

LCDP IV “The Navigators”
Leadership Nuggets
October 2004

I. Specific Lessons Learned:

- * Trust/ Integrity is a necessary condition for any relationship.
- * It is all about relationships.
- * Leadership comes in many forms and there is a need for each at different times and places and at all levels.
- * There are tendencies to use structural changes to affect behavioral changes; reorganizations, new policies, procedure, etc. when communication, vision, and leadership are more appropriate; although perhaps harder in the short run, they are more effective in changing culture and would have a longer lasting effect.
- * Selecting the proper people, protecting and supporting them are critical for success. I’m learning that spending time on people issues is as important as completing your tasks.
- * A few guiding principles from “Leadership lessons from the Reagan Years”:
 1. Start with a moral foundation.
 2. The vision thing matters.
 3. Be able to take the heat.
 4. Be comfortable in your own skin.
 5. Maintain a sense of humor.
 6. Be a great communicator.
 7. Delegate.
- * A quote from Alan Price’s book called “Ready to Lead”
--Leadership is the miraculous process of creation--
The first step is visualizing something new or different.
The second step is finding the meaning and purpose that will compel you and others to make this new idea a reality.
The third step is to understand yourself and what you stand for.
The fourth step is communicating and connecting with other people so they can have the opportunity to make this vision a reality.
The fifth step is organizing and aligning the people and resources toward results
The sixth is focusing on results and achieving the goals that we created...plus a strong system of accountability.
- * Essential communication, partnership and teambuilding are to the success of what you are trying to accomplish.
- * Organizations tend to take on the personalities of their leaders.
- * Disorganized leaders seem to cultivate chaos in their staff.
- * Effective leaders find ways to fill their personal weak spots with staff that have different styles.
- * An admirable leader is personable, gives and expects trust but attempts to validate that things are on track, values others efforts and is open with praise and recognition, capable of delegating work, and able to look at the “big picture.”

- * Don't worry about things you have no control over and make the best of all your opportunities.

II. Lessons Learned About Myself:

- * Rediscovered my sense of humor at home as well as at work.
 - * Effectively separate my personal life from my professional life.
 - * Continue to be challenged to show respect for those that do not show respect in return.
 - * "Leading from the middle" is truly where things get done within an organization.
 - * *Ho'okupu: 'ike 'ia no ka loea i ke kahu ho'okupu*
(A gift: Ask those who have walked before you to guide you. They've been there).
- Trust in your inner voice and moral compass to lead you. Your faith will not abandon you.
 - Persevere against the ill tides and winds of self-doubt. Where others may yield, stand fast on principles and have the courage to follow your convictions.
 - Remain vigilant and prepared to accommodate change. Change will occur.
 - Support and encourage others to learn the Way of the Navigator (and the skills of way finding).
 - Follow when needed; find courage to lead when necessary.
 - Give trust when earned and recognize those whose deeds merit respect.
 - Find calm in the face of adversity. Reconnect with your *na'auao* (native intelligence).
 - Serve those who need to lead.
 - Map an awareness of self, place and events.
 - Speak with passion and the conviction of core beliefs. Others will hear and follow.
 - Freely give and accept love from others. It serves as a refreshing breeze in a period of doldrums.

III. Differences Between Leading and Managing:

- * Leaders earn respect and do not need to demand it.
- * Leaders are not afraid to honestly admit that they do not have all the answers.
- * Threatening to fire someone is not an effective leadership technique.
- * Leaders truly value people while managers view them as a commodity.
- * Managing is monitoring, observing, and reporting on the performance of the people doing the work, whereas leading is ensuring that the correct work is accomplished.
- * *Leading* is the unleashing of human passion and ideas toward a goal and *managing* is the organizing of the skills and resources toward making that goal a reality.
- * To Lead – setting the destination’s endpoint or desired outcome / effect – create the basis and authority for action. To Manage – making things happen – act on authority and allocate needed support / resources for timely execution.
- * A leader is someone who people naturally follow through their own choice, may not have great organizational skills, but his vision and passion unite people behind him. A manager is obeyed because of his position of authority and may only be in his position of authority because of time and loyalty given to the agency or company, not as a result of his leadership qualities.
- * Managing, at least good managing, is about effectively marshalling resources (human, financial, other) to achieve stated goals. Leading, on the other hand, is about creating and articulating a vision and inspiring others to want to achieve shared goals.

A Personal Mission Statement:

I aim to enthusiastically build collaborative organizations that espouse and promote stewardship and sustainable use of, and to enjoy, our marine and aquatic resources. I aim to do this through service and leadership, to our present society and for future generations, as a “new elder” (learning from past generations and passing along to future generations, the wisdom of age and experience).

-Earl Meredith-