FRATERNAL ORDER OF EAGLES

Leadership

LIBERTY TRUTH JUSTICE EQUALITY

F O E

Lead by Example

Leadership

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F.O.E. Mission Statement

The Fraternal Order of Eagles, an international non-profit organization,
unites fraternally in the spirit of Liberty, Truth, Justice and Equality, to make human life more desirable by lessening its ills, and by promoting Peace, Prosperity, Gladness and Hope.

"If anything goes bad, I did it.

If anything goes semi-good, then we did it.

If anything goes real good, then you did it."

Bear Bryant

90/10 Principle
by Stephen R. Covey

- 10% of life is made up of what happens to us. We have no control over this part of our life.

- 90% of life is how we choose to react to the 10%. We have control over this part of our life.

Leadership

A leader is a person who can successfully motivate human effort to achieve a particular end.

A great leader is a person who can accomplish the goals of the organization day after day and year after year for the reasons of the people who work in the organization.

Leadership

Great leaders use the following strategies to achieve goals:

Empowerment Strategy:
Leaders allow people to use their own potential to make decisions.

Motivation Strategy:
Leaders understand what makes their people want to succeed.

Golden Rule Strategy:
Leaders practice: "Treat others as you would like to be treated."

Change of Direction Strategy:
Leaders are at their best at leading new change when change is necessary to continue being successful.

Leadership

Vision, Mission, Values, Goals Strategy:

Leaders understand that everyone in the organization needs to take action to move towards accomplishing the goals using the values of both the individual and the organization.

Growth Strategy:

Leaders are able to share the necessity to grow and what that growth will look.

Creativity Strategy:

Leaders are aware of the unique creativity in each individual and create a culture where people can use it.

Respect and Trust Strategy:

Leaders receive respect and trust by using positive behaviors to do what they say they want others to do.

Recognition and Reward Strategy:

Leaders share their wins and joys of success by publicly recognizing and rewarding the people that helped them get there.

Leadership

- Leaders have a clear vision and do not keep it a secret

- Leaders are not threatened by competence

- Leaders enjoy developing their people into leaders (this is known as **mentoring**)

- Leaders are concerned about getting things done

Leadership

- Leaders confront the issues as they arise.
  They do not procrastinate.

- Leaders let fellow Brothers and Sisters know how they are doing.

- Leaders are flexible, and welcome change.

- Leaders are adaptable.

Leadership

- Leaders reflect on, and learn from, their mistakes.

- Leaders enjoy challenges.

- Leaders focus on the future, not the past.

- Leaders are open to new ideas.

- Leaders treat officers and members as individuals.

Listening Rules

...Listening...

A good leader will listen to what is said. Listening shows you care, that you have empathy and are prepared to be influenced.

The following are some
golden rules on Listening:

Listening Rules

- Give the other person your undivided attention.

- Find a quiet place (not the bar).

- Listen to be influenced.

- Don't interrupt.

- Show you are interested.

- Show positive body language.

- Ask open-ended questions.

Listening Rules

- Watch for non-verbal reactions during the conversation.

- Keep pace with the speaker.

- Don't finish people's sentences.

Seek First to Understand

What does this mean?

We typically seek first to be understood.
Most people do not listen with the intent to understand; they listen with the intent to reply.

They are either speaking or preparing to speak.

Conflict

Everyday life is filled with conflict. We must overcome it. When conflict occurs you must deal with it right away so the problem does not mushroom. Set a meeting place in a private area to talk to the individual or the Aerie officers. Do not discuss the problems with others. Our ritual tells us to "go to the man himself and tell him of his failings". We in the Eagles try and tell everyone else so we are not the bad guy. Own up to the problem and take care of it.

Conflict

- Establish the climate for good interchange.

  Be constructive.

- Make the point that there are two sides to every story.

- State your case. Be firm and clear.

- Be specific about the things that bother you.

- Take ownership for the problem.

- Don't go over long-gone events.

Conflict

- Listen carefully to the other person's case.
- Summarize the other person's point to show you understand.
- Once you both agree on the problem and causes, move to solutions.
- Agree to disagree where no resolution can be found.
- Conclude the meeting with a statement of your appreciation for the other person's willingness to resolve the differences.

Conflict Prevention

"A fault is a crack gradually widening and separating people." Carl Jung

Conflict is a natural consequence of teamwork. Conflict is healthy. However, when the conflict stems from individuals challenging each other it can be unhealthy.

The following are some rules or guidelines to prevent conflict:

Conflict Prevention

- Focus on facts and information, rather than rumors.
- Involve people in changes that you make.
- Deal with issues that are hard to discuss.
- Ensure the Aerie understands how conflict will be dealt with when it arises.
- Keep you ear to the ground.
- Establish ground rules for the Aerie. Respect each other.

Mentor

A mentor is a trusted counselor, guide, tutor or coach.

A mentor is a person who cares for and nurtures others in a fashion so that they can reach their full potential.

Mentor

- You must feel RESPONSIBILITY to nurture, groom and grow your Aerie.

- You need to be growing your replacement.

- You must pass on your knowledge of Eagledom.

- Corporate knowledge, gained through difficult experiences needs to be passed on.

Mentor

- Each relationship must be based on a common goal.

- Different members will require different amounts of time and attention to gain the information.

Good Mentor

- Is approachable and available

- Gets to know the members

- Is a good listener

- Keeps current on events

- Displays a positive attitude

Mentor

We all have been mentored in one fashion or the other. Every day we continue to learn from some experience or someone.

Your ultimate goal is to have each member operating at their fullest capacity. You create an environment that is right for the Aerie and fulfillment to yourself.

You grow people professionally.

Become inventive.

Change

Think about this…

Is change good?

You bet it is, and change will be around for the rest of your life.

Without change we will waste away.

Think of this: without change we would still be riding horses. sailing the seas, and crossing the country on a wagon trains.

Change is good. Make it part of your routine.

Killer Phrases

That's a swell idea, but...

It won't work.

It's not in the budget.

We've tried it before.

We've never done it that way.

It wasn't invented here.

We haven't the time.

It's too expensive.

It's too hard to manage.

It's too modern.

It's too old fashioned.

We are not ready.

It will take too long.

Let's be practical.

You're kidding, aren't you?

Why change now?

Let's discuss your idea at another time.

I'll tell you what I think but I won't get involved.

Igniter Phrases

Great idea—continue working on it.

Let's go!

That's interesting. I never thought of that.

You're on the right track.

That's the first time I heard it that way.

Let's start a new trend.

We can't help but be successful.

I like that.

Keep up the good work.

Fantastic!

I knew we could do it.

I appreciate your thoughts.

That's a winner.

That would be interesting to try.

I made a mistake.

Good job!

I'm glad you brought it up.

World of Change

➢ **Recorded existence……………… 50,000 years**

➢ **Average life span of a person…… 62 years**

➢ **Lifetimes spent on earth…………. 800**

➢ **Lifetimes spent in caves …………. 650**

➢ **Lifetimes with the wheel …………. 80**

➢ **Lifetimes with the printed word……... 6**

➢ **Lifetimes measuring accurate time… 4**

➢ **Lifetimes with the electric motor…… 2½**

➢ **Lifetimes with the airplane…………. 2**

➢ **Lifetimes with the transistor………… ½**

➢ **Lifetimes with the integrated circuit… ⅓**

A Century of Change

❖ Of the 100 largest companies that existed in 1900, only 16 still exist.

❖ During the early 1900's, 85% of our workers were in agriculture. Now less than 3% are in agriculture.

❖ In 1950, 73% of U.S. employees worked in manufacturing. Now less than 15% do.

❖ Today, an estimated two-thirds of U.S. employees work in the services sector, and knowledge is becoming our most important "product".

❖ Where will the majority of the workforce be in the next 50 years?

Leading Change

- **Common Errors**   by John Kotter
  - Allow too much complacency with the status quo
  - Fail to create a powerful guiding team
  - Underestimate the power of a focused vision
  - Under-communicate the vision, mission and values
  - Permit obstacles to block the actions necessary to pursue the vision
  - Fail to create short-term wins and rewards
  - Declare victory too soon or rationalize why accomplishing the goals are impossible
  - Neglect to anchor changes firmly in the corporate culture

8 Stage Process For Managing Change

1. Establish a sense of urgency
   - Create a guiding team or coalition
   - Put together a group with enough power to lead the change
2. Get the group to work together as a team
   - Put together a group with enough power to lead the change
   - Get the group to support and work together as a team
3. Develop a vision and strategies
   - Create a vision that is greater than what we are today
   - Develop strategies for achieving that vision
4. Communicate the change vision
   - Use every vehicle possible to constantly communicate the new vision and strategies
   - Have the guiding team exhibit the behavior expected of employees

5. Put in place empowered broad-based action
    – Remove or change systems or structures that undermine the changed vision
    – Reward risk-taking and nontraditional ideas, activities and actions
6. Generate short term wins
    – Require measurable daily and weekly goals and plans of action
    – Reward the success of those goals and plans of action
7. Consolidate gains and produce more change
    – Take credible successes and use them to change incredibly entrenched systems, structures and policies that don't fit the new vision
    – Hire, promote and develop people who can implement the changed vision
8. Anchor successes into the culture
    – Articulate the connection between behaviors and organizational success
    – Develop education to ensure leadership development and succession

The Four "Ps" for Culture Change

➤ A Culture of Principles
- ✓ Values
- ✓ Attitudes
- ✓ Behaviors

➤ A Culture of Purpose
- ✓ Mission
- ✓ Vision
- ✓ What, Why, How

➤ A Culture of Performance
- ✓ Goals, Plans of Action
- ✓ Measured
- ✓ Customer-Driven

➤ A Culture of People
- ✓ Do unto yourself what you would have others do unto themselves.
- ✓ Lead yourself, then lead others.

Using Effective Processes in Meetings

- ✓ What is the purpose of us having meetings?
- ✓ If we were a true team what would be the purpose of our meetings?
- ✓ How will we make decisions?
- ✓ How will we resolve conflict?
- ✓ How much of the meeting will be information-giving?
- ✓ What will be expected from team members at the end of a meeting until the beginning of the next meeting?
- ✓ Will the leader be inspecting what we are expecting?

Behaviors and Attitudes

Decisive

Confident

Enthusiastic

Caring

Thorough

Considerate

Detail-Oriented

Convincing

Honest

Team Player

Dialogue

Completes Projects

Professional Appearance

Delivers Outcomes

Positive

Assertive

Communicative

Trusting

Examples of Team Member Strengths

Witty	Expressive	Gets involved
Outgoing	Good listener	Participates
Leadership	Intelligent	Trustworthy
Dedicated	Focused	Creative
Sincere	Committed	Loves life
Fair	Loyal	Seeks solutions
Caring	Respected	Solves problems
Compassionate	Fun	Serves others
Candid	Humor	
Team player	Attentive	
Eager	Enjoys Life	

Values and Measurable Behaviors

✓ Trust
- o Confidentiality
- o Open, active verbal communication
- o Be honest in all we do
- o Use good listening skills
- o All members participate
- o Invite others to give input
- o Consciously work to create climate of trust
- o Readily accept new ideas

✓ Value People and Process
- o Respect for other ideas
- o Listening without interruption
- o Appreciate and honor one another
- o Courteous
- o Members know each other personally
- o Affirm and value relationships
- o Accept team outcomes

✓ Fun
- o Laughter
- o Praise others for having fun
- o Get along with everyone
- o Members are relaxed
- o Light-hearted atmosphere
- o Cheer for each other and team
- o Enjoy the team process
- o Comaraderie

✓ Mission, Vision, Goals
- o Focus on goal
- o Static goals (stay with it)
- o Sharing within team (involve everyone)
- o Common Values
- o Dedication to team/mission
- o Members complete tasks
- o Goals and outcomes are clearly defined
- o Use creativity to achieve goals
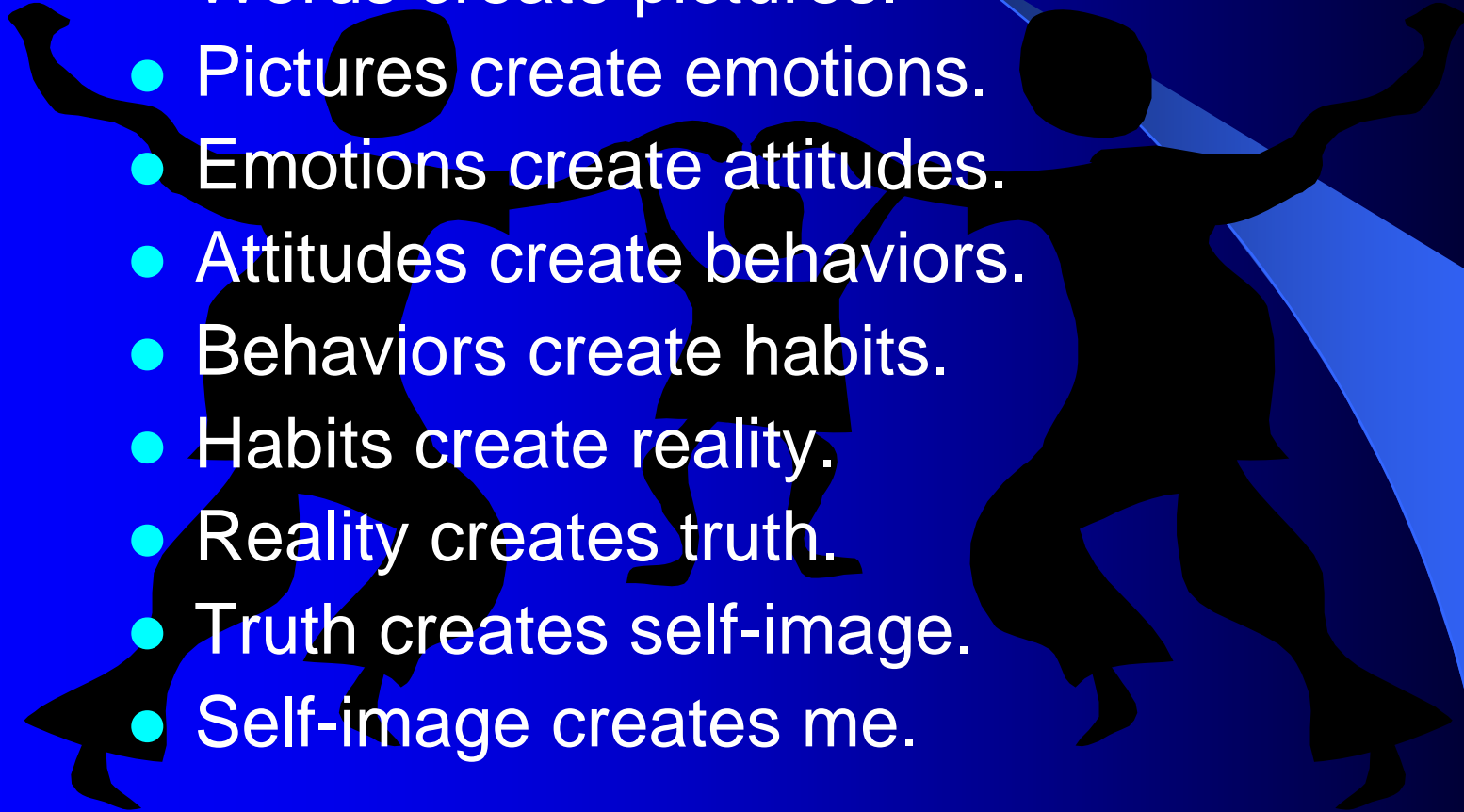- o Celebrate successes

Dependency

- ☪ I desire to have others make me successful.

- ☪ I search for the boss who will be a perfect parent.

- ☪ I want to be around people that see the world as I see it.

- ☪ Getting freedom depends on someone providing it.

- ☪ My survival is in someone else's hands.

- ☪ It is important that others change their attitudes and behaviors in order for me to change mine.

Independence

✓ I am accountable for my attitudes and behaviors.

✓ I live consciously, and with purpose.

✓ I am a good mental manager.

✓ I design life the way I want it to come to me and when it doesn't, I design positive ways of responding to it.

✓ I am constantly looking for ways to grow and get better which keeps me active and feeling successful.

Being Me

- Words create pictures.
- Pictures create emotions.
- Emotions create attitudes.
- Attitudes create behaviors.
- Behaviors create habits.
- Habits create reality.
- Reality creates truth.
- Truth creates self-image.
- Self-image creates me.

"Treat people as they are, and they remain that way.

Treat them as though they already were what they <u>can</u> be, and you help them become what they are capable of becoming."

Goethe

Conclusion

Being a leader is important. We are all leaders in some facet. Take ownership of the issue or problem.

Be Proactive: all leaders have a positive impact because of their attitude.

Resolve conflict. Conflict can be good or bad but do not let it fester. Take care of it immediately.

Be a Team Player. It is not 'I', it is 'we'.
Stovepipe attitudes will only hinder our organization.

Have integrity. Your word is as good as gold. It is a trait easy to lose and tough to recover.

Be able to communicate. Be able to deliver bad news if needed. Do not wait to throw the 'red flag'.

Conclusion

Be a Problem Solver. Be a part of the solution.

<u>Do not</u> be an armchair quarterback -- get involved.

The ripple effect of a leader's enthusiasm and optimism is awesome.

So is the impact of cynicism.
Leaders who whine and blame others spread those same behaviors amongst their colleagues.

Have a "can do" attitude. We can change.