

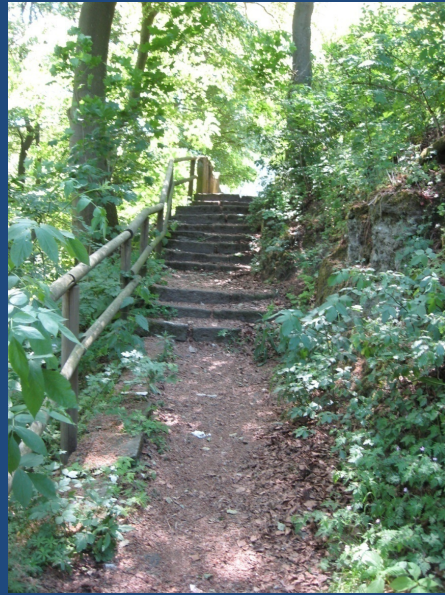
Leadership for the Greater Good:

Building Trust
Through Integrity

by Dan R. Ebener

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www.danebener.com



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Leadership



I say Leadership

What do you say?.

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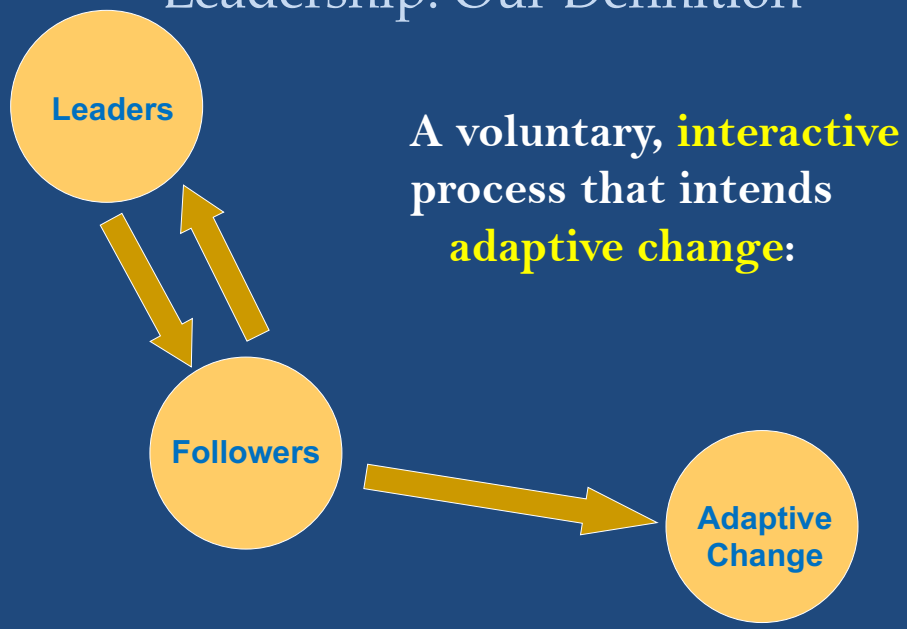
The Five Dysfunctions of Teams

Patrick Lencioni (2002)



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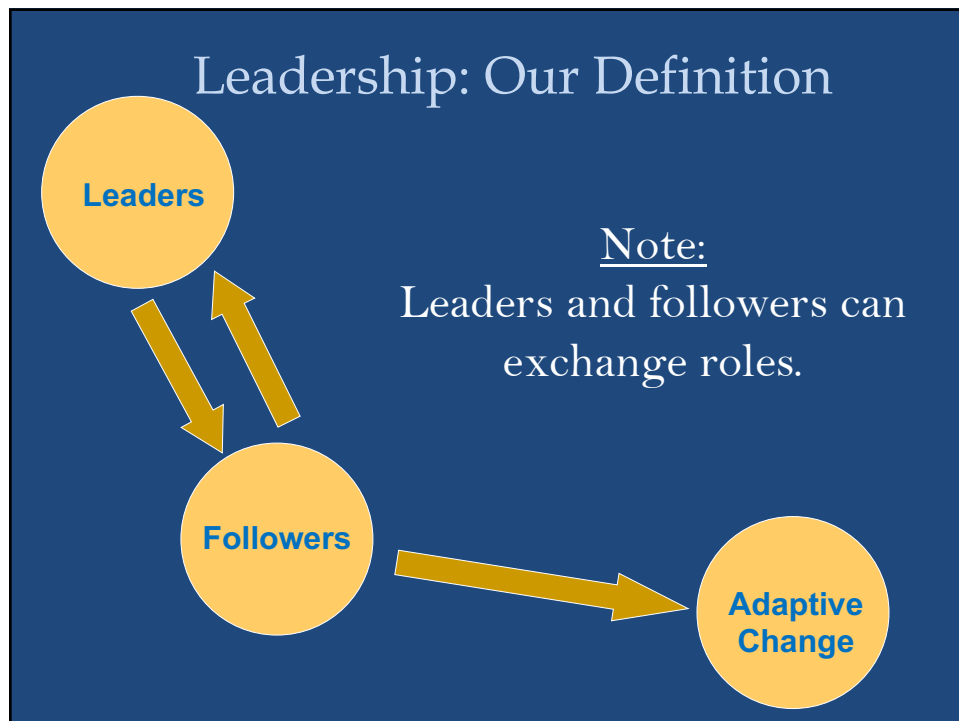
Leadership: Our Definition



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Dual Focus of Leadership

Achieving Results
(the Adaptive Change)



Developing Relationships
(Voluntary and interactive)

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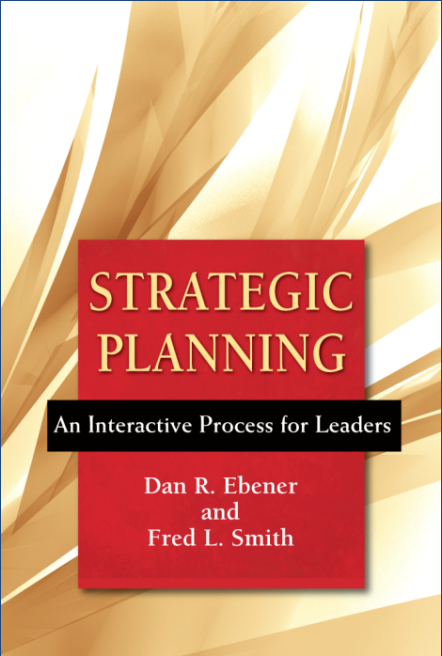
Relationship Side of Leadership

Leadership is
Voluntary and
Interactive =>
it cannot be
coerced



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Task Side of Leadership:
Adaptive Change



STRATEGIC PLANNING
An Interactive Process for Leaders
Dan R. Ebener and Fred L. Smith

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Leadership... for the Greater Good

Anyone can lead !! -
with or without authority

- Leadership is an Activity

- Not a position
- Not a title
- Not a person

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Theme of my books...



- Organizations need leadership!
– From all levels
- Anyone can lead if they feel a passion for change - and invite, inspire and influence others to join them – voluntarily.

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Leadership



Without Trust.

There is no leadership.

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The Industrial Era

- People are working in factories.
 - They need to be “supervised”.
 - Their opinions are not important.
 - The boss has all the answers.
- Leadership = “good management”.



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The Post-Industrial Era

- The world has changed:
 - Globalization
 - Complexity
 - Cultural Diversity
 - Technology
 - Decline of Family and Religion
- Pace of change itself has changed !



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The Post-Industrial Model

- Organizational challenges have changed (*adaptive*).
- Leadership today is about adapting:
 - Leaders listen.
 - Followers speak up.
 - This builds trust, commitment and cohesion



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- Organizational challenges have changed
 - They are more adaptive in nature
- Therefore, we need more "leading change"
 - Less "managing change"



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Technical Fixes



- The answer is known.
- You just have to apply the known solution.
- Management can fix technical issues.
- Adaptive issues must be led and managed.

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Adaptive Change vs. The Technical Fix

The Technical Fix

- Quick and easy fix
- **Authority or expert can solve**
- Simpler change
- **People are more receptive**
- Solutions can be implemented by edict

Adaptive Change

- Changes in hearts and minds
- **People closest to the problem can solve**
- Systemic or cultural change
- **People are more resistant**
- Takes longer to implement

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If it is a technical problem, by all means, fix it.

The **important** issues
tend to be adaptive



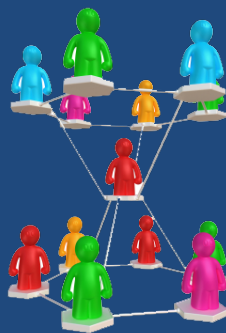
- Culture of Tell – Industrial Era
- Culture of Ask – Post-Industrial

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Management:
A critical function for any organization

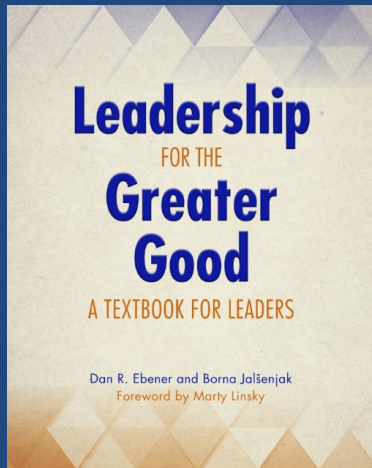
Managers provide:

- **structure**
- control
- **order**
- authority



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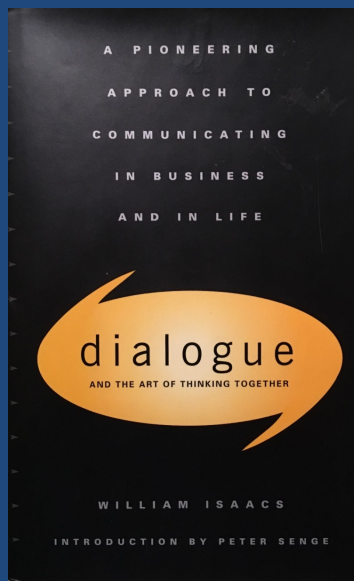
Management creates the Conditions for Leadership



- Management can encourage or discourage leadership.
- Trust is built by practicing integrity.
 - “Integrating” values and behaviors
 - Trustworthy

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Dialogical Leadership



- Mutual influence... two-way exchange
- Opens up opportunities
- Builds trust
- Uncovers multiple perspectives and solutions
- Increases engagement by gaining buy-in

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Engagement

People are
longing for a
sense of:

1. Purpose
2. Direction
3. Connection

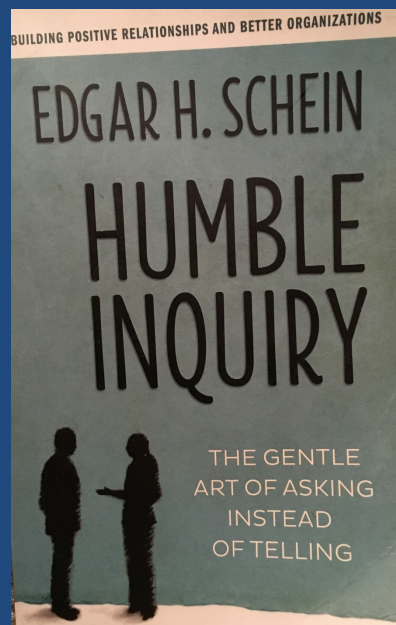


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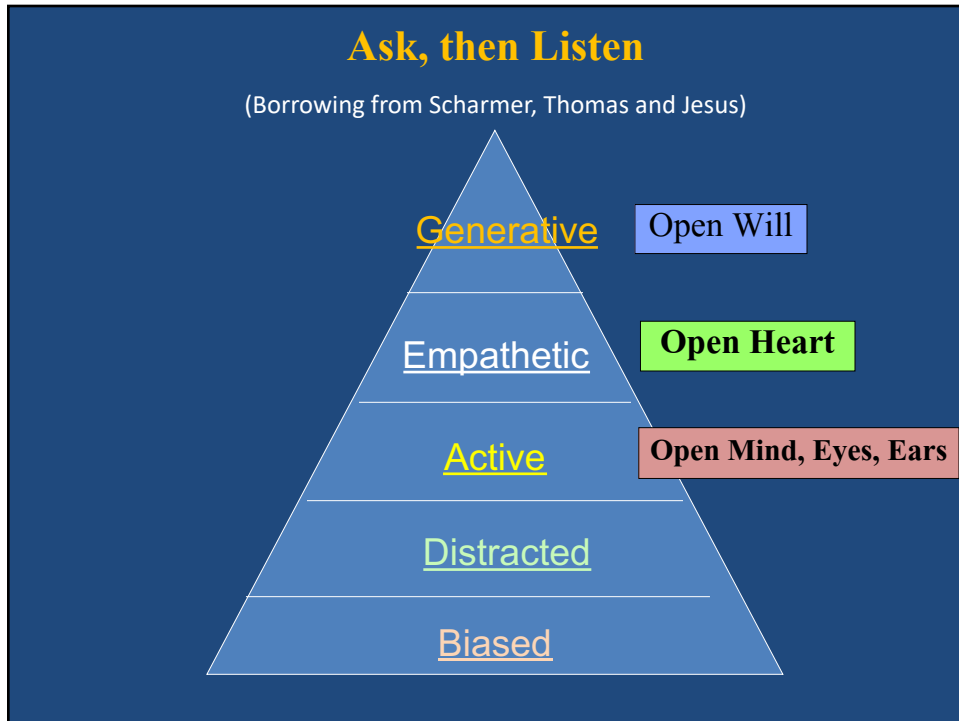
Adaptive Challenges
require more asking
and less telling

Humble Inquiry

- Curiosity
- Humility
- Empathy



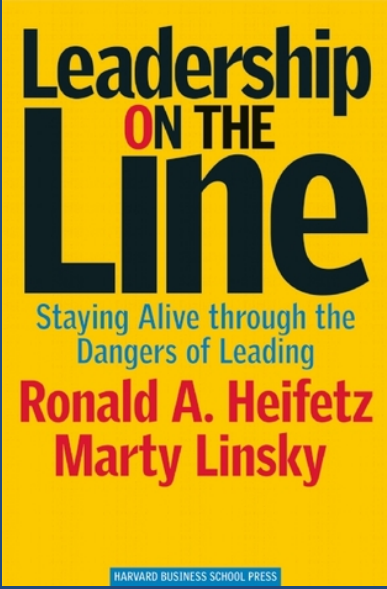
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Leadership
ON THE
Line

Staying Alive through the
Dangers of Leading

Ronald A. Heifetz
Marty Linsky

HARVARD BUSINESS SCHOOL PRESS

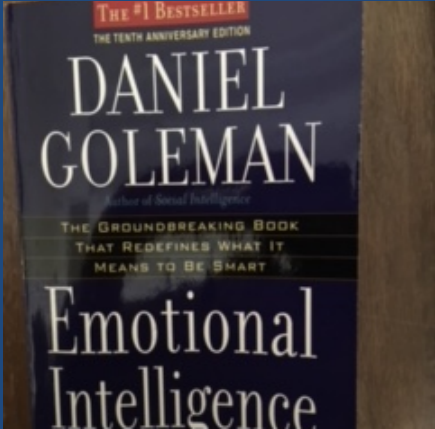
Adaptive Change
Involves Loss
Usually, Losing “the
way we do things here”

Sense of Loss triggers
emotional reactions
Emotions are
contagious

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Trust and Emotional Intelligence

- *“The capacity to recognize and regulate our emotions and the emotions of others.”*



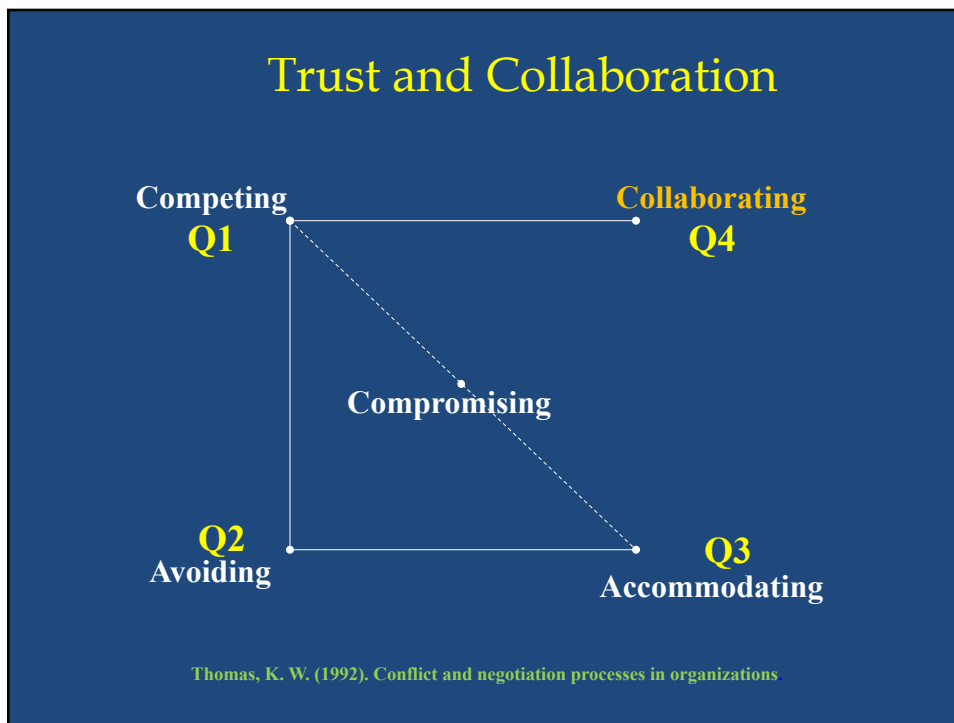
THE #1 BESTSELLER
THE TENTH ANNIVERSARY EDITION

DANIEL GOLEMAN
Author of Social Intelligence

THE GROUNDBREAKING BOOK
THAT REDEFINES WHAT IT
MEANS TO BE SMART

Emotional
Intelligence

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Servant “Leadership” - > Engagement

Greenleaf:
Motivated first to serve, then to lead.

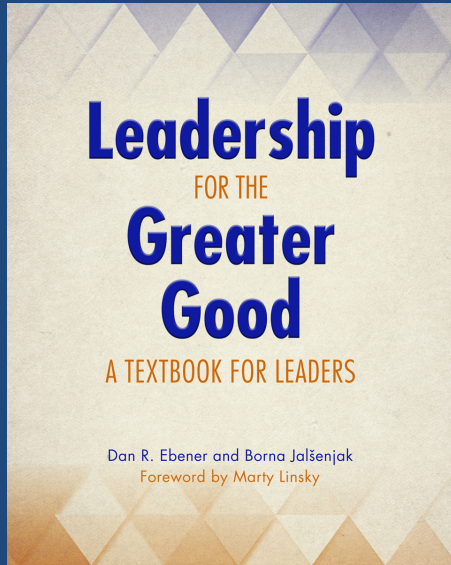
SERVANT LEADERSHIP MODELS FOR YOUR PARISH
Dan R. Ebener

Leadership Wisdom from the Beatitudes
Blessings — for — **Leaders**
Dan R. Ebener

Pastoral Leadership
Best Practices in Church Management
Dan R. Ebener
VILLANOVA UNIVERSITY
VILLANOVA SCHOOL OF BUSINESS
CENTER FOR CHURCH MANAGEMENT AND SERVICES STUDIES

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Why Another Leadership Textbook?



1. Increasingly complex world
2. Consistent definition
3. Update traditional theories
4. Greater good
5. Plain and concise

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A white rectangular box containing the words 'Thank You' written in a black, elegant cursive script.

Dr. Dan R. Ebener
Quad City Leadership Consulting

Ebener1977@msn.com

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