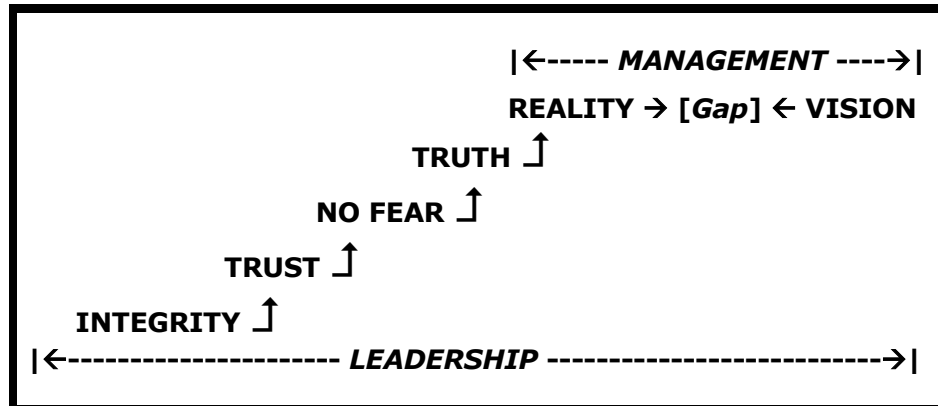


Tool 12 – Foundation for Leadership Model

TOOL: How do you make practical sense out of terms like “vision”, “management”, and “leadership”? This is the challenge of the **Foundation for Leadership Model**.

WHEN: This is a powerful concept for a new manager to present to his/her staff during the initial orientation – If and when the manager genuinely believes in it.

HOW: Here is a diagram of the **Foundation for Leadership Model**.



1. **Integrity** – The model begins with the concept of “**Integrity**.” For the moment, do not worry about what integrity is, but let us agree it builds something we all call “**Trust**.”
2. **Trust** – We have a better idea of what “**Trust**” is. Trust is believing that this someone, or something, will not harm us. It is the way we are treated that matters. In what way do people treat us that causes us to have trust in them? What do they do? They are honest, they are fair, and they treat us equitably, but also show the capability to meet our diverse needs. This is high integrity behavior.
3. **No Fear** – Through high integrity behavior by management we create trust in staff. When there is trust in the organization, the organization is without fear – “**No Fear**.” Deming called this “driving out fear.”
4. **Truth** – When an organization has no fear in the work place, a remarkable thing happens: People will speak the “**Truth**.” Until management creates an atmosphere of trust among its staff through its integrity, to drive out fear in the organization, the truth will not be spoken. Studies show that people do not lie that much. Nor do they tell management what management wants to hear all that much either. What appears to happen, in places where fear exists, is that people will not tell management what management does not want to hear. It is the age old “kill the messenger” phenomena, and it is alive and well in many organizations today. The people who cause fear often do not know they are doing so. Unfortunately, fear is very effective in preventing the truth from being spoken.

5. **Reality** – Only when the truth is spoken will “**Reality**” be known. And this is the heart of it. Unless management knows the reality, knows what is *really going on* in the organization, nothing you do as a manager makes any sense. It is tampering with the system without knowledge, and the chances of making things worse are as good as making them better.
6. **Vision** – Here is the clincher: a good manager has a “**Vision**” of where he/she wants the organization to be. Only now, now that the manager knows reality, can they compare their vision to reality, to see what is actually happening. The **gap**, the difference between the vision and reality, is what management needs to work on, and this is called “**Managing**.” Making all these concepts in the model work together, beginning with acting with high integrity, is “**Leadership**.” It’s that simple.

TIPS:

1. This model was created by **Doug Hawley** and **Del Nelson**, two instructors in the TQM (Total Quality Management) program at America River College in Sacramento, California in the mid-90s. Although there may be a better title, **Foundation for Leadership Model** is the label I chose to express the relationship of these abstract concepts. This piece is based upon my remembrance of a five minute description on a black board after a class by Hawley in 1995. Nelson was a retired Federal Executive and project manager. Hawley, MBA, was an operations manager with several corporations such as Ford Motor and Wells Fargo Bank. He also taught Quality Management in the Business & Management program at UC Berkeley Extension.
2. To my knowledge, their model was never published. That is why I wrote this paper at the time. Anyone I have shown the model relates to it immediately for its simplicity and the insight of the two creators. Needless to say, their TQM program was largely based upon the work of **W. Edwards Deming**, so the ‘model’ may be among Deming’s many writings.
3. As mentioned, I was so taken by the ‘model’ that I would show it to anyone who would listen. One such ‘listener’ was my son, **Matt Adams**, a Director of Operations for a restaurant chain at the time. He liked it so much he incorporated it into the orientation and training for his company’s restaurant managers.
4. I’ve made an exception to my **#1** Premise regarding this Toolbox: “*Each Tool would be described on a single letter-size page, printed front and back, ideal as a Handout.*” I have included a link to a single page diagram, *plus* a PowerPoint presentation Matt Adams created. The ‘Company’ identity has been removed so you can use these immediately. Click on the two links below:

[Foundation for Leadership Diagram](#)
[Foundation for Leadership PowerPoint](#)

This “tool” is from **Tom Adams’ Problem Solvers Toolbox** which he compiled over his years of working as an Information Systems Analyst. These Problem Solving Tool Abstracts are **NOT** copyrighted; please share them. They are based upon the concepts of other problem solvers.
Contact Tom Adams: tomadams1776@gmail.com Version 012 Revision 0 Date: 15Jan2020