LEADERSHIP EFFECTIVENESS: OVERCOMING SKILL DEFICITS

By Mark Z. Oldknow, 33°, Valley of Santa Fe, NM
THE LEADERSHIP DEFICIT

• American Productivity and Quality Center (APQC) survey (2013) of 547 business leaders:
  ▪ 80% indicate current challenges need a new, more effective leadership style
  ▪ 46% report their organization places little or no priority on leadership development
TRENDS

• Trends associated with largest skill gaps:
  - Unpredictable events
  - Reduced employee tenure
  - Aging work force
  - Emergence of Generation Y and Millennial work force

Sound like anyone you know?
PRACTICES

• Practices associated with smallest skill gaps
  ▪ Leadership abilities developed in all employees
  ▪ Competency model used to select and develop potential leaders
  ▪ Formal leadership development program
  ▪ Compensation based on performance
BASIC SKILLS NEEDED

- Strategic Planning
- Change Management
- Knowledge Sharing
- Listening
- Emotional Intelligence
ADAPTABILITY IN PRACTICE

Littoral Combat Ship 10

U.S.S. Gabrielle Giffords

• Modular (swap hull in port) to serve as:
  ▪ Submarine hunter
  ▪ Minesweeper
  ▪ Surface combatant

• 40 sailors to operate (compared to 280 – 350 aboard “legacy” ship models)
“HYBRID SAILORS”

Office of Naval Research (Hambrick, 2010)

- 60+ traditional naval occupations
- Each sailor as jack of many trades, not just master of one
“HYBRID SAILORS”

Possession of know-how < Ability to acquire quickly

- Fluid Intelligence (low in experience)
- Open to distraction/novelty (not simply “conscientious” adherence to routine)
- Doing the right thing versus doing things the right way
MILLENNIALS—THE HORIZON IS HERE.

- Training & Development as lead career attractor
- Communication as No. 1 leadership skill AND deficit
Leadership Effectiveness: Overcoming Skill Deficits • 2020 Scottish Rite Workshops
WHERE DO WE START?
Under our nose...

...but need to see differently.
Leadership skills can be taught, but a LEADER must be developed.

“You can’t teach someone who doesn’t already know something.”

—Sufi proverb
“What we do for ourselves dies with us. What we do for others and the world remains and is immortal.” —Albert Pike

SERVANT LEADERSHIP:

“Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?”

—Robert K. Greenleaf

(ATT Management Development)
THE SCOTTISH RITE AS A SCHOOL OF VIRTUE

(Manliness, Excellence, Perfection)

“Life is a school....a place of instruction and discipline. Life is given for moral and spiritual training; and the entire course of the great school of life is an education for virtue, happiness, and a future existence.”

—Albert Pike

*Morals and Dogma* (XI: Elu of the Twelve)
VALUES

• Masonic Values
  ▪ Temperance, Fortitude, Prudence, Justice

• Scottish Rite Values
  ▪ Toleration (Patience)
  ▪ Popularity/Fashionability
  ▪ Honesty (Truth/Transparency)

• Plus:
  ▪ Charity, Empathy, Gratitude, Attention/Energy

Etc...
How can Valleys begin to identify and foster future leaders?

- Build awareness!
- Give voice to virtue!
IN THE CLASSROOM

• Introduce each degree as exemplifying a particular virtue
• A Bridge to Light makes this easy, already lists
AT MEETINGS

• 5 minutes education presentations, including development practices
• Members can choose topics
• Make personal
Beyond the Temple

- Community outreach and involvement
- Mutual exploration and dialogue ... not preaching
- Example: Young Adult CIVICS EDUCATION PROGRAM
FACILITATE WITH VMAP

• Grow organizational capacity for leadership, not just workers
• Customize content to reflect/promote, integrate with overall/ VMAP strategy
• Assign to leaders/partner & mentor & monitor to success
FOR FOLLOW-UP

Mark Z. Oldknow, 33°
Personal Representative
Valley of Santa Fe, Orient of New Mexico
mzo358@star418.com
505–577–2540

The Tyler’s Place and Circumambulations podcasts 🎙️
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