



Everyone Leads ~ Building Leadership from the Community Up

By Paul Schmitz

Executive Book Summary prepared by: Kenisha Williams-Allen

About the Author: Aims & Perspectives

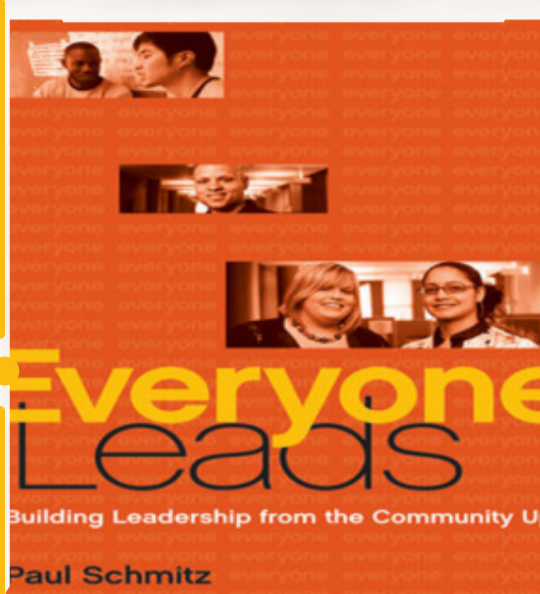


Paul Schmitz

Paul Schmitz is the author of *Everyone Leads: Building Leadership from the Community Up*, and CEO of Public Allies, which has advanced the leadership of over 5,000 diverse young adults to strengthen communities, nonprofits, and civic participation across the country. Paul founded Public Allies Milwaukee in 1993, and has been the national CEO since 2000. He writes and speaks frequently on leadership, diversity, civic participation, social innovation, collective impact, and community building.

Paul co-chaired the 2008 Obama presidential campaign's civic engagement policy group, was a member of the Obama-Biden Transition Team, and was appointed by President Barack Obama to the White House Council on Community Solutions.

He is a graduate of the University of Wisconsin-Milwaukee, and a recipient of their Graduate of the Last Decade alumni award.



Summary of Book

Everyone Leads is an inspiring book written by Paul Schmitz to empower the lives of those who have a passion for leading and for making a lasting change from the community up. Paul's ardent style is motivating as he provides practical examples to express many leaders who emerge from humble beginnings that become heroic leaders. He is assertive that a great amount of idealism, energy, passion and intelligence is in our communities that are overlooked and unharnessed. For each of the nine chapters, Paul lays out a passionate and compelling argument that leadership is not reserved for the minority, but is a responsibility that we all must embrace. He remains adamant that we need more of these talented community members to step up and lead if only present leaders can work in any community to bring diverse individuals and groups together to achieve common goals.

Chapters

1. COMING TO THE CONVICTION THAT EVERYONE LEADS
2. MY LEADERSHIP JOURNEY
3. THE TRADITION AND FUTURE OF THE CONCEPT THAT EVERYONE LEADS
4. THE RESPONSIBILITY OF LEADERSHIP
5. RECOGNIZING AND MOBILIZING ALL OF A COMMUNITY'S ASSETS
6. CONNECTING ACROSS CULTURES
7. FACILITATING COLLABORATIVE ACTION
8. CONTINUOUSLY LEARNING AND IMPROVING
9. BEING ACCOUNTABLE TO OURSELVES AND OTHERS

Five core values of the Public Allies:

- Focus on assets
- Diversity and inclusion
- Collaboration
- Continuous learning
- Integrity



"Everyone Leads shows us how we can all step up and contribute to social change." ~ Travis Smiley

Part One

ABOUT PUBLIC ALLIES AND THE CONCEPT THAT EVERYONE LEADS



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1 ~ COMING TO THE CONVICTION THAT EVERYONE LEADS

Paul believes that everyone can lead. This means that everyone can step up and take responsibility for influencing and working with others for the common good. Paul illustrates this importance and its potential impact by sharing anecdotes regarding a simple guy behind the sandwich counter, a single mom attending community college, and a former gang member who became great leaders, entrepreneurs, and organizers of social movements. These examples are relevant because leaders often do not go out there and find young people, women, and people from humble or unpromising origins to train and become future leaders. Paul suggests that "it is tragic that communities and the organizations that serve them miss so much needed talent. Yet this is where most of the talent we need to solve problems resides." Paul points out that leadership is not only inclusive of persons' with legal status, but it is the domain of citizens. This gives rise to the inclusion of any person who is committed to participating in making our communities better, regardless of that person's legal status.

Key Points

- The leadership and engagement of residents
- The services and support that neighbors provide to neighbors
- Coordination and collaboration toward common goals among the citizens, associations, nonprofits, schools, houses of worship, and businesses in a neighborhood.

"ONE WHO IS WILLING TO BE ACCOUNTABLE TO THE WELL-BEING OF THE WHOLE."

~ PETER BLOCK

Collaborate with each other



Reflective question:

Who are the leaders who have had the most direct influence on you?

2 ~ MY LEADERSHIP JOURNEY

Here Paul shares unique experiences and lessons as an account of his journey that led him to Public Allies, and the conviction that everyone leads. As early as elementary school, Paul became an alcoholic/drug addict. In spite of the major events and circumstances in his life, he made connections, step up to the opportunities he came across, and embraced any relationships that built his leadership. "If I had not sought treatment for my addiction, if I had missed that early Wingspread Conference, if I had not met the many mentors and colleagues who have developed me—who knows what I would be doing?" Paul states. The experience that can be taught from Paul, teaches you how to approach a similar issue in the future. Leadership is a constant assessment and reevaluation, so the more you can learn from the experiences of others whether it be good or bad, the better decisions you can make. Paul suggested that everyone should presents his or her life map.

Key Points

- Understanding of and acceptance of self
- Share experiences
- make connections
- Step up to opportunities
- ability to be mentored
- Leadership practices must be learned and developed
- Present a life map.



If I Can, So Can You!!

Reflective question: What are the events and circumstances that have most shaped your purpose, values, and commitments?



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3~ THE TRADITION AND FUTURE OF THE CONCEPT THAT EVERYONE LEADS

Paul reiterates that everyone can lead and that leadership at all levels is needed for change has been demonstrated clearly throughout American history. Because of increasing diversity, new technologies, and the rise of a new generation, more collaborative and more inclusive approaches to leadership are required. Over the past forty years, leadership theory across disciplines has consistently pointed to leadership as being about actions that many people can take, about taking responsibility for working with others toward common goals, and about practicing values that engage people to work together effectively.

Leaders in the Struggle for Civil Rights

- Dr. Martin Luther King Jr.
- David Garrow
- Rosa Parks
- A. Philip Randolph
- Jo Ann Robinson
- Bayard Rustin

"By placing people on a historical pedestal, we forget that they grew, learned, made mistakes, and struggled throughout the tenure of their leadership, and we forget that these leaders were mentored..." ~ p. 64

Leadership in the Twenty-First Century

The way in which individual leads has changed in the 21st century. Technology has evolved seeking room for different forms of communication. Access to information, and social networks have fundamentally changed the way in which individuals can communicate with and organize ever-expanding networks of people faster than ever to work on public opportunities and problems.

21st Century Leadership Theorist

- Marshall Ganz, "Organizing"
- Robert Greenleaf, Servant Leadership
- James Kouzes and Barry Posner, The Leadership Challenge
- Frances Hesselbein and Eric Shinseki, Be Know Do
- Bill George, Authentic Leadership and True North
- Susan Komives and Wendy Wagner, Leadership for a Better World

"Technology has also bred new beliefs among the younger generation about hierarchy, empowerment, authenticity, transparency, and collaboration..." (p. 66)

Reflective question?

Looking back at your life, can you find examples of leadership-things you've done, participated in, or watched others do that you now see as leadership but did not see as leadership at the time?





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5~ RECOGNIZING AND MOBILIZING ALL OF A COMMUNITY'S ASSETS

Paul suggests that each of us and each of our communities is both half empty and half full. We all have needs and challenges, and we all have assets. When we build relationships based on assets instead of just delivering services to meet needs, we open the door to greater individual and community transformation. Within a community, each of us has assets such as gifts, talents, and skills that make us good workers, neighbors, friends, and family members. However, we need to identify the good assets and value their worth. This can be done by creating transformative relationships that will have much greater impact for individuals and communities.

Key Points

Focus on assets

- Individuals - everyone has assets and gifts.
- Associations - people discover each other's gifts.
- Institutions - people organised around assets.
- Connections - individuals connect into a community.



"It Takes Children to Raise a Whole Village" (p. 123)
~ Steve Ramos

Individuals

Discover gifts & do



God has given us gifts - not for ourselves. We are to serve others with our gifts. Thus, the community is strong!

Associations

Local community leaders coming together as volunteer.



Institutions

Professionals who are structurally organized help the community capture valuable resources and establish a sense of civic responsibility.



Connections

Individuals connect into a community



Reflective question?

What is positive about your community's history?



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7~ FACILITATING COLLABORATIVE ACTION

Schmitz notes, "Collaboration is necessary to solving community problems" (p. 189). Because every member has a different skill to share, collaborations are able to utilize the strength and weaknesses of everyone involved so as to achieve the desired goals. Likewise he adds, "teamwork begins with self-awareness and awareness of others' work and leadership styles" (p. 190). Through teamwork, community members can reach better outcomes, receive feedback and increase their efficiency as individuals can combine their knowledge and resources to tackle a problem more effectively.



Key Points

- Collaborative skills
- Self-awareness
- Personality and Leadership Styles
- Feedback
- Building teams (teamwork)

It takes collaboration across a community to develop better skills for better lives.

Jose Angel Gurria



Collaborative feedback

1. Building teams (team service Projects)
2. Sharing and listening to everyone's stories, interests, motivations, and values
3. Facilitate individuals

Collaborative Skills

1. convene,
2. energize,
3. facilitate, and
4. sustain the process

Leadership types individuals are better able to collaborate with.

1. Visionaries (Big-picture people)
2. Analysts (Teachers)
3. Mobilizers (Warriors)
4. Nurturers (Healers)

"Being collaborative is a commitment. I am always inspired by the impacts our alumni continue to have in their communities, but I am most inspired when they are collaborating with each other and bringing others together to have greater impact..." (p. 210)

Reflective question?

Identify which one of the four leadership types you can better work with? Explain why?



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8~ CONTINUOUSLY LEARNING AND IMPROVING

Paul emphasizes that "leaders are responsible for learning and improving so that they can do their best working with others to accomplish shared missions and goals" (p. 213). When a team transforms itself in response to changing conditions, it will become successful. Paul further argues, "Leaders must create effective environments and processes for others' learning and growth" (p. 214). Simply teaching someone and truly helping someone learn on a regular basis will develop effective leadership skills and increase their knowledge. Regular feedback and coaching is essential for leaders to identify ways to continue improving. Additionally, reflecting is an essential tool for leaders to step back and consider their behavior, relationships, ethics, priorities, mistakes, and lessons are all required to be successful.



Key Points

- Learning and improving
- Effectiveness
- Regular feedback
- Reflection



"Training is an event, but learning is a process..." (p. 220)

9~ BEING ACCOUNTABLE TO OURSELVES AND OTHERS

Paul concludes, "integrity begins with being true to ourselves—our stories, our purposes, our values, and our moral and ethical standards" (p. 243). Leaders behaviour should reflect their reputation and the reputation of their company.

ACCOUNTABILITY

It is not only what we do,
but also what we do not do,
for which we are accountable.

(Moliere)



Leaders are held accountable for :

1. Those they serve- they will help others to achieve their goals.
2. Those they work with- accepting responsibilities for the goals they set.
3. Those who came before them- acknowledging the mentorship they got to be where they are today.

KEY POINTS

1. Be true to oneself
2. Be accountable to those whom we:
 - ~ serve
 - ~ work with
 - ~ who came before us.
3. True integrity.

TRUE INTEGRITY

"It is about the integration of your purpose, your values, your relationships, and your actions..."

(p.267)



Reflective question?

Which of the five values are critical to your work and leadership?



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CRITICAL EVALUATION OF THE BOOK

This inspiring book that Paul Schmitz wrote, "**Everyone Leads: Building Leadership from the Community Up**", should be a revelation for every leader. It is a practical guideline with various unique perspectives and experiences that make this a must-read for community leaders, and those who lead should step up and contribute to the social change within the social society and recognize that everyone can lead.

Everyone Leads provides the inspiration, optimism, and hopefulness needed to mobilize community assets. It sends forth a diversity of practical experience that speaks to many leaders who emerge from humble beginnings to become heroic leaders as the message demonstrates that together, people can and must be change agents. These examples are relevant because leaders often do not go out there and find young people, women, and people from humble or unpromising origins to train and become future leaders. Paul suggests that "it is tragic that communities and the organizations that serve them miss so much needed talent. Yet this is where most of the talent we need to solve problems resides." I concurred with Paul with these extremely relevant experiences I have read in this text and hope to seize this opportunity as an educator to carve a path for diverse community assets who will become pioneer leaders.

because... "It Takes Children to Raise a Whole Village..."

~ p. 123

Reflective question?

So let me leave you with a simple question: How will you lead?

REFERENCE

SCHMITZ, P., & SAFARI, O., VENDOR. (2011). EVERYONE LEADS: BUILDING LEADERSHIP FROM THE COMMUNITY UP (1ST EDITION.).