

# Leading *from the* Inside: 5 Practices of Effective Leaders



Facilitated by

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for

**MEDA Business as a Calling 2008**

# Meet Your Leaders

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**Allon Lefever** brings many years of experience in a wide array of areas: business and academic, startups and mergers, profit and nonprofit, senior leadership and board. He currently serves as Associate Professor of Business at Eastern Mennonite University.

After 28 years of senior management in three successful family businesses, operating in both the private and public business sectors, Allon decided to focus his energy in developing the next generation of leaders. Five years ago, he switched from the business environment to academia--teaching first at Goshen College and now at EMU.

Allon has a MA in Economics and has done post graduate work. Allon currently serves on ten boards including Goodville Mutual Casualty Company, Sauder Woodworking Inc., MEDA, and AMBS.

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**Lee Schmucker**, founding partner of *Schmucker Training & Consulting*, works with organizations, leaders and boards who want to ignite the best performance in their teams, organizations, and boards. Programs and services are specifically designed for each client. Organizational surveys and research are often used to define needs, and self-assessment tools to accelerate progress toward organizational goals.

Lee consults with businesses and not-for-profit organizations across the country and is a frequent presenter at national and state conferences. Schmucker, MBA, teaches regularly for the Center of Management Development at Wichita State University School of Business. She has authored training manuals published nationally and internationally. Before establishing Schmucker Training in 1993, Lee held executive and leadership positions for 20 years.

Schmucker serves on six boards including the Institute of Anabaptist Leaders, which sponsors the Values-based Leadership Program (VBLP); she is a member of the VBLP resource team.

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**Rick Stiffney** serves as President/CEO of MHS Alliance. MHS Alliance represents nearly 75 not-for-profit providers including community mental health organizations, developmental disabilities providers, and numerous aging services providers and retirement communities. Rick consults widely with organizations on executive development, strategic positioning/planning, organizational development, and not-for-profit board training/development.

Rick is a frequent presenter at state and national professional meetings. He is active in many organizations and has served on various not-for-profit boards. Rick serves on the resource team for the Values-based Leadership Program.

Rick is enrolled in a doctoral program for leadership development.

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# Leading *from the* Inside



“Authentic leadership does not come from the outside in.  
It comes from the inside out.” -- **The Leader's Legacy**, Kouzes & Posner

## Learning Objectives

After this session we hope you will:

1. Develop a framework for thinking about "leading from the inside."
2. Reflect on the story of Jesus and His model of leadership.
3. Claim personal strengths and growth edges for congruence in your leadership values and practice.

## What Leadership behaviors do you value most and why?

### What is Leadership?

- Leadership is the art of mobilizing others to \_\_\_\_\_ to work for shared cause or purpose.

### Leadership is . . .

- **A relationship between leader and followers**

*“Without constituents to engage, a prospective leader is all alone, taking no one anywhere. Without leaders, constituents have no energizer to ignite their passions . . . to guide them.”*  
Kouzes & Posner \*THE LEADERSHIP CHALLENGE,

- **Practices, not positions**

*“Leadership is a collection of practices and behaviors . . . Constituents don’t willingly follow positions: they follow people engaged in a process. Excellence [in leadership] rises from within; it can’t be imposed from without.” \**

- **Voluntary involvement—Followers have choices.**

*“Leadership is the distinction between mobilizing others to DO and mobilizing others to WANT TO DO.” \**

- **A dynamic relationship.**

*“Leadership is a dynamic relationship between leaders and followers in which the roles of leader and follower are often exchanged. It’s the kind of relationship in which leaders transform followers into leaders.”* --THE LEADER'S LEGACY, Kouzes & Posner

# Leadership Practices



**Five practices of exemplary leadership** are built upon a foundation of credibility.

According to significant research conducted by Kouzes and Posner, these five fundamental practices have enabled ordinary leaders to get extraordinary things done. When leaders were at their personal best, the ordinary leaders studied by Kouzes and Posner were doing the following practices:

1. Model the way
2. Inspire a shared vision
3. Challenge the process
4. Enable others to act
5. Encourage the heart

They have stood the test of time, and they are available to anyone, in any organization or situation, who accepts the leadership challenge. The greatest leader exemplifying these practices was Jesus Christ. Consider the impact of these practices when they are expressions of your inner-being.

## 1. Modeling the Way



Jesus said, "I have set you an example that you should do as I have done for you.

*No servant is greater than his master,  
nor is a messenger greater than the one who sent him."*

--John 13:15-16

Leaders--like it or not--are "models." People watch your actions. They look for clues that is really important to you or what you believe. Actions are more believable than words .The responsibility is awesome.

Leaders model the way through personal example. To do this, **leaders must first be clear about their guiding principles.** Leaders' deeds are far more important than their words and must be consistent with them. Through modeling congruence of values, beliefs, and behavior, ongoing commitment to excellence, hard work, personal accountability, vulnerability, the leader demonstrates the expectations. She/he sets the standard or the benchmark

Within six-months to two years, the group will reflect the values, attitudes and work style of the leader.

## 2. Inspiring a Shared Vision



*“Love the Lord your God with all your heart and with all your soul and with all your mind.  
This is the first & greatest commandment.” ---Matthew 22:37 NIV*

Leaders have a desire to make something happen, to change the way things are. Leaders have a capacity to “see” beyond the here and now. They have visions and dreams of what could be. Their clear image of the future pulls them forward.

**Visions seen only by leaders are insufficient** to create an organized movement or significant change. A person with no constituents is not a leader, and people will not follow until they accept a vision as their own. Leaders engage others in seeing and “owning” the possibilities of that future. **Leaders cannot command commitment; they can only inspire it.**

To enlist people in a vision, leaders must know their constituents and speak their language. Leadership is a dialogue, not a monologue. Leaders inspire a unity of purpose by showing constituents how the dream is for the common good. They describe that future with **enthusiasm** and excitement. **The leader’s own belief in and enthusiasm for the vision are the sparks that ignite the flame of inspiration.**

## 3. Challenging the Process



*“You have heard that it was said, ‘Love your neighbor and hate your enemy.’  
But I tell you: Love your enemies and pray for those who persecute you.”  
--Matthew 5:43-44 NIV*

Leaders venture out. Those who lead others see and accept challenge. Leaders see a better way, want to go a different way, are willing to experiment, take risks, and recognize the potential for failure. **Leadership involves a change from the status quo.** Leaders all challenge the process.

Often the leaders’ primary contribution is in the recognition of good ideas, the support of those ideas, and the willingness to challenge the system in order to get new processes, services, programs, and systems adopted. In this sense, leaders are early supporters and adopters of innovation.

**Without this characteristic, individuals will not become leaders.** They may find themselves in a role or even a job that others assume is a “leadership role or position”. However, they are not nor will they be leaders of others if they can’t and won’t take risks, experiment, and be willing to go another way ....a new way.

## 4. Enabling Others to Act



*“Go and make disciples of all nations . . . and teaching them to obey everything I have commanded you.” ---Matthew 28:18-20 NIV*

**Leaders seek to improve their own performance.** They are relentless in the development of their competencies and skills. In turn, leaders develop the capacities of others. They are **not threatened** by the strengths and skills of others. Rather, they know that the performance of the whole is dependent upon all doing their part as well as possible.

Leaders know that **people do not do their best when they feel weak, incompetent, and alienated.** Leaders know that those who must produce the results must feel a sense of ownership. The work of leaders is **helping people feel strong, capable, informed, and connected.** Leaders enable others to act, not by hoarding the power or authority, but by giving it away.

Teamwork, trust, and empowerment are essential. **Leaders turn their followers into leaders.** This requires leadership to be a relationship, founded on trust and confidence. Without trust and confidence, people do not take risks. Without risks, there is no change. Without change, organizations and movements die. In the research, **this practice was the most significant of all the five practices from the constituents’ vantage point.**

## 5. Encouraging the Heart



*“Do not let your hearts be troubled. Trust in God; trust also in me.  
Please I leave with you; my peace I give you . . .  
Do not let your hearts be troubled and do not be afraid.” --John 14:1, 27 NIV*

Most employees work hard and want to contribute. Studies indicate that one of the most important determinants of “job” satisfaction is whether or not the employee or constituent believes that his/her effort is “purposeful” or makes a difference. One important factor in experiencing this satisfaction and purpose is whether or not the person has a supervisor/leader who supports, offers good feedback, and encourages the person.

Encouragement is not “soft” stuff, **not an optional behavior** for just “really nice” leaders, it is the stuff of the greatest leaders. **A Leader’s job is to show people that they can succeed.** Recognition and celebration is more than fun and games – it is how leaders visibly and behaviorally link rewards with performance. Leaders make sure people benefit when behavior is aligned with cherished values. **Caring is at the heart of leadership.**



# Values-based Leadership

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## What does it mean to lead from the inside?

- Leading one's self before attempting to lead others
  - Knowing yourself: Who you are, your strengths, limits and vulnerabilities
  - Identifying and "programming" your personal leadership style and values
  - Knowing and living out your call to leadership with congruence between values and practices
  - Focusing on the destination rather than self-gain or ego
  - Monitoring your anxiety and reactivity so not to project anxiety on others
  - Following Jesus' example on the inner life of motivation, fear and anxiety (e.g. Matthew 5-7, 12)
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## What is the Values-based Leadership Program?

- Brings together best leadership practices from business, not-for-profit service providers, academia and the church.
- Dedicated to developing leadership skills from an Anabaptist, faith perspective.
- Designed for senior leaders and potential senior leaders in business, congregations, and church-related organizations.
- Focused on self-discovery, self-awareness, and self-leadership. Learn from self-assessment tools, 360 feedback, discussions with peers and facilitators, reading resources, and "try out" new leadership skills during an Inter-term between the two sessions.
- Focused on self-learning and application. The program is conducted in two parts with five months between sessions. The 8<sup>th</sup> class is scheduled for September 15-17, 2009, and February 34-25, 2010, at Laurelville Mennonite Church Center, Mt. Pleasant, PA
- Sponsored by the Institute for Anabaptist Leaders committed to developing leadership skills from a faith perspective. Institute members have developed and underwritten the Values-based Leadership Program. Institute members are Associated Mennonite Biblical Seminary, Laurelville Mennonite Church Center, Mennonite Church USA Executive Leadership, MEDA, MHS Alliance, MMA, and Schmucker Training & Consulting.