

Executive Book Summary

LDRS 591 Organizational Behavior and Development

Burke, Dale H. (2004) . *Less is more leadership*. Eugene, OR: Harvest House Publish-

Keith Walker

Less is More Leadership

by H. Dale Burke

An overview:

H. Dale Burke has created a guide for leaders whether they lead church communities, organizations or businesses. The eight principles that Burke unfolds in his book are enlightening and designed to make a leader more efficient while spending less time at the job. He stresses the importance of a personal and spiritual life as leaders climb towards the pinnacle of success in the workplace. Burke presents the eight principles in a series of chapters visualized by concentric circles which are both insightful and informative.

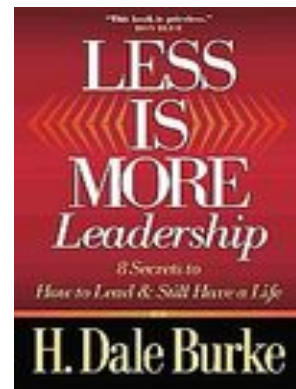


Table of Contents:

Page 2-3: What Every Leader Needs To Know.

Page 4-10: The Inner, Middle and Outer Rings.

Page 11: Summary and About the Author.

LESS IS MORE Leadership

Combines a Christ-centered philosophy of life with a proactive, dynamic system for leadership providing ongoing, lifetime guidance for the pursuit of professional success and personal satisfaction.

What every leader needs to know . . .

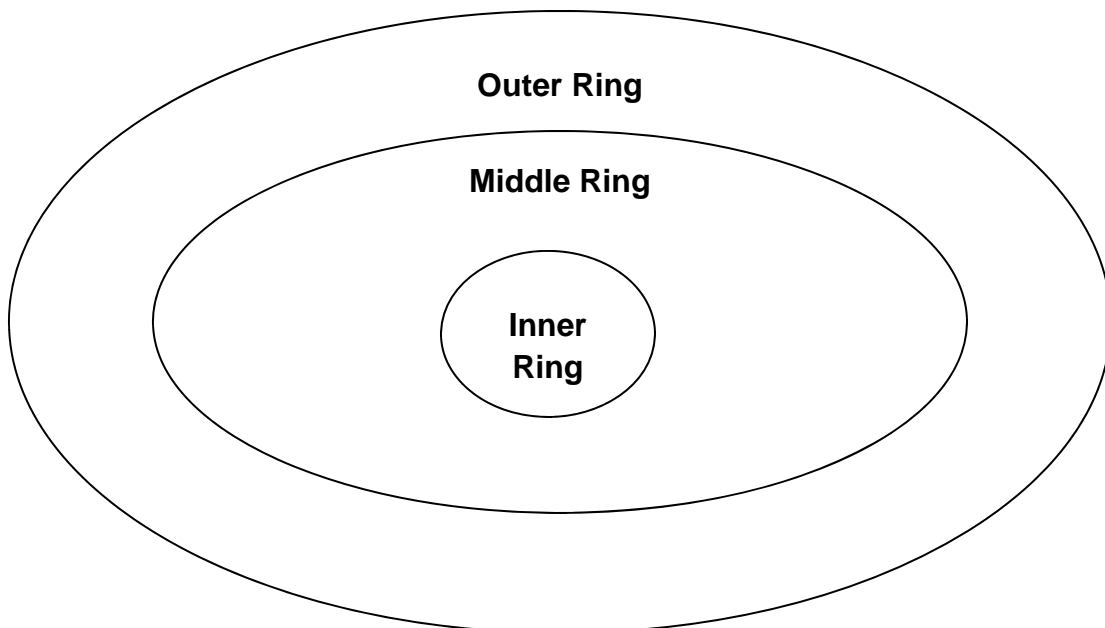
* To lead bigger, lead smarter

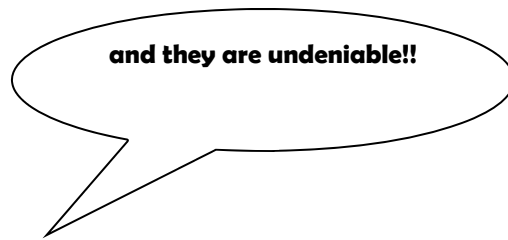
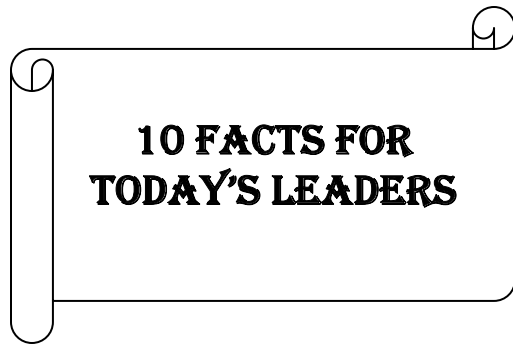
* Jesus Christ is the ultimate for leadership with a life.

* God understands us better than anyone.

* The eight principles work!

The Inner Ring—the Heart of the Leader	
Spirituality	The Power of Convictions
Humility	The Power of Servant-Leadership
The Middle Ring—the Heart of Leadership	
Imagination	The Power of Vision
Mobilization	The Power of Letting Go
Specialization	The Power of Unique Abilities
Innovation	The Power of Creativity
The Outer Ring—the Heart of Execution	
Concentration	The Power of Focus
Determination	The Power of Hope





1. **The rules have changed:** Secular society and Christianity are at opposing world-views. In the past, Christianity was the foundation for many principles and values in society. Christianity is counter-cultural.
2. **Life is faster:** Daily living occurs at tremendous speeds. Everything in our world is instant or time saving yet we never have any quality time! Our business often has a negative effect which can only be remedied when balance is restored.
3. **Change is accelerating:** We live in a society of change. Technology pushes us to embrace change or be left behind.
4. **Expectations are higher:** We live in a service industry and customers demand and expect the best.
5. **The culture is in moral decay:** In our world today there is more and more dysfunction, addictions and family breakdown than ever before. The generation today wants instant gratification and does not want to work at relationships—easy come easy go.
6. **Servant leadership is stretching:** Leaders do not need to be over-arching authoritarians but people who serve others and empower those around them. A servant leader must not only lead an organization but also solve problems, comfort people and provide stability.
7. **You are a limited resource:** There is only so much to give and then it's gone. The idea is to simplify, reduce and end up accomplishing more.
8. **Leadership is a draining experience:** While leadership can be rewarding it can also be draining when a leader gives all of himself to a job.
9. **More is not the answer:** It is important to break through all the "stuff" to get to what is really important. It is about refocusing and having a balanced life.
10. **There is hope:** The eight principles in the ***LESS IS MORE Leadership*** book are helpful in achieving that balance and finding hope in the future.

The Inner Ring: The Heart of the Leader

The two disciplines in the Inner Ring are spirituality and humility. These two disciplines grab the heart of the leader and direct the path to lead on.

Spirituality—the power of convictions takes the leader at the core or heart. A leader needs to be anchored in faith and be committed to the voice, vision and values of God.

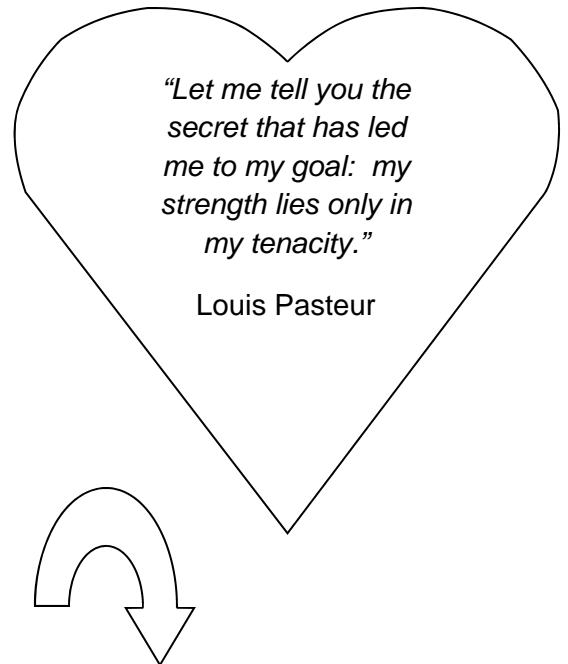
“Whose voice is most important when everyone has a different opinion? What values should never be abandoned when others are willing to bend the rules or rewrite them? Which vision is worth pursuing when we can’t do everything? What are the vital relationships, the people who really matter most?” (p.48)

1. **You need one clear voice**—with so many pressures and opinions coming at you there is one voice that can direct the toughest decision. Listen to the voice of God. There are four basic truths to this:

1. He loves you deeply.
2. His expectations are stretching but realistic.
3. His resources are sufficient.
4. He sees the big picture and the long-term view of your life.

2. **You need clear core values**—Values are guidelines that are based on your convictions. These are non-negotiable in your life.

3. **You need a clear and compelling vision**—A vision tells where you the leader are going. It is the dream—what will you become?



Having voice, values and vision leads to the final “v” and that is vital relationships. God not only wants you to build a relationship with him but with other people. Never let leadership compromise time with family and friends.

Humility—The power of servant-leadership. This is the second element in the inner ring. When Jesus trained his disciples he knew they had a tremendous job ahead of them so He had to show them the way to lead. He shocked his disciples with a new leadership model, symbolized in the washing of the feet, the servant-leader.

Humility does not weaken it empowers! A leader should never forget that it is not in good times but bad times that a leader must look at himself and ask what do I need to do instead of blaming others around him for the failure.

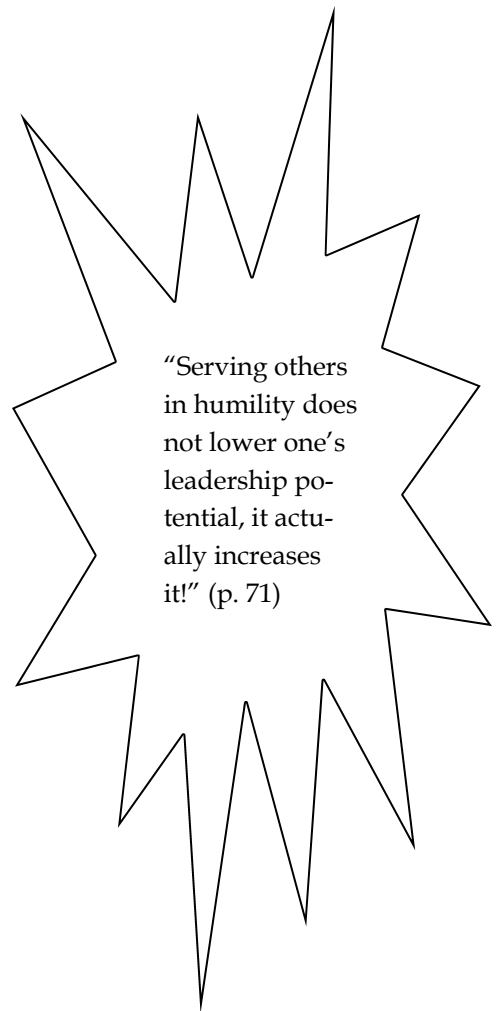
What humility does . . .

- Humility accepts responsibility
- Humility promotes objectivity
- Humility increases teachability
- Humility stimulates creativity
- Humility expands flexibility
- Humility boosts team morale
- Humility fosters loyalty
- Humility pursues excellence
- Humility brings balance
- Humility promotes and maintains relevance

“Humility shifts our focus outward, on others and off of ourselves.” (p. 91)

5 Ways to Speak “Humility:”

Hello; Please; Thank you; I’m sorry; Can I help?



“Serving others in humility does not lower one’s leadership potential, it actually increases it!” (p. 71)

Who has not served cannot command.

John Florio

The noblest service comes from nameless hands. And the best servant does his work unseen.

Oliver Wendall Holmes

The Middle Ring: The Heart of Leadership

The four disciplines in the Middle Ring get to the heart of the leadership process. They build upon the previous qualities of spirituality and humility because without these, the leader will be unable to move forward. The four disciplines are imagination, mobilization, specialization and innovation.

Imagination—The power of vision. This discipline asks leaders to be visionary. What is meant by this is “helping people imagine, by faith, what could be that ‘is not,’ and what could happen that ‘has not.’ “ (p. 104) The questions that help shape a vision are:

Where are we going?

How do we plan to get there?

Why bother?

There is a three-step process to developing a new vision because it won't just happen by itself. The three key words are: assess, envision, and adjust.

Make no little plans. They have magic to stir men's blood and probably themselves will not be realized. Make big plans. Aim high in hope and work.

Daniel H. Burnham

The future belongs to those who believe in the beauty of their dreams.

Eleanor Roosevelt

I have a dream.

Martin Luther King

Vision Cycle . . .



The first step is to **assess the past**. Ask how are we really doing? Be able to look at yourself and evaluate how you are doing as a leader. The final aspect is to examine your mission statement and each of the vision statements that define the organization.


The next step is to **envision the future**. Don't accept people or the organization to be “good enough.” Make a difference by thinking bigger and in a long - term frame of mind.

Finally, **adjust the present**. Don't try and set a new goal on top of everything else. Reallocate your resources because you are a limited resource.

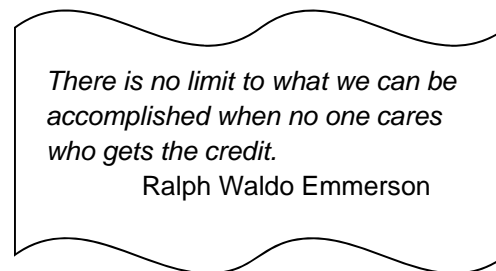
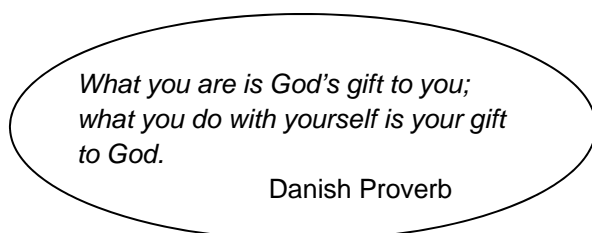
Mobilization—The power of letting go. It is possible to motivate people and then mobilize them to lead with you. There are three suggestions to keep in mind:

1. Let them dream with you.
2. Let them do it.
3. Let them go.

This is what *LESS IS MORE Leadership* is all about - mobilizing a team of leaders so that you can both lead and have a life.

It's all about 

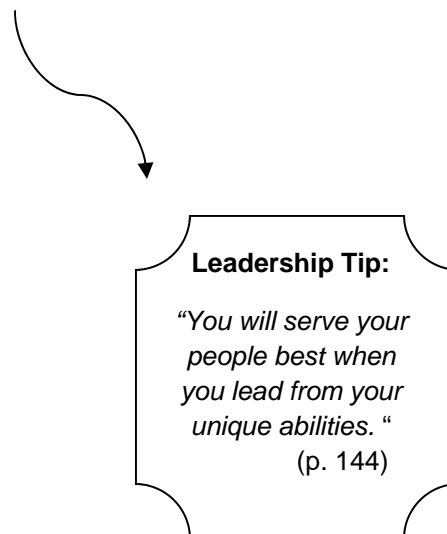
Specialization—The power of unique abilities.



Every person and every leader has a unique combination of skills and abilities that makes him unique. We are gifted for a purpose and five “Be” statements are useful in cultivating your gifts.

- Be humble
- Be wise
- Be unique
- Be appreciative
- Be focused

When we lead from our giftedness, our passion and our experiences we are at our very best as a leader.



WARNING! It takes a lifetime to discover the nature and range of your unique abilities. A person is always growing, changing and “under construction!” (p. 152) A second warning is to know your limits. One person cannot do everything or be gifted at everything. Know when to delegate and allow others to use their gifts.

Innovation—the power of creativity. This is the chance to think a different way. Don't settle for just being "good enough" (p. 162) in your organization. Innovation can never happen alone. A culture of creativity needs to be built in the organization which encourages everyone to contribute. There are four simple stimulators for innovative problem solving. They are:

Me? - sometime you are the problem!

It? - change the existing structure.

Us? - meet new people and develop new leaders.

Ah? - how do we move to the next level?

"Keep it flexible, rather than fixed, always looking for ways to improve your product or better serve your people." (p. 166)

7 Tips for Creating a Culture of Creativity

1. Emphasize Mission over Method
2. Assess Regularly with a Servant Spirit
3. Create Time Just to Think
4. Brainstorm Together with a Creative Team
5. Allow Risk, Failure, and the Freedom to Experiment
6. Celebrate and Reward Your Innovators

In the future, the world leaders in innovation and creativity will also be the leaders in everything else.

Dr. Harold R. McAlindon

Be not afraid of going slowly, be afraid only of standing still.

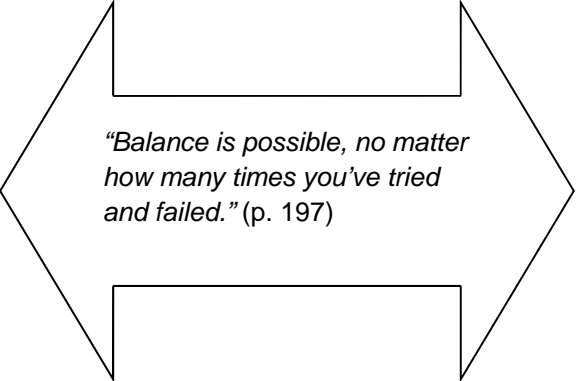
Chinese Proverb

The Outer Ring: The Heart of Execution

This ring is made up of two disciplines, concentration and determination. These two disciplines help the leader get to the practical plan of getting the job done—execution.

Concentration—the power of focus. Learning to juggle is a basic fact if one is a leader. The key is not how fast you can juggle but how effectively you can. There are four types of time to allow a leader to maximize his potential but still find time for the things in life that bring him joy. There are 4 types of time which help in the process of “juggling”:

1. Rest time: focus on health, spirituality, family
2. Results time: focus on the main things that advance the mission
3. Response time: focus on follow up
4. Refocus time: focus on adjusting what and how you juggle



“Balance is possible, no matter how many times you’ve tried and failed.” (p. 197)

Some foundational guidelines:

- First, plan your week in larger chunks of time.
- Second, don’t mix objectives.
- Third, do one thing at a time.

Leadership Tip:

“Determine your main things, set your priorities, tackle them one at a time, and use the best part of your day.”

(p. 205)

Determination—the power of hope. Hope is the essential ingredient to understanding this discipline. Resolve and perseverance define what hope is for a leader. When a leader is determined and full of hope he never quits on his team — in fact he restores hope for the team — a new day, a new plan, a new resource.

Negative thinking is the catalyst which drains hope. *“Whether expressed out loud or held deep within, pessimism deflates hope and stops the momentum needed to overcome and tackle the challenge before you.”* (p. 220).

Success is going from failure to failure without losing enthusiasm.

Winston Churchill

There are 4 actions a leader can take to nurture and sustain hope:

- H—Help!** The leader communicates compassion.
- O—Optimism.** The leader expresses confidence.
- P—Perseverance.** The leader displays courage and commitment.
- E—Exploration.** The leader encourages creativity, exploring outside the box.

**N
e
v
e
r

l
o
s
e

h
o
p
e**

May We Never Stop Learning

May We Never Stop Learning

The book *LESS IS MORE Leadership* by H. Dale Burke is a book which is aimed at leaders in any situation. Many of his examples are from the Church ministry but still have relevance for today's leader. Burke presents the eight core disciplines with clarity and organization. The book itself is easy to understand and practical for not just for leaders but for professionals that find their jobs overcrowding their lives. He offers leadership tips throughout the book and provides questions at the end of each chapter to connect the disciplines to one's own situation. This is a must read book for any leader who wants to lead and still have a balanced life.

About the Author

Dale Burke spends his time as a senior pastor at an Evangelical Free Church in Fullerton, California. He is the founder of Dale Burke Leadership and presents his ***LESS IS MORE Leadership*** seminars to professionals worldwide. He is also the author of *A Love That Never Fails*. He is married to his wife of 30 years, Becky, and has three children, Beth, Paul, and Jamie. Dale Burke is a visionary leader who is bestowed with grace and good humor and he is a champion of balancing his personal and professional life.

