

LEADERSHIP ABOVE



THE LINE

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The People Model



Yields three types of decision-making power:

- **Explanatory power**—to interpret organizational behavior
- **Motivational power**—to muster up people’s willingness to forfeit stubborn habits that have weakened their effectiveness in the past
- **Creative Power** —to imagine wise solutions for the future

Above the Line Qualities = Assets

Below the Line Qualities = Liabilities

Three Basic Sets of Strengths



- **Strategists**
 - Think primarily in terms of truth and reality
 - Ask hard questions and face difficult problems head-on
- **Humanitarians**
 - Tend to think in terms of goodness and humanity
 - Feel unsettled when people are devalued or hurt
 - Caring for people is an imperative
- **Diplomats**
 - Tend to think in terms of beauty (perceptions) and public relations
 - Feel bothered when peace and public order is violated
 - Natural desire to unify factions and add a creative touch to the way things look

Strategists (Light)



- Freedom
- Authentic Community
- Be Good
- Clarity, Accountability
- Integrity
- **Straightforward Message**
- **Confrontational**
- **Discerning, Analytical**
- **Corrective**

Humanitarians (Temp)



- Compassion
- Comfortable Community
- Feel Good
- Develop, Support People
- Togetherness
- **Wise Approach**
- **Forbearing**
- **Patient, Kind**
- **Loyal**

Diplomats (Color)



- Peace
- Impressive Community
- Look Good
- Sense of Harmony and Order
- Unity
- **Wise Timing**
- **Nonconfrontational**
- **Finesse, Artful Demeanor**
- **Polished Refined**

Three Basic Sets of Weaknesses



- Strategist
 - Self-righteous
 - Criticism, harshness
- Humanitarians
 - Self-serving
 - People pleasing
- Diplomats
 - Self-absorbed
 - Image Management

Strategist

- Freedom
- Authentic Community
- Be Good
- Clarity, Accountability
- Integrity
- Straightforward
- Message
- Confrontational
- Discerning, Analytical
- Corrective

Self-righteous
Criticism, Harshness
Self-righteous judgment

- Slander
- Presumption
- Impatience

Humanitarian

- Compassion
- Comfortable Community
- Feel Good
- Develop, Support People
- Togetherness
- Wise Approach
- Forbearing
- Patient, Kind
- Loyal

Self-serving
People pleasing
Enablement

- Gossip
- Guilt trips
- Martyr Complex

Diplomat

- Peace
- Impressive Community
- Look Good
- Sense of Harmony and Order
- Unity
- Wise Timing
- Nonconfrontational
- Finesse, Artful Demeanor
- Polished Refined

Self-absorbed
Image Management
Spin (Spin Club)

- Distorts, Redefines truth
- Political Intimidation
- Victim of Circumstances

Three Types of Executive Leaders



**OPERATIONAL
CULTURAL
POLITICAL**

Strategists = Operational Leaders



- Prioritize by solving problems
- Like strategic plans
- Demand efficiency and effectiveness
- Set realistic goals
- Express vision with clarity and sound rationale

Humanitarians = Cultural Leaders



- Develop company's ethos
- Want everyone to feel they belong
- Create traditions
- Motivate by caring
- Memorialize significant events
- Lead the company by cultivating a deep sense of ownership and loyalty in every individual who serves on the team

Diplomats = Political Leaders



- Lead by collaboration
- Unite unlikely forces and pool scarce and limited resources by networking strategically with gatekeepers
- Focus more on who than on how
- Mobilize people to work for a common cause
- Elevate people's vision by helping them forget petty squabbles
- Offer a sense of hope by painting a beautiful picture of the future

Thinking Orientation



- **Strategist—think in terms of “You”**
 - Focus: Corrective
 - EX: What **you** need to do to correct issue.
- **Humanitarians—think in terms of “he, she or they”**
 - Focus: People developers
 - EX: How is he/she feeling? What they need to have done for them...
- **Diplomats—think in terms of “I/We”**
 - Focus: public relations
 - EX: What should I do to position myself? What we, as a company, should tell the public about ourselves.

Three Aspects of a Company



**INFRASTRUCTURE
SERVICE
PUBLIC RELATIONS**

Major Priority



Strategists

Humanitarians

Diplomats



INFRASTRUCTURE

SERVICE

PUBLIC
RELATIONS



Spirited

Gentle

Calm

Proper Balance



- “Every business is more likely to succeed if proper emphasis is placed on infrastructure, service, and PR. When that emphasis *doesn't* happen in each of these three areas, the company runs into problems because the company becomes imbalanced.”

- Leadership Above the Line, p. 74.

Power of the Mix



- “When clusters of people from the same category fall down into the basement, their ability to lead well is impoverished. That’s why my theory is this—that a first-rate leader and a first-rate team will always be a mix of all three.”

- Leadership Above the Line, p. 77

Strategist

Humanitarian

Diplomat

BEHAVIOR

Self-righteous

Criticism, Harshness

Self-righteous judgment

- Slander
- Presumption
- Impatience

Self-serving

People pleasing

Enablement

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PROBLEM

PRIDE

FEAR

DECEITFULNESS

Solutions Chart



Strategist

- Be Bold.
- Identify the problem.
- Expose the problem
- Fix the problem.
- Speak up./Confront
- Be Ethical
- Be Real,. Offer evidence.
- Focus on the facts.

Humanitarian

- Be Gracious.
- Empathize with Those involved.
- Help the Person/Team in Need
- Forbear the problem.
- Listen./ Be Patient
- Be Supportive.
- Be Kind./Do a favor.
- Focus on people's feelings.

Diplomat

- Be Calm.
- Put the Problem in Perspective.
- Wait./ Be Sensitive to the Timing.
- Finesse the Problem.
- Preface & Nuance Your Remarks
- Be creative.
- Be Generous. / Give a gift.
- Focus on the Setting & Mood.

Three Fundamental Temptations



THREATENING
WEAK
MANIPULATIVE

Strategist

Humanitarian

Diplomat

PERCEPTION

Seems threatening

Seems weak

Seems manipulative

IS THREATENING

IS WEAK

IS MANIPULATIVE

Three Kinds of Power



EXPLANATORY POWER
MOTIVATIONAL POWER
CREATIVE POWER

Leading Above the Line



“To *lead* above the line is to
live above the line.”

Below-the-line Leadership



- Typically infects the whole team
- Explains why good character is the key to good leadership

Explanatory Power



Self-Awareness

- Analyzing and understanding personal tendencies
- Understanding patterns of behavior
- Recognizing personal responses/reactions based on leaderships strengths and below-the-line deficits.

Motivational Power



Strategists

- Motivated by the promise of discovering their blind spots

Humanitarians

- Motivated by the promise of salvaging their blunders

Diplomats

- Motivated by the promise of covering their blemishes

Problem

- **PRIDE**

- **COURAGE**

DECEITFULNESS

Antidote

- **Humility**

- **Courage**

- **Honesty**

Creative Power



- Offers practical solutions to common problems
- Use the Solutions Chart as a means of ordering and prioritizing plan of action.
 - Remember...you can move between the three forms of leadership to create a holistic resolution to the current situation
 - Above-the-line leaders learn how to lead in all three categories.
- The People Model is powerless unless you choose to put into practice.

Final Insights



- Conflicts between people of different categories are not mere clashes of values. Rather, they are conflicts over values in which people take security.
- Key to leadership above the line: **LOVE**