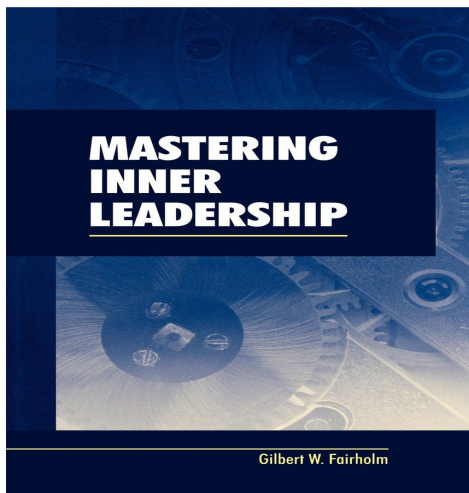# MASTERING INNER LEADERSHIP

Summary of the Book

This book is about leading from within the organization, not necessarily from the top box in the organization chart. It is about inner leadership: the art of leading without being the CEO. How leaders working in the middle of the corporation can do that more effectively is the focus of this book. The author suggests that the inner leader must learn the technologies of leadership-including visioning, valuing, and inspiring others. They need also to develop a keen sensitivity to the differences of the situation.

BOOK CONTENT

Chapters

Part I. What is leadership?

Part II. Values, Not System

Part III. Inspiration, Not Motivation

Part IV. Trust, Not Authority

Part V. Personal, Not Positional Power

Part VI. Capitalizing on the Whole Person, Not Just Needed Skills

Introduction about the Author-Gilbert W. Fairholm

He was an emeritus Professor of Public Administration at Virginia Commonwealth University, Adjunct Professor of Management Systems, Robins School of Business, University of Richmond, and have served as Visiting Professor of Political Science, Hampden-Sydney College and Averett University and was a Senior Fellow of the Center for Excellence in Municipal Management, GWU. He authored over 150 articles, reports and analyses.

Part I What is Inner leadership?

Inner leadership is fundamentally simple. It is participation in a series of dynamic relationships between people and the art of making these relationships work. Inner leadership is also defined by certain behaviors., such as power users and vision settings.

Inner leaders need to understand their group's unique subcultural values and those of the larger communities within which they operate and work, to shape both the larger culture and the leader's subculture.

Inner leaders need to master the special capacities: effective face-to-face Communication, counseling and counciling-with, teaching, willingness to tell the truth, being a team player, naive listening, mitigating job stress, followership, special competencies, competence in human relations, competence in problem solving, competence in promoting follower performance,

To be an effective inner leader takes skill, thinking, caring, creative imagination, and courage to be successful. Being a number-two leader is more about attitudes of mind than about edicts, orders

The components of spirituality in Leadership

Self-respect

Servanthood

Pathfinding

Process Thinking

Principle-Centered Leadership

Spiritual Wholeness

Community

Living with Chaos

Wholeness

Spirituality

A Desire for Personal Freedom

Part II Values, Not System

The Inner Leader's Role in Shaping the Culture

Values and the culture they define and support are more important than formal structure or work process systems to leaders in the middle of the corporation in insuring they get what they want from their association with others.

Self-Management

Paying Attention

Culture Change

Using Symbols

Standard Setting

Active Listening

Coaching

Showing Love

Maintaining the Culture

Managing the System

In-the-middle leadership takes place in a culture where the leader's values are constantly in competition with those of other leaders, each employee and the CEO.

Part III Inspiration, not Motivation

Defining Inspiration

Inspiration is the name of an influence that operates upon our minds under which we may be said to receive extraordinary guidance (Robert, 1907).

Inspirations can be a powerful tool for Number Twos to use to reenergize followers and to commit and bond them together in the joint enterprise.

To inspire means to influence through emotional, even spiritual forces or methods.

Inspiration is akin to motivation in that when people feel inspired they want to act on those feelings to satisfy personal motives.

the Skills to inspire Others:

Followship

Open Communication

Building Individual Loyalty and Commitment

Fostering Trust

Setting Values

Foster Change

Building Culture

Inspiring Followers

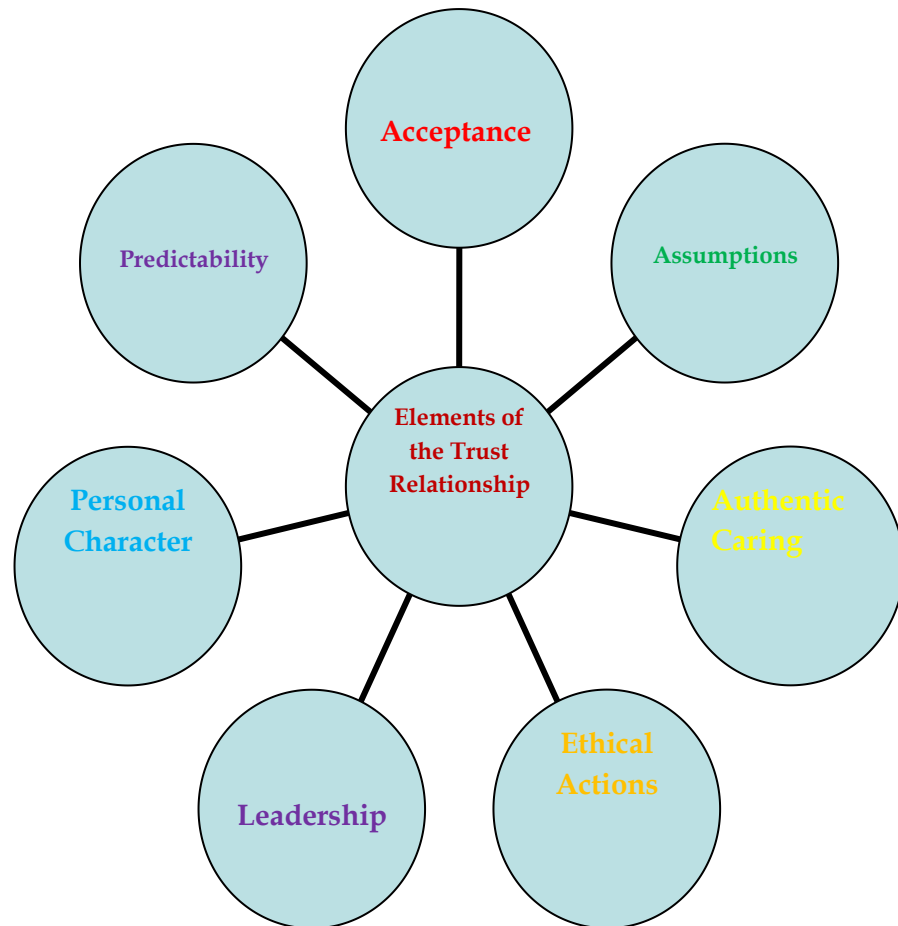**Visioning**

Part IV Trust, Not AUTHORITY

Trust can be defined as reliance on the integrity or authenticity of a person or on similar qualities or attributes of a thing. It is a logical, thoughtful hope in their reality, their authenticity-in a word, their truth.

In-the-middle leaders use trust as an influence mechanism; it is based more on personality and perceived capacity than on the CEO' formal authority, which is based on position bestowed by the group, as the underlying compliance pattern.

Trust

"it takes years to develop and can be destroyed in seconds"

Acceptance

Predictability

Assumptions

Elements of the Trust Relationship

Personal Character

Authentic Caring

Leadership

Ethical Actions

Part V PERSONAL, NOT POSITIONAL POWER

Leading from the interior or the corporation is in part a task of building harmonious, collaborative work communities. The key to securing followers is a corporate (or subcorporate) organizational context where the power user and the target of that power use share common values and vision and seek the same or compatible goals.

Power Tactics Toward Leaders

Proactivity

Using Outside Experts

Displaying Charisma

Rationalization

Using Ambiguity

Building a Favorable Image

Power Tactics Used With Peers

Allocating Resources

Quid Pro Quo

Forming Coalitions

Coopting Opposition Members

Incurring Obligation

Using Surrogates

Controlling the Agenda

Brinkmanship

Building a Favorable Image

Part VI Capitalizing on the Whole Person, not just Needed Skills

Not having the authority to command compliance or disperse tangible resources equal to the typical CEO, Number Two leaders create relationships based on intangible values, like authentic caring, cooperation, community of interests, influence, integrity, morality, and trust.

From this relationship basis that Number Twos interact, a foundation that considers and responds to the whole person of their individual followers. It involves them in building communities out of their stakeholder groups, setting a high moral standard of conduct within those communities and relating to individual stakeholders as stewards.

For the inner leader, the workplace is more intimate and holistic. Inner leaders go beyond team building to community building-close knit, almost family-oriented groups of volunteers who share their vision, beliefs, and values.

Elements of Spiritually-Focused Leadership

Sharing Meaning	Higher Moral Standard
Enabling	Willingness to Tell the Truth
Influence and Power	Loyalty and Commitment
Intuition	Risk Taking
Service	Transformation
Common Ethical Values	Integrity

Critical Analysis

With regard to the content, firstly, I quite agree with the author that the inner leaders play an important role in the organization. Through reading this book, my previous supervisor was in my mind as an example, as she has most of the characters required as a successful inner leader mentioned in this book. She was a very supportive and inspiring middle leader. She gave me and other teachers in my department lots of help not only in work but also in spirit. With her support and encouragement, I progressed a lot in teaching and became more confident in myself. Secondly, focusing on how to be an effective inner leader, the book illustrates a variety of technologies-including visioning, valuing, and inspiring others. The leaders need also to develop a keen sensitivity to the differences of the situation. Thus, this book is worth to read for the students and the future middle leaders. Thirdly, it's interesting to read the author's perspectives and arguments on motivation and inspiration. The author believes that the only true motivation is self-motivation and leaders cannot "motivate" others. All they can do is to create a climate and the conditions within which others can find ways to self-motivate. And the author suggests that inspiration can be powerful tool for Number Twos to use to reenergize followers and to commit and bond them together in the joint enterprise. Personally, I don't quite agree with the author. I believe the motivation can from outside and oneself and I think the leader can use both the motivation and inspiration to encourage the followers.

In summary, this is a well-written book with clear transitions, logical arguments and coherent thought processes. The connections among the sections are logical. However, if the author could use some stories and metaphors to illustrate some concepts and phrases, it would be easier for the reader to understand.