



LEADERSHIP

As you look around your club do you see leaders? Or do you see individuals that act dysfunctional? If so what can be done about this behavior? Patrick Lencioni addresses this in his book, The Five Dysfunctions of a Team.

He lists the five as: Absence of Trust; Fear of Conflict; Lack of Commitment; Avoidance of Accountability; and Inattention to Results.

Trust is the confidence that each member's *intentions are good*; that the members are comfortable with each other. To achieve this, members need to know about each other: their background, their likes and dislikes, hobbies. This creates understanding and breaks down barriers among the members. It also helps members to appreciate one another's skills and experiences.

Conflict is not always negative. Productive conflict is necessary in order to grow. Mr. Lencioni states that teams that engage in conflict *have lively, interesting meetings; exploit ideas of all the members; solve real problems quickly; minimize politics; and put critical topics on the table for discussion*.

Commitment is achieved when members' "buy-in" to the project. They need clear directions. The entire team needs to get behind the common objectives. The team should be able to change *directions without hesitation or guilt*.

Avoidance of Accountability is a tough one. This refers to *the willingness of members to call their peers on performance or behaviors that might hurt the club*. Easier said than done. To make it easier for members to hold one another accountable clearly state what the club needs to achieve, who needs to do what, and how everyone needs to contribute in order to succeed.

Inattention to Results can be avoided if the club sets goals and specifies what the plans are for the project. *Avoid distractions*.

As a leader you must remember that everyone comes to the project from different backgrounds and with different ideas. Do not avoid conflict when it is necessary and productive. Make it clear that all members share in the responsibility for the success of the club's project. Be specific by setting goals. Do not forget to be kind and remember to compliment the members on the success of the project.

There are many books and articles on leadership. When I read the club reports in February, I came across many clubs that have purchased books on leadership and encourage their members to read them.

The Five Dysfunctions of a Team is based on Patrick Lencioni's work with CEOs and their teams. His theories can be applied to any group: businesses and clubs. As he states, his theories are for *anyone interested in teamwork*. I encourage clubs to educate their members on what makes a leader and how a leader should perform.

Two books that are a wealth of information on leadership are:

Leadership Skill: Developing Volunteers for Organizational Success
By Emily Kittle Morrison

And

The Complete Idiot's Guide to Leadership
By Andrew J. DuBrin

Remember leaders are not born but are individuals that understand the needs of others. Everyone can be a leader by following the many guidelines that are available.

“LEADERSHIP AND LEARNING ARE INDISPENSABLE TO EACH OTHER”

John Fitzgerald Kennedy
United States President
1961 - 1963