

Power of Four – Power of One

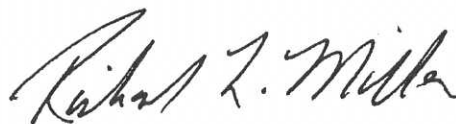
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A handwritten signature in black ink, reading "Richard L. Miller". The signature is written in a cursive style with a large, stylized 'R' and 'M'.

Richard L. Miller, Dean

Power of One – Power of Four

In nature, there are many things that come in groups of four, for example, the four ages (faces) of human development which are the face of a child, the face of the adolescent, the face of the adult, and the face of the aged. Other examples include the four directions of the wind, four seasons, and four quarters of the moon. There are also four types of living organisms: those that crawl, those that fly, those with two legs, and those with four legs; four parts of plants: roots, stem, leaves, and fruit, and four elements: fire, water, air, and earth. The importance of the number four also can be applied to leadership principles.

The Power of Four

Chief Crazy Horse, a Native American war leader of the Ogalala Lakota Sioux, recognized the significance of the number four and proposed four principles of effective leadership. They are know yourself, know your friends, know the enemy, and lead the way. His lessons on leadership can be summarized as follows.

Know Yourself: To know yourself honestly, it is important to (a) know your demons, (b) know your strengths and abilities, (c) gain knowledge from the experiences learned from “village, teachers, and mentors” and (d) have character including integrity, honesty, loyalty, and ethics.

Know Your Friends: To know your friends, it is important to know their strengths, weaknesses, experience, values, and character.

Know the Enemy: To know the enemy, it is important to (a) understand what obstacles may be encountered, (b) be aware of the threats to well-being or status, (c)

make sure to have up-to-date information, (d) understand the environment and politics, (e) know the resources and support available, and (f) know what the consequences, costs, and losses might be.

Lead the Way: In order to lead the way for others you should be prepared to (a) embrace the values and goals of the team, (b) lead others in the manner that you wish them to act by leading by example, (c) encourage others on the team to have input, ideas, and solutions for what may come to pass, and (d) make good use of the resources available.

There are also four major factors that can affect the leadership process. The first is the follower since different people need different styles of leadership. The starting point is having a good understanding of human nature such as the needs, emotions, and motivation of individuals.

The second factor is the leader. A leader must have an understanding of who the followers are, what they know, and what they can do. It is the followers, not the leader who determines if the leader is successful. To be successful the leader must convince followers that he or she is worthy of being followed.

The third factor is communication. Leaders lead by two-way communication. There are two forms of communication: verbal and non-verbal. What and how you communicate builds the relationship between the followers. Communication challenges that must be overcome to make a better team are consistency and confidence in leadership, member retention and recruitment, community relations, and not making things personal.

Some of the ways of overcoming communication challenges are by “walking the talk” and making it “real.” In order to “walk the talk” an organization first needs to have a clear understanding of what they are “talking” about. Once they have accomplished that, the organization needs to be sure that they stay consistent in everything they do. For a leader, this can be anything from internal relations, external relations, and their relationship with others that they might encounter. When it comes to making it “real”, leaders need to ensure that their relationships work by making certain that each of the members of the team are recognized as being important and are documented for being consistent with the values of the organization.

The fourth factor involves situations. Every situation is different. Every situation will require a different form of action. Leaders must use their judgment to decide the best course of action and leadership style for each situation.

Various forces will affect these factors including personal attributes, the environment, goals, values, concepts, and communication. An important personal attribute for a leader is trustworthiness. If leaders can be trusted, then those around them will grow to respect them. The environment also plays a critical role in how the team will listen and learn. Leaders should take into account the environment during presentations to gain maximum retention of the information being presented. Using goals, values, and concepts will help leaders to develop. With communication there are many challenges that they must be overcome for the greater good of the team. Leaders cannot do everything; in turn they cannot do anything alone.

The Role of the Leader

In scouting, when an individual takes a leadership position, it is important to realize that both youth and adults will be looking up to the leader. Leaders need to listen to those who look up to them, pay attention to them, and attempt to understand what it is they want and need. Leaders also have the responsibility to convey their values through their actions. Leaders must be willing to live by the standards that they expect others to uphold. To lead well, leaders need to invest energy in listening so that they can assess the situation, figure out what is really missing or needed by a person or team, and figure out how to fulfill that need. Finally, it is important that leaders do not jump in immediately and take charge of a situation before understanding the whole story and what is really needed in order to solve the problem.

The Power of One

The Order of the Arrow is scouting's national honor society. To promote good leadership practices, the Order created a leadership guide called "The Power of One." The meaning of the power of one is "one who leads by influence". The power of one promotes coaching and mentoring as essential leadership skills.

A coach is an individual who develops skills and capabilities in another person or group of people (team). Coaching is a leadership behavior and skill. Coaching can take the form of discussions, lectures, critiques or guided practice. Coaching is generally an ongoing process as individuals or a team progresses through the program. Coaching is often a "formalized relationship" or teaching/learning process. The key concepts that separate "coaching" from other leadership styles are letting go and enabling success. As individuals' capabilities grow, a coach may become a mentor to facilitate continued growth of an individual, or the team when it reaches the performing stage.

A mentor is an experienced individual or leader who becomes a trusted guide and counselor for a less experienced individual. This trusting and caring relationship normally extends beyond the mentor's skills and can include values, beliefs, and feelings. A mentor may be assigned to an individual or team, but often this relationship occurs naturally and is fostered between the individuals involved.

The Characteristics of a Good Leader

A successful leader is one who works for the good of the many and not just for his or her own personal interest. Leaders must know themselves, know their friends, and know the challenges that face them. This knowledge will help pave the way in becoming a better leader in any situation. Leaders interact with their followers, peers and others in order to gain their support and complete the tasks that need to be accomplished, and to understand and motivate people, Leaders must understand human nature in order to form realistic expectations about what others can and will do. Leaders need to show and teach individuals to see themselves as human beings with vast potential who can choose how to respond to whatever comes to them in life. Individuals must take responsibility for their choices, behaviors, and feelings and choose to create their future. John Quincy Adams once said, "If your actions inspire others to dream more, learn more, do more, and become more, you are a leader." As a leader one must remember the "team" is the most important factor in any leadership role that one may take on in life.

Types of Leadership

There are two main types of leadership: facilitative and servant. Facilitative leadership is defined as providing leadership without taking control. The most important

aspect of this type of leadership is "teamwork." To be a facilitative leader you must be a team player and be willing to let others take the lead. This type of leader will ask rather than dictate what the team is to do. A good facilitative leader will keep in mind that the "team" is most important.

The second type of leadership is servant leadership. The most important component of servant leadership is leading by example. Good leaders set the example that they wish others to see and follow. These leaders devote themselves to serving the needs of others and the organization. A servant leader sacrifices their needs for the needs of others.

There are also qualities that are necessary for both types of leadership. The most essential of these is respect. Good leaders must respect themselves and respect their followers. They are also able to elicit respect from their followers. In both types of leadership it takes a lot of hard work and dedication to become a great leader.

Leadership from the U. S. Army's Perspective

In 1973 the US Army had a quote "To help you be, know, and do", which simply suggests that in order to know oneself, one must understand the "be, know, and do" attributes. When one seeks self-improvement they are continually strengthening their own attributes. Self- study, classes, training, reflection and interactions with others can accomplish this. The ten basic principles of leadership that help develop these skills are:

1. Be technically proficient - Leaders must know their job and the tasks of their team.
2. Seek responsibility and take responsibility for one's actions – Seek ways to guide the team to new heights. When things go wrong do not blame

others. Analyze the situation, take the corrective action, and then move on to the next challenge.

3. Make sound and timely decisions – Use sound problem solving and decision-making techniques and planning tools to aid in the process.
4. Set the example – Be a good role model for the team. The team must hear and see what is expected of them. Mahatma Gandhi once said, “We must become the change we want to see.”
5. Leaders need to know their people and look out for their well being – Understanding people’s needs and wants is necessary in order to influence their well-being.
6. Keep the team informed – Know how to communicate with them and other key people.
7. Develop a sense of responsibility in the team – Help develop good character traits that will help them carry out their responsibilities.
8. Insure that tasks are understood, supervised and accomplished – Communication is the key to this responsibility.
9. Train as a team – Without trained leaders the team will not have proper structure and direction.
10. Use the full capabilities of the team – Developing a team spirit will enable the team to fulfill their complete capabilities.

Summary

In describing leadership, a Lakota Elder simply put it this way: "One man with good character is better than ten who have none." Men such as Gall, Sitting Bull, and Crazy Horse epitomized the Lakota ideal of leadership. They accomplished this not only through their bravery and powers of persuasion, but most importantly through the depth of their character. Crazy Horse connected the past to the present, opening the eyes of his followers to a philosophy of character-based leadership that our modern lives desperately needs. The power of four encourages us to reexamine our standards of ability and integrity; points out that the way we select our leaders becomes one way of controlling them; and reminds us that we have a right to ethical, moral, and inspirational leadership. "Real leaders do not sit back and push people or paper around like pawns on a chess board," Marshall writes, "Real leaders say, follow me."

As leaders we can learn a lot from the Native Americans and use that in motivating our youth. Some of the ways we can do that is by making activities fun and interesting by having well trained leadership in place to encourage our youth to "Do Your Best." Our youth want to have more responsibility and one way leaders can assist them in achieving that is by: listening, coaching, mentoring, working together to accomplish a goal, and providing positive assurance and recognition.

A Personal Note

For me, leadership started as far back as I can remember. As a young girl I used to help my mom take care of the elderly in our home. I joined Girl Scouts as a youth and later became an adult leader. I joined Boy Scouts with my sons, which lead me to my current success in life: owning my own business. In many ways, we are all leaders in our various walks of life. My focus in life has always been to keep learning and teaching

life values in order to prepare our youth for the future. Watching the young grow gives me great satisfaction and the belief that our future will be bright. The passion I have for Scouting has helped me grow, not only a leader, but as the person I have become today. One may never know when they have made a difference in someone's life. The joy of doing one's best and good turns every day comes easily to me. My long-term goal is to accomplish many tasks within scouting and within my life.

When I step back and take a look at leadership, I realize how it has not only shaped me into who I am ,but also who my children have become. I often reflect on a philosophy I learned from my mother about how "life was never what we thought it should be. We encounter many curves and obstacles within life, but in the long run the most important part of leadership is not what is accomplished, but what we become in making that accomplishment.

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Prerequisites for Doctor of Commissioner Science

March 2007 – Commissioner Science

March 2009 – Roundtable Science

March 2005 – Awarded the Commissioner Key

2010-2011 – Currently registered as a commissioner

Several years of training under Doug Davis in the late 80's and early 90's

May 2009 – Earned the Commissioners Arrowhead

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"Follow Me" DVD

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Transformational Leadership with Stephen Covey

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When You Thought I Wasn't Looking

Diane in Old Hickory Council, NC

A message every adult should read, because children are watching you and doing as you do, not as you say.

When you thought I wasn't looking, I saw you hang my first painting on the refrigerator, and I immediately wanted to paint another one.

When you thought I wasn't looking, I saw you feed a stray cat, and I learned that it was good to be kind to animals.

When you thought I wasn't looking, I saw you make my favorite cake for me and I learned that the little things can be the special things in life.

When you thought I wasn't looking, I heard you say a prayer, and I knew there is a God I could always talk to and I learned to trust in God.

When you thought I wasn't looking, I saw you make a meal and take it to a friend who was sick, and I learned that we all have to help take care of each other.

When you thought I wasn't looking, I saw you give of your time and money to help people who had nothing and I learned that those who have something should give to those who don't.

When you thought I wasn't looking, I saw you take care of our house and everyone in it and I learned we have to take care of what we are given.

When you thought I wasn't looking, I saw how you handled your responsibilities, even when you didn't feel good and I learned that I would have to be responsible when I grow up.

When you thought I wasn't looking, I saw tears come from your eyes
and I learned that sometimes things hurt, but it's all right to cry.

When you thought I wasn't looking, I saw that you cared and I wanted to
be everything that I could be.

When you thought I wasn't looking, I learned most of life's lessons that I
need to know to be a good and productive person when I grow up.

When you thought I wasn't looking, I looked at you and wanted to say,
"Thanks for all the things I saw when you thought I wasn't looking."



A True Leader

A true leader has the confidence to stand alone,
the courage to make tough decisions,
And the compassion to listen to the needs of others.

One does not set out to be a leader,
but becomes one by the quality of their actions and the integrity of their intent.

In the end, leaders are much like eagles.....

They don't flock,
you find them one at a time.

J.B.P.

