

Staring Up the Stairs

“Future Focused Leadership”

ASIS FASTrack ... A Program for Developing Outstanding Leaders

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ASIS International President (2002)



It has been said that a journey of a thousand miles begins with a single step. Every organization needs leaders who will take that first step and show others the way.

These leaders, like you, also become the volunteer leaders who make it possible for an organization like ASIS to achieve its goals. Such leaders typically further their own personal and professional goals as well, because leadership, while a great responsibility, is also rewarding.

The following overview offers guidance for those of you who aspire to a leadership position or who would like to improve your leadership skills. As you undertake this journey, here is what you will learn.

- ? The Six Quality Characteristics of Leaders
- ? Types of Leaders
- ? How to Enhance Character, Integrity and Credibility by avoiding the 20 Most Common Sins of Leadership
- ? Where to Begin
- ? How to Finish Well

Leadership Self Audit

It's time for you to be transparent. Every leader has strengths and weaknesses. As a beginning, answer these ten questions with brutal self-reflection.

- 1) I am very critical of myself.
- 2) I am very self-conscious.
- 3) I have a hard time with rejection.
- 4) I am driven by my own performance.
- 5) I often question myself.
- 6) I fear failure.
- 7) I tend to believe the worst.
- 8) I am overly defensive.
- 9) I am overly critical of others.
- 10) If I control others I will look more successful.

The most prevalent leadership ailment finds its roots in low self-esteem. Often people are attracted to management with an ulterior motive: they want others to look up to them to elevate their self worth. Though this may have first attracted many to the ranks of supervision, understanding that low self-esteem affects all of us. You likely answered some of the questions "yes" revealing a need, a drive, to better understand what makes a great and confident leader in today's complex world.

The Six Quality Characteristics Of Leaders

Most everyone can identify individual leaders. We can name those great men and women who have affected our lives. However, most of us are unable to understand what makes a great leader. In my case, the first great leader to change my life

was my father, Claude. He is a rather quiet man, tall in stature and not one that you might believe to be a leader until you talk to him for a while or others who know him. Like most fathers, he had such a positive impact my life that I often wished I were more like him.

I remember as a young boy growing up on a farm in Mountain View, Oklahoma, and my father exhibiting tremendous character when faced with adversity. The first characteristic I could see in him was that he was purpose driven. I never asked him what his purpose was in life because it was self-evident. He wanted to walk worthy. That was his single purpose.

As a lad, my most vivid memory of him was during a very difficult personal time of tribulation. He was a leader in a small church when the other two key leaders dismissed the minister without consulting with my father. This was a test of my father's character. The critical characteristic of an outstanding leader is found in how he faces adversity. He could say the majority ruled. He could say that it was out of his hands. He could challenge the other two leaders to public debate. The choices were many. I watched my father respond with character. He spoke no ill will toward the other leaders despite the private anguish visible in him and my mother in our little farmhouse. He stood for the truth while moving forward in an effort to finish the race well.

Despite an outpouring of support, he stepped down from his leadership role. No one asked him to resign. It was his decision. He made no strong protest. He quietly and softly stood for his single purpose, walking worthy.

At the time I thought my father was backing down from conflict. It was several years later when he was asked to return to the same leadership position that I understood his inner strength in the face of adversity. Even when others did not understand his single purpose, he did. On return to the leadership role, he continued serving others as he had all along. He never spoke badly about the other men, even behind their back. He held no grudge, because he was worthy.

Thus the first characteristic of a true leader is integrity. Do others know you by the examples of your character during difficult times? Do you know your singular purpose in your family, professional, and volunteer journey?

The second characteristic of true leaders is their persistence. As a young homicide detective, my commander, Walter Heinrich, said, "Persistence breaks resistance."

Major Heinrich asked me to make a commitment to never allow doubt, conflict, difficulty, or resistance to negatively influence my determination to solve the unsolved murders assigned to me. Others will tell you that I was a rather persistent man at the time absent Major Heinrich's counsel. Yet, I could see in his life the mark of persistence. Like others I needed reminding of this important principle to not give up. Look around you and the leaders having an impact on your life and you will agree they are committed to finishing their race well. They are persistent in their purpose.

The third characteristic of a true leader is perceptive self-knowledge. An effective leader knows his strengths and weaknesses. He staffs his team based on his weaknesses. He doesn't blame others for his deficiencies.

Too often those wanting to be leaders have a multitude of excuses at hand in their armament to use when others point out their weaknesses. The true leader has already self disclosed his weaknesses. He is transparent to others because he accepts his own imperfections. Certainly, he can be found making efforts to improve himself in those weak areas.

A McDonald's manager once told me, "Steve, I appreciate that you have never once attempted to tell us how to make hamburgers." Occasionally, you can find me cooking out on the grill. However, in comparison to the "golden arches," I am not an expert on hamburgers.

Do you know your strengths and weaknesses? Have you surrounded yourself with other team players that can carry the ball despite your poor running ability?

The fourth characteristic of an outstanding leader is that he is a perpetual learner. A professor of mine, Dr. Charles Baylis, once told me that he was continuing his study of a particular subject. One might have thought that he didn't need to study as he held his doctorate in that subject. Yet he demonstrated that a true leader understands that professional excellence requires a life journey of learning. When was the last time you took a course to enhance your professional or personal development? Here are some signs that you may have fallen short.

1. You open a book in your personal library that is in your field of interest, dust it off and find a 1971 savings bond.
2. You look in your desk for a folder and find the last four years of brochures announcing seminars or courses that you intended to attend.

3. You look at your colleagues whose career has outpaced yours and learn they have attained the distinction of becoming a Certified Protection Professional.
4. You have become a CPP but fail to stay involved in your chapter or Society.
5. You were too busy to attend workshops by ASIS leaders to help you learn how to be an effective leader.

The fifth characteristic of a quality leader is focus. He is "people focused." An effective leader always knows whom he is serving. We all know leaders who have placed the proverbial crown on their head, allowing the position to elevate them above others. Jimmy Carter (James Earl Carter, Jr.), the thirty-ninth President of the United States of America, is the best example of one who is people focused. After serving as the leader of the United States and suffering defeat for reelection, he could have easily retired. He could have sat on some majestic mountaintop for others to climb to receive his lofty counsel. President Carter is defined by his continuing service to others. You can find him about the world influencing peace when nations are in serious conflict through the Carter Center. Actively guided by President Carter, the nonpartisan and nonprofit center addresses national and international issues of public policy. Carter Center fellows, associates, and staff join with President Carter in efforts to resolve conflict, promote democracy, protect human rights, and prevent disease and other afflictions. Through the Global 2000 program, the center advances health and agriculture in the developing world. In 1991, President Carter launched The Atlanta Project (TAP), a community wide effort to attack the social problems associated with poverty. You can also find President Carter mentoring and teaching others weekly in his local community.

The sixth quality of an outstanding leader is the ability to be a positive role model. A true leader communicates clearly to others what the team is doing together. He identifies their accomplishments above his own. He can tell you where they are going, and importantly how they are going to get there.

A true leader will give you the challenge and the resources to exceed the mandate and kindred encouragement to ensure that you don't give up. He is the voice of motivation when everyone else has lost his direction. He is the quintessential positive compass in the darkest of storms. Do others want to mirror their professional and personal lives after yours? Will they say you are walking worthy, providing a positive compass?

Four Types of Leaders

There are four distinctive types of leaders. The first type of leader is what I call an "up-and-comer." Make no mistake; this is one who truly desires to be an effective leader. He has yet to attain the knowledge or experience, but will succeed because his desire to serve others will guide him toward his goal.

The second type of leader is the "know-it-all." This person does not need any help because he has already arrived. Don't talk to him about certification courses, seminars, workshops, or leadership development. He will quickly respond, "Been there, done that."

The third type of leader is the "leader of one." His intimidating style pushes others away. He is authoritarian. His style of leadership requires you to say, "How high?" when he says jump. This type of leader can also be found in the bleachers of the race. He is not on the field. He is in the spectator seats yelling his displeasure and barking his commands.

The fourth type of leader is one who is committed to the team. He elevates others above himself. He serves the team faithfully. You will find him carried on the shoulders of the players at the end of the game because he spent time teaching them how to finish the race well.

As you read about the four types of leaders, you probably identified with one more than the others. If you are not a committed team leader, don't give up hope because it is a learned skill, rather than an inherent talent.

Generation Defined Leaders

You can greatly benefit by understanding how many leaders today are defined by the generation they were born. According to Crupi, business leaders can often be categorized in four general types.

First Generation Leaders are generally males sixty-five or older. They are product-oriented, authoritarian, traditional, and conservative. They built countries, communities and corporations. According to Crupi, "They believe the way you make things happen is you get a small group of people, you put money on the table, and you move unilaterally."

Second Generation Leaders are fifty-six to sixty-four. They grew up where stepping out of line was dangerous. Their

parents were greatly affected by the Great Depression, and grew up believing that every dollar was earned at risk. They are perceived by the first and third generation leaders as transitional. Yet, according to Crupi they made management a science.

Third Generation Leaders are thirty-five to fifty-five. They are the "Baby-Boomer" types extended. They are generally conservation but not traditional. Unlike the first generation leaders they do not believe the way you get things done is with a small group, money on the table, move the commodity, and make it happen. They recognize that life is very complex. Information is too specialized and society is very diverse. They believe you must build networks and coalitions to get things done.

The fourth generation of leaders is the "Baby Busters." They are generally under thirty-four, Crupi explains. They are more liberal and define success not by what happens in the head but in the heart. The baby boomers want to change things while the baby busters want to fix things. They see the handiwork of previous generations and conclude they broke the world. They begin their careers prioritizing their lives rather than waiting until they are middle age to balance work with their personal lives.

There are many positive characteristics found in every generation of leaders. The true leader today identifies the positive, accentuates those traits, and learns to reduce or eliminate the negative characteristics. The key is balance.

Twenty Leadership Sins

You can begin to improve your leadership skills by understanding several patterns or traits of those who are ineffective leaders. Often their peers describe them as extremely poor leaders. Here are the top twenty sins of leadership.

20. Failing to think strategically
19. Establishing unclear or vague goals
18. Failing to deal with violent workers
17. Doing too much and leading too little
16. Overly Micro-managing
15. Offensive communication skills
14. Not knowing who is hired
13. Unwillingness to adapt to people with different attitudes
12. Using poor judgment
11. Reflecting poor attitudes toward their own organization
10. Promoting the impression of favoritism
9. Being cold, aloof or arrogant
8. Allowing the position to go to their head.
7. Offering unsolicited personal advice
6. Allowing specific performance problems (theirs or others) to continue
5. Betraying individual trust
4. Lacking self-discipline
3. Being unavailable or unapproachable
2. Holding grudges
1. ***Insensitivity to others.***

How did you rate? Would your colleagues say you commit some of these twenty most common leadership mistakes? Focus on those traits that you can improve to be a more effective leader.

The First Step

Every leader has strengths and weaknesses. Thus, we can all "fine tune" our leadership skills. You might ask, "But where do I begin?" Begin with a vision statement. ASIS has one of the best vision statements as it clearly tells every leader and member where it is going. It states:

"The American Society for Industrial Security will be the foremost organization advancing the security profession worldwide."

However, the next step for every leader is to develop a personal vision statement. Here is mine.

I will be a compassionate, effective servant-type leader by elevating others above myself and walking worthy with integrity and wisdom, thus advancing the profession of security.

Adapt, modify, customize, or create your own personal vision statement. Study it daily for the first week. Then review it monthly thereafter. It will help keep you on the leadership development track.

Taking your vision statement to a mission statement is the next step. ASIS has created a mission statement that communicates to its leaders and members how it will become the foremost organization advancing the security profession worldwide.

**To achieve its vision, the American Society
for Industrial Security will establish,
develop, and promote excellence in the security profession by assuring**

- ? *High quality educational programs*
- ? *Responsiveness to members' needs*
- ? *Standards for professional and ethical conduct*
- ? *A forum for debate and the exchange of ideas*
- ? *Promotion of the organization and profession*
- ? *Strategic alliances with related organizations*

Create your own mission statement. Understand your objectives and itemize a succinct list of action items. The key is to develop general objectives that you can accomplish during the year, rather than a detailed and unrealistic laundry list of goals that you cannot achieve. Here is my simple mission statement.

To achieve my vision, I will establish, develop, and promote excellence in others by assuring

- ≠ *Being personally accountable to my employees and fellow members of ASIS*
- ≠ *Giving of my time*
- ≠ *Being responsive to the needs of my employees and fellow members of ASIS*
- ≠ *Creating a positive forum for debate and exchange of ideas*
- ≠ *Listening effectively*
- ≠ *Creating an atmosphere for promotion of the organization as a whole*
- ≠ *Mentoring others to encourage like service*

One must review their mission statement at the same time as their vision statement. This is not the time to exercise caution. Allow your creativity to update your vision and mission statements when you can see the need for change. Your goal is to become a better leader. Spending quality time focusing on your objectives will cause you to THINK!

Creating the standard, now, begins with you and me.

Building Blocks of Leadership

People want to be led. Yet, they want a leader that will be the inspiration to their personal and professional growth. Here are the building blocks that are the markers of leadership.

1. Acceptance of your team, unconditionally. Whenever we give anything to another with conditions they place less value in it and may even come to resent their benefactor. Yet, when we fell accepted unconditionally we want to show our appreciation by our respect and enhanced work ethic, not wanting to let our leaders down.
2. Putting the past in perspective is essential to building trust from your team. Absent trust, you have no team. You have subordinates. Unless a team member must leave your organization for violations of policies or repetitive performance problems a leader must learn to let go of the team's past mistakes. A great leader understands that he has been given volumes of mercy when making his or her mistakes and thus wants to share the ability to forgive others shortcomings. Thus, the past is in proper perspective.
3. Planting seeds of affirmation helps your team to grow. Just as a plant without water or nourishment, a team member cannot develop without your encouragement. Many supervisors, because of low self-esteem, step on others unmercifully. This type of manager has never realized the benefits of self-affirmation and thus can't find the good in

others. A true leader has an abundance of self-worth to share with others.

4. Constructing in adversity builds character. It is in the trenches that a measure of our worth is sharpened. The manager that rules with an iron fist loses an important opportunity to teach the team when they are facing hardship, trials or pressures.
5. Freedom to fall down allows the team to build self-confidence and respect in their leader. We all fall short from time to time. Unless the fall is a breach in integrity or serious policies that must result in disciplinary action, learn the attribute of lending a helping hand and a kind word. Remind the members of your team about specific times you also failed and what you learned from the experience. More often this person will feel your kindness is unwarranted because they are their own worst enemy. In the end you will have strengthened your team and the character of every member.
6. You must know what your team needs, and then help them fulfill these needs. When you ask about another's aspirations and dreams and then help them reach these goals develops the foundation of loyalty.
7. Doing what is right, first and always is critical to building any team. A leader who fails the ethics litmus test may never regain the respect and trust of the team.
8. Developing friendships in others seems to go against the trends of management training of recent years. Today, most managers are told to keep a safe distance between your subordinates. Yet, the very principals of leadership can only be maximized when your team feels your loyalty to them. This is, in and of itself, friendship. Certainly, a leader must be careful to not cross the line where his or her bond to any member of the team affects an ability to lead without partiality. In other words, everyone on your team must be an equal partner in your friendship.
9. Keeping work manageable is one of the hardest building blocks. We live in a time when we are expected to do more with less. Thus, as is the custom, bad things roll down hill. We get our marching orders and now descend on our team similarly the way our supervisors unloaded on us. However, work performance and attitudes deteriorate when we over burden the team. The key is developing priorities so that the team knows what must be done first.
10. The last building block is teaching your team there is dignity in their destiny. Many workers see themselves as an important cog in the proverbial wheel. Develop their self worth and value to the team. This gives them benchmarks along the way to see their contributions to your organization's successes. It is impossible to step up the stairs unless you can see the benefits of beginning the journey and what will be accomplished once you've arrived.

Finding a Mentor

Every great leader has a mentor, someone to help guide his or her development. Absent a mentor, you are left to your own devices rather than learning from the experience and wisdom of one whom has already traveled the same path. Here is what you should look for in a mentor, according to Hendrix.

- ? Seems to have what you need to personally grow
- ? Cultivates relationships
- ? Is willing to take a chance on you
- ? Is respect by others of great integrity and character
- ? Has a network of resources that will help you develop
- ? Is consulted by others
- ? Both talks and listens
- ? Is consistent in his or her lifestyle
- ? Is able to diagnose your needs
- ? Is concerned with your interests

It is never too late to find a mentor.

Leaving Your Legacy

A true leader leaves his or her mark, a legacy that was characterized by mentoring others. Yet, before you agree to mentor others you must understand your responsibilities to your 'protégé'. The last example continues to leave his imprint on many protégés.

You must be a Guide, having the ability to direct others. You must be an Exemplar, modeling character. You must be a Trainer, shaping a skill in others. You must be a Father or Mother Figure, nurturing and discipling your protégé. You must be a Teacher, willing to instruct others. You must be a Tutor, being an aid to learning. You must be a Counselor, (ministering to the deepest healthy needs of your protégé. You must be a Leader, blazing a trail for your protégé.

This proven leader is my personal mentor, Raymond H. Humphrey, CPP, our president of ASIS International. He continues to imprint his legacy into my life.

The Difference Between Managers and Leaders

There is a distinctive difference between managers and leaders.

- ✍ Managers do things right, *Leaders do the right thing*
- ✍ Managers inherit goals, *Leaders set innovative goals*
- ✍ Managers are conformers, *Leaders reform*
- ✍ Managers control, *Leaders empower*
- ✍ Managers are aggressive, *Leaders are assertive*
- ✍ Managers persist, *Leaders assist*
- ✍ Managers protect, *Leaders delegate*
- ✍ Managers supervise, *Leaders coach*
- ✍ Managers are efficient, *Leaders are effective*
- ✍ Managers are position oriented, *Leaders are people oriented*
- ✍ Managers perspire, *Leaders inspire*

To Have A Lasting Impact, To Finish the Race Well...

Everyone wants to be a winner! But how does a leader measure success. A true leader understands that he must "*Go 12 for 12*" to finish the race strong. Simply, he must be committed every day, every month throughout the year. Remember that a leader is no better than his TEAM!

**Together
Everyone
Accelerates
Membership**

In your Society, you have many talented people who want to be on your team. Take the time to develop your team. Hone these skills.

- ✍ Lead by Example
- ✍ Keep Promises
- ✍ Exceed Expectations
- ✍ Always Seek Input and Feedback
- ✍ Create a T.E.A.M.
- ✍ Staff Your Team based on your weaknesses
- ✍ Follow Through

You have learned the characteristics of successful leaders. You have learned the common mistakes many leaders make. You have learned how to evaluate yourself. Leadership is not a one hundred-yard dash. If it were, everyone would be a successful leader. Leadership is a marathon. Twenty-six plus miles that have hills and valleys. You may find it difficult to run up the hill and feel as if you can coast going down it. Other times you will have a "mountaintop experience" at the peak of the hill, only to find difficulty in the darkest cavern. Yet, to have a lasting impact, to finish the race well, you must remember the following:

- ✍ You must confront your culture as you find it, not as you wish it to be
- ✍ Your tools for leaving a lasting impact are faithfulness and servant-ship, not success
- ✍ You must take the long view, not the quick fix
- ✍ You must never give up on people or hope
- ✍ You must weave yourself into the fabric of your team
- ✍ You must embrace change as it is inevitable
- ✍ You must adapt to change quickly
- ✍ You must leverage your experience, rather than depend on it, as your success will depend on how you adjust and adapt
- ✍ You must begin now.

Here is your first step. Go to www.asisonline.org/volform.html. Click on and complete the ASIS Volunteer Form. Our Volunteer Leadership Team will help develop your time, talents, knowledge and leadership profile by putting you to work as part of the leaders that **Get out of the bleachers. You can't be a spectator and be an effective leader that leads beyond the margins. So what are you waiting for? Get online and get started today on developing your leadership quotient!**

***Don't Stare Up the Stairs,
Step Up the Stairs!***

About the author

Steven C. Millwee, CPP is 2002 President of ASIS International. He is the architect behind ASIS FASTrack, 2001+ ASIS Model Chapter and Council program, the 21st Century Virtual Chapter and Council program. He has been a member of ASIS since 1979. He is a former chapter chairman, Regional Vice President of Education, and trustee of the ASIS Foundation. His expertise and techniques are listed in the first edition (1997) and second edition (1998) of Best Practices.