

# **"Leading With a Limp"**

**Monday conf call 4/25/11**

**New Ben Carson Interview on <http://us.mannatech.com/integrative-health.html>**

**New updates to Mannapages - <http://webupdates.mannatech.com/all-packs-and-products-added-to-mannapage-templates/>**

**Jeff Allan Tuesday Night Live – Mannatech Corporate office or [www.mannatechlife.com](http://www.mannatechlife.com)**

Book by Dan Allender, PhD

1. What is this about?
  - a. If you are a leader, you are in the battle of your life... "nothing comes easy, enemies outnumber allies, and the terrain keeps shifting under your feet."
  - b. "It is in extremity that you meet not only yourself but, more important, the God who has written your life."  
When we have our greatest needs, we have our closest relationship with God.
  - c. "...if you want to love God and others, and if you long to live your life now for the sake of eternity, then there is nothing better than being a leader."
  - d. The assumption behind this book: "to the degree you face and name and deal with your failures as a leader, to that same extent you will create an environment conducive to growing and retaining productive and committed colleagues."
  - e. Paradox of leading: to the degree you attempt to hide your weaknesses, the more you will need to control those who you lead, the more insecure you become and the more rigidity you will impose.  
Result: your best people will depart.  
Worse reasons to hide: Fear, Narcissism, Addiction
2. Primary Leadership Challenges and Faulty Responses versus Effective
  - a. See attached chart
  - b. When we are doubting ourselves, it is a time for growth. Doubt is the context for surrender.
  - c. Reluctant leader is not readily seduced by power, pride or ambition.

### 3. The Cost of Leadership

- a. Crisis is always present...it reminds us that we are not in control.
- b. Complexity is all around us.
- c. Betrayal will occur...and it will always cause agony. And in leadership, it occurs more than we may know.
- d. Loneliness...the closer to the top the fewer deep friends you have. In Washington, they have a saying: "You want a friend, get a dog."
- e. Weariness: look at George Bush, or Barack Obama...both grew white in office, early aging.
- f. Glory: only temporary until we are thrown into the mix again. Learn to enjoy the brevity and grow with the aftermath.

### 3. It's Failing that Matters

- a. Nothing succeeds like imperfection. Example of a remarkable leader: leads by taking the greatest risk of all--inviting dialogue, creating a context for story, living into tension and ambiguity, and blessing chaos as the context for brave souls to find a way through complexity.
- b. Leaders are not born nor are they trained. They are imagined.
- c. To apostle Paul the Lord said, "My grace is sufficient for you, for my power is made perfect in weakness."  
Leadership paradox: weakness is strength.
- d. "The leader who fails to face her darkness must live with fear and hypocrisy. The result will be defensiveness that places saving face and controlling others as higher goods than blessing others and doing good work."
- e. A leader must be troubled: How can tomorrow be better than today? They know that only through change can life be what it needs to be versus status quo. A leader must be a visionary.
- f. Leadership requires stepping in the morass of hurt, accusations, and defenses in order to hear and see the real issues. Some call this emotional intelligence, but it is wisdom together with bravado.

### 4. Crisis Management

- a. A crisis involves two major elements: danger and shame. Those elements help distinguish between a real crisis and a normal problem.  
When a crisis comes, and we feel that we don't have everything it takes to solve the crisis, we have a sense of fear that we will

be found out; a sense of shame is natural.

- b. Blame game is not the answer...in fact it is the escalator. Shame strips away your confidence and shatters the value that others have placed on you.
  - c. Crisis is a time for danger as well as opportunity. The tipping point: to cower in fear or to step forward with courage.
  - d. "Here's the tragedy: power and control are a high-flying trapeze that takes a leader farther and farther above the ground with each swing. The greater his achievements, the harder it is to let go. But a leader gains true confidence only if he forces himself to let go. The more energy we put into having control, the less energy we have to put into working toward solution.
  - e. Confidence: "The essence of courage is not an absence of fear; it is the necessary paradox of leadership. Facing the extremity of our helplessness opens the door to the freedom to fight with a strange carelessness and a spirit of furious indifference."
5. Approaching The Other 4 Major Challenges of Leadership: Complexity
- a. We are overwhelmed with information by internet, email, etc. Do not allow confusion to take over.
  - b. Ambiguity arises...we see the present based on our grid, our past and it may not be workable. We head toward rigidity again. Rigidity is a refusal to reframe...it limits the options and the implications.
  - c. God wants us to be "foolish": open to hearing all around us, listening to multiple counselors including our enemies. Collect all perspectives.
  - d. Dance with the chaos, be open to creativity.  
"A leader-fool knows that God's ways are not conventional or obvious."
6. Betrayal
- a. We must learn to grapple with it without reducing ourselves to jerks. A leader who has not addressed his wounds from past betrayals will erect protection and react even more defensive, belittling, arrogant, etc.
  - b. Betrayal hardens the heart but at the very essence of leadership is more betrayal. If a leader chooses to lead from conventional ways, from fearlessness and independence, then the followers will get exactly what they want: protection and freedom from choice. The leaders make decisions without complications of relationships.

- c. Two edged sword: alignment but as soon as something does not work out, betrayal is absolute.
- d. Narcissists spend their lives avoiding further betrayal by refusing to need people. "Betrayal is certain: what is uncertain is how we will embrace it and use it for the growth of character."
- e. The leader who has fled, addressed his cowardice, and then surrendered understands serving is a privilege. He is humbled. He is kind and open....consensus builder, blesses others, takes the blame for his failures, and bears the weight and responsibility for the fumbling of others. This is the antithesis of a narcissistic leader.

## 7. Loneliness

- a. It is true that it is lonely at the top. Certain decisions that need to be made must carry confidentiality and thus, create gaps in relationships. Others will not understand what you are going through unless they too have such a role.
- b. What you do about it is another story. A limping leader will act in violation of unspoken rules. He will undermine alliances that violate the integrity of what his organization stands for.
- c. Hunger for and demand honesty. Remain open to everyone including those you disagree with and have conflict.
- d. Loneliness is like growling stomach...it invites you to take action: invites you to return to those who weep and laugh with you.

## 8. Weariness

- a. Do not allow your burned out state rob you of hope. Need is energizing. Once we engage, our bodies suffer stress and exhaustion.
- b. Everything we do leads to new needs and more complexity and chaos. Response is to build boundaries.
- c. Being busy seems like the opposite of laziness, but in reality it is the moral equivalent. A busy person is not so much active as lost. Our excessive schedules rob us of our most important relationships.
- d. Busyness involves refusing to live with courage and intentionality. "Fatalism is hopeless determinism." To the extent we surrender to the inevitable demands of leadership we turn into beasts of burden.
- e. Some leaders at the first hint of peace create new drama and crises.

## 9. The Purpose of Limping Leadership

- a. To build character, not run an organization.
- b. Leadership is all about maturity, knowing as the leader his growth

has the furthest to go.

### Leadership Challenges and Faulty Responses

Leadership Challenges	Typical Ineffective Responses				
	Cowardice	Rigidity	Narcissism	Hiding	Fatalism
Crisis					
Complexity					
Betrayal					
Loneliness					
Weariness					

### Leadership Challenges and Effective Responses

Leadership Challenges	Typical Effective Responses				
	Courage	Depth	Gratitude	Openness	Hope
Crisis					
Complexity					
Betrayal					
Loneliness					
Weariness					