

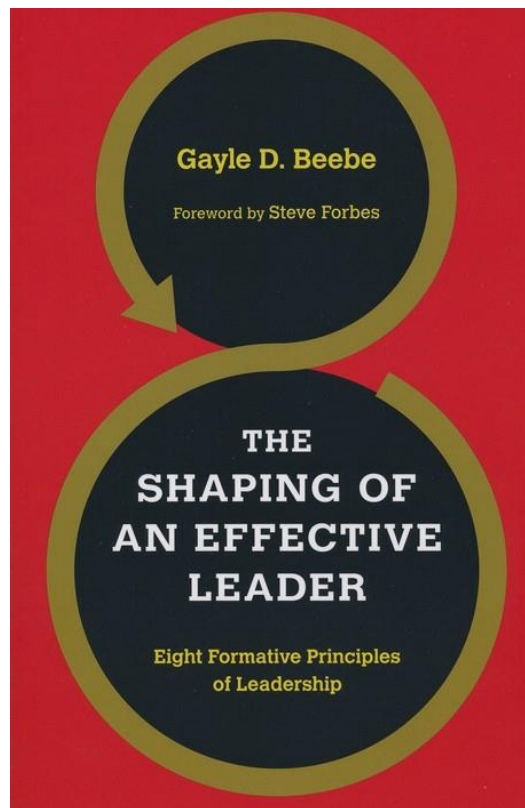
DR. ALVIN'S PUBLICATIONS

# EIGHT FORMATIVE PRINCIPLES OF LEADERSHIP

## BY GAYLE D. BEEBE

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A SUMMARY BY DR. ALVIN ANG



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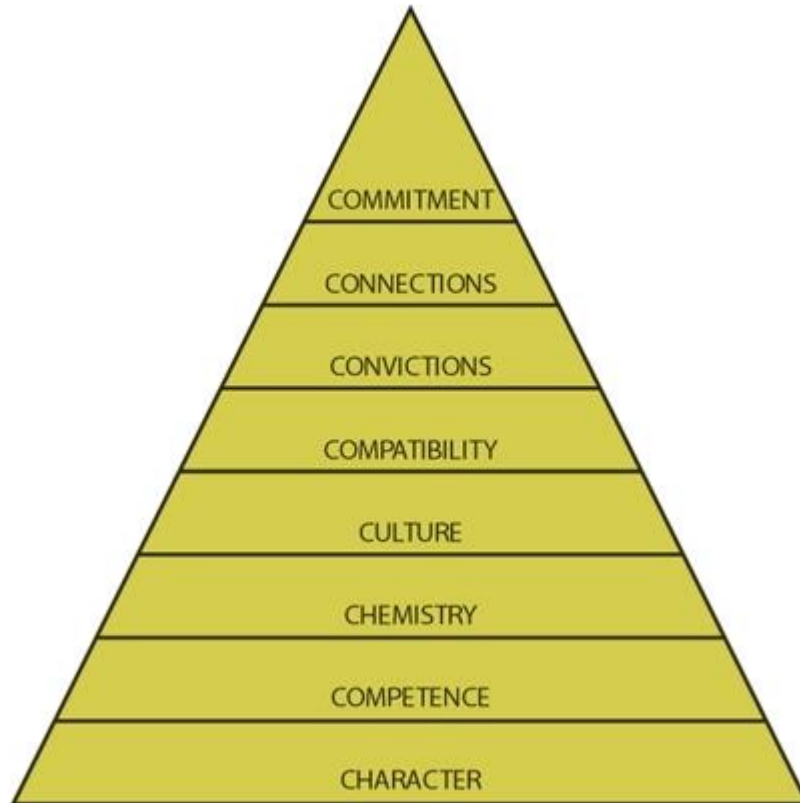
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## INTRODUCTION

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1. This article is a summary of Gayle D. Beebe's work in Beebe (2011).



*Figure 1: 8 Formative Principles of the Leadership Pyramid (Beebe 2011)*

2. Figure 1 shows the Leadership Pyramid in which this article will be based upon.

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## 8 VIRTUES AND 8 VICES OF THE LEADERSHIP PYRAMID

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### 1. CHARACTER

VIRTUE = TEMPERANCE

- A recognition that we can exercise restraint in the short run because there will always be enough - food, drink and even additional career opportunities.

VICE = GLUTTONY

- An insatiable desire to consume or hoard because we fear there won't be enough—food, drink or even career opportunities.

### 2. COMPETENCE

VIRTUE = CONTENTMENT

- Celebrating the gifts and abilities of others because we are content with our own gifts and abilities.

VICE = ENVY

- Resenting the gifts and abilities of others.

### 3. CHEMISTRY

VIRTUE = GENEROSITY

- The capacity to self-limit in order to help those who are less fortunate than ourselves.
- It includes having the capacity to help others as well as the capacity to notice the needs of those around us.

VICE = GREED

- A boundless grasping, typically for money or fame, without respect for others.

#### 4. CULTURE

VIRTUE = MILDNESS

- The ability to maintain our emotional and intellectual balance through self-restraint.

VICE = ANGER

- “The most fierce passion is anger,” Evagrius writes.
- “In fact, it is a boiling and stirring up of wrath against one who has given injury or offense.
- It leads to a preoccupation with the one with whom we are angry.
- It ruins our health—both physical and mental.”

#### 5. COMPATIBILITY

VIRTUE = HUMILITY

- The ability to see our gifts and abilities accurately in order to have an accurate view of the gifts and abilities of others.

VICE = PRIDE

- Having an unwarranted and exaggerated sense of our own gifts and abilities.

#### 6. CONVICTIONS

VIRTUE = FIDELITY

- Having the capacity to honor and respect others by cultivating an attitude of integrity, care and respect.

VICE = LUST

- Having an egocentric belief that others exist strictly to satisfy our unbridled desires.

## 7. CONNECTIONS

VIRTUE = PERSEVERANCE

- Having a capacity to endure difficult circumstances without any hope of quick resolution because of a commitment to contribute to the greater good.

VICE = INDIFFERENCE

- Believing how we are currently investing our life does not matter or have any enduring value.

## 8. CONTRIBUTION

VIRTUE = PERSPECTIVE

- The ability to recognize that our contribution has mattered and release our life work to the next generation with confidence it will be acknowledged for its contribution.

VICE = MELANCHOLY

- Believing that both our current state and our entire existence do not matter



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## PRINCIPLE 1 – CHARACTER

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10 essential qualities of well – formed leader:

1. Leads from a foundation of integrity.
2. Displays wisdom and judgment.
3. Has the ability to absorb and undo the evil of others.
4. Works with understanding and respect.
5. Works for the greater good.
6. Is temperate in all matters.
7. Balances a confidence in his or her own ability with humility.
8. Is calm, loyal, prudent and discerning.
9. Hires well, communicates clearly and trusts.
10. Balances a concern for the welfare of employees with the need to achieve positive results.

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## PRINCIPLE 2 – COMPETENCE

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### LEADERSHIP TASKS THAT LEAD TO EFFECTIVENESS

1. Developing a plan of action.
2. Determine a method of analysis.
3. Understanding of the tools he or she needs.
4. Make decisions by committing to a course of action, and allocating resources so that the greatest opportunities can be realized.

### PETER DRUCKER'S EIGHT PRACTICES

1. Ask what needs to be done.
  - First, ask “what is this task?”
2. Focus not on what you like to do but on what is right for this organization.
  - Second, ask “what are we doing currently that does not contribute to this task?”
3. Develop a bias for action and develop plans reflective of that team.
  - Third, ask “what can we do to eliminate any activity that does not contribute to the fulfillment of our core task?”
4. Work to make effective decisions.
  - Fourth, define measurements of performance.
5. Communicate the appropriate amount of information at the appropriate level of transparency.
  - Fifth, theory of work and workers that value their distinct contribution.
6. Maintain a focus on opportunities and innovations rather than problems.
  - Sixth, what we need today are not "how to do" tools but "what to do" tools
7. Coordinate and run productive and effective meetings.

- Seventh, our assumptions about the external environment, our commitments regarding our central mission, and our performance of core competencies.
8. Build an effective team.
- Eighth, maximize strengths and neutralize weaknesses by focusing on opportunities and people rather than problems and politics.

**FOUR QUADRANTS TO GUIDE DECISION MAKING**

1. Essential and Effective	3. Nonessential and Effective
2. Essential but Ineffective	4. Nonessential and Ineffective

- The goal is to keep people and programs in quadrant one.
- Take resources in quadrant three and apply to opportunities in quadrant two.
- Any person or program placed in quadrant four will be discontinued.

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## PRINCIPLE 3 – CHEMISTRY

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### ADVANTAGE OF TEAM CHEMISTRY

- A good team always outperforms a group of strong but independent individuals.
- An effective leader needs to have the freedom to develop the team that he or she is most confident will fulfill the mission
- The need to blend continuing members with new members has been a key ingredient of achieving team success.
- We need people we can trust.
- We need to hire competent people who can work from general guidelines and not burden us with a need for constant supervision throughout the day
- We need a team who can do the work.

### TOP MANAGEMENT TEAMS

- 'Top management work is work for a team rather than for one man' ~ Peter Drucker.
- Well-functioning team must understand and execute top management tasks.
- Someone must have direct and full responsibility of top management tasks.
- Assignment of responsibilities within the team must reflect an understanding of the personalities, qualifications and temperaments of the team members.
- Team members need to know each other's functions and potential contributions.
- Work for those who work for you.
- Once you have settled your team, do everything you can to make them succeed because your success as a leader will be tied to their successes.
- The leader must hire the best available person into every position.
- Great people are more important than great job descriptions.
- Scheduling regular 1-1 meetings will allow predictable interaction to occur.

- Remain available to your team anytime, anywhere.
- It works best if we can help a person who needs to leave our team do so of his or her own accord after hearing our evaluation.

### **BUILDING GREAT TEAMS AND FOSTERING TEAMWORK**

- Responsibility of a leader is to build an effective team.
- This team is responsible for fulfilling the mission of the organization.
- Values based orientation focuses on maximizing individual potential, allowing them to work in areas of their greatest strength and thus discovering fulfillment in their work.
- People with the highest IQ seldom if ever achieve the greatest success.
- The way the goals and objectives of the team become equally important to the achievement of our own goals and objectives.
- By building personal bonds with other employees, we help create the sort of informal networks that we need for effectiveness and success.
- It also gives us the opportunity to develop friendships at work that make our job meaningful and enjoyable.
- Achieving the shared goals of the organization requires a level of trust and support that is only possible when meaningful relationships are present.
- The importance of relational equity in organizations is sometimes downplayed.
- Today's workers want to find meaning and purpose through their work, including meaning and purpose through their relationships at work.
- Such meaning is acquired when the team exemplifies qualities of respect, helpfulness and cooperation.
- There has to be a level of confidence in each other's abilities and a level of respect that transcends difference.
- And concern for all members of the team has to be demonstrated.
- Demonstrating concern entails appropriate confrontation when team members make mistakes.

- Emphasizing team versus individual accomplishments demonstrates that we value the team.

### **SAMPLE AGREEMENT FOR TEAM WORK**

#### **1. FULL DISCLOSURE, NO SURPRISES, AND BAD NEWS FIRST.**

- To establish a foundation of trust, we agree to be vulnerable within the group, to be open and genuine regarding our mistakes and weaknesses, with the knowledge that the group will be protective of the information that has been shared and of the person that has shared it.
- We agree to give each other the benefit of the doubt in circumstances where issues have been raised about another member's area of responsibility, allowing that member an opportunity to review the situation and tactics for advancing the organization.

#### **2. WE AGREE TO AVOID VEILED DISCUSSIONS**

- And guarded comments, and instead, we will engage in genuine and direct conversation regarding the strategies and tactics for advancing the organization.

#### **3. FIRST AND PRIMARY RESPONSIBILITY IS TO THE EXECUTIVE TEAM (E-TEAM):**

- We will avoid feigned agreement, but once the team has come to an agreement, we will each commit publicly and privately to the decision that has been made— supporting it to all outside the team and working tirelessly to achieve the goals.
- We should recognize and celebrate successes to maintain high morale both within our area and within the E-team.

#### **4. WE COMMIT TO ACCOUNTABILITY WITHIN THE TEAM, ARE OPEN ABOUT MISTAKES,**

- And are willing to receive questions from other team members regarding attitudes or actions that may be counterproductive to the good of the team and its commitments.

#### **5. WE COMMIT TO KNOW WHAT EACH OTHER IS WORKING ON SO THAT RESULTS OF OUR COLLECTIVE GOALS WILL BE MEASURED**

- And so that individual goals and those of our various divisions will be secondary in comparison.
- This may involve sacrifices in individual areas for the overall good of the organization.

6. IN OUR INTERACTIONS, E-TEAM MEMBERS WILL WORK TO CREATE AN ENVIRONMENT OF INTEGRITY, CARE AND RESPECT.
  - E-Team members will work to identify and overcome actions inconsistent with our E-Team covenant.
  - We will quickly and genuinely apologize to one another when we say or do something in-appropriate or potentially damaging to the team.
7. REGARDING OUR MEETINGS, ALL MEMBERS WILL TAKE AN ACTIVE ROLE IN MAKING THEM COMPELLING
  - And will ensure that the most important issues are put on the table to be resolved; then the meetings will end with specific resolutions and calls to action whenever appropriate.
9. E-TEAM MEMBERS WILL WORK TO CREATE AN ATMOSPHERE OF OPENNESS AND INTEREST ABOUT EACH OTHER'S PERSONAL LIFE AND FAMILY.

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## PRINCIPLE 4 – CULTURE

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### DEVELOPMENT OF ORGANIZATIONAL CULTURE

- Organizational cultures help us understand who we are, where we can contribute and what we can do.
- They manifest the observed behaviors, the evolving norms, and the dominant values of the organization.
- I have come to believe that the CEO and the top management team play a key role in shaping the culture of the company by embedding and transmitting their organizational culture in the following six ways:
  1. The priorities they set
  2. The benchmarks they measure
  3. The response they make both to opportunity and crisis (including organizational crisis due to a stagnant culture)
  4. Their direct and indirect role modeling of appropriate behavior
  5. Their philosophy of reward and compensation
  6. The ways they recruit, select, promote, retire and transition (or allow to be transitioned) members of the organization

### CULTURAL INTELLIGENCE

1. DRIVE
  - The level of motivation we possess to understand, respect and work cross culturally.
  - Our level of motivation will reflect the likelihood of our effectiveness and success.
2. KNOWLEDGE
  - The ability to gain an understanding and appreciation for cross cultural differences.
  - How do people learn?
  - How do people live?
  - How do their attitudes, thoughts and behaviors differ from our own?



### 3. STRATEGY

- The ability to use both analytic and synthetic competencies in order to assess the dynamics of your current situation and construct a meaningful response.

### 4. ACTION

- The ability to assess a situation and adapt appropriately.

## RED POLING'S MANAGEMENT CULTURE PHILOSOPHY

### PEOPLE

- People are not the Company's most important asset, PEOPLE ARE THE COMPANY.
- We can meet the objectives, hopes and aspirations of our people if we just TREAT THEM THE WAY WE WOULD LIKE TO BE TREATED.
- Trust and loyalty must be earned—it cannot be demanded, requested or expected.
- What we do speaks louder than what we say.
- We must keep this in mind in everything we do in regard to our people.
- In remuneration.
- Promotions—individuals must not only have earned a job but must also be perceived to have done so.
- We must listen with an open mind unless our mind is closed, in which case we should so tell our people.
- We should not convey the impression that EI (employee involvement) and PM (participative management—contribution proportionate to responsibility) are substitutions for the right and the responsibility of managers to manage.
- We should not play favorites or be perceived to be so doing. Bad for us Bad for employee Bad for the organization
- We should support our people when they deserve it.
- We should praise in public and critique in private.

- We should strive for contact with our people at all levels—require meeting in small groups.

#### PRODUCT

- Ford’s strength in product is “value for money.”
- We need to produce and sell what the consumer wants.
- We are basically a high-volume producer and have strong appeal to the traditional buyer.
- We must have the objective of producing the “best quality vehicles in the world and having the world know it.”
- We can lead in styling in certain segments of the market but cannot walk away from our traditional buyer as we are striving for conquest sales.
- We should be a leader in technology, but be careful not to be so far ahead that we do not have service capability.
- We should explore niches in the market where we could have an exclusive position or be the first manufactures in that segment.

#### PROFITS

- We are in business to make a reasonable return on investment for our shareholders.
- It is a fiduciary responsibility.
- By making a reasonable return, we assure job security and the ability to provide the working conditions and remuneration we want for our employees.

#### MOST IMPORTANT CONTRIBUTIONS OF TOP MANAGEMENT

- Consistency—Dependability—Predictability

#### **CULTURE AND WORK ENVIRONMENT**

- An ideal work environment is one in which the worker is able to take responsibility for his or her job.
- Taking responsibility for one’s work consists of three primary practices:

1. contributing productive work,
  2. receiving real time and continuous feedback, and
  3. displaying a commitment to continuous learning
- To develop a strong culture, leadership jobs should provide our best employees with their brightest opportunities.
  - Always to develop a culture that produces results.
  - “Morale in an organization does not mean people get along. The test is performance, not conformance.”

### **CULTURE AND ORGANIZATION STRUCTURE**

- An established structure provides the culture-shaping guidance we need to understand our key activities.
  - First, we need measurable results.
    - What must we accomplish to preserve the organization and allow it to flourish?
  - Second, what support activities must be executed that in themselves do not produce results but make results possible?
    - What hygiene and housekeeping activities must be fulfilled so as not to derail our core business?
  - Finally, what performance do we need from top management if we as an organization are to be successful?
- To determine the appropriate organization structure, seven key elements must be satisfied.
  1. Clarity of purpose
  2. Economies of scale
  3. Direction of strategy
  4. Understanding of one’s work
  5. Clear guidelines for decision making
  6. Stability and adaptability
  7. Capacity for perpetuation and self-renewal

- The structure of our organization that creates and reflects our culture is directly influenced by our desired results.
- Task-focused organizations need a culture that focuses on the best execution of core functions.
- Results-focused organizations need a culture that allows the greatest freedom and the clearest accountability.
- High-touch, high-tech-focused organizations need a systems structure with enough flexibility to make frequent, spontaneous, unplanned meetings possible.
- Organizational designs constitute the culture and provide the framework for work.
- The objective in finding the appropriate organizational structure is not finding the perfect one but instead finding the one best suited to accomplish our task.
- As a result, the best organizational design always begins with a clear understanding of the key activities that are needed in order to produce the desired results.
- An appropriate structure (culture) is the one best suited to maximize the performance of the people.
- The culture of the organization helps determine the level of success of the organization.

#### **SHAPING ORGANIZATION CULTURE**

- Culture is shaped in many ways.
- It receives its initial and formative impulse from the founder and first leadership generation of the company.
- It evolves over time through the influence, tenure and levels of success of key employees.
- Organizational culture then continues to be shaped and influenced, especially by the CEO, the top management team, the board of directors and key opinion leaders within the company.
- Organizational culture is also shaped and influenced by the environmental context in which it exists.
- Organizations, like individuals, exist in communities.
- They have social impacts and are influenced by surrounding social problems.

## EIGHT SPHERES LINKED TO ORGANIZATIONAL CULTURE

- Spheres = a “community of discourse,”
- Spheres = a general term to describe the way in which communities originate, change and renew.
- Anything that people use to communicate—including verbal, written and nonverbal communication, as well as reflection on past experiences—is considered “discourse.”
- Eight primary spheres demonstrate the key elements that structure a society and illustrate the various elements that must be coordinated for a society to function well
  1. SOCIAL SPHERE
    - constructed by two primary factors: environmental conditions and institutional structures (governmental)
  2. ECONOMIC SPHERE
    - Includes a review of the production capacities within the society and the way in which the society institutionalizes decisions about these capacities.
    - It also includes the establishment of a central bank, the regulation of the key elements of economic policy and the governance of the money supply.
  3. POLITICAL SPHERE
    - Concerned with the massive responsibility of integrating and maintaining a diverse population through appropriate institutions that support and reinforce self-governance and bring stability to society.
  4. RELIGIOUS SPHERE
    - Focuses on how religion is institutionalized with a culture.
  5. DEVIANCE SPHERE
    - Deals with how the culture defines and responds to deviance.
    - The way deviance is identified, addressed and punished will define the broader social forces at work in society.
  6. CULTURAL SPHERE
    - Integrates the contributions of art, education, entertainment and leisure and how these cultural values influence each society.

- Societies construct their interpretive frameworks and collective commitments in unique ways that must be understood.

7. MILITARY AND POLICE SPHERE

- The military and police sphere deals with the role of the police and military in structure and activity of each society.

8. LEGAL SPHERE

- The legal sphere deals with the way in which the judicial and legal institutions of a society are coordinated and interact.

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## PRINCIPLE 5 – COMPATIBILITY

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### DISCOVERING THE RIGHT FIT

- What are your strengths?
- What can you do to increase your performance and expand your productivity?
- Where does your arrogance blind you to ways in which you could improve?
- What bad habits do you need to overcome?
- What are you doing to focus on your strengths?

### NEW OPPORTUNITY

- Does the new opportunity fit your values as well as your current situation?
- Is it the right thing to do, for the right reason?
- Is it timely?
- Do you have a growing sense you should move to the new position?
- How do your closest friends think and feel about the opportunity?
- Do you have a growing passion for the new position?

### COMPATIBILITY AT WORK

- Do I know what is expected of me at work?
- Do I have the materials and equipment I need to do my work properly?
- At work, do I have the opportunity to do what I do best every day?
- In the last seven days have I received recognition or praise for good work?
- Does my supervisor or someone at work seem to care about me as a person?
- Is there someone at work who encourages my development?

- At work, do my opinions seem to count?
- Does the mission of my company make me feel like my work is important?
- Are my coworkers committed to doing quality work?
- Do I have a best friend at work?
- In the last six months have I talked with someone about my progress?
- Last year, have I had opportunities at work to learn and grow?
- These questions were selected from a list of hundreds of questions precisely because they identified what made people feel valued and needed in their place of employment.
- The purpose of such analysis is to illustrate how critical it is that we identify and develop individual talent.
- The development of individual talent is not enough, however.
- If our work and motivation are to be sustainable, talent development must be combined with aligning our life values with the values and purposes of the organizations we serve.



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## PRINCIPLE 6 – CONVICTIONS

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- Society looks to businesses and organizations to solve all of its problems;
- Society has not lost sight of the role of the individual, but none of us ever makes a contribution on our own.
- Individual contribution is always tied to the collective contribution made through organizations and businesses.
- Believing social innovation was even more important than scientific innovation,
- Peter Drucker laid out six leading convictions that should guide us.

### 6 LEADING CONVICTIONS

#### 1. BUILD CHANGE MANAGEMENT INTO ORGANIZATION STRUCTURE

- Two competing forces catapult us forward.
- On the one hand, we need to pursue abandonment of everything that does not fit our core purposes or serve our long-term interests.
- On the other hand, we need to engage in continuous innovation around our core competencies.
- These countervailing forces simultaneously create the disequilibrium leading to the next phase of innovation and change while balancing competing forces to propel an organization forward.

#### 2. ACCEPT RESPONSIBILITY FOR TOTAL IMPACT

- Every organization must accept responsibility for its total impact, not just its economic impact.
- Thus, an organization assumes full responsibility only when it considers its total impact on its employees, on its external environment, on its customers and on whatever else it touches.

### 3. ORGANIZATION'S MISSION MUST BE CLEAR

- The organization must be single-minded, lest its members become confused.
- Only a focused and common mission will hold the organization together.
- Without such a mission, the organization will soon lose credibility as well as its ability to attract the very people it needs to perform.

### 4. EMBRACE KNOWLEDGE WORKERS

- Organizations must come to terms with the advent of the knowledge worker.
- With the rise of a service economy tied to a technological infrastructure, workers are increasingly portable.
- Because organizations are always in competition for people, loyalty can no longer be secured simply by location and a paycheck.
- As a result, the most successful organizations demonstrate to their knowledge workers that they will offer them exceptional opportunities to grow, to develop and to put their knowledge to work.

### 5. ORGANISE KNOWLEDGE WORKERS INTO TEAMS

- Having an organization of knowledge workers flattens the organization and requires it be organized as a series of teams.
- This does not remove the need or place for management.
- Just as every team has a coach, every organization must be managed.
- People must be held accountable for the organization's total performance, its adherence to its mission and its ultimate results.
- Nevertheless, the image of the blustery boss storming around the corporate office demanding results is becoming an outdated phenomenon.

## 6. CARE AND RESPECT FOR KNOWLEDGE WORKERS

- This dynamic is crucial.
- Knowledge workers have become “free agents,” able to move between and among organizations based on their unique set of knowledge and skills.
- In today’s economy, “production” is moving from a factory confined by time and place to a knowledge worker available around the clock from anywhere in the world.
- This change in production has revolutionized business practices: it has reduced multiple levels of the organizational chart while also making organizational leadership and management more challenging.

## CHANGING THE WAY WE WORK – 7 GOVERNING PRINCIPLES

1. FROM THE LANGUAGE OF COMPLAINT TO THE LANGUAGE OF COMMITMENT
  - The most dominant form of interaction at work is complaining, but we recognize the more deeply held commitments beneath the complaints.
2. FROM THE LANGUAGE OF BLAME TO THE LANGUAGE OF PERSONAL RESPONSIBILITY
  - We stop blaming our problems on external forces and begin to accept personal responsibility for our circumstances.
3. FROM THE LANGUAGE OF NEW YEAR’S RESOLUTIONS TO THE LANGUAGE OF COMPETING COMMITMENTS
  - We start off with the energy and interest to change something, but after a few weeks or even a month, competing commitments rise up and undermine our ability to persevere with our new commitments.
4. FROM THE LANGUAGE OF BIG ASSUMPTIONS THAT HOLD US TO THE LANGUAGE OF ASSUMPTIONS WE HOLD
  - We often allow ourselves to be captivated by working assumptions that are ill conceived or mistaken.
5. FROM THE LANGUAGE OF PRIZES AND PRAISING TO THE LANGUAGE OF ONGOING REWARD
  - We move from making general statements about a person to making comments that are direct, specific and express our appreciation for concrete contributions.

6. FROM THE LANGUAGE OF RULES AND POLICIES TO THE LANGUAGE OF PUBLIC AGREEMENT
  - We move away from long and extensive policy manuals to developing public agreements to which everyone agrees and everyone is held accountable.
  
7. FROM THE LANGUAGE OF CONSTRUCTIVE CRITICISM TO THE LANGUAGE OF DECONSTRUCTIVE CRITICISM
  - All criticism is in some sense negative and demotivating.
  - By contrast, to allow the evaluation process to have incomplete elements, we acknowledge our limited and incomplete view and allow additional information to be shared before we reach our conclusion.

**CONVICTIONS AT WORK – THE SELF – DIFFERENTIATED LEADER**

- Never loses connectional relationships when making convictional decision.
- Never casts blame when stating the case.
- Never puts on a gas mask in a toxic environment.
- Never creates a triangle (involving a 3<sup>rd</sup> party) in order to diffuse responsibility.
- Never delays direct confrontation when needed.
- Never hesitates in dealing with saboteurs.

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## PRINCIPLE 7 – CONNECTIONS

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### 4 BASIC REQUIREMENTS TO HUMAN RELATIONS

1. First, we have to identify and communicate the contribution we want each employee to make.
  - Knowledge workers must know and understand what is expected of them.
2. Second, we have to motivate and organize each individual's contribution so that he or she can contribute to the whole.
3. Third, we have to have a plan for self-improvement.
4. Fourth, we must plan for the development of others.
  - Individuals will develop deep and broad commitments to organizations that focus on their continual growth and improvements.
  - In an age of the knowledge worker, such planning is critical if individuals are to remain loyal to our organization.
  - A corollary of committing ourselves to the development of others is the recognition that we must focus on the strengths of our associates, making their strengths effective and their weaknesses irrelevant.
  - When we fail to adopt this approach, we initiate a period of stagnation and decline that will eventually threaten the very vitality of the organization.
  - The first sign of an organization's decline is the loss of its appeal to qualified, able and ambitious people.

#### 5 COMMITMENTS TO MOTIVATE INDIVIDUALS

1. A clear mission so that an individual can see how his or her contribution fits into the collective whole.
2. The careful placement of each individual into a job that maximizes strengths and minimizes weaknesses.
3. Opportunities for learning and improving that makes perpetual development possible and desirable.
4. High demands that require our best effort.
5. Consistent, predictable accountability in order to achieve results

#### 4 BASIC GUIDELINES FOR DECIDING ASSOCIATE PERSONNEL

1. First, if we select people for jobs in which they aren't good fits, we must reassign them so that they can make the contributions they are best able to make.
2. Second, every knowledge worker has the right to competent command.
  - a. This guideline maintains mutual respect, which makes joint performance possible and keeps morale high.
  - b. This second principle must be combined with the first: that is, we have to have the right people in the right positions in order to fulfill our obligation to provide competent command.
  - c. But we can still end up with problem employees.
  - d. Be mindful of providing competent command, but when an individual or department undermines the effectiveness of a competent leader, we have a renegade employee or department, not an incompetent manager.
3. Third, we all must recognize that our people decisions fundamentally determine the performance capacity of our organization.
  - a. No matter how much we like someone, if he or she does not possess the competencies to perform well, hiring or retaining that person will harm the organization and ultimately compromise our effectiveness as a leader.
  - b. Many well-meaning but undifferentiated leaders find this guideline problematic: they like individuals or groups, but are emotionally connected to them in ways that don't lead to effective results.

- c. Separating ourselves emotionally from our preference for an individual or group in order to provide competent command is of paramount importance.
4. Lastly, we should only give new assignments with significant risks to people we know, people we have confidence in and whose judgement we trust.

#### **THE WAY FORWARD**

1. The way forward will requires us to manage in collaborative environments.
2. The outdated and timeworn approaches of command and control will not secure the level of talent that is necessary for long-term, sustainable success.
3. Knowledge workers simply won't put up with an atmosphere that is repressive of their contribution and reactive to their input.
4. Everyone desires a culture of integrity, care and respect.
5. They do not need to know everything, but they want appropriate levels of honesty and transparency so that they may understand what is happening in all facets.
6. They also want to have appropriate levels of input without needing to dominate.
7. Ultimately, we come to work each day because we believe we are contributing to something that will outlive us.
8. Nothing is more compelling than making an ultimate contribution to purposes that are greater than ourselves.

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## PRINCIPLE 8 – CONTRIBUTION

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### FINAL REQUIREMENT FOR EFFECTIVE LEADERSHIP

- “The final requirement of effective leadership is to earn trust.
- Trust is the conviction that the leader means what he says.
- It is a belief in something very old-fashioned called “integrity.”
- A leader’s actions and a leader’s professed beliefs must be congruent, or at least compatible.
- Effective leadership is not based on being clever; it is based primarily on being consistent.
- It is through trust that we lift a person’s vision to higher sights and ask and answer, “What do you want to be remembered for?”
- By Peter Drucker

### MAKING AN ULTIMATE CONTRIBUTION

- Great leaders sublimate their own ego in order to serve the greater good of their organization.
- Leaders invest their life energies in purposes that will outlive them.
- The essence of making an ultimate contribution is the quest for meaning.
- He also notes that the great challenge to making this ultimate contribution often strikes before we are ready, and is the hallmark of a midlife crisis resulting from boredom.
- Work, meaningful as it may be, can lose its appeal.
- Red Poling once remarked that as he ended his career he grew less and less interested in the problems and more and more interested in the people.
- The demanding side of work can escalate until work no longer provides the challenges that captivate the minds and imaginations of effective leaders.
- Eventually, they begin to look for something more.
- In this quest they seek opportunities that will bring meaning.



- They have made their money; now they want their lives to count, to make an impact, to really matter.
- Drucker advocated developing a second interest long before we exhaust our first interest.
- This parallel career becomes not only our lifeblood for meaningful work and service opportunities in the future, but also a source of great support if we were to experience major setbacks in the present.

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## ABOUT THE AUTHORS

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