

# **Inspire! What Great Leaders Do**

**The Path to Higher Ground Leadership Transforming People and Organizations**

**By Lance Secretan**

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**Drs. Bayles and Walker**

# About the Author

Lance H.K. Secretan was born in 1939. He is perhaps best known for his work in leadership theory and how to inspire teams. From 1967 to 1980 Mr. Secretan was the Managing Director of Manpower Limited, based in the United Kingdom. Between 1980 and 1985, he taught leadership at McMaster and York University in Canada. Since then he has worked as an author, consultant and leadership coach. His company, The Secretan Centre, is a consulting organization committed to changing the world by bringing greater spirituality and higher values to the workplace. Its cause is: To Change the World by Reawakening Spirit and Values in the Workplace.

“Authenticity is the alignment of head, mouth, ear, and feet—thinking, saying, feeling, and doing the same thing—consistently. This builds trust, and followers love leaders they can trust,” Lance Secretan.



# Chapter Summaries

## **Chapter One – Change:**



The book *Inspire* begins with several contemplative principles. I included four central ideas and my own definitions so that the reader may quickly focus in on the underpinnings of *Inspire!*

1. Paradigm: your philosophical life framework.
2. Destiny: your future.
3. Cause: A principle you hold high.
4. Calling: The kind of work you should be doing.

In the first chapter of the book *Inspire*, the author Lance Secretan lays out the foundation of what he calls Old Story Leadership versus New Story Leadership. Secretan writes that we all will be called upon to be a leader at some point in our lives and therefore we need to change the way we lead. He suggests we create our own authentic paradigm and not live in a paradigm that was created by others. Having your own paradigm, writing your Destiny, Cause, and Calling is the basis of what Lance Secretan calls Higher Ground Leadership. The term Higher Ground Leadership becomes the endpoint of the book and is a style of leadership grounded in being authentic and from the heart. He says when others feel you are authentic in your Cause, they are inspired to follow you.

Secretan poses the question: what type of leader do you want to be? He says you can be a leader that is not trusted and no one is committed to. Or you can be a Higher Ground Leader that inspires others to follow; you can be a people whisperer. He believes we need the

qualities of action, love, and commitment to serving others in order to create a new story of leadership for ourselves. The following table outlines his comparisons between Old Story Leadership and New Story Leadership.

<i>Old Story Leadership Is</i>	<i>New Story Leadership Is</i>
Being	Doing
Without Heart	With Heart
	
Unconscious	Conscious
Controlled	Liberated
Fearful	Loving
	
Unauthentic	Authentic

He summarizes that the way to inspiring leadership is to begin by creating your own paradigm that is authentic and based in love and that this is critical to creating a new story of leadership.

He maintains that change of anything is difficult and asks why is change so hard? Further in the chapter the author notes several perceived roadblocks to change as follows:

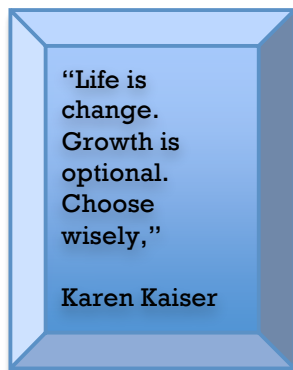
- Change requires courage.
- Creating a new paradigm is intricate.

- We believe our way is the right way.
- We are afraid to take action or to challenge the status quo because we want to fit in.
- We talk about change but do not act in authentic ways.
- We are always looking to each other to see who will lead or who will initiate rather than being the change-makers.

Lance Secretan suggests we need not be stuck in the Old Story of Leadership and in a paradigm that was created by others. He points out that when we embrace change, we initiate action to find our pathway from our heart to Higher Ground Leadership. “We must be the change we wish to see in the world,” Mahatma Gandhi.

### **Chapter Two - Difficulties in Changing:**

This chapter reminds us to be the inspirer of people not of results. The author says that when leaders love what they do and are values-based people who practice what they say, that followers will do everything to see that their leaders succeed. Secretan believes each person



must define his or her spirit. Once individuals understand who they are and create their own paradigm they will begin to lead from love. He says that going from an internal place of depletion to a place of abundance will inspire followers. Leading from a place of fear to leading from a place of love, or as he says,

“Common values will encourage *followship* and that love not fear inspires people to *follow* a leader.” He wonders are you a leader of the old or a leader of the new?

Furthermore, he notes that we yearn for a community of belonging. Whether that community is of family, school, students, business, or community itself. Higher Ground Leadership means building relationships. Relationship building is foundational for a happy life. Therefore, It is the attending to relationships that Secretan believes will let the individual to live in grace, serve and honour one another and it inspires followers.

**Chapters Three and Four - Understanding and Writing Your Destiny Statement:**

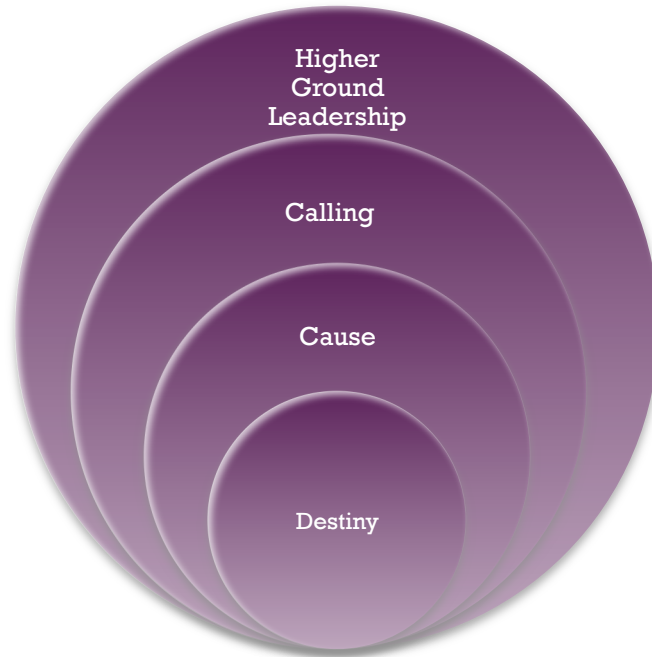
These chapters centre on the author Secretan’s discussion on how to begin the path to being a Higher Ground Leader. The author states that a Higher Ground Leader must first have an intimate relationship with their Destiny, their Cause, and their Calling in order to lead from their heart. He says in order to be a trusted and authentic leader one must know their Destiny, Cause, and Calling. He names these three soul pieces as the cornerstones to serving others and to Higher Ground Leadership. Your Destiny, Secretan says, is your divine purpose and he writes, “Higher Ground Leadership is the practice of inspiring others based on your authentic awareness of your Destiny.”



Therefore, if we take time to understand and write our Destiny, it will help us to create our own paradigm and begin our path to change. He is firm in that life is about having the courage to make change. When we understand our inner self only then can we be an inspiration to others and have them follow us in our Cause. He believes one must take action and not just talk about making change. The final part of Chapter Four gives concrete examples of how to think of and write your own Destiny statement. "It is not in the stars to hold our destiny but in ourselves." William Shakespeare.

#### **Chapters Five and Six - Naming Your Sacred Cause:**

These chapters discuss why and how it takes courage to name your Cause. Secretan says that choosing what you stand for in life takes courage and time. That writing your Cause is part of a cycle. Once you understand your personal Destiny, Cause, and Calling you are then on the road to being an authentic leader that others will be inspired to follow. He writes that we will all lead in life. The author says, "Servant Leaders are the ones we love, the ones who teach with love. They are the ones who listen and honour us deep within their souls. Servant Leaders are the people whisperers." The author stresses that when an individual is passionate about their Cause that the passion will invite others to follow.



Your Destiny describes why you are here. Cause is how you will be in your life to achieve your Destiny. Calling is what you will do. Higher Ground Leadership is a way to serve others through courage, authenticity, truth, love, and inspiration. “Your Cause is taking your dream from reality to the imagined future,” says the author Lance Secretan.

Lance Secretan highlights the importance of the concept of sacredness. He uses this word in connection to relationships and behaviours. I see it in connection to place. We all have a sacred place to go to in times of change or turmoil. The sacred place may be under the stairs, at your desk, or sitting on your special rock looking up at the stars. It is place we go to when we need to find solace. A sacred place is where our heart is. Viewing places, our work, and relationships as sacred must be recognized. If we begin to see the sacredness in relationships then associations between teachers and students or parents and children may begin to be more loving and inspire others to do remarkable things. Secretan directs us to be sacred in all that



we do. He writes, “Dedicate your life to the service of others. Value their dreams and aspirations and they will lay down their lives for you.” This seems a lofty goal but to practice living life with loving actions is attainable.

### **Chapter Seven - A Calling:**

Does your path in life have heart? Secretan offers that to have heart for what you do is in actuality you following your Calling. He suggests you need to live an authentic life and understand that when you serve others you can transform your work into your Calling. When you understand your Calling, the lines between your personal life and work life become blurred. He writes, that daily practices can only be authentic if first you are inspired and passionate about yourself. He says that one must serve others from a place of abundance rather than depletion or from a place of love rather than fear. He asks that you reflect on what it means to live an authentic life.

A Calling must be authentic, full of your passion, highlight your talents and gifts and be relevant to your cause. A Calling is the chemistry between passion and talent. This chapter poses questions for you to consider as you discover and define your passion, talent and calling.

- How will I use my passion and gifts to serve others?
- What do I love to do?
- How do I want to feel about what I do?
- Do I value work or does it just pay the bills?
- Do I love my work?
- When am I most happy in my life?
- What am I doing when I am happiest?

- How can I turn those activities into my life work?
- What is holding me back?
- How can I overcome those obstacles?

Taking time to answer the above questions leads you to self-discovery and a real honesty in what you are doing. It is inspiring to follow the process outlined in the book and paves the way for some loving changes in your life.

### **Chapter Eight - Writing Your Calling Statement:**

This chapter gives examples of actual peoples' Calling statements and how to go about creating your own Calling Statement.





Lance Secretan directs the reader to think of action verbs that best describe your skills when you are at your very best at work and in life. I chose photographs that best describe when I am happiest and I found this method of self-description worked for me. As I selected the photographs I found that the photos gave voice to my happiest moments. The action words of living, action, and loving came easier to my mind as I looked at the photos. This was better than having me think about writing out my Calling. It was the photos that told the story of my Calling.

There is also a chapter section on meditation and its importance to self-reflection. He argues that meditation offers some individuals a method for individuals to centre themselves so they can focus on self-awareness. Meditation he notes as being able to teach some how to let go of what others expect. It is a way to examine your spiritual side and to aid you in finding your Calling.

**Chapters Nine and Ten - Entwining Destiny, Cause, and Calling:**

An individual's Destiny, Cause and Calling cannot be separated. A connection between one's Calling and Cause is lived out in one's Destiny. Your Cause must be rooted in something noble and of higher purpose and this in turn will inspire followers to understand how their callings fit into a higher purpose and the fulfilment of their destiny. A Calling is passion-based. Entwining one's destiny, Cause, and Calling requires you to live your life with purpose. Therefore, to follow your Destiny is to understand why you are here. To follow your Cause, is to use your gifts to serve others. To observe your Calling is seeing how the world will be a better place through your actions.

**Chapter Eleven - Followers who Serve:**

Chapter eleven outlines what it means to have serving followers. It states that violence and love are opposites and that what we give as a leader is what our followers will give back. Leaders who lead with love will have followers who will serve their leader. When the leader is there to serve others, and the followers are serving the leader, then at different times we are all leading or following. The key to servant leadership is bound in the idea of serving of others. Servant leadership is based in the notion that love inspires love from others. Serving followers believe in their leaders and are a committed community of family. This community of family inspires growth, development, health, safety, comfort, spirit and values. This community of family is something that we all seek. Thus, inspiring great leaders inspire serving followers who become our community of family.

The author continues in chapter eleven by asking the reader - can you be a kind leader instead of a right leader? He gives examples of how to be a kind leader through what he describes as sacred listening. He says that sacred listening is listening from the heart, not from the ego. It is listening from the core and that inspires others to believe in your cause.

Lastly, Secretan says that Higher Ground Leaders must understand their core values, and then develop strategies to practice what they preach because actions speak louder than words.

### **Chapters Twelve and Thirteen – Creating Environment:**

These final two chapters sum up the importance of defining personal Destiny, Cause, and Calling and aligning them together. Next, he writes that when you have defined and aligned yourself, are ready to lead others into finding and mastering their Destiny, Cause, and Calling. Finally, Secretan outlines the six principles of Higher Ground Leadership using the acronym of *CASTLE*.

**C** is the *courage* to change.

**A** is for the commitment to *authenticity*.

**S** is to *serve* others.

**T** is for the *truth* and commitment to your Calling.

**L** is for the capacity to *love* in order to inspire others.

**E** is for you and all others to be *effective* in all aspects of life.

These six principles he writes serve as the template for those who seek out their path to Higher Ground Leadership.

The last part of this chapter discusses the importance of creating a beautiful work environment. It is written that investing in beauty makes nourishes the soul. When the soul is nourished, the world wins. Concluding, Secretan summarizes that having a place of beauty inspires us to act in loving service. The author writes that creating a beautiful environment encourages inspired followers who in turn inspire the leader. He reminds us that we will all lead at some time in our lives. *Followship* pertains to those who follow Higher Ground Leaders. Lastly, Higher Ground Leadership is servant leadership and it includes: the sharing of power, the keeping of promises, the modelling of soulful behaviour, and seeing the sacredness in all others.

## Final Connections to Inspire!

The following are highlights from the book *Inspire!*

- Old Story Leadership and New Story Leadership.
- Be willing to change.
- An understanding of the significance of writing one's Destiny, Cause and Calling.
- The importance of living an authentic life.
- Leading from love will inspire others to follow your Cause.
- Higher Ground Leadership language includes: sacredness, divine, calling, joy, love, gifts, serving others.
- The implication of creating your own paradigm.
- Leading from the heart.
- Asking how can I serve others?

- Defining Servant Leadership.
- Knowing that I will be called upon to lead at some time.
- Understanding Higher Ground Leadership.



Reading this book I began to think critically and reflectively about the way I look at the world and at leadership. It encouraged me to make changes in my life. The many questions posed in the chapters gave me pause to consider my purpose here on Earth. It is the first time that I tried to put my destiny, cause, and calling into written words. I found the process humbling. I believe that some will find the vocabulary of this book too spiritual. Admittedly, when terms such as divine, purpose, calling, and sacredness are used it may make some uncomfortable. Words are important as are actions and I am not clear as to why it is so challenging for us to practice loving ways. To think that serving others is divine. I know that I have had to truly focus on positive and loving actions. I found that the more I was aware of my actions, that my thoughts of my colleagues, students, and family members all became more positive. In turn, their responses and actions became more loving and positive towards me. Love does inspire love!

During the chapter readings I made several journal notes and challenged myself daily to be positive in my thoughts and actions. I attempted to practice loving actions in how I lead classes and how I react to colleagues. I took time to pose questions from the chapters to my spouse, our children, family and friends. The inspiration of listening with sacredness has been enlightening for our family and myself. I continue to practice this new way of thinking about listening. I am reminded that I need to be mindful of what I say and do. As well, I need to remember to respond and act in loving ways because acting with love inspires loving responses and followers.

To embrace other ways of seeing the world and to reflect on my destiny, my cause and my calling has been a raw and intimate experience. It supports what Lance Secretan states in that we need to lead from the heart and think of how we can serve others.



I just finished piloting the new Grade Eleven science course. Reading *Inspire! What Great Leaders Do* prepared me to critically observe how I think about leadership and about what type of leader I am. I took time to examine and outline my destiny and calling and believe with time I will have combined my destiny, calling, and my cause. This self-reflective process has been invigorating and helpful in my personal and work life. It has been hard to affirm that what I do is important. I also found it hard to say yes, I love what I do and I believe I am good at it.



Chapters seven and eleven were significant to me as they posed important questions. I discovered that the more I focus on loving actions and serving others the more able I am to help others see their gifts. I agree that we must first know who we are and understand our grounding and our purpose before we can begin to lead others. If we are genuine and authentic in our practices we will inspire others to formulate their own personal destiny, calling and cause. I believe that my eyes have been opened to consider other ways of understanding leadership. My blinders were on at the beginning of this course and before reading this book. I claimed that I was not a leader and that I did not want to lead because I was afraid of what it meant to lead. The book, *Inspire! What Great Leaders Do*, encouraged me to discover what servant leadership is and to describe my Calling. I discovered I lead from the heart and I hope to serve others in inspiring them to discover their destiny, cause and calling in life.

