

JOEL BARKER'S

LEADERSHIFT

5

**LESSONS FOR LEADERS
IN THE 21ST CENTURY**



P • R • E • V • I • E • W • G • U • I • D • E

Joel Barker's Leadership: Five Lessons for Leaders in the 21st Century

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Getting The Most Out Of Your Preview

Thank you for previewing

Joel Barker's Leadershift: Five Lessons for Leaders in the 21st Century

We know you're busy and don't always have the time to read through every leader's guide and participant workbook sent your way. That's why we've summarized the key information. This way, you can make the best purchasing decision for your organization.

In this preview guide, you'll find a quick overview of the program and sample section from both the leader's guide and participant workbook.

If after viewing the program, you would like to see a copy of the actual leader's guide and workbook, please call Star Thrower Distribution at 1-800-PARADIGM and we'll happily send them for your review. In the meantime, you're invited to keep this preview guide even after you return the preview video.

About Joel Barker



Joel Barker is an independent scholar and futurist. He began his work in 1975 and pioneered the concept of paradigm shifts to explain profound change and the importance of vision to drive change within organizations. The prestigious Library Journal listed his book, *Future Edge*, published in 1992, as one of the most influential business books of that year.

Most of us know Joel Baker from his extraordinary videos about the future. They have been translated into 14 languages and have been international best sellers for over a decade.

A Message from Joel Barker

The new millennium is here and we can only imagine the amazing advancements we will see. After all, look at what the past one hundred years have brought us. We don't just study the moon, stars and planets—we have walked on the moon and have sent an exploratory mission to Mars. Instead of communicating via the Pony Express, we can instantly get in touch with people around the globe through the Internet and cellular phones. In all facets of our lives, we have seen technology do things that were once only in our imaginations.

Without a doubt, over the last one hundred years we have made great strides toward the future. Now we must ask ourselves: Who will lead us in the next one hundred years? I believe that the answer is simple. We all must take responsibility for leading our families, our organizations, our communities, and ourselves to a better place in the 21st Century.

Leadershift's goal is to help organizations understand the fundamental shifts occurring in the nature of leaders, and to know why these shifts are happening. Only by understanding and appreciating this, will we be able to continue to grow and prosper in the future. Of course, we can't give you all the answers to the future—no one can—but we can help you understand some very important lessons regarding the shift in leadership behaviors.

Leadershift and the support materials are designed to create more effective leaders. As a result, your organization will be more likely to achieve the goals that it has set for itself – whether that means boosting test scores, increasing sales, or passing new legislation.

A handwritten signature in black ink, appearing to read 'J. Barker', with a long, sweeping underline.

JOEL A. BARKER

Why Is This Program Important?

- Many companies talk about how important it is for the organization to prepare for the future. In *Leadershift*, Joel describes who will be responsible for finding the future. He makes a clear distinction between what followers do and what leaders do. He is quick to point out the significance of those who take care of today. But cautions that someone needs to focus on tomorrow. *Leadershift* discusses the importance of finding, recognizing, and securing the future.
- *Leadershift* was created around the idea that a true leader is someone we choose to follow to a place we would not go by ourselves. The implication of this description is critical. First, it implies that people choose. A tyrant is someone who makes people go to a place they would not choose. Secondly, there is a sense of the unknown. A place people would not go alone. There is a sense of danger, which is why you need a leader.
- The locations for this program reflect a return to the tradition of Barker telling stories on location. He opens on a sailboat under a magnificent bridge that spans Tampa Bay. Using the metaphor of bridges and bridge building, he takes viewers to numerous locations illustrating how a leader builds safe, wide, inviting bridges for all to cross.
- This thoughtfully constructed program can be used independently or in conjunction with other training programs. Each of the five lessons help trainers make important points about leaders, the future, change, systems, leadership style, and vision.
- Joel Barker helps organizations understand the relationship between leadership style and productivity. This bottom line thinking forces viewers to examine their own style and how that contributes to the organization's overall success.

Key Training Points

Everything is changing. So is the concept of leadership. What we use to believe about leaders has shifted. Just like there have been changes in how we think of the environment, education, or diversity, many aspects of leadership have also changed. *Joel Barker's Leadershift* is about understanding this change—this leadershift.

In *Leadershift* you will learn:

- The definition of a Leader in the 21st Century.
- The characteristics of a Leader.
- The ways in which Leadership is like building a bridge to the future.

In *Leadershift* there are five distinct lessons for Leaders:

LESSON 1: Focus The Majority Of Your Efforts On The Future.

- Stop dealing with only today's crisis.

LESSON 2: Understand The Nature Of Fundamental Change.

- Waiting or suffering in the success of yesterday is not an alternative.

LESSON 3: Appreciate Complex Systems And How They Work.

- Understand that small actions can have enormous effects.

LESSON 4: Examine Your Leadership Style To See How It Effects Productivity.

- A command and control style will ultimately ruin productivity.

LESSON 5: Create A Shared Vision To Build Bridges To The Future.

- The vision is no longer about what one person hopes to see. It must be an invitation for others to join in.

Leadershift Support Materials

Joel Barker's Leadershift: Five Lessons for Leaders in the 21st Century was designed as a complete training system. All of the support materials are meant to help the facilitator begin training immediately.

The Leader's Guide:

Our goal is to always create a guide that will help the facilitator look good. The materials are easy to use, yet flexible for all levels of training. The leader's guide respects the uniqueness of each facilitator. It is laid out to provide them with the information needed to find out what the participants retain from the program. The next aspect of the guide helps the facilitator check for understanding of the concepts. Finally, the questions and activities are designed to allow the participants to start thinking about how these ideas relate to work their own.

Participant Workbook:

The Leadershift Participant Workbook was created to assist individual learning. It was designed to work with the video program, but does not assume that a facilitator is involved. It gives individuals the opportunity to study at their own pace. Many of our clients tell us they no longer conduct group training. Often, they are looking for support materials participants can use independently.

Pocket Reminder Cards:

The front of the card describes what leaders do: **build bridges to the future**. The backside lists the Five Leadership Lessons in the program. Trainers will appreciate having these to pass out at the end of the session. Participants will have these as a quick reminder about *Leadershift*.

PowerPoint™ Presentation CD-ROM:

The PowerPoint™ Presentation on CD-ROM highlights important concepts and lessons from the video. Utilizing images from the video and other photos of the Golden Gate Bridge, this tool is a great value to the trainer. The CD-ROM can also be used to prepare overhead transparencies. The PowerPoint™ presentation can also be used by the individual for a quick review of the concepts and leadership lessons.

Pricing & Additional Information

LENGTH: 29 minutes
SALE PRICE: \$895.00
RENTAL PRICE: \$200.00 (5 days)

MATERIALS INCLUDED WITH SALE:

Leader's Guide, Workbook, Pocket Reminder Cards, & PowerPoint™ on CD-ROM

ADDITIONAL MATERIAL PRICING:

Quantity	1 – 1	101 – 250	250+
Leader's Guide	\$15.00	\$12.50	\$10.00
Workbook	\$ 7.50	\$ 6.25	\$ 5.20
Pocket Reminder Card	\$.50	\$.40	\$.30
PowerPoint™ CD-ROM	\$ 8.00	\$ 6.00	\$ 4.00

INDUSTRY DISCOUNTS:

Education 25%
Non-profit 25%
Consultants 25%
Government 25%

JOEL BARKER'S
LEADERSHIFT

Sample Guide



LEADERSHIP CONCEPT ONE:

We're All Leaders.

FROM THE VIDEO:

"As we conclude the 20th Century and move into the 21st Century, it is clear that many things that we did during the last one hundred years will not sustain us in the next one hundred years. For instance, nations can no longer choose to live in isolation from the rest of the world; human beings cannot continue to pollute the water and the air; we cannot fish the oceans to exhaustion or tear down the jungles of the world; we cannot leave the desires for education and growth unfulfilled for those who seek them; we cannot lead people in the old command-and-control style anymore."

PROGRAM INSIGHT:

A great deal has been written about leadership over the last one hundred years. Now, in order to make the next one hundred years an even better time and place for all people, we must look at some of the new concepts that will dramatically redefine and improve the performance of leaders. These concepts affect every leader — soccer coach, rabbi, Red Cross fundraiser, school board member, CEO. As leaders, we must acknowledge, through our words and actions, that leadership is no longer a privilege but a responsibility.

ACTIVITY:

For participants to most effectively apply the information presented here, they need to understand how it applies to them. This activity is intended to help participants realize that they hold leadership roles — whether at work, in their communities, or in their homes.

FACILITATOR QUESTIONS AND POSSIBLE RESPONSES:

How will your leadership responsibilities at work change in the future?

- The group that I'm leading has members with increasingly diverse backgrounds, so I'll have to become more effective in working with all types of people.
- People want more input into the decisions that are made, so I have to find a way to allow that without relinquishing my responsibilities as leader.
- Management increasingly wants visible signs of progress, so I need to show how my group's work is moving us toward the organization's goals.

FACILITATOR QUESTIONS AND POSSIBLE RESPONSES (cont.):

How will your leadership responsibilities outside of work change in the future? What will you have to learn to continue as an effective leader.

- I'll have to learn to work with a more diverse group of people.
- People are busier, so I have to find new ways to allow them to fit volunteer work into their schedules.
- More and more, people want to know that their efforts are making a difference (even a small one). I have to be able to show them the results of their work.

What are the key criteria for someone to be a leader?

- A leader must care, and be able to inspire others to care about and commit to the goals of the group.

Sample Survey Participants' perceptions about themselves as leaders

NAME: _____

List the activities in which you participate at work and in your community. Then, for each activity, indicate whether you hold a leadership role by circling "yes" (I do have leadership responsibilities in this activity) or "no" (I don't really have leadership responsibilities in this activity).

ACTIVITIES AT WORK:

Examples: quality task force, calendar committee, compensation team

LEADERSHIP ROLE?

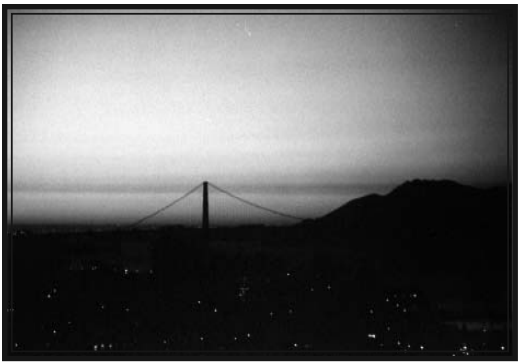
- | | | |
|----------|-----|----|
| 1. _____ | YES | NO |
| 2. _____ | YES | NO |
| 3. _____ | YES | NO |
| 4. _____ | YES | NO |

ACTIVITIES IN THE COMMUNITY:

Example: scout leader, coach, fundraiser, church committee member

LEADERSHIP ROLE?

- | | | |
|----------|-----|----|
| 1. _____ | YES | NO |
| 2. _____ | YES | NO |
| 3. _____ | YES | NO |
| 4. _____ | YES | NO |



LEADERSHIP CONCEPT TWO:

A Leader Builds Bridges.

FROM THE VIDEO:

“To begin with, more than anything else, leaders build bridges — bridges that help us move from where we are to where we need to be. Bridges made of hope and ideas and opportunity; bridges wide and strong enough so that all who wish to cross can do so safely.”

PROGRAM INSIGHT:

Barker uses a bridge metaphor to illustrate how leaders forge a new path to the future. These bridges are necessary to grow and thrive in an ever-changing world. He discusses how important it is for leaders to take responsibility for the bridges they build and their impact.

As we cross our own bridges into the new century, we need to keep in mind some of the changes that we have identified. We need to focus on how to construct our bridges into the future so that they're wide enough and strong enough both for ourselves and for those who choose to follow us.

FACILITATOR QUESTIONS AND POSSIBLE RESPONSES:

Can you identify qualities of safe bridges that also are found in strong leaders. What about characteristics of unsafe bridges that also are found in weak leaders?

- Strong bridges (and strong leaders) are flexible, strong, resilient, and able to support others.
- Unsafe bridges (and weak leaders) are narrow (or narrow-minded), inflexible, dangerous, and liable to buckle or break under pressure.

Have you worked for an organization that has built a safe bridge? If so, what messages were communicated to you and to others? How did you react?

- I played on a team that won a state championship. Our coach communicated confidence, trust, and respect in us, and we played with everything we had.
- I was part of a grassroots campaign to change some legislation. Our leaders communicated passion, a concern for others, and confidence in our abilities to make a difference. Because of that, we succeeded in having an impact.

FACILITATOR QUESTIONS AND POSSIBLE RESPONSES (cont.):

How do you think leaders will change in the 21st Century?

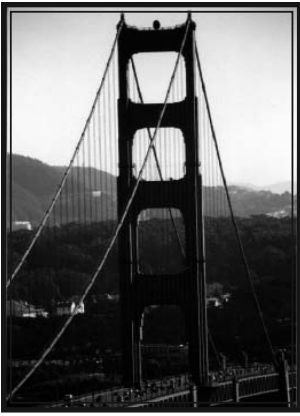
- They'll need to consider the impact of their decisions on a wider range of people — employees, investors, customers, suppliers, and members of the communities in which they operate.
- They'll need to be able to handle a faster pace of change.

When Barker says that the bridge needs to be wide enough and strong enough so that all who want to cross can do so safely, what do you think he means?

- He means that we can't assume that only certain people are interested in progressing. We have to recognize that nearly everyone seeks the opportunity to follow their dreams and achieve their goals, and most are willing to work hard to do that. Therefore, we need to be prepared for many people to cross.

What are we doing to send the message that the bridge to the future is wide enough for all to cross?

- We are inviting a variety of groups to talk about where we are going and how we are getting there.
- We are expanding communication efforts to make sure all groups are included.
- We need to do a better job, because too many people believe the bridge is not wide enough.



LEADERSHIP CONCEPT THREE:

A Leader Is Someone You Choose To Follow To A Place You Would Not Go By Yourself.

FROM THE VIDEO:

“A leader is someone you choose to follow to a place you wouldn’t go by yourself.”

“There are two key components of this definition. The first is choice — you choose to follow this person; it is always your decision. The second component has to do with the place you are going to. There is something about this place that requires the leader to have gone first. It has a feeling of risk, of uncertainty, maybe even of danger. That’s why you won’t go by yourself.”

PROGRAM INSIGHT:

Let’s delve deeper into Barker’s definition of a leader. Again, there are two important concepts to understand.

The first is the idea of choice. The follower must willingly choose to follow the leader. A leader who forces others into compliance is nothing more than a tyrant. A true leader earns the respect and trust needed for people to follow him or her, even in adverse or risky situations.

The second concept focuses on the “place” the leader is heading toward. Something about the place requires that the leader go there first; followers may feel that they are taking on some risk or danger in heading toward that place. However, the direction and vision of the true leader enables them to believe and trust that the outcome will be far greater than any risk. The tyrant, on the other hand, forces followers to a place they don’t want to go — one where the potential rewards fail to justify the risk.

FACILITATOR QUESTIONS AND POSSIBLE RESPONSES:

The first part of the definition of a leader is about choice. How do you feel about having that choice?

- I like knowing that I have a choice, but sometimes it’s easier to be told what to do.
- Having a choice makes me more committed to the decision.

What is it about leaders that makes them easy to follow?

- True leaders convey a sense of confidence in their followers’ abilities to do what is required.
- True leaders generate excitement, command respect, and can motivate others to act.

FACILITATOR QUESTIONS AND POSSIBLE RESPONSES (cont.):

What is it about leaders that tell them where to lead?

- Many leaders have great intuition.
- Good leaders use all of their resources to determine where to go next.

Tyrants get compliance and leaders get commitment. What is the difference?

- Compliance means that people will only do what is expected of them and no more; they will follow the letter but not the spirit of the law.
- Commitment means that people give their hearts and souls to the goal before them.

Why do you think it is difficult for tyrannical leaders to change their leadership style?

- They might not have the passion, confidence, and competence to compel others to follow them.
- The very thing that brought them into a leadership role is what they have to change.
- They are afraid of giving up a perception of power and authority.



LEADERSHIP CONCEPT FOUR:

The Characteristics of A Leader Never Change.

FROM THE VIDEO:

“There are certain characteristics about leadership that have never changed and probably never will. These elements are the foundation stones on which leaders have built their bridges throughout the centuries. Things like...courage, commitment, communication, compassion, trust, loyalty, integrity, and inspiration.”

PROGRAM INSIGHT:

If you look at some of the world’s greatest leaders, you find that they were able to set the course of history because they had the characteristics listed above. In the United States, Abraham Lincoln’s commitment to a unified nation and freedom for all people helped to keep the North and South from breaking apart during the Civil War. Several decades later, Franklin Delano Roosevelt’s ability to communicate hope and optimism helped lift the United States out of the Great Depression. Then, he and Winston Churchill showed courage and integrity in their willingness to fight to make the world safe for democracy. More recently, it was the courage, compassion, and integrity of Nelson Mandela that helped to secure freedom for the black people of South Africa.

FACILITATOR ACTIVITY:

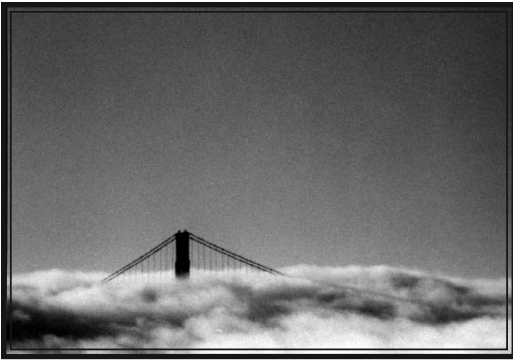
Divide participants into groups of two or three. Give each group a characteristic from the list above and ask them to identify behaviors associated with that characteristic. For example, some groups may decide that “admitting you are wrong” is an important behavior associated with courage.

Have each group choose a member to present their list. Discuss the lists. Do most people agree on the behaviors identified? What are their reasons for agreeing or disagreeing?

FOLLOW-UP ACTIVITY:

If we can say that there are characteristics of good leaders, can we also say that there are characteristics of good followers? If so, what are they?

- Followers need to be able to consider the needs and goals of the group, as well as (and sometimes instead of) their own.
- Followers need to be dependable and reliable.
- Followers need to understand how their work fits into (and advances) the larger goals of the organization.



LEADERSHIP CONCEPT FIVE:

Create A Shared Vision To Build Bridges To The Future.

FROM THE VIDEO:

“The successful leaders of the 21st Century will always use the power of vision to help build their bridges to the future. Vision is an essential leadership tool because, properly shared and with passion and commitment, it helps people and organizations outperform their assets!”

“It matters not whether your organization is a church or a corporation, a hospital or a nation — everyone benefits from having a powerful vision of the future. Shared vision is the single most powerful component for building bridges to the future.”

PROGRAM INSIGHT:

Effective visions have common characteristics:

- An effective vision is shared by everyone in the organization.
- An effective vision is positive and supports the community.

Delancy Street, the example in the video, had a profoundly simple vision: to apply business work ethics and traditional values to make “winners” out of society’s “losers.” In addition, those supporting the vision had the passion and commitment needed to turn the vision into action. Thus, Delancy Street is no longer a vision or far-off goal, but a successful, working reality.

The enormous power of a vision also applies in the business world. According to Jim Collins and Jerry Porras in their book *Built to Last*, one dollar invested in a visionary company will yield six times the return of its non visionary competitor. The visionary company will do fifteen times better than the overall stock market.

In thinking about vision, it’s helpful to compare the way in which things have worked in the past to how they could work in the future. For example, throughout most of history, a leader created a vision and handed it down to his or her followers. Today, we know that such an approach doesn’t work. People are better informed and educated, and they want to use their skills and knowledge to contribute to the vision. Therefore, the new way of thinking about vision recognizes that the larger community or organization needs to create it. Creating the vision together allows for a shared meaning and understanding of the vision by all followers.

(cont.)

FACILITATOR QUESTIONS AND POSSIBLE RESPONSES:

For much of history, leaders simply would hand down their visions to their followers. Why will this process change in the 21st Century?

- People today expect (and can handle) more input into decisions.
- The world is complicated, so it's harder for one person to have all the answers.
- The world is changing quickly, so visions have to be adaptable.

Why should others be involved in building a vision?

- By having others involved in building a vision, the vision is likely to be richer, more inclusive, and better able to help people and organizations outperform their assets.
- By getting others to contribute, you're more likely to gain their support.

Why is it more effective for a leader to create a shared vision, rather than simply hand one down?

- People are more committed to a vision to which they've been able to contribute.
- The goal becomes the goal of the group, not just the leader.
- Again, a shared vision is likely to be richer, more inclusive, and better able to help people and organizations outperform their assets.

Why is it important to get people to express their values?

- If people don't express their values, it's hard to know if the vision is in sync with their values.
- You want to know that your organization's vision reflects the values of the people who work there. If there's a disconnect, it's harder for people to be committed.

Think back to the stacks of money Barker used in the video to demonstrate the different results between visionary and non visionary companies. How does this research affect you?

- It makes me want to work for a visionary company.
- It makes me want to invest in a visionary company!
- I was surprised to learn that the differences were so great.



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