LEADERSHIP DEVELOPMENT

> ❯ **INTRODUCTION**

As we continue our journey through the **Five Areas of Development**: *Spiritual*, *Intellectual*, *Social*, *Leadership*, and *Fraternal*, we have examined and explored the internal and personal parts of who you are, including your goals, interests, strengths, and values, as well as considered what your mission and purpose are for your own life.

In the last module devoted to Social Development, we looked at how you can develop your Emotional Intelligence (EQ) and Social Intelligence (SQ), as well as how you can improve your ability to work within groups and organizations.

Now that you are equipped with deeper understandings of who you are and how you "show up" in group settings, we want to empower you to take positive, proactive, and productive roles for the causes and in the situations that are important to you. In other words, we want to prepare you to work collaboratively with others to create change and to make a difference for the common good. This is **Leadership Development**.

Leadership Development End State
The end state of "Leadership Development" is: *Phi Kappa Theta actively develops the next generation of business, professional, and civic leaders by providing real-world experience. Campus organizations, communities, and employers worldwide seek Phi Kappa Theta members because they are ethical, value-based, and socially responsible leaders. Phi Kappa Theta leaders are known for their ability to inspire and serve others, take intelligent risks, and learn from their mistakes. Phi Kappa Theta is recognized as society's leadership incubator.*

GOALS
The three ways in which our chapters provide ongoing **Leadership Development** are through:
1. Career Preparation
2. Fraternity Engagement
3. Student Engagement/Leadership

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INSIGHT

The three ways in which we will introduce **Leadership Development** through the new member education experience are to:

1. Inspire and serve others
2. Demonstrate socially responsible leadership
3. Learn from failures and setbacks

ASSESS

How did you score yourself for **Leadership Development** in Module 1? Why?

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How would your life change if you could score just two or three points higher in **Leadership Development**?

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What ideas do you have for increasing your score for **Leadership Development**?

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LEADERSHIP DEVELOPMENT

| ⛉ | **INSIGHT** |

Inspire & Serve Others

In 1967, Herb Kelleher and Rollin King founded Southwest Airlines, then an intrastate carrier operating solely within the state of Texas. By 2014, it carried more US passengers than any other domestic airline. Southwest has posted profits for more than forty consecutive years in the financially fickle airline industry, which has seen thirty bankruptcies since 2000, including well-known carriers such as American Airlines, Delta Airlines, United Airlines, and US Airways (twice).

Southwest now serves more than 100 million people each year, and it consistently ranks at or near the top of every metric for customer satisfaction. But, of course, there is more to the success of Southwest Airlines than its numbers, and that success starts at the top with co-founder and former CEO, Herb Kelleher.

In a 2013 interview with Fortune, Kelleher was asked about leading through tough times, when the economy is not doing as well. "We could have made more money if we'd furloughed people during numerous events over the last forty years, but we never have. We didn't think it was the right thing to do."

It's not the right thing to do.

Many people chalk up Southwest's success to Kelleher's infectious, larger-than-life personality. He is famous for drafting the business model for Southwest on the back of a cocktail napkin, and he is known as a bourbon-drinking, chain-smoking, cowboy hat-wearing maverick.

One thing that separates Southwest Airlines from its competitors is its focus on people, specifically, its focus on its own people—its employees. In this company's culture, employees come first, customers second, and shareholders third. Those values lead the way for Kelleher and the company he co-founded.

"I've always thought that having a simple set of values for a company was also a very efficient and expedient way to go," Kelleher said. "And I'll tell you why. Because if somebody makes a proposal and it infringes on those values, you don't study it for two years. You just say, 'No, we don't do that.' And you go on quickly."

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When asked by Fortune magazine about leaders from other companies who would come to Southwest to see how it achieved such consistent success, Kelleher said, "Many of them, I think, were looking for some formula, you know, that you could put on the blackboard. The concept is simple, but the execution takes a lot of work and a lot of attention. If you're going to pay personal attention to each of your people, for instance, and every grief and every joy that they suffer in their lives, you really have to have a tremendous network for gathering information. We want to show them they're important to us as who they are, as people."

By focusing on others, rather than on himself, Kelleher was able to achieve a level of success that so many other leaders can only dream of. Indeed, even in retiring as CEO of the company he co-founded, he is mindful of creating the right conditions for the next CEO to find his own success.

"I deliberately decided in deference to Gary's leadership that I should take a much lower profile. It involves, for instance, not going to a number of company events, like the chili cook-off, because I didn't want anybody to think that I was competing for attention with our new leader," Kelleher said.

It isn't about Kelleher, the co-founder, the former CEO, the leader. It's about everybody else.

Through a genuine, honest, and persistent commitment to serving and uplifting others, Kelleher was able to create a culture of success that far outpaced any of his peers.

Kelleher's example illustrates the power of servant leadership.

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In his 2008 book, *The Case for Servant Leadership*, Kent M. Keith points out, "Leaders in the power model are so focused on fighting rival power factions, that they have little time to focus on problems that need to be solved or opportunities that need to be seized. And without that focus, organizations and communities don't move forward."

More than that, this idea forms the core message of Phi Kappa Theta Fraternity's mission: ***Phi Kappa Theta actively develops men to be effective leaders who passionately serve society, Fraternity, and God.***

We are leaders who passionately serve.

INSIGHT

The Founder of Servant Leadership
In 1970, the modern Servant Leadership movement was launched by Robert K. Greenleaf and has since then become a cornerstone for leadership in the most successful businesses, communities, and organizations in the history of the world. His essay, The Servant as Leader, is what started it all. Here is an excerpt from that essay:

The Servant As Leader
"The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?"

A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the "top of the pyramid," servant leadership is different. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.

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The Robert K. Greenleaf Center for Servant Leadership identifies seven Key Practices of Servant-Leaders.

1. Self-Awareness: Each of us is the instrument through which we lead. If we want to be effective servant-leaders, we need to be aware of who we are and how we impact others.

2. Listening: By listening, servant-leaders are able to identify the needs of their colleagues and customers. That puts them in a good position to meet those needs. When they do, their organizations are successful.

3. Changing the Pyramid: The traditional hierarchy—the pyramid—makes it hard to listen well. People may look up at their bosses and not out at their customers.

4. Developing Your Colleagues: Developing colleagues includes education, training, new experiences, new responsibilities, and new jobs. Individual development plans can be used to make sure that each employee's development is supported and accomplished.

5. Coaching, Not Controlling: A good way to develop people is through coaching and mentoring. Every organization needs rules and regulations, but you don't bring out the best in people by focusing on control. You bring out the best in people by engaging, inspiring, coaching, and mentoring them.

6. Unleashing the Energy & Intelligence of Others: Once people are developed and coached, they can be unleashed to make their fullest contribution to the organization.

7. Foresight: If you aren't exercising foresight, you really aren't leading, you are just reacting. And if you are just reacting, you may run out of options, and start making bad decisions—including unethical ones. A failure of foresight can put an organization in a bad situation that might have been avoided.

LEADERSHIP DEVELOPMENT

👤	**ASSESS**

What are a few examples of times when others have looked at you and saw your greatest potential? How did that experience impact you and your ability to perform in that situation?

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What are three opportunities for you to look at others and give of yourself so they can reach their greatest potential?

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Which of seven Key Practices of Servant-Leaders offer you the greatest opportunities for developing your leadership?

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LEADERSHIP DEVELOPMENT

| ⇄ | **INSIGHT** |

What is Socially Responsible Leadership?

Above all, leadership is a process, not a position. In other words, being a leader is something you do, not something you are. It is possible to have a leadership position or title, without being a leader in the truest sense of the word. On the other hand, it also is possible not to have a leadership position, but to demonstrate the highest levels of leadership. In this way, each and every one of us can be leading all of the time, whether we possess a leadership position or not. Likewise, leadership development is a continuous lifelong process. True leaders will always be looking for opportunities to improve their leadership performance, and in that process continue improving their groups and communities.

The Social Change Model of Leadership Development was created by the Higher Education Research Institute (HERI) at the University of California, Los Angeles (UCLA) in 1993 and continued to be developed by highly respected leadership educators and writers, Susan R. Komives, Wendy Wagner, and associates in 2009 in their book, *Leadership for a Better World: Understanding the Social Change Model of Leadership Development.*

The Social Change Model brilliantly describes the interaction of an individual, their group, and their community in facilitating social change while also developing the individual's leadership capacities and growing the group's potential. It is the interaction of these three levels (Individual, Group, Community) with each of the other levels that causes the growth and development of each entity involved. The individual grows based on their involvement in and response from the group and the community, the group grows based on the contributions of the individual and the response from the community, and so on.

According to the Social Change Model, leadership is:
- Socially responsible
- Collaborative
- Processional, not positional
- Inclusive and accessible to all people
- Values-based
- Oriented around facilitating change

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Socially responsible leadership embodies the values of serving the public good even if an organization's mission does not directly serve the public good. It is an approach to leadership that is collaborative and inclusive. Socially responsible leadership involves the awareness of how a "group's actions and decisions affect others" (*Leadership for a Better World*, p. 33).

Each of the three levels possesses one to three of the seven critical values, also called the "7 C's" of the Social Change Model.
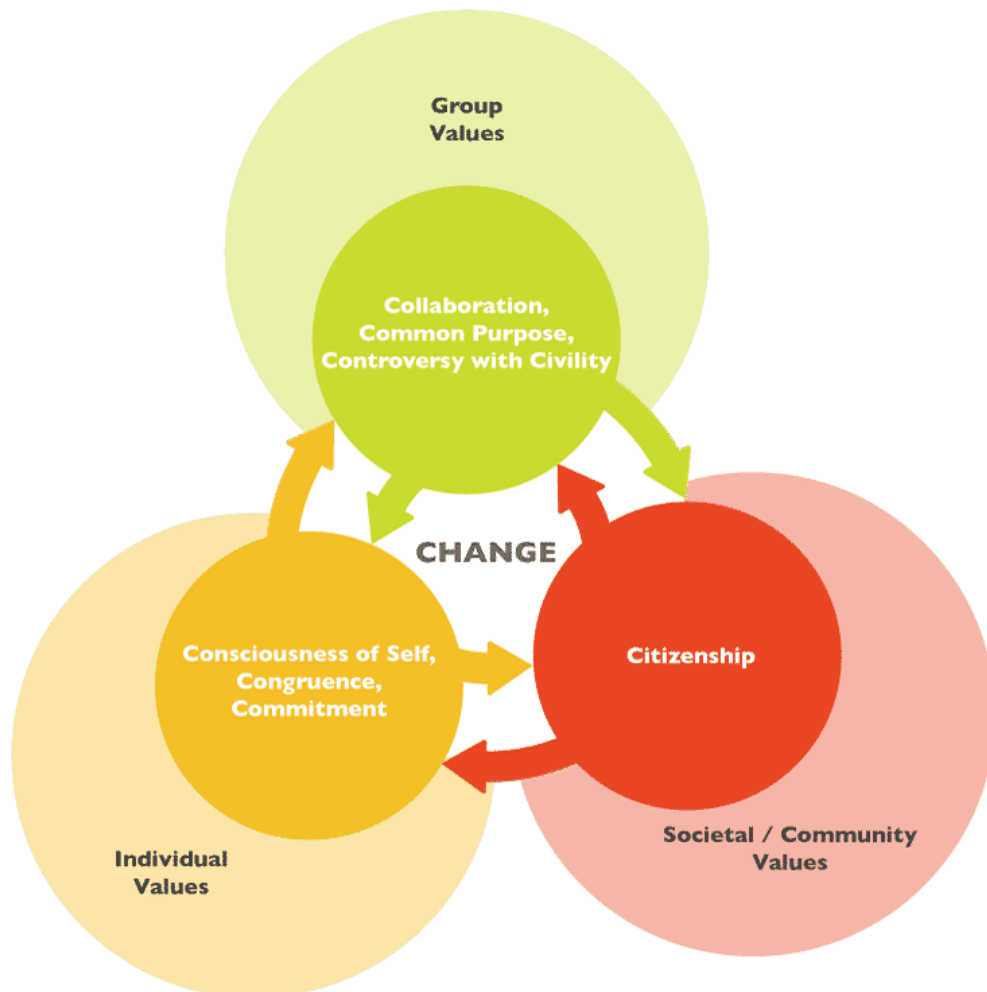
Source: Socially Responsible Leadership Scale Online, https://srls.umd.edu/

LEADERSHIP DEVELOPMENT

🪧	**INSIGHT**

Here's a list of the three levels with one to three of the seven critical values:

Level: Individual Values
- ***Consciousness of self***: Awareness of the beliefs, values, attitudes, and emotions that motivate one to take action.
- ***Congruence***: Thinking, feeling, and behaving with consistency, genuineness, authenticity, and honesty.
- ***Commitment***: Motivational energy to serve and drive the collective effort. Commitment implies passion, intensity, and duration.

Level: Group Values
- ***Collaboration***: Working with others in a common effort. Collaboration constitutes the cornerstone value of the group leadership effort because it empowers self and others through trust.
- ***Common purpose***: Working with shared aims and values. Common purpose facilitates the group's ability to engage in collective analysis of the issues at hand and the task to be undertaken.
- ***Controversy with civility***: Recognizes two fundamental realities of any creative group effort—differences in viewpoint are inevitable and these differences must be aired openly, but with respect.

Level: Community Values
- ***Citizenship***: Process whereby the individual and the collaborative group become responsibly connected to the community and the society through the leadership development activity.

Source: Socially Responsible Leadership Scale Online, https://srls.umd.edu/

LEADERSHIP DEVELOPMENT

⦿	**ASSESS**

How will you demonstrate Consciousness of self as a member of Phi Kappa Theta
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How will you demonstrate Congruence as a member of Phi Kappa Theta?

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How will you demonstrate Commitment as a member of Phi Kappa Theta?

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By demonstrating Consciousness of self, Congruence, and Commitment as a member
of Phi Kappa Theta, how will you develop ethical, values based leader?

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LEADERSHIP DEVELOPMENT

| 🔁 | **INSIGHT** |

How Can You Practice Socially Responsible Leadership?
Johnson & Johnson, the makers of Tylenol, once faced one of the greatest threats any company can face, and they rose to the challenge of that threat by digging deep into their core values and their past.

The company's nightmare began when a Chicago news reporter called asking for a response to a Chicago medical examiner's press conference earlier that day saying that people were dying from poisoned Tylenol.

In the space of a few days, starting September 29, 1982, seven people died in the Chicago area after taking cyanide-laced capsules of Extra-Strength Tylenol, the painkiller that was far and away the drugmaker's best-selling product. More than that, it was one of the company's most trusted products.

Marketers predicted that the Tylenol brand, which accounted for 17 percent of the company's net income in 1981, would never recover from the sabotage. But that prediction never came true.

Tylenol's market share spiked from 33 percent before the emergency to 48 percent just 90 days after Johnson & Johnson responded. Consumer trust in Tylenol increased three-fold compared to the period of time before the crisis, providing evidence of restored confidence in the brand.

What led to this remarkable comeback?

"We responded from our values," said Larry Foster, Corporate Vice President of Public Relations at Johnson & Johnson.

Those values were espoused by Robert Wood Johnson, a member of the company's founding family, in 1943, nearly forty years before this crisis. The very first sentence of the company's credo reads, "We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services," and the company's leaders grounded themselves in those values before responding.

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"Before 1982, nobody ever recalled anything," said Albert Tortorella, a managing director at Burson-Marsteller Inc., the New York public relations firm that advised Johnson & Johnson. "...companies often fiddle while Rome burns." said Tortorella.

In demonstrating its responsibility to all the customers who used its products, Johnson & Johnson recalled every one of its products from every shelf in every store, not only in Chicago, and not only in the Midwest, but nationwide.

Not only that, the company actively discouraged people from buying or using any Tylenol products. Through these actions, Johnson & Johnson proved that it would not risk people's safety, even if it cost the company millions of dollars.

Then, in order to rebuild the trust it had lost when thousands of news stories nationwide that week had amplified fear, mistrust, and panic, Johnson & Johnson's leaders reached back to their values and invested the resources and time to revolutionize the packaging of their products, introducing a new triple safety seal packaging that included a glued box, a plastic sear over the bottle's neck, and a foil seal over its mouth.

In both the response to the crisis and the product's return to the market, the company put its long-established values first, rather than seeking to minimize the problem.

LEADERSHIP DEVELOPMENT

👤	**ASSESS**

In what ways were the 3 C's of the Individual Level of the Social Change Model (Consciousness of self, Congruence, Commitment) evident in the Johnson & Johnson/Tylenol recall story?

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In what ways were the 3 C's of the Group Level (Collaboration, Common purpose, Controversy with civility) evident in the Johnson & Johnson/Tylenol recall story?

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In what ways was Citizenship, a core value at the Community level, evident in the Johnson & Johnson/Tylenol recall story?

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LEADERSHIP DEVELOPMENT

Learn from Failures & Setbacks

At some time in your leadership journey, and even more likely multiple times in that journey, you will fail. All of us do. Failure is an inevitable, yet oftentimes uncomfortable and unwelcome companion for leaders. When you encounter failure, you may lash out and react with strong emotions. You may blame others for your failures. You might claim small wins or moral victories, settling for less than the heights of your original vision. You may even rename your failures with euphemisms and platitudes. All of us do some of these things just to make the demoralizing, discomforting, and otherwise distasteful experience of failure more acceptable and tolerable.

But the truth is, every single one of us will fall flat on our faces from time to time. It's painful; it stings. But if we fail the right way, it also will stick with us.

Failures ache and burn, but they also linger. Those let-downs can teach you in ways that success never will. Those setbacks become the hard-earned lessons you carry with you long after the memories of your triumphs fade. Mistakes are the forge by which you become a smarter and stronger leader.

When failure inevitably finds you, you must find the growth and lesson contained therein.

Hal Gregersen, executive director of the MIT Leadership Center and author of *Questions are the Answer: A Breakthrough Approach to Your Most Vexing Problems at Work and in Life*, has interviewed some of the most successful leaders in the world today, including Jeff Wilke, CEO of Amazon Worldwide Consumer. In Gregersen's book, Wilke describes those intense moments of adversity and failure, which he calls, "crucibles."

"If you never ask questions and you never experience anything new and you never enter any crucibles, your model becomes stale. You don't really build any new awareness of the world. But if you seek out things that you don't know, and you have the courage to be wrong, to be ignorant–to have to ask more questions and maybe be embarrassed socially–then you build a more complete model, which serves you better in the course of your life."

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INSIGHT

The way to embrace failures and setbacks, Gregersen says, is to do it more often, such as learning a new craft, language, or technical skill, or expose yourself to ideas and perspectives you don't agree with (and try to empathize with those perspectives). As John A. Shedd once said, "A ship in harbor is safe, but that is not what ships are built for." In leadership, it is easy to stay in your comfort zone, as well, but that is not what leaders are made for.

ASSESS

Sir Winston Churchill, Prime Minister of the United Kingdom, who helped lead the Allied forces to victory in World War II, said, "Success is not final, failure is not fatal: it is the courage to continue that counts." In what areas of your life have you failed?

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How have you grown and learned through those experiences? How have you become a stronger person as a result of those times when you have failed or struggled?

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What does it mean to you to be a "leader who passionately serves?" What would it look like if you embodied this principle every day?

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LEADERSHIP DEVELOPMENT

🔀	**PLAN**

The three goals for your **Leadership Development** listed at the beginning of this section are to empower you to:
1. Inspire and serve others (Servant Leadership)
2. Demonstrate socially responsible leadership (Social Change Model of Leadership Development)
3. Learn from failures and setbacks (Discomfort and failure as necessary parts of leadership)

What are three ways in which you can demonstrate Servant Leadership?

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What are two ways in which you can engage in socially responsible leadership?

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What is one way in which you can embrace discomfort and failure?

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LEADERSHIP DEVELOPMENT

👤	**EXECUTE**

The mission of Phi Kappa Theta Fraternity is: ***Phi Kappa Theta actively develops men to be effective leaders who passionately serve society, Fraternity, and God.***

In the last four modules, we have intentionally engaged your Spiritual Development, Intellectual Development, Social Development, and Leadership Development. After reading Module 6 you will begin an Individual Capstone project in Module 7, in which you will reflect on and showcase your development across the five areas of development. In our lives, we grow and develop in those times when we are challenged.

There is no growth in the comfort zone, and there is no comfort in the growth zone.

Consider the activities, student groups, and volunteer opportunities available at your campus and in your community, particularly any of those that may be challenging for you or outside of your comfort zone.

Choose one of those opportunities to participate in.

MODULE FIVE
EVALUATE TOGETHER

EVALUATE

After you participate in that opportunity, discuss with your Big Brother/Alumnus Mentor how you have or have not demonstrated:
1. The Seven Key Practices of Servant-Leaders
2. The Seven C's of the Social Change Model of Leadership Development
3. Willingness to embrace discomfort and failure

INTROSPECTION

Following your discussion with your Big Brother/Alumnus Mentor, write detailed notes of the ways in which you have exhibited those ideas, and your plans and strategies for continuing your development in those areas. Remember: Leadership is a constant, continuous process of development. It is okay–*even necessary*–to fail and to have room to grow.

EVALUATE TOGETHER

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💬	**EVALUATE**

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Meeting with Big Brother/Alumnus Mentor:
- Briefly discuss your responses to the Module 5 **Assess** and **Plan** prompts.

- Use the majority of your discussion time with your Big Brother/Alumnus Mentor to talk about your **Execute** activity for this module: How you have or have not demonstrated: The Seven Key Practices of Servant-Leaders, the Seven C's of the Social Change Model of Leadership Development, and the willingness to embrace discomfort and failure. Remember: It is okay–*even necessary*–to fail and to have room to grow.

- The topic for next the next module will be Fraternal Development. Discuss with your Big Brother/Alumnus Mentor what brotherhood, fraternity, and lifelong membership mean to you. Ask them how Phi Kappa Theta Fraternity has played a role in their Fraternal Development, and what lifelong membership means to them.

Reminder: Write detailed notes of the ways in which you have exhibited those ideas, and your plans and strategies for continuing your development in those areas.

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LEADERSHIP DEVELOPMENT
WORKSHEET PART 1 OF 2

<table>
<tr><td>💬</td><td>**EVALUATE**</td></tr>
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On the scale of 1 (low) to 10 (high), how would you score yourself for each of the seven critical values as described by the Social Change Model of Leadership Development?

Individual Values
- ***Consciousness of self***: Awareness of the beliefs, values, attitudes, and emotions that motivate one to take action.

Self: 1 2 3 4 5 6 7 8 9 10

Team: 1 2 3 4 5 6 7 8 9 10

- ***Congruence***: Thinking, feeling, and behaving with consistency, genuineness, authenticity, and honesty.

Self: 1 2 3 4 5 6 7 8 9 10

Team: 1 2 3 4 5 6 7 8 9 10

- ***Commitment***: Motivational energy to serve and drive the collective effort. Commitment implies passion, intensity, and duration.

Self: 1 2 3 4 5 6 7 8 9 10

Team: 1 2 3 4 5 6 7 8 9 10

LEADERSHIP DEVELOPMENT
WORKSHEET PART 2 OF 2

💬 **EVALUATE**

On the scale of 1 (low) to 10 (high), how would you score yourself for each of the remaining critical values as described by the Social Change Model of Leadership Development?

Group Values
Collaboration: Working with others in a common effort. Collaboration constitutes the cornerstone value of the group leadership effort because it empowers self and others through trust.

Self: 1 2 3 4 5 6 7 8 9 10
Team: 1 2 3 4 5 6 7 8 9 10

Common purpose: Working with shared aims and values. Common purpose facilitates the group's ability to engage in collective analysis of the issues at hand and the task to be undertaken.

Self: 1 2 3 4 5 6 7 8 9 10
Team: 1 2 3 4 5 6 7 8 9 10

Controversy with civility: Recognizes two fundamental realities of any creative group effort—differences in viewpoint are inevitable and these differences must be aired openly, but with respect.

Self: 1 2 3 4 5 6 7 8 9 10
Team: 1 2 3 4 5 6 7 8 9 10

Community Values
Citizenship: Process whereby the individual and the collaborative group become responsibly connected to the community and the society through the leadership development activity.

Self: 1 2 3 4 5 6 7 8 9 10
Team: 1 2 3 4 5 6 7 8 9 10