4. The Law of Navigation – Anyone Can Steer the Ship, but it Takes a Leader to Chart the Course

Principles of the Law:

Followers need leaders able to effectively navigate for them.

The truth is that nearly anyone can steer the ship, but it takes a leader to chart the course.

GE Chairman Jack Welch asserts, “A good leader remains focused…Controlling your direction is better than being controlled by it.”

Leaders see the whole trip before they leave the dock.

The larger the organization, the more clearly the leader has to be able to see ahead. That’s true because sheer size makes midcourse corrections more difficult.

First-rate navigators always have in mind that other people are depending on them and their ability to chart a good course.

Navigators draw on past experience.

Navigators listen to what others have to say.

Navigators examine the conditions before making commitments.

Navigators make sure their conclusions represent both faith and fact.

Sometimes it’s difficult balancing optimism and realism, intuition and planning, faith and fact. But that’s what it takes to be effective as a navigating leader.

Predetermine a Course of Action.
Lay Out Your Goals.
Adjust Your Priorities.
Notify Key Personnel.

Allow Time for Acceptance.
Head into Action.
Expect Problems.
Always Point to the Successes.
Daily Review Your Plan.

Major barriers to successful planning are fear of change, ignorance, uncertainty about the future and lack of imagination.
When you prepare well, you convey confidence and trust to your people. Lack of preparation has the opposite effect.

It’s not the size of the project; it’s the size of the leader.

**Questions for Further Review:**

1. Do your leaders have enough time to effectively prepare? Why or why not?

2. What can we do to provide our leaders enough time to effectively prepare?

3. How do leaders remain focused on creating positive change in the face of uncertainty, ignorance, lack of opportunity, and fear of change?

4. How can we facilitate our leaders’ ability to see ahead in order to control their direction, rather than being controlled by it?

5. How can aspiring leaders learn to balance optimism and realism, intuition and planning, faith and fact?

**Action Plan:**

A. Initiate a process to identify the belief, mission, and vision statements for your organization. Involve ALL stakeholder groups.

B. Define goals for success. These goals require measurable objectives, expected impact, and implementation timelines.

C. Develop strategies for implementation. Monitor the progress of your implementation through scheduled updates.

**Evaluation:**

_Evaluate yourself on a score of 1 to 5 (1 is poor, 5 is great)_

______ I have a personal vision and mission.

______ I clearly communicate my vision and mission to others.

______ TOTAL (Your leadership score for the Law of Navigation)
5. The Law of E.F. Hutton – When the Real Leader Speaks, People Listen

Principles of the Law:

Young, inexperienced leaders often walk confidently into a room full of people only to discover that they have totally misjudged the leadership dynamics of the situation.

The real leader holds the power, not just the position.

When the real leader speaks, people do listen.

“Being in power is like being a lady. If you have to tell people you are, you aren’t.”
Margaret Thatcher

When somebody asks a question, who do people watch? Who do they wait to hear? The person they look at is the real leader.

Positional Leaders
- Speak first
- Need the influence of the real leader to get things done
- Influence only the other positional leaders

Real Leaders
- Speak later
- Need only their own influence to get things done
- Influence everyone in the room

If you see a disparity between who’s leading the meeting and who’s leading the people, then the person running the meeting is not the real leader.

The real test of leadership isn’t where you start out; it’s where you end up.

The proof of leadership is found in the followers. It just shows when the real leader speaks, people listen.

People become real leaders because of…

1. Character – Who They Are
2. Relationships – Who They Know
3. Knowledge – What They Know
4. Intuition – What They Feel
5. Experience – Where They’ve Been
6. Past Success – What They’ve Done
7. Ability – What They Can Do
People listen to what someone has to say not necessarily because of the truth being communicated in the message, but because of the respect for the speaker.

How do people react when you communicate? When you speak, do people listen – I mean, really listen? Or do they wait to hear what someone else has to say before they act? You can find out a lot about your level of leadership if you have the courage to ask and answer that question.

**Questions for Further Review:**

1. How do we continually develop the characteristics of “real” leaders?
2. How do we develop the communication and presentation skills of our leaders?
3. What can be done to hone our leadership presence?

**Action Plan:**

A. List three (3) people in your organization that you intentionally influence. How are they influenced?

B. List three (3) people in your organization that you unintentionally influence. How are they influenced?

C. Examine whether or not your leadership influence has made a positive impact on your organization.

D. Identify how your confidence, charisma, and accomplishments influence others. Are you satisfied with the message your influence communicates?

**Evaluation:**

*Evaluate yourself on a score of 1 to 5 (1 is poor, 5 is great)*

_____ I have a plan to become a real leader.

_____ I understand that the proof of leadership is found in the followers.

_____ TOTAL (Your leadership score for the Law of E. F. Hutton)
6. The Law of Solid Ground – Trust is the Foundation of Leadership

Principles of the Law:

It’s not the decisions you make, it’s the leadership you possess.

When it comes to leadership, you just can’t take shortcuts, no matter how long you’ve been leading your people.

A leader’s history of successes and failures make a big difference in his credibility. It’s a little like earning and spending pocket change. Each time you make a good leadership decision, it puts change in your pocket. Each time you make a poor one, you have to pay out some of your change to people. When you’re out of change, you’re out as the leader.

Trust is the foundation of leadership. To build trust, a leader must exemplify these qualities: competence, connection, and character. People will forgive occasional mistakes based on ability, especially if they can see that you’re still growing as a leader. But they won’t trust someone who has slips in character.

“Leadership is a potent combination of strategy and character. But if you must be without one, be without strategy.” General H. Norman Schwarzkopf

Character makes trust possible. And trust makes leadership possible. That is the Law of Solid Ground.

Character Communicates Consistency

If your people don’t know what to expect from you as a leader, at some point they won’t look to you for leadership.

Character Communicates Potential

Craig Weatherup explains, “You don’t build trust by talking about it. You build it by achieving results, always with integrity, and in a manner that shows real personal regard for the people with whom you work.” When a leader’s character is strong, people trust him, and they trust in his ability to release their potential. That not only gives followers hope for the future, but it also promotes a strong belief in themselves and their organization.

Character Communicates Respect

How do leaders earn respect? By making sound decisions, admitting their mistakes, and putting what’s best for their followers and the organization ahead of their personal agendas.
A leader’s good character builds trust among his followers. But when the leader breaks trust, he forfeits his ability to lead. That’s the Law of Solid Ground.

First trust, then support.

Whenever a leader breaks the Law of Solid Ground, he pays a price in his leadership.

No leader can break trust with his people and expect to keep influencing them. Trust is the foundation of leadership. Violate the Law of Solid Ground, and you’re through as a leader.

**Questions for Further Review:**

1. How can school leaders develop trust in their organization?
2. Which activities cause leaders to lose the trust of others?
3. What strategies can school leaders use to gain the trust of their staff?
4. What strategies can school leaders use to gain the trust of their students?
5. What strategies can school leaders use to gain the trust of their parents and community leaders?

**Action Plan:**

A. Make a list of recent successes and failures. Use the Law of Solid Ground to evaluate your successes and failures.

B. List what you have done to illustrate the leadership qualities of competence, connection, and character.

C. Describe two decisions you made last week which resulted in wins for your organization.

**Evaluation:**

*Evaluate yourself on a score of 1 to 5 (1 is poor, 5 is great)*

_______ I never take shortcuts as a leader.

_______ I exemplify the qualities of competence, connection, and character.

_______ TOTAL (Your leadership score for the Law of Solid Ground)