Annual Meeting of The Council of State Governments'
Bowhay Institute for Legislative Leadership Development

Leadership: The Journey Inward

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FRIEND AND ASSOCIATES

Session Overview:

Our work today, by its very nature, pulls us outside of ourselves into the world of goals, strategy, tasks, and relationships leaving little time for introspection. This is especially true today in a climate where change is unrelenting, and legislators often find themselves compelled to inspire positive outcomes against tremendous odds. Paradoxically, because leadership is the *use of self* to influence outcomes—hopefully for the better—we must continually journey inward to clarify our vision and values, shore up our courage, and integrate the lessons of our life experiences if we want to be truly effective. Through an interactive discussion, BILLD participants will examine the positive uses of personal power as the fuel of leadership that give legislative leaders the edge in ensuring the outcomes we want and preventing those we don't want.

What you can expect:

- Understand leadership as a developmental process that involves both inner work and outer work.

- Distinguish between personal and organizational power, and internal versus external sources of power.

- Explore how personal power operates in the context of leadership.

- Apply this model to achieve more effective personal and professional results.

Reflection:

1. *In the political arena whom do you consider to be "powerful?"   Why?*

2. *Where are you most powerful in your work?*

3. *Where are you least powerful?*

"Power: The capacity to ensure outcomes we want and prevent those we don't want"

Delorese Ambrose, Ed.D.[1]
Leadership the Journey Inward

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The Hagberg Model[2]

PERSONAL POWER:

Your outer capacity to ACT

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Your inner capacity to REFLECT

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[1] Ambrose, Delorese, Ed.D *Leadership: The Journey Inward,* fourth edition, Kendall/Hunt Publishing Company, 2008.

[2] Adapted with permission from the work of Janet Hagberg's Real Power: Stages of Personal Power in Organizations, Sheffield Publishing Company: Salem Wisconsin, 2003

Stages of Power – Key Assumptions:

1. The stages of personal power are developmental (sequential). They are experienced and manifested differently at each stage; and each of us has a "home" stage.

2. Each stage has unique benefits and challenges; and at any stage you can feel satisfied or stuck.

3. It is easier to understand the stages you have lived than it is to understand those beyond your "home stage".

4. Movement from one stage to the next is usually precipitated by a "crisis" rather than age or experience, although both can be factors.

5. Stages 1-3 are externally and organizationally oriented. Stages 4-6 are internally and personally oriented.

6. You can be at different stages in different areas of your life, in different situations, and with different people.

Stage 1: Powerlessness

Defining Question:

- *How can I SURVIVE?*

Characteristics:

- Secure (Helpless or trapped)
- Dependent
- Low self-esteem
- Uninformed

Stance at Work:

- Eager to comply
- Avoids risk-taking
- Afraid to ask "stupid" question
- Unaware of talents or lacks confidence
- *When there are difficulties*: complains, blames, gives in or quits

Catalyst and ways to Move:

- Solicit and act on feedback
- Build self-esteem
- Learn new skills

Stage 2: Power by Association

Defining Question:

- *How can I GROW?*

Characteristics:

- Learning the ropes and the culture

- Dependent on others

- Pre-meetings/parking lot meetings

- New self-awareness/identity

Stance at Work:

- Eager to FOLLOW and learn the ropes

- Seeking approval – looking to connect

- *When there are difficulties:* leans on peer group

- Ask peers the "stupid" question

Catalyst and Ways to Move:

- Get mentoring and support

- Build competence and feedback loops

- Take a risk and reflect on lessons learned

Stage 3: Power by Achievement

Defining Question:

- *How can I SUCCEED?*

Characteristics:

- Expert – Dynamo – Self-Aware (mature ego)

- Knowledgeable and skilled

- Competitive and ambitious

- Confident ⟷ Arrogant

Stance at Work:

- Eager to LEAD

- Knows the ropes and how to get things done "right"

- Whispers the "stupid" question

- *When there are difficulties:* conceals, rationalizes/justifies or fights back with valor

Catalyst and Ways to Move:

- Crisis of meaning/integrity

- Learn to be alone and self-reflect

- Support from stages 4, 5 and 6

Stage 4: Power by Reflection

Defining Question:

- *How can I find MEANING?*

Characteristics:

- Reflective (the wall)

- Collaborative and interdependent

- Confused but paradoxically stronger

- Skilled mentor

Stance at Work:

- Eager to ALIGN INNER & OUTER WORLDS

- Willing to risk failing and being "different"

- *When there are difficulties:* reflects on lessons learned and asks: *"What happened? What can we learn?"*

Catalyst and Ways to Move:

- Let go of ego and face fears (THE WALL)

- Forgiveness (self then others), let go of self (ego) and own all of self

- Take a "sabbatical"- type opportunity

Stage 5: Power by Purpose

Defining Question:

- *How can I IGNITE PASSION?*

Characteristics:

- Conscience of the organization

- Generous in sharing power

- Calm, courageous, visionary yet humble

- Clear and confident of life purpose

Stance at Work:

- Eager to TRANSFORM

- Challenges assumptions, embraces unpopular issues

- Anticipates "ripple effect" of decisions

- Mentor to the organization/field

- *When there are difficulties:* undaunted, focus on higher purpose

Catalyst and Ways to Move:

- Understanding "the universe" – often takes a lifetime

- Moves in individual ways

Stage 6: Power by Wisdom

Defining Question:

- *How can I INSTILL WISDOM?*

Characteristics:

- Comfortable with paradox

- Fearless, ethical, integrated, and authentic

- Power-less

Stance at Work:

- Quiet in service; poses different future possibilities

- Mentor to the larger community; inspires an inner peace

- *When there are difficulties:* doesn't experience difficulties or setbacks as such

Catalyst and Ways to Move:

- N/A

Leadership Summary

Stages 1-3: External Power (the capacity to act)	Stages 4-6: Internal Power (the capacity to reflect)
Doing things right	Doing the right things
Managing people	Modeling integrity
Making things happen	Creating long lasting effects
Achieving cultural success	Finding meaning
Making a living	Making a life that matters

Discussion:

As a legislator, think about a time when the demands of your outer life (constituents, your party, your public image, doing things right) collided with your inner life (your personal values, your needs, your gut, doing the right thing).
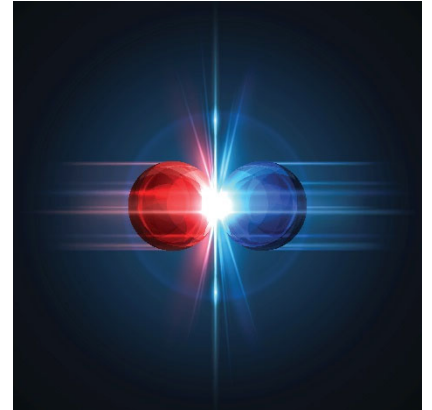
At your tables share your most honest answers to:

1. What choices did you make?

2. Could have made?

3. What did this teach you?

Recommended Readings

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Richard Friend, Ph.D.

For more than 40 years, through teaching, research and consulting Richard Friend has committed his life to transforming organizations into places where people reach their fullest leadership potential and enable enduring results. His love for academic rigor and practical application emerges from having served on the faculty and staff of both the University of Pennsylvania's Graduate School of Education and Carnegie Mellon University's Heinz College Executive Education Programs, as well as years of on-the-ground experience partnering with leaders in workplaces and communities throughout the United States, Canada, the Caribbean, Central America, and Europe. He has worked in almost every sector including higher education, health care, engineering, utilities, manufacturing, technology, communications, professional services, government, military and not for profit.

His passion is to create a world that works by developing leadership capacity and giving voice to the power of inclusion, whether this is in the world of work, the world of our communities or the world at large. In today's increasingly complex world, sustainable results, requires leader who can create inclusive organizations that fully engage diverse groups of people who give their best.

Dr. Friend is particularly interested in helping organizations:
- Build a pipeline of effective leaders who can guide the enterprise into the future.
- Harness the talent of a diverse and engaged workforce.
- Design and execute change efforts to promote excellence, innovation, and strategic advantage.

His clients include: American Bar Association, BP, Brigham & Women's Hospital, Council of State Governments, Department of Justice, Duke University School of Medicine, Ernst & Young, M&T Bank, Pfizer, Inc., PPG Industries, PricewaterhouseCoopers, Shell Oil Company, United Technologies, University of Arizona School of Medicine, University of Iowa Health Care, the University of Chicago Hospitals, and Westinghouse Electric.

Dr. Friend has worked for many years with leaders in the public sector including employees from Federal agencies such as NASA, EPA, FEMA, Secret Service, FBI, CIA, U.S. Census Bureau, and the Departments of Agriculture, Defense, Homeland Security, Interior, Justice, Labor, and Transportation. He currently runs a customized series of yearlong leadership development institutes for the U.S. Navy's Strategic Systems Programs designed to build the leadership capability of senior civilians and military personnel managing the nation's marine based nuclear deterrence program over the next sixty years.

Richard Friend is guided by the following principles for living and working:
- Modeling integrity in his life and his life's work
- Building organizations where people are valued for who they are, not in spite of it
- Creating a world that works where people recognize, celebrate, and utilize our similarities, differences, and interdependence.

Partial Client List

Private Sector

- Aimco
- AstraZeneca
- AT&T
- Alcoa, Inc.
- Amoco
- BP
- Carrier Corporation
- CNA Insurance
- ConAgra
- Duke Energy
- East Bank Club
- Embassy Suites Chicago
- Ernst & Young
- GE Capital
- Giant Eagle Supermarkets
- International Truck and Engine Corporation
- invensys
- Jones Lange LaSalle
- Kraft General Foods
- LTV Steel
- Lucent Technologies
- Midlantic National Bank
- Monsanto Dairies
- NortelNetworks
- Office Max, Inc.
- Otis Elevator
- Pfizer, Inc.
- PPG Industries
- Pratt & Whitney
- PricewaterhouseCoopers
- United Technologies
- Rosenbluth International
- Sears Roebuck
- SecurityLink
- Shell Oil Company
- SmithKline Beecham
- The Alliance Companies
- The Habitat Company
- Transitions Optical, Inc.
- Volkswagen of America
- Westinghouse Electric
- Young & Rubicam
- Zero-knowledge Systems, Inc.

Utilities

- Duquesne Light
- East Ohio Gas
- Equitable Resources
- Florida Power and Light
- People's Natural Gas

Health Care

- Advocate Medical Group
- Brigham & Women's Hospital
- Department of Health and Human Services and NIH - Programs to Increase Diversity Among Individuals Engaged in Health-Related Research (PRIDE)
- Duke University Health System
- Medical College of Pennsylvania
- Oncology Nursing Society
- Philadelphia College of Osteopathic Medicine
- Rehabilitation Institute of Chicago
- Temple University Medical School
- University of Arizona Health Network
- University of Chicago Hospitals
- University of Connecticut Health Center
- University of Illinois Project Wish HIV Vaccine Trials Network CAB
- University of Iowa Health Care

Government

- Carnegie Mellon University's Chief Information Officer's Certification Program
- Centers for Disease Control
- Commonwealth of Pennsylvania
- Council of State Governments
- Department of Energy – Savannah River Site
- Department of Justice – Office of Justice Programs
- Department of Labor – Office of Child Labor, Forced Labor and Human Trafficking
- Department of Veterans Affairs
- Eastern Panhandle Federal Executive Association
- Environmental Protection Agency
- Federal Energy Regulatory Commission
- Federal Reserve Bank of Chicago
- Federal Transit Administration's Office of Civil Rights
- Internal Revenue Service
- New Jersey Courts
- New Jersey Division of Youth and Family Services
- Office of Personnel Management
- Philadelphia Police Academy
- Senior Executive Service Candidate Development Program - Carnegie Mellon University
- U.S. Census Bureau
- U.S. Navy Strategic Systems Programs
- U.S. Postal Service

- U.S. Military Entrance Processing Command
- West Chester Police Department
- Wright-Patterson Air Force Base

Education

- Alcuin Montessori School
- Carnegie Mellon University
- Community College of Philadelphia
- Delaware Technical and Community College
- De Paul University
- Duke University
- Earlham College
- Fort Wayne Community Schools
- The Hospitality Academy
- La Salle University
- Philadelphia College of Textiles and Science
- Rutgers University
- School District of Philadelphia
- Swarthmore College
- St. Joseph's University School of Business
- Temple University
- Thomas Jefferson University
- University of Delaware
- University of Michigan
- University of Pennsylvania

Not for Profit & Associations

- Action AIDS
- AIDS Foundation of Chicago
- AIDS Information Network
- American Bar Association
- Chicago Area Hotel HR Association
- YWCA of Evanston Women's Shelter
- Hotel-Motel Association of Illinois
- National Minority AIDS Council
- People's Emergency Center
- Property Loss Research Bureau
- Society of Human Resource Professionals
- Test Positive Aware Network