101 LEADER-SHIP INSIGHTS

Bob Phillips and Del Walinga

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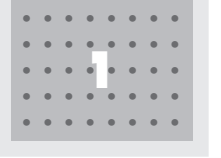

Personal Fulfillment—Part I

Finding happiness and fulfillment comes about when you discover God's plan and purpose for your life and the unique contribution that only you can make.

~R.E. Phillips

MANY PEOPLE WORK AT JOBS THEY DISLIKE. They know they have to have employment to make a living and support their families…but they feel discouraged, disheartened, and depressed. Sometimes they simply feel bored or very unfulfilled.

Are you working at a job you *can do* and *have to do*, or are you working at a job you *want to do*? Are you getting up each day and saying, "I have to go to work." Or when you wake up do you think, "I can hardly wait to get to work"? What do you really enjoy doing? In what circumstances do you discover a feeling of competence, confidence, and usefulness?

How would you like some help in finding the right job for you? Would you like to understand the type of position that would bring you the most fulfillment and satisfaction? Would you like to have excitement and a natural energy when you go to work every day? Then read on.

A number of years ago I was exposed to a program that gives insight as to the style of work that best fitted my personality. It also helped me realize the types of jobs or positions that would steal away my enthusiasm and would lead to discomfort at work.

It was an inventory designed by Bobb Biehl called Team Profile. The profile suggests there are three basic phases to most jobs and projects. The first phase is the Design Phase, the second is the Development Phase, and the third is the Stable Phase. In between phase one and two is a

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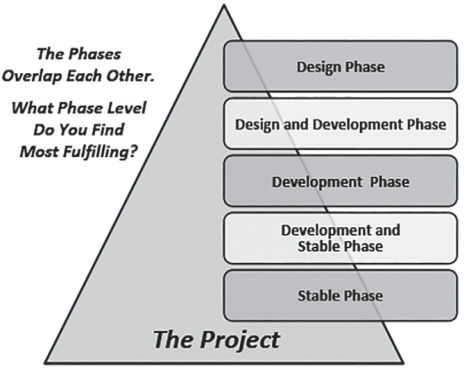
combination Design/Development phase. And in between phase two and three is a combination Development/Stable phase.



When it comes to the three main phases of most work, which one do you identify with? Do you like to be the one to come up with original ideas? Do you prefer theory and philosophy about a subject or project? Would you prefer to set goals and work on other people's ideas and polish them and improve them?

I PREFER WORKING IN THE FOLLOWING PHASE:

( ) Design ( ) Design/Develop ( ) Develop ( ) Develop/Stable ( ) Stable

Or would you be happy managing the idea or project after it has been designed and developed? This would include long-term goals, details, and administration of the project or task.

No one achieves greatness by becoming a generalist.
You don't hone a skill by diluting your attention to its development.
The only way to get to the next level is focus.

~John C. Maxwell

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Personal Fulfillment—Part II

You are not here merely to make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.

~Woodrow Wilson

IN THE PREVIOUS ARTICLE, WE LOOKED at the three main phases—Design, Develop, and Stable—with two in-between phases. Now we would like to consider characteristics of the people who work in each of these five phases.

DESIGNERS—enjoy coming up with original ideas, concepts, and models. They like to talk about theory, philosophy, and various views. If problems are solved, or if they get bored, they like to move on to something new. Their focus can range from a few hours to a few months.

DESIGNER/DEVELOPERS—also like to come up with original ideas. Their strong contribution is to make original ideas practical and functioning. Their desire is to pass the project or task on to someone else…so they can begin a new and exciting challenge.

DEVELOPERS—enjoy taking other people's ideas and concepts and expanding on them. They have a special skill in polishing, enhancing, developing, and getting projects off the ground. Their focus for a project often ranges from six months to two years. After this much time, they desire to pass the project on to more detailed individuals. They are goal oriented and are great launchers.

DEVELOPER/STABLIZERS—like to refine ideas, programs, and processes even further and are happy about taking on assignments that run from two to five years. They prefer to work on one project at a time. Often they like to become a specialist and improve outcomes. They like

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to focus on results, maximizing performance, and attention to cost effectiveness. If problems occur, they are the ones that other team members look to for solutions.

STABLIZERS—are control, efficiency, and technique specialists. They keep the organization and all of the details running smoothly. They are highly predictable and enjoy routine. They can easily keep focused and work on projects for five to twenty-five years. They are safety and risk conscious and like to *ensure* quality in all areas. Change is something they find a little disconcerting and difficult.

Designer	Designer Developer	Developer	Developer Stabilizer	Stabilizer

Designer	One who **Most Enjoys** exploring theoretical essence with lesser interest in immediate practical application
Designer Developer	One who **Most Enjoys** the process of influencing people by making their own original ideas become practical the first time
Developer	One who **Most Enjoys** the challenge of Implementing someone else's outstanding idea—that has worked at least once
Developer Stabilizer	One who **Most Enjoys** "refining" and improving ideas of others and maximizing results
Stabilizer	One who **Most Enjoys** controlling, maintaining, improving, and expanding existing programs

For further information on the Team Profile go to BobbBiehl.com.

I SEE MYSELF AS MORE OF THE FOLLOWING PERSONALITY:

( ) Designer ( ) Design/Developer ( ) Developer
( ) Developer/Stabilizer ( ) Stabilizer

Choose a career you love, give it the best there is in you, seize your opportunities, and be a member of the team.

~Benjamin Franklin Fairless

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Identifying as a Leader

Become the kind of leader that people would follow voluntarily even if you had no title or position.

~Brian Tracy

HOW DO OTHER PEOPLE RESPOND TO YOUR LEADERSHIP? Do you sense they follow your direction without question, or do you pick up some hesitation? In other words, do the people you oversee affirm your leadership by following you?

Taking on the role of a leader requires guiding and inspiring others. How are you doing in this area? Are you impacting your organization with time-tested leadership skills? Are you providing a positive example to follow in your own home and at work? In short, are you giving others a living example of someone they would like to follow?

In general, good leaders do not blame fate for their failures, nor luck for their successes. Good leaders accept responsibility for their lives, as well as the lives of those who are under their direct sphere of influence. Good leaders know that any goal worth setting is only as worthy as the effort required to achieve it. Good leaders are people like you who desire to build strong families, improve communities, and make the world a better place to live.

In his book *The Future of Leadership*, Warren Bennis suggests: "Leadership is everyone's business. Leadership is an observable, learnable, set of practices. Positions of leadership do not wait, in fact cannot wait. Leadership development starts with action."

What level of achievement and commitment are you taking to establish yourself as a leader? How are you identifying with leadership skills, leadership character traits, and leadership actions?

In the book of Exodus, Moses identified himself as a reluctant leader.

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He had run away from his failure as a leader when he killed an Egyptian. He didn't think people would listen to him because he was a poor speaker. He was hesitant to confront Pharaoh. Are you dealing with reluctance in your leadership?

Remember, God told Moses that He would help him, He would be with him, and He would give him strength to carry out his leadership role. The same God who helped Moses will help you.

Author Simon Sinek reminds us, "A boss has the title; a leader has the people." If we have no followers, the quality of our leadership needs attention. A good way to help others identify with you as a leader includes applying the following responsibilities and actions. Ask yourself these two foundational questions as you do: Who am I? What do I want to achieve?

- Keep learning new things and share what you have learned with others.
- Commit to deadlines; keep appointments, end meetings on time.
- Recognize and accept others' opinions and ideas when appropriate.
- Become a better listener and encourager.
- Inspire others as part of a "we" team rather than "I" alone.

Interesting Fact

Leadership is both an area of research as well as an area of practical skill and personal development. Learning about styles and concepts of leadership is important, but working to develop your individual skills in order to be recognized as a leader is crucial.

We will not all develop to be the same kind of leader at the same pace. Leadership takes motivation, discipline, and practice. What are you waiting for?

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Leading Yourself First

There is nothing noble in being superior to your fellow man,
the nobility is being superior to your former self.

~Ernest Hemingway

THE IMPORTANCE OF SELF DEVELOPMENT as both a leader and follower cannot be overstated. As Robin Sharma suggests, "Investing in yourself is the best investment you will ever make. It will not only improve your life; it will improve the lives of those around you."

A lot of time is spent investing in those things that remind us just how short life really is. Some are extremely important: family relationships, job security, and church fellowship. Others are not nearly as significant: social media, television, and computer games. What we expect from others we must demonstrate.

Self-development has been referred to as "human capital." I prefer to think of it as the "stewardship of life." It's a lifelong process, requiring effort, energy, and commitment. It comes from well-developed beliefs, values, and the skills required to succeed as a leader. Followers want and need leaders who are positive role models.

This is no light responsibility. Actually, leaders have no choice in the matter. No aspect of leadership is more important. When you develop as a leader, it inspires trust from your followers. They want to follow someone who is confident, competent, and caring. Being a personal example affects others more than instruction alone. Why would followers be motivated to follow someone they don't trust, respect, or admire?

A leader's motivation for self-development is greatly influenced by their personal values.

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Here are nine key competencies consistently valued by leaders and followers alike:

Ethics—in verbal orders and policies

Communication—to direct and influence

Proficiency—through self-study and experiences

Decisions—to make choices and solve problems

Supervision—to coordinate and evaluate

Planning—to organize and budget

Developing others—in order to build esprit de corps and confidence

Resourcefulness—to demonstrate skills and manage information

Mentoring—to overcome problems and increase knowledge

How are you doing in these nine areas? Do you need to spend some time reinforcing any of them? Leaders continue to learn and improve through self-development so they can be better servants. Selfless service requires resisting the temptation to put selfish gain, personal advantage, and self-interests ahead of what is best for the individual and the organization.

- Reflect on what needs to improve. Be honest.
- Read about what you want to improve. Is it a personal trait or skill?
- Identify others who can encourage you and role models to be patterned after.
- Create a program for personal growth. Habits produce results.

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What is used develops, and what is left unused atrophies or wastes away.

Points to Ponder

Given all the resources to develop self, what changes would you make?

Could you suppress potential bad behavior and opt for the potential for good behavior?

Every moment of one's existence, one is growing into more or retreating into less.

~ Norman Mailer

Personal development is a major time saver. The better you become, the less time it takes to achieve your goals.

~ Brian Tracy

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