who have successfully lead the efforts of others in business, industry, education, government, the military, sports, entertainment can all be found to have acquired or developed the majority of the 10 Cornerstones of Leading. We all can!



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### 1 Commitment

When we are Productively Leading we need to be COMMITTED to our purpose and goals and to win over the commitment of our people.

### 2 Control

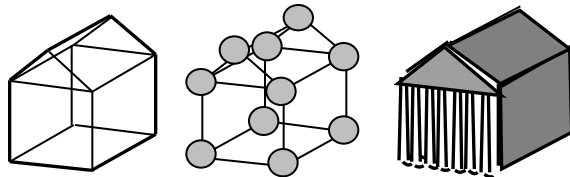
When we are Productively Leading we need to have control of the resources and earn the trust and respect to control the actions of our people.

### 3 Consistency

When we are Productively Leading we need to be consistent in our actions, our messages, our beliefs and values and require consistency from our people.

### 4 Challenge(s)

When we are Productively Leading we need Challenges, Goals, Objectives, Missions, Purposes, Plans we believe in that are valuable & meaningful to our people.



### 5 Competence

When we are Productively Leading we need to surround ourselves with people with the COMPETENCE's that are needed and to exercise and expand our own.

### 6 Centered

When we are Productively Leading we need to be CENTERED (FOCUSED) in our beliefs, values and actions toward the best we can accomplish and ask the same of our people.

### 7 Confidence

When we are Productively Leading we need to have CONFIDENCE in ourselves and in our people.

### 8 Compromise

When we are Productively Leading we need to strive to use all the tools of Negotiation: Collapse, Challenge, Cooperate, Compromise (50/50) and Collaboration while continually striving for Win/Win Outcome aiming towards the best for all.

### 9 Creativity

When we are Productively Leading we need to respect, encourage, apply and develop creative thinking, striving to continuously improve all that we do.

### 10 Caring

When we are Productively Leading we need to CARE for our people as total human beings: mind, body and spirit. (Respect, appreciate, praise and reward)

### 11 Communication

When we are Productively Leading we need to thoroughly and honestly COMMUNICATE (visually, verbally, physically, emotionally)


### 12 Credibility

When we are Productively Leading we need to work at and continually develop & expand our CREDIBILITY while surrounding ourselves with CREDIBLE people.

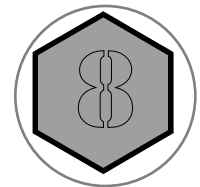


## Suggested Reading

Each of the following books is highly recommended to anyone who wants to develop and expand their leading skills and abilities.

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<b>Title</b>	<b>Author</b>	<b>Publisher</b>	<b>Date</b>
Flight of the Buffalo	Stayer & Belasco	Warner Books	1993
Mind of the Manager Soul of the Leader	Hickman, Craig	Wiley	1992
Leaders	Bennis, Warren	Addison-Wesley	1985
One Minute Manager	Blanchard, K/ Johnson, S	Berkley Books	1982
59-Second Employee	Andre, Rae/ Ward, Peter	Houghton Mifflin	1984
The Situational Leader	Hersey, Paul	Warner Books	1984
Leadership Secrets of Attila the Hun	Roberts, Wes	Warner Books	1985
Leadership is an Art	DePree, Max	Dell	1989
Why Leaders Can't Lead	Bennis, Warren	Jossey-Bass	1989



## Robert Alan Black, Ph.D., CSP

Alan as a creative thinking consultant & professional speaker....

generates **IDEAS**,  
facilitates sessions to generate **IDEAS**,  
trains people to facilitate or generate **IDEAS**.

He specializes in the **S.P.R.E.A.D.**™ of Creative Thinking Everywhere in his Client's Workplaces thru speeches, workshops, training programs, retreats & consulting about the ...

**SUPPORTING,  
PROMOTING,  
RECOGNIZING,  
ENCOURAGING,  
APPLYING &  
DEVELOPING**

of Creative Thinking of ALL employees.

Alan has been a/an. . .

- ✎ architect (both US nationally certified & licensed in GA, FLA, MI)
- ✎ interior designer
- ✎ graphics and signage designer
- ✎ freelance cartoonist
- ✎ freelance writer
- ✎ college art and design professor
- ✎ television news writer and editor

. . . among 47 jobs (1 day to 20+ years)

7 professions from 1960 to 1984 and has worked full time since 1984 in his 8th profession-- speaking & consulting.

Education consists of . . .

**Ph.D.** doctorate in Educational Psychology  
majoring creative thinking

**M.Ed.** masters in guidance & counseling  
focusing on gifted/talented/creative

**M.A.** masters in art (dual major: visual  
communication & interior arch.)

**B.S.** bachelors in architecture

Extensive workshop training in. . .  
creative thinking, problem solving,  
teaching & training skills

has given over 2300 paid presentations since 1976

serves on various Executive Development  
Institute faculties each year.

has worked and travelled in 49 states/44 countries  
on 6 continents.

**for fun Summer 2001** he traveled around the world [New Zealand, Australia, Japan, Malaysia, Singapore, India, Sri Lanka, Dubai, Turkey, Denmark, Germany, the Netherlands, England, France] and to South Africa and Mauritius in the Fall.

each year he presents on creative thinking around the U.S., Canada, Turkey plus South Africa, & has spoken in Mexico, Netherlands, Denmark, Italy, Trinidad, Australia, New Zealand, India, Sri Lanka, Singapore, Kuala Lumpur, Great Britain, France, & Mauritius.

has for over 5 years published his weekly  
**Creativity Challenges** since January 1997 .

has had chapters or articles published in several professional books

has written: 10 books many training workbooks and 250+  
published articles including. . .

**BROKEN CRAYONS:** Break Your Crayons & Draw Outside the Lines  
**We Are...?!**

- Understanding Yourself More in Order to Understand Others  
**Ooops!** - An Off-the-Wall Approach to Creative Problem Solving  
**Have Balloons, Hoola Hoops & Crayons. Let's Meet!**

**is an active member of**

the Creative Education Foundation,  
CPSI Colleague  
Leadership Service & Commitment Award  
American Creativity Association  
Board Member & Director  
National Center for Creativity & Innovation  
National Speakers Association  
Georgia Speakers Association  
National Storytellers Membership Association  
Southern Order of Storytellers

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### Keynotes & Breakout Sessions

Each can be a 45 min. Keynote  
up to a 3 hr. Breakout, a full-day or modules of  
a 3 to 5 day training program.

#### leading with a little "I"

Leading Styles, 4 Keys and 20 Skills  
for Productive Leading Today & Tomorrow

#### BROKEN CRAYONS

Supporting, Promoting, Recognizing, Encouraging, Applying &  
Developing the creativeness of all your staff in any workplace:  
private, public, volunteer to generate more ideas and solutions.

#### Is What They Believe They Heard

##### What I Truly Think I Said?

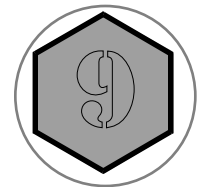
Communication skills & styles for today's workplaces. **STIR** -  
Show Me, Tell Me, Involve Me & Reach Me to Communicate w/  
me.

#### We're Chargin' Up What Hill? To Do What?

Developing successful teams through  
integrating all the diversities & talents of  
each of the members.

#### Clients - Sample Listing

Nestle Foods	Gillete-Stationery
General Motors	Halliburton
CertainTeed	Gold Kist
Kimberly-Clark	Southeastern FCU
DuPont	Gulfstream Aerospace
Duck Head Apparel	Georgia-Pacific
SRCUS	AT&T FCU
Alcoa FCU	NCCUN
MS CU League	J & J
Gold Coast FCU	AGE FCU
Thiele Kaolin	Pro-Med
Battelle	Georgia D.O.T.
Robbins AFB	Ft. Gordon
GECC	Southern Bell





# How I See Other Leading Styles Using M.I.N.D. Design's™

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Meditatives look at people as...

**Very precise,  
thorough thinker,  
logical, rational,  
very focused**



Rule book bound,  
mentally stuck,  
can't think for  
themselves.

**M** | **!**  
-----  
**Dd** | **n**

Out in space,  
no facts or proof  
out of touch with  
reality

**loner**

Way too sensitive,  
take things too  
personal, pushy,  
often invading my space

Football  
Football

Intuitives look at people as...

Too factual,  
overly precise,  
number oriented,  
too single focused.

**Creative,  
risk-taker,  
challenging,  
innovative.**

**individual**

**M** | **!**  
-----  
**Dd** | **n**

Too orderly,  
too rigid, inflexible,  
too dependent on  
the rules.

Too friendly,  
overly personal,  
too dependent upon  
others.



Field & Track

Directives look at people as...

Too argumentative,  
always improving what  
already works fine,  
not realistic, a loner.



**Reliable,  
orderly,  
consistent, loyal,  
accurate & right,  
highly dependable**

**M** | **!**  
-----  
**Dd** | **n**

Flighty, breaks  
all the rules,  
unreliable, egotistical  
not company  
person.

**joiner**

Too sensitive,  
inconsistent,  
too soft towards people,  
can't make  
own decisions.

Baseball

Negotiatives look at people as...

Insensitive, blunt,  
too logical,  
too theoretical,  
uncaring.

Too far out,  
a little crazy,  
too independent.

**member**

**M** | **!**  
-----  
**Dd** | **n**

Too ruled oriented,  
not very friendly,  
inflexible, too  
machine-like.

**Friendly,  
caring, sensitive,  
easy to be with,  
very giving.**



Basketball

