



# LEADERSHIP EFFECTIVENESS: OVERCOMING SKILL DEFICITS



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

# THE LEADERSHIP DEFICIT

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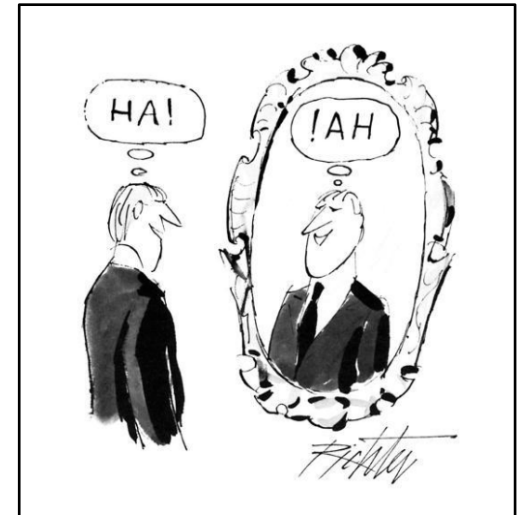
- American Productivity and Quality Center (APQC) survey (2013) of 547 business leaders:
  - 80% indicate current challenges need a new, more effective leadership style
  - 46% report their organization places little or no priority on leadership development



# 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

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- 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

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- ✓ 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”

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## Office of Naval Research (Hambrick, 2010)

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

# “HYBRID SAILORS”

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## 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

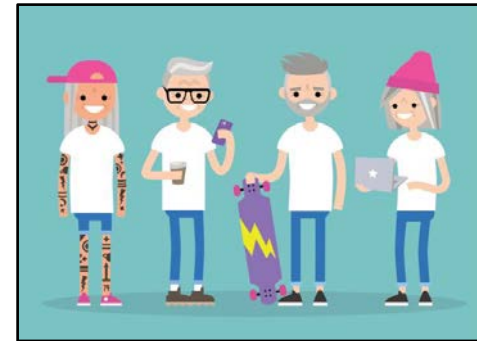


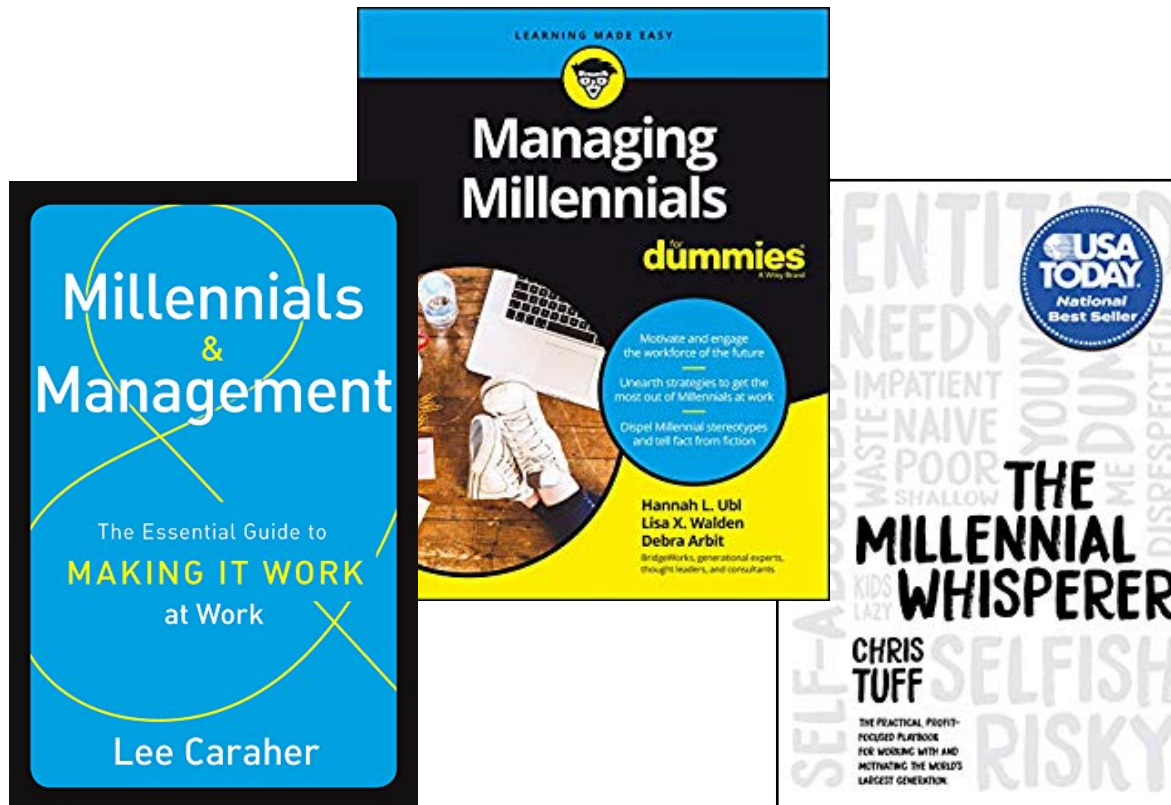
# MILLENNIALS—THE HORIZON IS HERE.

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- Training & Development as lead career attractor
- Communication as No. 1 leadership skill AND deficit





# WHERE DO WE START?

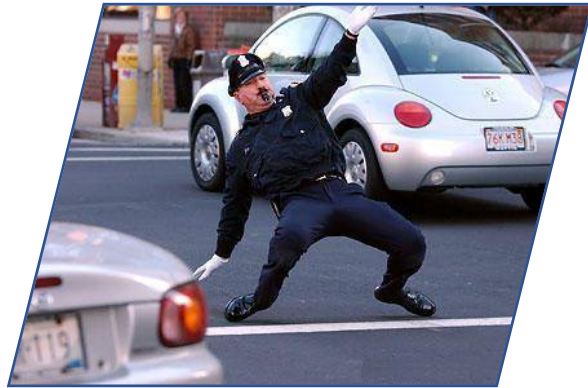




**Under our  
nose...**

**...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.”**

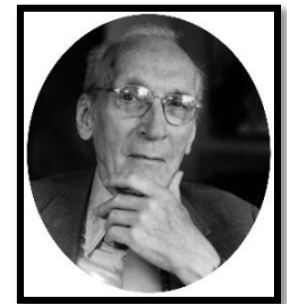
**—Sufi proverb**



**“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



*Gnothi Seaton*

(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

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- **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

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- Introduce each degree as exemplifying a particular virtue
- *A Bridge to Light* makes this easy, already lists



# AT MEETINGS

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- 5 minutes education presentations, including development practices
- Members can choose topics
- Make personal



# BEYOND THE TEMPLE

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



# FACILITATE WITH VMAP

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- 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

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