



ADULT LEADERSHIP CURRICULUM



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INTRODUCTION

“Kol Yisrael areyvim zeh la zeh.” All of Israel is responsible one for the other.
~ Talmud, Shevuot 39a

Leadership and learning are indispensable to each other.
~John F. Kennedy (US President, 1917-1963)

Few people in America have played a larger role in business, world politics, and community service than **Max M. Fisher**. In addition to his imprint on business and politics, Max was an influential leader and philanthropist. An important source of material is the Max M. Fisher Resource Center (<http://maxmfisher.org/>), which provides access to a database of photos, video clips, letters, documents, newspaper articles, awards and other archival material. The “Narrative” section of the archive focuses on four key values, the same values emphasized in the curriculum we developed for middle and high school students: Wisdom, Generosity, Service, and Leadership.

This curriculum is intended for adult learners. Activities are designed to help learners:

- Wrestle with various definitions of leadership;
- Consider the concept of Jewish leadership and how it is similar to/different from other leadership definitions;
- Identify characteristics of effective leaders;
- Understand models of leadership.

Exercise

1



DEFINITIONS OF LEADER/LEADERSHIP

The word “leader” is ubiquitous; we hear it frequently in our daily discourse and ascribe it rather freely. Some of those to whom we refer as leaders are actually people in positions of authority, rather than individuals who can truly lead. Leadership does not rest in one’s title; it goes beyond the ability to manage. So what is the actual definition of “leader” or “leadership?” A simple Google search yields over 490 million results in less than one second. Some of the most influential people in business over the last half century have defined leadership as someone “who has followers” (Peter Drucker), or “has the capacity to translate vision into reality” (Warren Bennis). Bill Gates said, “As we look ahead into the next century, leaders will be those who empower others.” One of the most comprehensive definitions of leadership is from Ron Heifetz and Marty Linsky of the Harvard Kennedy School of Government:

“To lead is to live dangerously because when leadership counts, when you lead people through difficult change, you challenge what people hold dear—their daily habits, tools, loyalties, and ways of thinking—with nothing more to offer perhaps than a possibility.”

Leadership, Heifetz and Linsky argue, is predicated on behavior. It requires the act(s) of “disturbing people—but at a rate they can absorb.” Leading, therefore, involves change; the deeper the change, the more resistance there will be. An excellent leader understands how to guide people through periods of change until a state of equilibrium is reached.

Materials:

Resource Sheet #1: “Leadership Quotes”

Resource Sheet #2: “Leadership Defined”

Resource Sheet #3: Hal Lewis’ “What is Jewish Leadership?”

Instructions:

Using Resource Sheets #1 and #2 discuss the following:

- Which quotes and definitions most resonate with you? Why?
- Are there other definitions of leadership that should be added?
- If you created your own definition of leadership what would it be?

2. Using Resource Sheet #3 discuss the following:

- How is the definition of Jewish leadership similar/different from other definitions of leadership?
- Consider the degree to which things would be different in communal organizations if leadership were defined as behavior, and reflect on the following:
 - ◇ If leadership is about behavior, then wealth, gender or age would not be defining criteria for those who lead.
 - ◇ If leadership is about behavior, then Jewish communal organizations would invest heavily in training future leaders.
 - ◇ If leadership is about behavior, then risk-taking, change, and bold decision-making, not fear of criticism would define leaders of our generation.

Exercise 2



STYLES OF LEADERSHIP

Whether leaders are “born or made,” there are many leadership styles, some of which require subordination while others inspire people to perform at their best. This section provides two theories of leadership styles to compare and contrast. Also provided are movie clips to prompt discussion of leadership in action. These exercises may be spread out over several sessions.

Materials:

Resource Sheet #4: “Styles of Leadership”

Fisher Archives: <http://maxmfisher.org/narratives/leadership>

Resource Sheet #5: Movie clip links

Instructions:

- Some argue that leaders are born with an innate combination of intelligence and skills. Others argue that anyone can become a leader with proper training and practice. Using Resource Sheet #4, discuss whether leaders are either “born” or “made.” What are the implications for growing our body of Jewish communal lay leadership? Using the Fisher Archives, discuss whether Max Fisher was born a leader or learned to become one.
- Discuss the differences in the two theories of leadership. What are the pros and cons of each? Using the Fisher Archives, determine Max’s leadership style. If none of the suggested styles describe Max Fisher, how would you describe his leadership style?
- Using Resource Sheet #5, view the movie clips from “Moneyball,” “Madagascar,” “Dead Poets Society,” and “The Godfather,” and discuss the leadership messages/styles in each. Are they effective? Why or why not?

Exercise 3



MAX FISHER: A LEADER FOR TIME IMMEMORIAL

Persistent, patient, committed, pragmatic, and honest – words that Max Fisher’s friends and business colleagues have used to describe him over the years. All are noted qualities of a leader. Along with these qualities, Fisher had an intense, emotional desire to return Detroit to prominence after economic depression and socio-political turmoil plagued the city from the late 1950s to the late 1980s. He devoted millions of hours and millions of dollars to have a positive impact on the direction Detroit was going as a major city and a community of people.

“Although the politician’s memory is short, the Jewish people have a long memory. They will remember you with love and admiration.” Yitzchak Shamir (Former Prime Minister of Israel), November 14, 1994.

<http://maxfisher.org/resource-center/letter/congratulatory-letter-israeli-prime-minister-yitzhak-shamir>

Materials:

Fisher Archives: <http://maxfisher.org/narratives/leadership>

Instructions:

Explore the Max M. Fisher Archive for examples of when Max Fisher served as a leader.

- When did he exercise his leadership regarding a situation in Detroit, and how did he do it?
- When did he serve as a leader for the Jewish community, and how did he do it?
- When did he serve as a leader for US Presidents, and how did he do it?
- Discuss how Max Fisher might serve as a leader for current issues in Detroit and for the Jewish community.

Resource Sheet #1: “Leadership Quotes”

A genuine leader is not a searcher for consensus but a molder of consensus. —Martin Luther King, Jr. (African-American leader, 1929-68)

Good leaders must communicate vision clearly, creatively, and continually. However, the vision doesn't come alive until the leader models it. —John c. Maxwell (Author, born 1947)

Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes. —Peter Drucker (Business professor, 1909-2005)

As we look ahead into the next century, leaders will be those who empower others. —Bill Gates (Entrepreneur, philanthropist, born 1955)

Do what you feel in your heart to be right—for you'll be criticized anyway. —Eleanor Roosevelt (First Lady of the US, 1884-1962)

He who has great power should use it lightly. —Seneca (Roman philosopher, 4 BCE-65 CE)

Leadership and learning are indispensable to each other. —John F. Kennedy (US President, 1917-1963)

The supreme quality of leadership is integrity. —Dwight Eisenhower, (US President, 1890-1969)

Most often, the person who becomes leader is not the one who knows the way, but the one who behaves as if he/she knows. — (Midrash) Yalkut Shimoni

One who is wise, humble and fearful of sin may be made a community leader. —Tosafot (12th Century commentary on Mishna) Sanhedrin 7:1

The task of the leader is to get his people from where they are to where they have not been. —Henry Kissinger (US Secretary of State, born 1929)

We do not know the extent of our own power to change and to effect change. But we must act; that is in our power. — Rabbi Baruch Bokser (Professor of Talmud, Jewish Theological Seminary, 1946-90)

We must not appoint a leader over the community without first consulting the people. —Talmud Berachot 55a

Modesty is a great thing, for Moses our Leader was endowed with it. —Midrash HaGadol (13th Century rabbinic work)

You cannot be a leader, and ask other people to follow you, unless you know how to follow, too. —Sam Rayburn (Speaker of US House of Representatives, 1882-1961)

There are those who look at things the way they are, and ask why...I dream of things that never were, and ask why not? —Robert F. Kennedy (US Senator, 1925-68)

Few will have the greatness to bend history itself; but each of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation. —Robert F. Kennedy (US Senator, 1925-68)

Resource Sheet #2: "Leadership Defined"

Helmrich, B. (January 23, 2015). *Business News Daily*, "30 ways to define leadership." <http://www.businessnewsdaily.com/3647-leadership-definition.html>

What does leadership mean to you? Every business owner and CEO wants to be a good leader, but how can you be a good leader if you don't know what leadership really is?

Unfortunately, leadership doesn't have a one-size-fits-all definition. We all have our own ideas about what it means to be a good leader. For example, some people think leadership means guiding others to complete a particular task, while others believe it means motivating the members of your team to be their best selves. But while the definitions may vary, the general sentiments remain the same: leaders are people who know how to achieve goals and inspire people along the way.

Business News Daily asked 30 business owners and experts to define what leadership means to them. Their ideas may just lead you to create your own definition of leadership. Here's what they had to say:

"Leadership is having a vision, sharing that vision and inspiring others to support your vision while creating their own." – Mindy Gibbins-Klein, founder, REAL Thought Leaders

"Leadership is the ability to guide others without force into a direction or decision that leaves them still feeling empowered and accomplished." – Lisa Cash Hanson, CEO, Snuggwugg

"Effective leadership is providing the vision and motivation to a team so they work together toward the same goal, and then understanding the talents and temperaments of each individual and effectively motivating each person to contribute individually their best toward achieving the group goal." – Stan Kimer, president, Total Engagement Consulting by Kimer

"Leadership is the art of serving others by equipping them with training, tools and people as well as your time, energy and emotional intelligence so that they can realize their full potential, both personally and professionally." – Daphne Mallory, family business expert, The Daphne Mallory Company

"Leadership is being bold enough to have vision and humble enough to recognize achieving it will take the efforts of many people — people who are most fulfilled when they share their gifts and talents, rather than just work. Leaders create that culture, serve that greater good and let others soar." – Kathy Heasley, founder and president, Heasley & Partners

"My perspective of a leader is an individual who knows the ins and outs about the business so they can empathize with followers. In addition to being a positive influence on the people they are leading, leadership is about setting the tone, motivating, inspiring, thinking big, and never [giving] up when others feel like quitting." – Alexis Davis, founder and designer, Hoo-Kong by Alexis Davis

"A true leader is secure in creating a framework that encourages others to tap into their own skills and ideas and freely contribute to the whole of the project or company." – Judy Crockett, owner, Interactive Marketing & Communication

"In my experience, leadership is about three things: To listen, to inspire and to empower. Over the years, I've tried to learn to do a much better job listening actively, making sure I really understand the other person's point of view, learning from them, and using that basis of trust and collaboration to inspire and empower. [It's about] setting the bar high, and then giving them the time and resources to do great work." – Larry Garfield, president, Garfield Group

Resource Sheet #2 cont.

"I define leadership as knowing when to be in front to lead and guide a team during the journey, and when to step back and let others take the lead. Much like an athlete who knows exactly what position to move to on the field at any given time, a true business leader understands the delicate balance of how to help others become leaders, fuel career ambitions, then give them the chance to shine." – Dan Schoenbaum, CEO, Redbooth

"Too many people view management as leadership. It's not. Leadership comes from influence, and influence can come from anyone at any level and in any role. Being open and authentic, helping to lift others up and working toward a common mission build influence. True leadership comes when those around you are influenced by your life in a positive way." – Kurt Uhler, CEO and co-founder, Sideqik

"Leadership is when someone is willing to stand up front to be either the target or the hero to take responsibility for the success or failure of a given goal. Not everyone has the guts to be a leader and the [take] personal risks that they may encounter." – Darlene Tenes, founder and designer, CasaQ [5 Leadership Weaknesses and How to Fix Them]

"Leadership is stepping out of your comfort zone and taking risk to create reward." – Katie Easley, founder, Kate Ryan Design

"A leader is someone who has the clarity to know the right things to do, the confidence to know when she's wrong and the courage to do the right things even when they're hard." – Darcy Eikenberg, founder, RedCapeRevolution.com

"Leadership is the behavior that brings the future to the present, by envisioning the possible and persuading others to help you make it a reality." – Matt Barney, founder and CEO, LeaderAmp

"Leadership is caring more about the cause and the people in your company than about your own personal pain and success. It is about having a greater vision of where your company is trying to go while leaving the path open for others to grow into leaders." – Jarie Bolander, COO and co-founder, Lab Sensor Solutions

"A leader is a person who takes you where you will not go alone." – Susan Ascher, CEO, founder and president, SusanAscher.com

"Leadership means using one's influence to help guide others in successfully achieving a goal without desire for recognition, without worry of what others think and with awareness of issues, internal or external, that might change the results sought." – Marie Hansen, dean of the college of business, Husson University

"Leadership is not about finding ways to lead better or to motivate your team. It's about being there from the beginning as equals and becoming a mentor when they need you to be one." –Michael Womack, COO and co-founder, hovelstay.com

"Leadership styles differ, but at the core, good leaders make the people they are leading accomplish more than they otherwise would. The most effective leaders do this not through fear, intimidation or title, but rather by building consensus around a common goal." – Tom Madine, CEO and president, Worldwide Express

"A leader is a mix of a visionary and a left brainer — an inspiration to others who uplifts one to walk beside him, not behind him. A leader lets go of his/her ego and taps into his soul, consistently stretching himself, challenging himself, growing within." – Brigitta Hoeflerle, founder and owner, Montessori Kinder International School

"Leadership is inspiring others to pursue your vision within the parameters you set, to the extent that it becomes a shared effort, a shared vision and a shared success." – Steve Zeitchik, CEO of Focal Point Strategies

Resource Sheet #2 cont.

"Leadership in the business world requires harnessing the energy and efforts of a group of individuals so that their outlook is advanced from an unremarkable Point A to a very desirable Point B — from bad to good, slow to fast, red to black. During that process, leadership manifests in projecting your expertise in a way that gains the confidence of others. Ultimately, leadership becomes about trust — when that confidence inspires them to align their vision and level of commitment for the betterment of the company." — Phil Blair, president, Manpower Staffing Services

"For me, leadership is an act — a decision to take a stand, or step, in order to encourage, inspire or motivate others to move with you. What's more, the most effective leaders do not rely on their title, or positional power, to lead. Rather, their ability to use their own personal power combined with their use of strategic influence are what make them effective." — Kendra Coleman, consultant, Sheppard Moscow

"Leadership is the ability to take an average team of individuals and transform them into superstars. The best leader is the one who inspires his workers to achieve greatness each and every day." — Jonas Falk, CEO, OrganicLife

"Leadership is influencing others by your character, humility and example. It is recognizable when others follow in word and deed without obligation or coercion." — Sonny Newman, president, EE Technologies

"Leadership is actions committed by a person or group that produce an output or result. It simply helps people to get things done. It is not based on position in a hierarchy." — Robert Preziosi, professor and former chairman of management, Nova Southeastern University's Huizenga School of Business

"Leadership is the collective action of everyone you influence. Your behavior — your actions and your words — determines how you influence. Our job as leaders is to energize whatever marshals action within others." — David Casullo, president, Bates Communications

"Leadership is the ability to inspire motivation in others to move toward a desirable vision. While management is focused on tasks, leadership is focused on the person. All in all, the best leadership drives change and long-lasting motivation." — Josh Kuehler, president, Internal Consistency

"Leadership is simply causing other people to do what the leaders want. Good leadership, whether formal or informal, is helping other people rise to their full potential while accomplishing the mission and goals of the organization. All members of an organization who are responsible for the work of others have the potential to be good leaders, if properly developed." — Bob Mason, founder, RLM Planning and Leadership

"Leadership is employing your skills and knowledge, leveraged by your attitude to get the results you desire." — Philip Gafka, founder, LEAP Associates

Resource Sheet #3: Hal Lewis' "What is Jewish Leadership?"

By Dr. Hal M. Lewis, President and Chief Executive Officer of Spertus Institute for Jewish Learning and Leadership in Chicago. A recognized expert on Jewish leadership, his books include *Models and Meanings in the History of Jewish Leadership* and *From Sanctuary to Boardroom: A Jewish Approach to Leadership*.

When people learn that I am the President of an Institute for Jewish Learning and Leadership, they often ask, "What is Jewish leadership? Does such a thing really exist?" To me, 'Jewish leadership' refers to the principles and tenets found in Jewish sources—classical and contemporary—honed and fine-tuned in Jewish communities over the millennia, which address such things as: the use and abuse of power, authority, effective decision making, collaboration, leadership ethics, succession planning, training, and the like. In my view, those who lead have much to learn from exploring these principles, whether or not they are Jewish, or whether they work in a Jewish organization, a corporate setting, or an entrepreneurial start-up.

Central to Judaism's understanding of effective leadership is the matter of definition. The Hebrew word for leadership is *manhigut*. Like many Hebrew words, *manhigut* derives from a three-letter root, in this case *n-h-g*, meaning behavior. **Simply stated, Jewish sources understand leadership as being about behavior. While it may not seem like much, I would argue that this linguistic insight provides a framework for answering some of the biggest leadership questions of our day:**

- Where does leadership come from?
- What constitutes effective leadership?
- Who is eligible to lead?
- Are leaders bound to an ethical standard different from the rest of us?
- Can leaders be made (trained) or are they born to lead?

A worldview that defines leadership as behavior stands in sharp contrast to one that conflates leadership with rank or title or position. Similarly, linking leadership to behavior offers a different approach than one that equates leadership with wealth, physical attributes, personality traits, or gender.

Here's an experiment you might want to run at home, at the office and in your community work as well. Consider the degree to which things would be different in your company or communal organization, or in the world-at-large, if leadership were defined as behavior. To that end, complete the following sentence: *If leadership is about behavior, then ...*

When I try this exercise, reflecting on some of the major issues I observe on a regular basis, I note the following:

- If leadership is about behavior, then wealth, gender or age would not be defining criteria for those who lead.
- If leadership is about behavior, then organizations, including nonprofit groups, would invest heavily in training future leaders.
- If leadership is about behavior, then a leader's ethics would be at least as important as her productivity.
- If leadership is about behavior, then risk-taking, change, and bold decision-making, not worship of consensus, fear of criticism, and the obsessive desire to be loved, would define leaders of our generation.
- If leadership is about behavior, then service to followers would be more important than blind loyalty to party or ideology.

While it would be a mistake to say that only Jewish sources hold this view, the Hebrew word *manhigut* articulates an approach to leadership that contrasts sharply with popular understandings of leadership, unfortunately even within the Jewish community. Consider how leadership is defined in your organization. Do we use leadership to describe a person's behavior or her place in the organizational chart? What specific behaviors do you associate with effective leadership? What happens when leadership is used to refer to something other than behavior?

Resource Sheet #4: “Styles of Leadership”

I. Are leaders born or made?

“Leaders aren't born they are made. And they are made just like anything else, through hard work” -Vince Lombardi, coach

“We still think of a powerful man as a born leader and a powerful woman as an anomaly.” -Margaret Atwood, author

II. Goleman’s Leadership Types

Goleman, Daniel. “Leadership that Gets Results.” *Harvard Business Review*. March-April 2000, p. 82-83.

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader’s <i>modus operandi</i>	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	“Do what I tell you.”	“Come with me.”	“People come first.”	“What do you think?”	“Do as I do, now.”	“Try this.”
Underlying emotional competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick-start a turnaround, or problem with employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from a highly motivated and competent team	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Positive	Positive

III. Bass Theory of Leadership

Leadership Style Approach	Theories	Features
1. Authoritarian (Autocratic)	Transactional	Decides alone Power-oriented Task-oriented
2. Participative (Democratic)	Transformational	People-oriented Encourages participation Delegates to group
3. Laissez faire (Delegative)	Situational	Provides little or no direction Consults individually Does not criticize

Bass, B.M. Bass, R. (2008). *The Bass Handbook of Leadership: Theory, Research, and Managerial Applications*. New York: The Free Press.

Resource Sheet #5: Movie Clip Links

“Moneyball” – *Be a leader. Can you do that?*

<https://www.youtube.com/watch?v=j9PAAqvm6ml>

“Madagascar” – *I am the leader.*

https://www.youtube.com/watch?v=i5cPT2xoPnw&feature=youtube_gdata_player

“Dead Poets Society” – *Dare to strike out and find new ground.*

<https://www.youtube.com/watch?v=eEYlhulK8S0>

“The Godfather”

You’re not a wartime consigliere, Tom.

https://www.youtube.com/watch?v=4f7ln_al3go

It’s not personal, Sonny; it’s strictly business.

Short clip: <https://www.youtube.com/watch?v=Bo7zkd0kRS4>

Longer clip: <https://www.youtube.com/watch?v=1BdINSLdKjU>

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CREDITS

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