



## THE INTANGIBLES OF LEADERSHIP

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### I. Leadership is a Journey

- A. Leadership is moving people, moving a cause, moving an organization from current reality to some better place. Leadership is moving people from 'here' to 'there.'
- B. At the beginning of your leadership journey, you feel called to lead but wonder whether you can do it.
- C. At the halfway point in your journey, you feel like you have less than a half-tank of fuel left and are wondering whether you can sustain your leadership.
- D. At the finish line of your leadership race, you're wondering if you can cross the finish line, transition the organization to the next leader and what you will do next.

### II. The Intangibles of Leadership

- A. Leaders at the highest level of effectiveness possess certain subtle, more advanced traits of leadership than all their peers. These five leadership intangibles set them apart.

### III. GRIT—The First Intangible of Leadership

- A. Grit is passion and perseverance over time. It is tenacity, a steely determination and willingness to expend all effort to overcome any obstacles in your way.



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B. Regardless of talent or IQ, leaders with GRIT achieve more success.  
Leadership examples are evident throughout history:

- a. Abraham Lincoln
- b. Nelson Mandela
- c. Gandhi
- d. Martin Luther King Jr.

C. GRIT is developed by working through difficult challenges and proactively learning:

- a. Physical. Training your body for hard activities such as rock climbing, marathons, kite boarding.
- b. Work Assignments. Taking on extra work and over-deliver on results.
- c. Read Biographies. Study leaders who have/had GRIT.
- d. Mentors. Develop relationships with leaders around you who have GRIT.

D. Ease and comfort are the enemies of GRIT.

E. Employees notice and want to develop GRIT when they see it in their senior leaders live it out through their own hard work and perseverance.



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### **IV. SELF-AWARENESS—The Second Intangible of Leadership**

- A. Self Awareness is knowing about what drives or causes your behavior.
  
- B. We often make important decisions based on experiences with strong emotional connections from our past, particularly our formative, childhood years—without even realizing it.
  
- C. By realizing how these experiences affect our behaviors and decision making, we can let go of biases and make better decisions.
  
- D. Leaders have blind spots, things about themselves that are true that they cannot see that others around them see clearly.
  
- E. When identified, blind spots can be moved into a weaknesses category, giving us a chance to develop them.
  
- F. Becoming more self-aware allows us to address and develop weaknesses.
  
- G. Self-awareness demands input from others. Getting honest feedback from those around you creates self-awareness. (i.e. colleagues, neighbors, friends, family members, particularly your spouse.)



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### **V. RESOURCEFULNESS—The Third Intangible of Leadership**

- A. Resourceful leaders have learning agility, the curiosity to learn and figure out how things work. They are collaborators and inventors. Resourceful leaders are willing to experiment and try new things.
  
- B. The Korn Ferry Group found that organizations that develop resourcefulness in leaders outperform their competitors by 25%. Individuals, with high learning agility, are promoted twice as fast as others.
  
- C. Leaders are often thrown into situations where they don't know what to do. Instead of panicking, resourceful leaders face the challenge and figure out what to do.
  
- D. You can develop resourcefulness by putting yourself in situations that are difficult, confused, broken or dysfunctional and forcing yourself to experiment and fail.

### **VI. SELF-SACRIFICING LOVE—The Fourth Intangible of Leadership**

- A. Going out of your way to care for, serve, inspire, empower and pray for the people whom you lead reflects self-sacrificing love.
  
- B. In 1 Chronicles Ch.11, God teaches David to lead from his heart. David's loyalty and care of his men changed them. All of his investment in his men bore fruit. Love melds people and molds people into tightly knit communities that feel more like families than work groups.
  
- C. We live in a day where trust in organizations is dangerously low, cynicism is unacceptably high. Self-absorbed leaders often create competition among their team members for their own personal gain and satisfaction.



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D. The root of low trust is a lack of self-sacrificing altruistic love that must begin in the heart of the senior leaders of every organization. Gallup highly correlates a supervisor's personal concern as a key to eliminating toxic environments and creating thriving environments.

E. 1 Corinthians 13 says that love never fails. With a leadership lens, this verse could read as follows: If I cast vision with the tongues of men and angels and have not love, I'm a noisy gong or a clanging cymbal. If I have the gift of strategic planning and financial forecasting and have not love, I'm bound to make the future of my organization cold hearted and cynical. If I solve problems, engineer change and allocate resources at a world class level, but fail to love my colleagues, I denigrate my workplace and devalue those who deserve better from me. Love is patient and kind. Love is not envious of other success. Love does not keep track of others mistakes. Rather, love engenders openness and trust, vulnerability and candor, hope and optimism, there remain three, faith, hope and love but, the greatest of these is love.

F. As a leader, you can express self-sacrificing love by getting personal with your team: saying or writing affirming words, showing concern, taking the time to listen and building into each individual.

### **VII. Create a Sense of MEANING—The Fifth Intangible of Leadership**

A. Almost all leaders and team members understand what an organization does and how, but they have a big disconnect on why the organization does what it does.

B. Leaders increasingly need to motivate employees with compelling reasons as to why they should be excited about their jobs and work hard.

C. Leaders must also have a clear understanding of their own "white-hot whys" driving their endeavors. It's the power of understanding what drives and motivates you. Clarity on your mission will lead you to higher levels of inspiration and effectiveness.



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D. Life is too short to live without a white-hot why, or with a fuzzy why, or with someone else's why. Find your white-hot why and pursue it with all your heart.

E. Clarity on your white-hot why will enable you to live out the four other Intangibles of Leadership.