

# Association TRENDS

The National Weekly Newspaper  
for Association Executives and  
Suppliers. Established 1973  
Published every Friday. \$3/issue  
[www.associationtrends.com](http://www.associationtrends.com)

## Creating 'fellowship': Leadership qualities for true motivation

By Steven B. Wiley, founder  
The Wiley Group  
Littlestown PA

I firmly believe that leaders are made, not born. In fact, they are actually self-made.

As we proceed into the new millennium, our workforce will become far more diverse.

Ethnic and cultural diversity have brought new ideas and approaches to traditional thinking. The generational wheel continues to turn as Baby Boomers begin to approach retirement, Gen-Xers continues to move into new leadership roles, and Gen-Y enters the workforce.

These developments make it a good time to reassess some enduring principles of leadership that transcend these changes.

I often describe these principles in terms of creating "fellowship" among the people around you. The techniques for creating fellowship are simple, and they recognize a few fundamental truths about what motivates people to follow:

- **Define reality.** By this I mean let the members of your team know what is possible and what is out of the question.

- **Involve your group in developing strategy.** One of the reasons that Gen. Norman Schwarzkopf was such a strong leader in the 1991 Gulf War was that he insisted all his key subordinates be involved in developing the strategy of the war. Everyone knew the game plan; everyone was motivated to accomplish the mission of the military conflict.

- **Allow your group to understand their destiny.** All group mbrs should not only understand their destiny, but also their role in fulfilling that destiny. Let them know the consequences of both success and failure, and make sure they understand how those consequences will affect them and the entire team.

- **Don't forget to say "thank you."** Expressing simple appreciation goes a long way to motivate others to cooperate with you when you take the lead again.

Creating buy-in among team mbrs is critical. In a herd of buffalo, the animal at the front of the herd is the only one who knows where the herd is going — the herd follows blindly. If the lead buffalo goes over the cliff, the others will simply follow. Geese, on the other hand, all know where they are headed. ("We're all going to Ft. Lauderdale for the winter!") If the lead goose doesn't show up or gets sick, the others simply tighten up the formation and carry on. Surround yourself with geese, not buffalo!

Details: [www.stevenbwiley.com](http://www.stevenbwiley.com).