



Leadership
East Palo Alto Unit 472
American Legion Auxiliary
Department of California

Lou Thompson, Chairman
April 2008



What makes a leader?

By Hilary Owen, special for USATODAY.com

Leadership is a journey of discovery. It is the expression of a person at his or her best whose aim is to transform something for the better and to develop this potential in others. It is not a solitary pursuit but one that harnesses the energy of those around you.

During the past 20 years my studies on leadership have taken me to Rome, Greece, North Africa and the Middle East and to the texts of ancient China and the hieroglyphics of Egypt. From this research, I have come to six conclusions about leadership:

1. The difference between leadership and management amounts to more than a different set of skills.

Management is based on order and control and makes use of sophisticated processes. It came into being during the Industrial Revolution, when a mass of uneducated workers needed to be marshaled. Leadership, on the other hand, is about expressing the human spirit -- the real source of greatness. We cannot teach leadership in the same way we teach management.

2. Our preoccupation with leadership is neither a fad nor a fashion.

Leadership as a concept has been explored for thousands of years. It can be found in ancient texts from China to Egypt. Our fascination with it has never dwindled because it is part of our understanding of who we are as human beings. People express leadership when they demonstrate the best of themselves and others.

3. To become a leader, you must know yourself first.

No two individuals express leadership in the same way. Each one of us can be a unique leader, and that is why trying to put leadership into a box always fails.

4. Leadership is not based on position or title.

Leadership springs from anyone enabled and encouraged to express himself while working with purpose and meaning. As a society, we need to shift away from the notion of chief executives as visionaries with transforming ideas. We have to shift from a dependency state to one of participation in which everyone uses his or her own power and potential to serve and fulfill a purpose.

Leadership is a process in which leaders and followers engage to achieve mutual goals. We are all leaders and followers at different times. "Followership" is not a passive role but a dynamic one: Followers ensure that the leader follows the purpose.



5. Leadership cannot be achieved in isolation.

People express leadership when they act as part of an integrated whole, and this works best when a web structure replaces the hierarchical structure. It is important that individuals and organization develop together and an organization be treated as a living, breathing whole. Leadership needs the right environment in which to thrive.

6. Leadership must take priority over management in today's fast-changing world.

Management thrives in a stable environment and a hierarchical structure. But we are living in a world that changes constantly, and we must rewrite the rules. Leadership will be at the heart of all our efforts to improve our organizations and our world. It will require the courage that is at the heart of all leadership.

Are you expressing your leadership potential? Consider your life at work, at home and in social situations.



Are you a leader or simply a manager? Are you developing leadership skills and using them to improve your organization and your personal life?

Remember: Leadership is a journey, not something that can be learned on a five-day training course. It requires time and reflection.

Contributing: Hilary Owen writes for Spencer Stuart (www.SpencerStuart.com), a global executive search firm offering mid- and senior-level executive search, board director appointments and strategic assessment. © Spencer Stuart Talent Network, 2002. All rights reserved.

Leadership Resources

Resources available from **The American Legion National Emblem Sales**, P. O. Box 1055, Indianapolis, IN 46206-1 050 or call toll free 1-888-453-4466 for information on ordering and possible price changes. Order online at <http://emblem.legion.org>

Unit Handbook #35300 (Includes Manual of Ceremonies & Rehabilitation insert)
Junior Activities Handbook #35308
Manual of Ceremonies (Blue booklet. revised 200 1) #35301
National Constitution and Bylaws #35302
Preamble to the Constitution of the American Legion Auxiliary #35303
Policies and Procedures Manual (revised 1999) #35304
Let's Be Proper #35305
Parliamentary Procedure #76219
Let's Be Right on Flag Etiquette #72600
A Guide to Guest Protocol #35307
Junior Leadership Correspondence Course #35329
Senior Leadership Correspondence Course #35330
Leadership Guide #35331
Leadership Completion Certificate (wallet size) #35261
Leadership Instructor Cards (blue, wallet size) #35332
American Legion Auxiliary Public Relations Handbook (formerly the Public Relations Handbook and Speakers' Kit) #35333
American Legion Extension Institute Course #75180
Auxiliary History Book (1980-1990) #35340

Resources available from the American Legion Auxiliary National Headquarters, Fulfillment

Services Department, 777 North Meridian Street, Indianapolis, IN 46204, phone: 317-955-3845

History of the American Legion Auxiliary 1921-24; 1944-1954, 1967-1980

Various brochures on Auxiliary programs are available free. Call for those available. National reserves the right to limit quantities. 1-317-955-3845

Additional Resources:

Books

Leadership in the Spotlight, National Association of Parliamentarians

Learning to Lead, Robert Heller

On Becoming a Leader, Warren Bennis

Overview of Leadership in Organizations, Carter McNamara, MBA, PhD

Smart Moves for People in Charge, Sam Deep and Lyle Sussman

The 5 Secrets to Becoming a Leader, Alan Nelson and Stan Toler

The Top Ten Mistakes Leaders Make, Hans Finzel

Web sites

<http://emblem.legion.org> :: The American Legion Emblem Sales

www.effectivemeetings.com :: Hands-on advice for more effective meetings

www.leadershipnow.com :: Attitude, motivation, initiative, service

www.legion.org :: The American Legion Web site

www.legion-aux.org :: American Legion Auxiliary Web site

www.mySkillsProfile.com :: Test your leadership competencies online

www.parliamentarians.org :: National Association of Parliamentarians, many resources

From the Unit Website

[Complete Department Leadership Workshop Materials](#)

[Are you a leader?](#)

[Common Qualities of Leadership](#)

[Leadership Qualities](#)

[Ten Qualities of Leadership](#)

[Auxiliary Alphabet of Writing Tips](#)

[Junior Leadership Correspondence Course](#)

[Senior Leadership Correspondence Course](#)

[Mentor Program Overview](#)

[National Mentor/Mentee Form](#)

[Between these flags . . .](#)

[By the Way . . .](#)

[Don't Look Outside](#)

[Freedom](#)

[It Has Always Been a Soldier](#)

[Learning Pyramid](#)

[Sound Bites](#)

[The New Colossus](#)

[Winning Attitude](#)

