

The Experts Teach: Leadership Skills

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The Experts Teach

Leadership Skills



The Experts Teach: Leadership Skills

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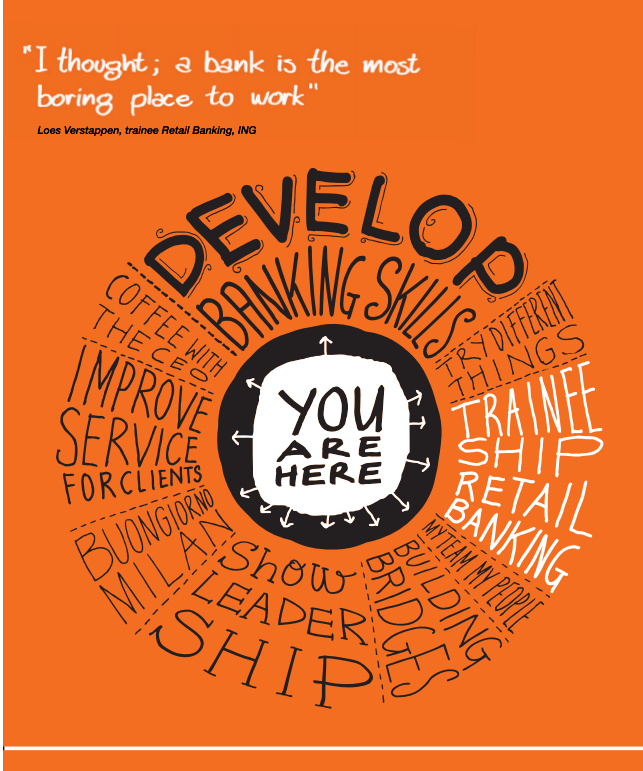
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Preface

Introduction to “The Experts Teach: Leadership Skills”

In each of “The Experts Teach” series, we’ve gathered together some of the world’s best thinkers to share their ideas with you. Their ideas offer new, refreshing, and insightful ways to look at old themes, allowing you to discover new perspectives, develop your understanding, and change the way you think.

Profile of Editor Eric Garner

Eric Garner is an experienced management trainer with a knack for bringing the best out of individuals and teams. Eric founded ManageTrainLearn in 1995 as a corporate training company in the UK specialising in the 20 skills that people need for professional and personal success today. Since 2002, as part of KSA Training Ltd, ManageTrainLearn has been a major player in the e-learning market. Eric has a simple mission: to turn ManageTrainLearn into the best company in the world for producing and delivering quality online management products.

Profile of ManageTrainLearn

ManageTrainLearn is one of the top companies on the Internet for management training products, materials, and resources. Products range from training course plans to online courses, manuals to teambuilder exercises, mobile management apps to one-page skill summaries and a whole lot more. Whether you’re a manager, trainer, or learner, you’ll find just what you need at ManageTrainLearn to skyrocket your professional and personal success.

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1 Saving Private Ryan – Leadership Lessons for Both War and Peace by Gregory P Smith

The movie Saving Pvt. Ryan hits you with shocking realism. From the beginning to the end, you feel as if you are there.

The knots twist in your stomach waiting for the landing craft gate to drop. Cold water fills your boots as you slog your way up the beaches of Normandy and across the bombed out cities in France. You can feel the grit under your fingernails and the dryness of fear in your mouth. As you hear the bullets whiz by your head and you think to yourself, “Will I freeze up or will I do what I am supposed to?”

In the seconds before the charge, the eyes of the soldiers turn and gaze upon the person who is their leader. They think to themselves, “Is this person worthy?” Trust, confidence and leadership must be present before the first battle begins.

Today’s workplace sometimes resembles more of a combat situation than anything else. Are your people following you or have they deserted and heading in the opposite direction? People today want leadership, they are not happy being managed.

This movie clearly showed what it means to be a leader. It was a fascinating work of art – sometimes horrific, but entirely accurate. The genesis of my fascination was I could see myself. I spent many years as an officer in the Army. I never faced combat, but have been in enough demanding situations to understand the bonding soldiers feel when faced with life and death situations. I gained the satisfaction of knowing, when called, my soldiers would give their all for each other and their country. As an officer in the Army, I learned several lessons.

A job title doesn’t make a person a leader. Leaders must first travel down the gauntlet with those they lead BEFORE they are accepted as the leader. Joel Barker, the paradigm expert, has the best definition of leadership. He says, “Leadership is about taking people to a destination they wouldn’t go to by themselves.” To reach that “destination,” a leader must endure a “baptism by fire.” He or she must PROVE themselves first. Until you prove yourself as a leader you will not have the respect and trust from those you are suppose to lead.

The title “leader” is not something you call yourself. Like a crown, those you lead place it upon your head.

The supreme test of leadership is the ability to lead people in combat. There is nothing scarier than facing the possibility of death in war. No matter the situation—war or peace, authentic leadership and a clear sense of purpose are the key ingredients making the difference.

Capt. John Miller (Tom Hanks) was faced with the almost impossible mission to lead a squad of soldiers to find and bring Pvt. Ryan back home. The most fascinating aspect of this movie was the portrayal of leadership and the magnetism between the soldiers, the mission, and their Captain. It was the Captain that formed the glue that held that unit together. Looking at the movie you can see three important shifts or transitions in Capt. Miller's leadership style. I call these three shifts the "Faces of Leadership."

Face of Fear-The lowest level or form of leadership is by fear. On Omaha Beach, orders were direct and to the point. Life or death-do what you are told because there is little time to think. Anyone who has been in combat or in a trauma situation understands that people don't always act rationally in a crisis. Even the Captain slipped into a momentary "thousand yard stare" when the ravages of combat became overwhelming. Actions become instinct driven—survival. Leaders have to think, must push themselves forward and give orders for the group. What is good for the group must outweigh what is good for the individual.

Face of Respect-I enjoyed watching how the soldiers bantered back and forth about what was the Captain's career before the war. He had a charismatic affect on his men based on trust and respect. He only revealed enough about himself to maintain professional objectivity. He couldn't afford to do anything that would compromise the mission. His troops even started a lottery for the person who could guess what the Captain did for a living before the war.

Early in my career, I faced a similar dilemma. I worried about being liked by my soldiers. Should I be feared or should I be respected? I resolved this dilemma through trial and error. Leadership is a developmental process. There are few, if any, born leaders. Leadership is both a science and an art form and the good leaders learn from their mistakes. The Faces of Fear and Respect can only take you so far which leads us to the next level.

Face of Purpose – The highest level of leadership is that of providing purpose. True leadership progresses from fear, to respect and finally to that of purpose. During one scene in the movie, you could feel this important transition. As the squad fought deeper into enemy territory, Captain Miller's men find themselves beginning to doubt their leader and their orders. They demanded, "Why is one man worth risking eight...why is the life of this private worth more than ours?"

But first, another firefight took the life of another comrade. The scene unfolds on the hill of the enemy radar station. The trigger finger of the First Sergeant held life and death in balance as he pointed his pistol at the American soldier who prepared to desert the unit. Life and death hung in the balance for what seemed forever until the Captain spoke.

He told them the secret, what he did before the war. He was a school teacher. Silence...you could feel the explosive pressure evaporate. You could almost hear the soldiers say to themselves, "Damn, if he is a school teacher, what am I complaining about!" It was at this moment, the final shift occurred. The men no longer needed or depended on the Captain. There was complete alignment between what they had to do and how it could make a difference to their world.

Every Army unit has a flag called a guidon. Each unit guidon has its own unique design and color. The guidon stands apart from other military units. The challenge facing all leaders today is to create their own "guidon" based on the Face of Purpose.

For most people today, just having a "job" does not cut it. A job is an obligation with a paycheck attached to it. Creating purpose at work is much different; it requires leadership. People will not give their all until they see the connection between what they do and how they see it making a difference in the world. A connection between what people value and what they are doing must exist. It is the psychological connection between my soul, my heart and what I do.

Hopefully, none of us will have to face combat again and my thanks go to those who have. But let us be ever mindful, it is leadership that makes an exceptional difference – in war or peace.

About the author

Greg Smith's cutting-edge keynotes, consulting, and training programs have helped businesses reduce turnover, increase sales, hire better people and deliver better customer service. As President of Chart Your Course International he has implemented professional development programs for hundreds of organizations globally. He has authored nine informative books including *Fired Up! Leading Your Organization to Achieve Exceptional Results*. For more information, visit ChartCourse.com or call (770) 860-9464.

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2 The Seasons of Leadership by Kevin Eikenberry

Seasons in nature change for a purpose, and in the same way there are seasons in our leadership life. Here are four leadership seasons that we should pay attention to, adapt to and use to our advantage.

The calendar page turns, and the seasons change. While these seasons are more drastic and obvious in some places than others, there are always four seasons. And your experience tells you that the seasons are all needed, different things can be expected, and different value is derived from each season.

In the Bible, Ecclesiastes 3 famously opens with “There is a time for everything and everything on earth has its special season...” (NCV). Pete Seeger even took the words to the full chapter and “turned” it into a famous song.

Each different and each valuable.

Seasons in nature change for a purpose, and in the same way there are seasons in our leadership life that we should pay attention to, adapt to and use to our advantage.

Here is what I mean...

Leadership Spring

Spring brings vitality and new growth after a period of rest. As leaders our spring comes with fresh ideas and projects, new energy and vitality and fresh (and fast) growth. Spring can come after a great workshop or conference, the reading of powerful book or a stimulating conversation or meeting. In our leadership spring we are optimistic and hopeful, and our plans look exciting and achievable.

Because our focus is keen and our energy is high, we often use our skills at the highest level during this season.

Leadership Summer

Summer promotes strength and power. During our leadership summer we are strong and confident, resilient and moving forward. The most observable progress comes in summer and so we might think we want to stay here the longest, and while that is true, when we stop and think about it, we know that each day can be warm and sunny. We need more just like our gardens often thirst for a late summer rain.

As leaders in summer we must run hard and fast creating as many results as quickly as we can.

Leadership Autumn

When autumn comes things begin to cool down. Energy from the summer begins to wane, but more importantly the autumn brings the harvest. The hard work and drive from the summer leads to a harvest – it might be awful, average or awesome – and in many ways the results will reflect the approaches of the summer.

In autumn we collect a harvest and begin to ask ourselves if the harvest was what we expected, or even what we needed.

Leadership Winter

In nature the winter is a time of dormancy and replenishment. So too for us as leaders we must refresh, rebuild and renew. Our harvest tells us much about how we lead and if we are honest with ourselves tells us what must come next. Yes, we must finish up the projects and plans. But in winter we must also plan and prepare for the next season of growth – both for ourselves individually, and for our teams collectively.



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Remember that the best springs follow winters that truly create the time to pause and replenish. Dormant isn't dead and what seems to be lethargy isn't necessarily laziness. Winter is a time for rest and resting can lead to great results. Try going without sleep for an extended time and you will quickly realize this.

These leadership seasons aren't exactly like their climatological cousins – your seasons might not always be the same length, and they might not match up with the real seasons at all. Further, you have the ability to recognize which season you are in, and make an adjustment to change your season as quickly as you could change climate by buying a ticket and stepping on a jet.

Now that you have a sense of these seasons, let me close by giving you a key to your leadership growth through these seasons in the form of some questions.

Which season do you tend to ignore or underestimate its value?

In which season do you tend to spend too much time?

Which season are you currently in?

In which season could you most benefit now?

If your season doesn't match where you could be, what could you do to move your "calendar" to where you need to be?

About the author

Kevin Eikenberry is a leadership expert and the Chief Potential Officer of The Kevin Eikenberry Group (KevinEikenberry.com), a learning consulting company. To receive a free Special Report on leadership that includes resources, ideas, and advice go to www.kevineikenberry.com or call us at (317) 387-1424 or 888.LEARNER.

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3 What Is Management? by Martin Haworth

Two absolutely necessary things needed for the survival of any organization are leadership and management.

While leadership is the 'quality', which determines how far a company will go and how successful it will be in the long run, management is the 'quantity' that deals with the daily workings and the implementation of current plans that will help in the immediate health of the organization.

Leaders or Managers – What's The Most Valuable

So while leadership is a quality, which is undeniably useful for the eventual benefit of the company, management is the crucial, integral activity that will ensure it survives today, by ensuring the company delivers its operational requirements, thereby ensuring the possibility of seeing a tomorrow at all.

Leadership can be described as 'that quality which involves innovation, risk taking and exploring of new avenues' for the company to secure a stable, unchallenged superior position in a competitive world.

From this it could be considered that in a constant and steady state, all an organization consistently needs is solid management skills to survive, without any need for leadership skills. Leaders in any organization are the seeds sown for health and success in the future.

Managers Focus On Today's Performance

To manage well is to focus on ongoing activities. Since the aim of management is to maximize profits using available resources, any good manager should be able to motivate and encourage his or her people. They should have the ability to initiate the workers, any company's main assets, into an inspired state of working, to get them pulling together in order to achieve a common goal.

It is only when managers are accomplishing results, through the co-operation of their workers that a company will be able to flourish. This is why a manager has to have the keen ability to gauge his workforce's needs and act accordingly.

If his workers are capable and have adequate skill then the manager merely has to motivate and encourage them towards progress. If, on the other hand, the workforce is not that accomplished, the manager's task is to personally guide and instruct them in order for them to benefit.

Get Management Right And Then Focus On Leadership

So, since utilizing and distributing resources is what is demanded from the manager, he cannot afford to be overly authoritarian. If he is, then he may push his workers into being less productive. Instead he should be the friendly but firm guide who inspires dedication to a common end.

Any manager's goal is to maximize resources and reap the highest results, while dealing efficiently with clients and their quirks (as well as employees). So while leadership focuses on taking companies onto new directions and give them new visions and aims, good managers help inspire employees deliver results in the shorter term in a focused way.

This helps the company to consistently reap profits right now, maintaining stability and equilibrium, so providing a healthy environment for the longer term potential the leader seeks to unleash. So a good manager will know how to handle stakeholders, clients and workers with equal ease, keeping things moving along nicely.

Then The Leader Comes Along

Because a manager is interacting so intimately with all parties, he or she will instinctively have knowledge of what clicks, who should be made to work together with whom and how to deal with problems.

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But while a manager by virtue of the nature of his work has to be an insider, working closely at the sharp-end of the business every day, the leader does not. He can work from the sidelines and inspire change without even having a personal stake in what's happening today.

Leadership is needed for future growth and development in any business. It is a strategic activity, requiring vision, creativity and market-wisdom. Management is what gets work done; what brings today's cash-flow and ensures the health of the business right now and in the foreseeable future.

It is the true force and inspiration behind any successful organization, without which, there would be no future.

About the author:

Copyright 2006 Martin Haworth is a Business and Management Coach. He works worldwide, mainly by phone, with small business owners, managers and corporate leaders. He has hundreds of hints, tips and ideas at his website, www.coaching-businesses-to-success.com.

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4 Wanted: A Dictionary-Perfect Leader by Eileen McDargh

Answers are often before our very eyes or in front of our noses – particularly if we read the American Heritage Dictionary!

Explore with me how some of the multitude of definitions for the word “leader” actually serve as a performance standard for leadership.

Leaving behind the standard definition of “one who leads or guides”, consider the second definition: “one who has power or influence”. Have you known people in a leadership role who seem unable to influence the people around them? The ability to make connections, to speak clearly and to frame information so everyone hears a “what’s it in for me” message are essential for influence. We are also persuaded by people with conviction and passion. We are influenced by people whom we think we can trust. Lose or misuse any of this and a leader’s power vanishes.

A leader is defined as “a conductor or the principal performer in an orchestral section”. Finding ways to bring together the different talents of employees or volunteers so that all play from the same sheet of music and blend their instruments into a harmonious whole is a skill demonstrated by the finest of leaders! As a principal performer, we look to a leader to have one talent that is heads above the other people in that arena of “play”. We don’t want a leader who professes to best at everything. But we do want a leader to have one clearly recognizable skill.

The foremost animal in a harnessed team is a leader. Do we not look to leaders to guide the way, joined shoulder by shoulder to the rest of the team? Remember how the presence of a leader at a front line became the rallying point for many a battle?

Leader is also defined as “a duct for conveying warm air from a furnace.” Care is a four-letter word heard more and more frequently in business circles. Employees want to know that a leader cares for them. The cold, stern dictator might get some results but never the full-blown commitment, creativity and loyalty of a warm and caring leader.

There’s the leader that is an economic indicator and the leader that is “loss”. A leader better be in command and have a clear indication as to the economic viability of the enterprise. A leader also needs to know when something is done to attract talent or customers – not to make money.

A short length of gut, wire or similar material by which a hook is attached to a fishing line is a leader and so is the blank strip at the end or beginning of a film or tape used in threading or winding.

What's the correlation with the world of leadership in these final definitions? Both are used for setting up the profit potential of the venture. Depending upon the type of fish one wishes to catch, a fishing leader strengthens the connection between the hook and the rest of the line. There are times in which the executive's presence helps solidify the relationship between the customer and the sales team so that the customer "bites the hook". Other times, a leader gently paves the way for the real presentation to the potential buyer or the investment community. He is the "blank tape" that opens the doors for the full presentation of the company.

If a picture is worth 1000 words, a metaphor is worth 1000 pictures. Using the metaphors provided by other meanings to the word "leader", we gain a rich image of the scope and possibilities of true leadership.

About the author:

Since 1980, professional speaker and Hall of Fame member Eileen McDargh has helped Fortune 100 companies as well as individuals create connections that count and conversations that matter. Her latest book is Gifts from the Mountain-Simple Truths for Life's Complexities. Her other books include Talk Ain't Cheap...It's Priceless and Work for a Living and Still Be Free to Live, one of the first books to address the notion of balance and authentic work. Find out more about this compelling and effective professional speaker and join her free newsletter by visiting <http://www.EileenMcDargh.com>. Business Training Media

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5 Sinking of the Titanic: An Analogy of Failed Leadership by Gregory P Smith

The Sinking of the Titanic Provides Lessons for Leaders

“We have struck iceberg...sinking fast...come to our assistance.” On a cold evening in 1912 that message came blistering across the airwaves. Before they tapped the last bit of Morse code, those words became the epitaph over the lives of the 1,200 people lost on the Titanic. The ship was doomed as it slowly sank into its watery grave. Why did the largest, most advanced ship of its time sink?

Those of us who study history or remember the movie may know why. It wasn't the iceberg that caused the disaster. It is clear in my mind the real cause was failed leadership.

Leadership is Responsible – Leadership is responsible for everything the organization does or fails to do. Leadership is more than a wooden figurehead. A leader is not a position, job title, or in this case, the captain of the ship. Leadership is not about power, ego or pride. Leadership is ever-present, touching, motivating, talking, checking and removing barriers, training, preparing, breathing and moving about.

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The Titanic's ill-fated voyage was Captain E.J. Smith's retirement trip. He was headed for the easy life. All he had to do was get to New York. God only knows why he ignored the facts, why he disregarded seven iceberg warnings from his crew and other ships.

The Titanic still rests on the bottom of the ocean, but we can resurrect the truth and apply a few lessons learned to help us become better leaders.

The Biggest Is Not the Best – Today's businesses must change course quickly. It took over 30 seconds before the Titanic turned away from the iceberg, but by then it was too late. The larger an organization becomes, the greater its inflexibility. The more difficult and cumbersome it is to steer, to direct and to change course. Large businesses soon grow into huge bureaucracies where rules, regulations, policies, procedures and "I need permission to make a decision" become the norm.

Rank Has Its Privileges? – Ranking is good for command and control, but not good for change and innovation. Ranking people limits their potential. Today, businesses rank and classify people – sometimes unintentionally. Whether it is reserved parking spaces for the privileged or being categorized as blue collar, white collar, temporary, part-time, those with cubicles or those with offices, the results are the same. Clear the lines between the classes and make everyone feel they are rowing in the same direction, for the same purpose. In a disaster, everyone is equal.

The Truth Changes – The Titanic was unsinkable, so they thought. The ship designers were so confident in their ship they only had enough lifeboats for half the passengers. The thinking that made us successful yesterday will cause us to fail tomorrow. Our unlearning curve must be greater than our learning curve if we are going to succeed.

Technology Makes a Poor Substitute for Authentic Leadership – When technology fails, leadership must prevail. Years before the Titanic's voyage Captain Smith said, "I cannot imagine any condition which would cause a ship to founder. Modern shipbuilding has gone beyond that." Many businesses today have placed the wrong people in charge. They are not leaders, but managers. So when disaster strikes, who is going to step up and lead? Or will your technology cause you to shipwreck and pull you under?

Leadership is About Training and Development – As the stern of the Titanic lifted out of the water, the crew and passengers struggled with the lifeboats. There had been no drills, no rehearsals, and the crew stood unfamiliar with their responsibilities. The boats were improperly loaded and only one went back to try to recover survivors. A good leader helps people improve their skills so they can become more productive.

What Lies Below Is More Destructive than What Is On Top – The greatest dangers lie unseen below the surface. That night in 1912 the water was smooth like glass – and deceptively dangerous. The iceberg lurked below. Like steel fangs, it tore at the rivets along 300 feet of the Titanic’s hull. Those below, the crew and steerage, felt and saw the damage first. Like a gasping breath, the steam billowed above as chaos reigned below. Then and now, those who know what’s wrong with your “ship” are those below decks. Those people on the frontline usually have the best ideas and solutions to your problems. Consider asking them for their ideas and suggestions before catastrophe strikes.

Leadership Looks Beyond the Horizon – A good “Captain” is constantly on the lookout for shifting trends, submerged rocks, storms and icebergs. Wal-Mart founder Sam Walton identified and met a need while other retailers did not. Apple saw the need for the iPod while others were still happy with CD players. The vision of the Sony Walkman existed in Akio Morita’s mind well before it entered the mind of the competition. Get the picture? Be on the lookout, scanning the horizon for the next wave of change instead of waiting for it to hit you in the face.

About the author

Greg Smith’s cutting-edge keynotes, consulting, and training programs have helped businesses reduce turnover, increase sales, hire better people and deliver better customer service. As President of Chart Your Course International he has implemented professional development programs for hundreds of organizations globally. He has authored nine informative books including *Fired Up! Leading Your Organization to Achieve Exceptional Results*. For more information, visit ChartCourse.com or call (770) 860-9464.

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6 Good Leaders Are Good Followers by Steve Goodier

A young woman was filling out an application for college when she came across the question: Are you a leader? She thought she had better be brutally honest, so she answered, “No.” She was convinced when she sent the application in that she’d never hear from them because of that answer.

But she received a letter back from the school that read: “We have reviewed numerous applications and, to date, there will be some 1,452 new leaders attending school next year. We have decided to accept your application because we felt it was imperative that they have at least one follower.”

Should all of us be leaders all of the time? Isn’t there a time to follow as well as lead?

One man likes to tell about the day he purchased a novelty sign and hung it on his office door. The sign read: “I’m the boss.” The next day he came to work he noticed that the office comedian affixed a sticky note to his door that read, “Your wife called. She wants her sign back.”



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He may be the boss at work, but home is different altogether. In marriage and family as well as most social relationships, sometimes we lead and sometimes we follow the lead of another. If the so-called boss happens to be an effective leader at work, he has probably learned that getting his own way all of the time does not produce good results. As it turns out, the best leaders are also excellent followers. Why?

1. Good leaders share leadership. They know when to follow and when to lead.
2. Good leaders build their skills on following role models for the behaviors they want to learn. What they admire in another, they copy.
3. Good leaders exhibit humility. They remain open to suggestion. When they need it, they ask for help and follow good advice.

In other words, good leaders are also good followers. They know when to follow in the footsteps of others and when to leave tracks of their own.

You may be the boss, but you will be a leader when you also learn how to follow.

About the author

Steve Goodier holds a B.A. in anthropology and sociology (New Mexico State University) and an M.Div. degree from Emory University. He is an ordained United Methodist minister, district superintendent in the Rocky Mountain Conference UMC, and the author of numerous books about personal development, motivation, inspiration, and making needed life changes.

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7 High Altitude Leadership by Thomas Cox

Is there a biological basis for leadership? Yes, says Don Schmincke, mountain climber and author of the new book *High Altitude Leadership*. Furthermore, the basics of leadership have not changed in the past thousand years and more.

I believe the latest brain science backs him up.

Don refers to his mountain climbing expeditions as “laboratories” – ways to use the life-or-death challenges to strip away the superficial and reveal what he calls the biological triggers for leadership. Don believes his discoveries about the genetic and biological bases of leadership are politically incorrect, and scientifically true.

His prior work was on genetic evolution and what it can tell us about leadership. Prior to that he did research on samurai warriors and their leadership lessons.

Don’s biggest surprise in working on the book was to find that there’s nothing truly new – the last thousand years of writing about leadership have already explored the basics, and subsequent writers have at best elaborated on them, or re-phrased them.

Instead, he was surprised to find a theme of “danger avoidance” as a key element of leadership. This was a theme that linked together much more common elements around cowardice, greed, comfort, arrogance, and fear of death. This “danger avoidance” theme connected the dots for Don in a new way.

Consider the “fear of death” and how that fear can freeze people. Don first noted this in his anthropological research and in his study of samurai. When you fear death, you can become paralyzed, yet when you accept your death as inevitable, you become liberated and powerful.

This actually happened on K2 as he was working on the book. On Summit Day, one of the sherpas died. It shook Don and his entire party. “I think I’m on the wrong mountain,” he said to his partner at the time. And K2 is a truly dangerous mountain – it kills 1 out of 5 people on the way up and another 1 out of 7 on the way down.

Yet, when they simply accepted the fact of this death and of the risks they were running, they found themselves suddenly able to move forward.

This has happened in the world economy – companies have died, customers have died, careers and projects have died, and people will cling to them and be afraid and be frozen. When we accept the reality of the loss of such things, we become able to move on.

Another parallel was the appearance in the 2009–2010 economic collapse of flaws like greed and arrogance. We still see those flaws in some of the bailed-out firms.

The Power of Stories

Don has good news – there are ancient techniques that humans have used for years to overcome these human flaws. One of the most powerful is to tell sagas and stories.

Leaders used to spend a lot of time ensuring that there was some sort of important drama or story in front of their people.

In modern times we try to remove all drama from the workplace – and our change efforts report between 70% and 100% failure.

Rather than remove all drama, we need to create and craft uplifting and inspiring drama. We need to call people to something higher than their own concerns. This isn't about an uplifting mission statement or a motivational poster – it's a story about persevering, sacrificing, and making the world better.

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We need to start teaching story telling in business schools.

Consider any company that's faced bankruptcy – like Apple – and look at the “why” of what they were doing. Look at their sacrifices. Today we see them zooming past their competition.

The “what and how” are important yet trivial – the “why” is vital and energizing. And it's tremendously hard – it's an art. There's no color by numbers technique, no simple method, for creating the uplifting story. That's a hard thing for some folks to hear, and we get seduced by our tools and methods because at least they are easy to figure out.

Resist that. A lot of climbers – and companies – get seduced by their tools, and die.

Blinding Flashes of the Obvious

Don finds that his lessons are grasped by his audiences intuitively and immediately.

Often successful business people find, after a few years, that they no longer have the passion and drive they used to have – that work isn't fun any longer. They say “my life has been reduced to process and tasks.”

One way out of that is to look at a calendar and figure out how many days you have left to live, and decide how you want to spend your life. People need passion. Give it to them, or they will fill their time with their own petty dramas.

When some people retire and lose their purpose, some of them get sick or die.

As Victor Frankl put it, we can put up with any What for the right Why – and leaders provide the Why that keeps people engaged and active and excited and motivated. When people have a saga – something significant still to do in their lives – they survive longer.

Don't Forget Luck

We want to overlook the role that luck can play. Don't believe that. There's a lot of luck in both success and failure, and the people who are doing better than you may not be doing anything smarter than you. Never count on luck either. Pick your best course, and don't let someone else's short term success persuade you you're wrong.

About the author


Tom Cox is CEO at B-Studio Business Videos, Managing Consultant at Cox Business Consulting, Inc., and CEO at GrowthMaps

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8 Today's Businesses Need "Gladiator" Leaders by Gregory P Smith

Management consultant Greg Smith says "gladiator virtues" like bravery, honor and vision can help your company rise from mediocre to extraordinary.

Remember the heart-pounding, soul-stirring message of the movie *Gladiator*? Remember how Maximus, the Russell Crowe character, rallied his men around him and led them to victory, even in the face of almost certain defeat? Remember his "envision the goal" technique for getting through the horrors of battle? Now, consider the leadership in your own company. Any gladiators in the ranks? Are you a gladiator?

The time is right for a more heroic style of leadership. Desperate times lend themselves to the rise of gladiators. Instead of seeing today's economy as a negative, executives should view it as an opportunity in disguise – a chance to position your organization for the inevitable economic upswing. Here are eight virtues of *Gladiator* Leadership.

1. Gladiators have a mission for which they feel real passion.

Call it a purpose, an obsession, a calling; whatever the terminology, good leaders have a defining mission in their life. This mission, above all other traits, separates managers from leaders. In *Gladiator*, Maximus lived for the mission of killing the evil usurper Commodus and restoring Rome to the values that made her great.

2. Gladiators create a vision.

Having and communicating a clear picture of a future goal will lead to its achievement. Dare to think great! Maximus helped his fellow gladiators see that they could overthrow their enemies and survive the horror of the battles they were forced to participate in. In business, a leader may create an "enemy" – the economy, the competition, inefficiency – to challenge the energies of his or her people and give them something to fight for.

3. Gladiators lead from the front – they don't dictate from the back.

In the movie, both when Maximus was a general and a gladiator, he fought up front where the firestorm was heaviest. So does a good business leader. Working "in the trenches" shows you're not afraid to get your hands dirty, it helps you fully understand the issues your "soldiers" are facing, and inspires loyalty in your troops.

4. Gladiators know there is strength in teams.

Where would Maximus have been if he hadn't trusted his men to fight with him and cover his back? Likewise, where would you be without your employees? While the gladiator leader has the skills to draw people together, he doesn't hog the spotlight. He has care and compassion for his team and wants every member to be recognized for his or her efforts. This is especially important in a time when the old style "command and control" structure is waning. Younger workers (Generations X and Y) tend to be loyal to their coworkers rather than the traditional "organization."

5. Gladiators encourage risk-taking.

In the Roman Empire, gladiators were expected to die with honor. Refusing to lie down and let one's opponents win was bucking the status quo. (And certainly, killing the reigning emperor – however corrupt – simply was not done!) If a company does not examine its way of doing things, if it does not push out its boundaries, if it never makes mistakes, it may become road kill.

6. Gladiators keep their heads in a crisis.

Maximus had to think on his feet and refuse to give into terror and panic. He faced the most formidable foes calmly and with focus. Business leaders must do the same. They must take a position and defend it when things go awry. Being graceful and brave under fire is the surest way to build credibility – a necessity for sound leadership. Gladiators don't retreat due to the slowing economy, but look for the opportunity under their feet.

7. Gladiators prepare for battle 24 hours a day.

Essentially, a Roman gladiator was a fighting machine. To stay alive, his mind had to be constantly on the upcoming battle. Business leaders, likewise, must be obsessed with training and developing their people in good times and bad. People need and want to hone their individual skills and "sharpen their swords." Furthermore, good leaders must constantly learn what's necessary to survive and unlearn the "old rules." Just because a management style worked a decade ago does not mean it will work in today's economy – good leaders evolve with the times.

8. Gladiators are teachers and mentors.

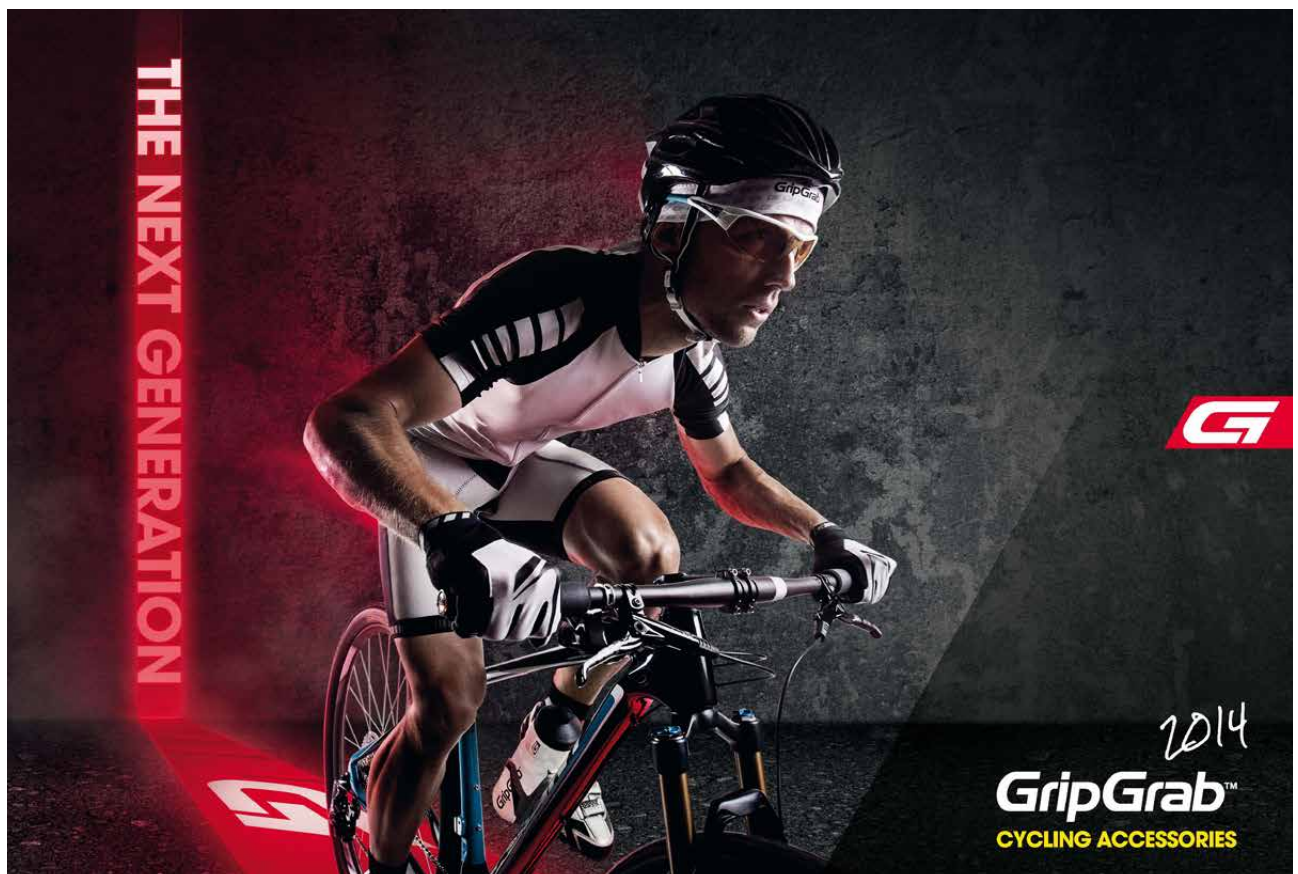
Maximus taught his men the lessons they would need to survive in their new role as gladiators. In today's rapidly changing environment, leaders must also teach and train those who may soon replace them. We are not necessarily talking about formal classroom training. We need leaders talking to people in the hallway, in the restaurant...everywhere. Everyone should be mentoring someone.

About the author

Greg Smith's cutting-edge keynotes, consulting, and training programs have helped businesses reduce turnover, increase sales, hire better people and deliver better customer service. As President of Chart Your Course International he has implemented professional development programs for hundreds of organizations globally. He has authored nine informative books including Fired Up! Leading Your Organization to Achieve Exceptional Results. For more information, visit ChartCourse.com or call (770) 860-9464.

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9 Is There an Increasing Need for Leadership, or Is it All Just Hype? by Bob Selden

Five pointers for sharing the leadership role...

Of all the things that have changed over the last few centuries, and particularly the massive amount of change experienced during the last 100 years, the one constant that remains is the need for good leadership.

Whether it be for leading nations, organisations, teams or even relationships, effective leadership is sought by all.

Traditionally, the view of leadership was that there were leaders and followers – each with his or her assigned or expected role. This is probably still true today. However, there is a growing body of authors and researchers who suggest there might be a broader definition of leadership. Many would suggest for example, that within organisations, we are now at a time when all employees will have to take turns at leading, where they see the need to influence others in order to achieve their goals (see my previous article *Leadership – Do We Know What It Is? 4 Pointers To Start You On The Road To Becoming A Leader*).

Even in the wider community, the leadership of groups is not the old fashioned “follow me” type. Noted author Charles Handy (*The Leader Of The Future* 1996) first described this new type of leadership as “distributed leadership”.

Handy inadvertently got a look at what distributed leadership might look like when giving a presentation in the UK, Handy facetiously compared an English team to a rowing crew.

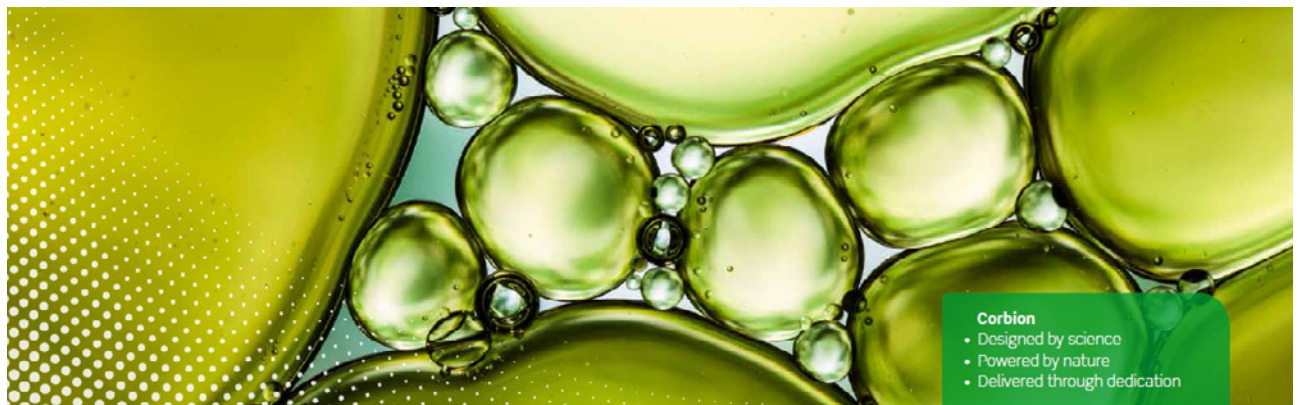
“Eight people going backward as fast as they can, without speaking to each other, steered by the one person who can’t row.”

An oarsman in the audience corrected him; “How do you think” he said, “that we could go backward so fast, without communicating, if we were not completely confident in each other’s competence, committed to the same goal, and determined to do our best to reach it? It’s the perfect description for a team”.

Handy had to agree that he was right, but then asked: “Who is the leader of this team?”

“Well”, he said, “that depends. In the race, on the job, it is the little person at the back of the boat, the one who can’t row, who is in charge. He, or often she, is the task leader. But there is also the stroke, who sets the pace and standard we all must follow. Off the river, however the leader is the captain of the boat. He or she is responsible for choosing the crew, for our discipline, and for the mood and motivation of the group, but on the river, the captain is just another member of the crew. Finally, there is the coach, who is responsible for our training and development. There is no doubt who is the leader when the coach is around. We don’t have any one leader,” he concluded, “nor do we give anyone that title. The role shifts around, depending on the stage we are at.”

What stage is your organisation, your team, your relationship at?



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What stage are you at?

In my work as a consultant with many different and diverse organisations, groups, teams and cultures, I see three constant leadership issues emerging around this need for distributed leadership.

- Traditionally, organisations have tended to evoke compliance not commitment. In the past this made it reasonably easy for formal leaders. For instance, when I first started work and my manager told me to do something, I did it without question. Now, when a manager asks, often the response is “Why?”. With the need today to have committed staff, what can leaders do to evoke commitment? Can you answer the “Why?” question in a way that gains commitment from your stakeholders?
- Secondly, my research indicates that people join organisations because of the anticipated excitement of the role. Once they are satisfied with the role, they tend to stay because they share the same values as others that they work with. What can leaders do to firstly identify what these shared values are, and secondly, have people adopt a consistent set of organisational values? It has been shown that the combination of shared values and effective leadership practices, is directly related to improved organisational performance (Dianne Barton, Aug 2004). Do you know what values your stakeholders share?
- Do people working within organisations want or care whether they have a good leader? The answer is a resounding “Yes”. My research clearly indicates that whilst people join because of the role, stay because of the shared values, they leave because of poor leadership.

So, if you have the formal responsibility of leading a group or team, or you are a member who must take the leadership role from time to time, where does that leave you?

Here are some suggestions that I have found useful, whether you are in a formal leadership role or you just need to influence others...

- Develop a strong personal purpose or vision and regularly talk about this with your colleagues, friends, partners. Why are you doing what you do? What do you see as the future? Remember the 80/20 rule. Effective leaders tend to spend 80% of their time talking about the future and only 20% talking about the past. My own personal vision relates to helping others to learn through development activities such as this article. I describe my vision as; “Learning is about seeing things from a different perspective. My role is to help people improve their vision”
- Be sincere. Always do what you say you are going to do and if for some reason you can't, say so and why.
- Be prepared to admit your mistakes publicly. This is probably one of the hardest things to do, but does deliver to you the true badge of “integrity”
- Look to include as many people as you can in what you are doing. When people are often or continually “left out of things” they start to get suspicious or worse still, invent motives for what you might be doing. Keep in mind one of the key attributes of one of the greatest leaders of our time, Nelson Mandela, inclusiveness – he was extremely good at including everyone so that they all felt part of what was happening.

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- Finally, communicate, communicate, communicate! Tell people what and why you are doing things. Above all, respond to others' communication quickly, e.g. immediately respond to emails even if it is a one line type response such as "get back to you..." This way people know that they are being included in your thinking and decision making processes

If you have some things that you have found useful as a leader, I'd be pleased to hear about them – I'm always looking for new examples of effective distributed leadership.

About the author

Bob Selden is the author of the best-selling "What To Do When You Become The Boss" – a self-help book for new managers – see details at <http://www.whenyoubecometheboss.com/>. He's also coached at one of the world's premier business schools, the Institute for Management Development in Lausanne, Switzerland and regularly advises managers around the globe on their current challenges.

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10 Vision: How Leaders See the Invisible by Colin Crouch

The one thing that distinguishes great leaders from also-rans is the power, depth, and breadth of their vision.

Vision is a strange concept. It's much more than just a goal or purpose. Goals simply state what we aim to achieve. Visions paint a fuller picture describing our most cherished dreams, hopes and possibilities.

1. Seeing Possibilities

The ability to see possibilities that others don't see is one of the hallmarks of great leaders. Where most of us see just a consignment of goods, leaders see an exciting product that can change someone's life. Where most of us see an office with space for desks and filing cabinets, leaders see a place where teams can do groundbreaking work. Where most of us see people with names and titles, leaders see budding organizational champions. As George Bernard Shaw said, "Some people see things as they are and ask "Why?" I see things that are not and ask "Why not?""

2. Clear and Compelling

Management writer Warren Bennis was fascinated by the ability of leaders to see what the rest of us can't see. A few years ago, he carried out a study of 90 top leaders in the United States. They included the first man to set foot on the moon, Neil Armstrong. What Bennis discovered was that, despite their different backgrounds, disciplines, and circumstances, these people all had one thing in common: a clear and compelling vision of what they wanted to realise. To them, the vision wasn't at some point in the future. It was right in front of their eyes.

3. A Vision Without Limits

The truly great leaders don't put limits on their vision. They go for the biggest dream they can imagine even if it is only realized at some time in the future when they are no longer around. There is a story about the filmmaker Walt Disney who died six years before the opening of the first Disney World. At the opening ceremony, two Disney executives were sitting together. One said, "Too bad Walt couldn't have been here to see this." The other replied, "You're wrong. Walt did see it. That's why it's here." While most of us see no more than three months ahead, outstanding leaders can see several years ahead. Elliott Jaques of Brunel University believed that one person in a million can see 20 years ahead. The Japanese industrialist Konosuke Matsushita even has a 250-year plan for his business.

4. Drawing Others In

Leaders do more than have a vision of what is possible; they articulate it and draw others in. They do this through metaphor, images, and by triggering the innate desire of all people to be part of something big. Compare the visions of the two leading soft-drinks companies in America in the 1920s. One was a Boston-based company called Moxies. Their stated aim was “to sell herb-based drinks”. Nothing to get excited about there. The other company’s vision was “to quench the thirst of a nation”. That company was Coca Cola. Today, nobody remembers Moxies.

5. Action

Without action, visions are just dreams. They are creations of our imagination, no more. But with action and the ability to see the steps from where we are now to where we can be, dreams become reality. In Shell UK, managers are taught to develop a quality known as “helicopter vision”. This is the ability to see across three time zones of the future, as if in a hovering helicopter. From here, you can see the near plains, the middle range foothills and the distant peaks. Being able to see all three zones at once harmonizes your tactical actions, your operational planning and your overall strategy. There is a clear map to the realization of the vision.

We all dream but few of us remember our dreams let alone act on them. But leaders are different. They make a difference to our daily lives and our collective lives. They do this by capturing our dreams, nurturing them with care, and in the fullness of time helping us bring them to the glorious light of day.

About the author

Colin Crouch is an article contributor to ManageTrainLearn, the site with the biggest and most original range of management training materials on the Internet.

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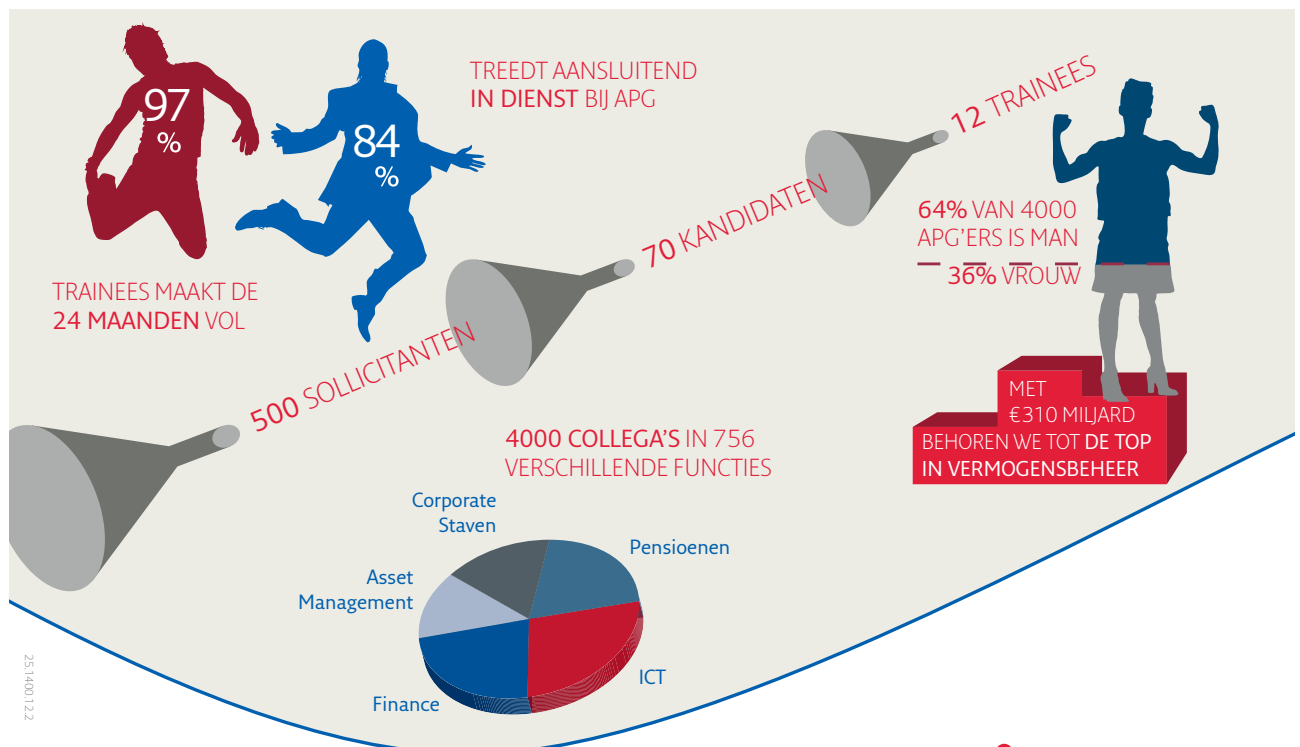
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11 Mission: How Leaders Create the Greatest Version of What You Can Be by Erica Rowntree

A statement of mission is one of the most powerful things you can do, whether you are running a major corporation or a small team. It expresses the purpose for the organisation's existence, its raison d'être, and becomes the rallying point around which everyone can unite.

Often managers create mission statements because they think they should and then leave them gathering dust on the shelf. But this is to mistake the real power and purpose of mission statements. If put together with real understanding of what a group of people can achieve, they can act like irresistible magnets drawing everyone in the same direction.



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It is one of the core roles of leaders, whether at the top of the organisation, or anywhere within it, to confirm, verify, communicate, and live the mission statement. Here are some of the ways that can happen.

- Write your Mission Statement down. Although it can be used for promotion purposes, it should never be seen purely as a promotional tool but as the group expressing the best version of itself.
- Think first about how the group benefits others. These could be those who work for it, those who are its customers, the wider community, or future generations.
- Think in terms of being sent on a mission by a higher power. If you see the organisation as fulfilling a role at some profound level, beyond perhaps your immediate understanding, then the Mission Statement becomes easier to write. Your mission will have far more power if you get a sense of the business's unique and special purpose, rather than simply re-stating its aim to make money for its stakeholders.
- Tie in your Mission Statement with your goals, aims, and visions.
- Use language that everyone can understand. The best Mission Statements are simple monosyllabic one-liners.
- Don't worry about getting it right first time. Just like our own understanding of our purpose on this earth, understanding the mission of your organisation is a work in progress. So keep at it and revise it as you go.

Of course, it is easier to state these high-sounding aims, another to find the right words. So, take a look at some famous mission statements used at various times by well-known companies.

1. Reebok: "Our purpose is to ignite a passion for winning, to do the extraordinary, and to capture the customer's heart and mind."
2. Walt Disney: "To make people happy."
3. Wal-Mart: "To give ordinary folk the chance to buy the same things as rich people."
4. The Body Shop: "Tirelessly work to narrow the gap between principle and practice whilst making fun, passion and care part of our daily lives."
5. Marks and Spencer: "Our mission is to make aspirational quality accessible to all."
6. Sony: "Our mission is to experience the joy of advancing and applying technology for the benefit of the public."
7. Coca Cola: "The basic proposition of our business is simple, solid and timeless. When we bring refreshment, value, joy and fun to our stakeholders, then we successfully nurture and protect our brands."
8. 3M: "To solve unsolved problems innovatively."
9. Glaxo: "We are an integrated, research-based group of companies whose corporate purpose is to create, discover, develop, manufacture, and market safe effective medicines throughout the world."

And here to top these statements is the mission statement of Ringland Bros circus, penned in 1899: “To be good, mankind must be happy. To wreath the faces of humanity in smiles for a time, to loosen the chains that hold man captive to his duties and return him to them better fitted for his obligations, is the mission of amusement. Amusement unfetters the mind from its environs and changes the dreary monotony of the factory’s spindles to the joyous song of the meadowlark. It softens the wrinkles of sorrow, makes smiles of frowns. This is the mission of amusement – and the circus with its innocent sights of joy for the children and its power to make all men and women children again for at least one day, comes the nearest of any form of amusement to fulfilling this mission. “

We can of course write our own mission statements. Doing our own statements makes writing them for our organizations much easier. Here is the mission statement of a working mother: “I will seek to fulfil my duties towards both my work and my family since both are important to me. My work is the place where I aim to achieve service towards others, the expression of my technical knowledge and the building of harmonious and satisfying relationships. My home is the place where I aim to find happiness, peace, contentment and joy. Despite all the challenges, I aim to balance work and home and the genuine needs of those who look to me to help them. “

Let the last word be with Paul Beeston of mission-coach.co.uk: “To live your mission is the most generous thing you can do. Your mission is always going to make a major contribution to your life, the lives of others and the planet. Humankind and the planet needs you to live your mission. Your mission is part of the tapestry of life and without it there are stitches missing. Is there anything more important for you to do?”

About the author

Erica Rowntree is an article contributor to ManageTrainLearn, the site with the biggest and most original range of management training materials on the Internet.

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12 Leaders: What You Should Know About Your Followers by David Diamond

The one reason why successful leaders need to have a full range of leadership styles is to be able to properly lead the people who are their followers.

Followers do not all have the same needs from their leaders. Depending on a variety of factors, such as age, skills, experience, confidence, and, above all, personality, followers will look to their leaders to relate to them in ways that are quite different from others in the team.

Generally-speaking, followers fall into 3 categories:

1. Individualists

Individualists are those who don't want their leader to be breathing down their necks all the time. They like to do their own thing.



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They may be people who by nature like to dominate those around them, or who are conscientious and intelligent enough to motivate themselves, or people who go at their own pace and get work done in their own time and in their own way.

Individualists need various degrees of laissez-faire management. At one end of the spectrum, you may need to agree with them just how much freedom they're allowed. At the other end, you may tell them that you trust them entirely.

Laissez-faire styles of leadership do not, of course, mean that you should leave this type of follower alone. Individualists still want to know that what they are doing is OK and still need the same sorts of recognition from you that you would give to anyone else. It's just that they want you to treat them like grown-ups.

2. Dependents

Dependent followers are quite different from individualists.

By nature, they have no desire to work on their own. For them, the leader is the focal point of all they do, if you like, the touchstone against which they judge how they are doing.

Dependents may be people who need a high level of security and authority in their work, the reassurance that, as long as the boss OK's it, then it's OK. They may also be people who like to keep busy all the time and are happiest when they have a steady stream of tasks coming from the boss. They may also be people who like a lot of clarity in their work, who need to know what's going on at all times, and who can only get this information from a knowledgeable boss.

Leaders will find they need to build one-to-one relationships with the dependents in their team. At all times, they will use different levels of directive styles of management, in contrast to the hands-off style they use with individualists. This can range from spelling out clearly what they have to do at one extreme to having regular get-togethers to check on progress at the other. Dependents have a child-like relationship with their leaders in which they expect to be looked after.

3. Co-operatives

The third group of followers are co-operatives.

Co-operatives are people who need to be in relationships with others, particularly their team leaders. They may be people who like to be needed, like to be admired, or who like to feel special.

Those who like to be needed will rely on the boss emotionally to feel they are valuable members of the team. They love nothing more than being called on to help out in an emergency. People who want to be admired crave recognition. Much of their work is designed to impress others, especially the boss. Those who like to feel special want to be recognized for their special gifts and special contribution. This recognition is especially valued when it comes from the leader, even if they don't go looking for it.

Leaders need to be aware that co-operatives relate to their leaders in emotional ways. They need regular strokes of recognition, feedback, and approval. But in all other respects they want to be treated as adults. As such, the relationship between leaders and co-operatives is similar to the relationship between adults and teenagers.

We are all different and have different needs. The key to successful team leadership is not just having a variety of styles of leading that we can apply when we want to, but in applying them successfully to meet the individual needs of our team members.

About the author

David Diamond is an article contributor to ManageTrainLearn, the site with the biggest and most original range of management training materials on the Internet.

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13 Rethinking Your Leadership Style: What the Movie, "The Queen", Teaches About Corporate Leadership by Barb McEwen

Just what does the movie, The Queen, have to do with corporate leadership?

It certainly isn't a movie about business. But it is a movie about leadership. And the point is simple. You may be a shining new star. People could be talking about your leadership potential. You may even be one of the company's financial wizards or a technical genius. But that's not enough. Successful leadership takes personal insight and an understanding of what it takes to lead and manage people's hearts and minds.

The largest room in the world is the room for improvement. Anonymous



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For those of you that haven't seen the film, the movie depicted the Queen as someone very dedicated to her role, yet very much utilizing a Traditional Management style – one that is more associated with the way men are socialized. Her style was very pragmatic, impersonal, quite rigid, objective and focused on achieving quick results.

Diana, on the other hand, was portrayed as having a more Emerging Management style – one that is more associated with the way women are socialized. Her style was seen as supportive, flexible, tending to take things personally but also someone who was inclined to make emotional rather than rational well thought out decisions.

The Queen was very much supported in her ideals by her husband and various confidants.

Diana was not supported and could not understand why the gulf between the Royal Family and herself existed.

It's no wonder they didn't get along – their approaches to life were radically different.

But the relationship between Diana and the Queen tells us more than the dynamics of the Royal Family. This example underlies the importance of why women executives in particular need to understand the importance of creating a management style that is both functional and appropriate for both men and women – a balance between both the Traditional and Emerging styles of leadership.

Women are continuously bumping up against the familiar "this is the way we do things here." In today's workplace, both genders are on a huge learning curve. Women are expected to toughen up, take some risks, be more bottom-line driven, as well as being prepared to take some hits for the team. Men are questioned when it is inappropriate for them to take on an authoritative tone, jump right into problem solving, or fail to recognize their behavioral shortcomings.

Of course, not all men think and act alike; nor do women. We all know overly aggressive women and gentle, soft spoken men. Each gender carries some qualities of both the masculine and the feminine. However, men and women often approach a broad range of career issues differently.

Since corporate life still tends to favour men, a woman can learn valuable insights by looking at work through the eyes of a male. This will help her rise above gender politics, compete with confidence and succeed on her own terms.

The Need to be Both Gutsy and Nice

If you want to reach upper management, everyone in some way needs to transform himself or herself. In coaching we use a number of assessments. Using the MBTI (Myers-Briggs Technical Indicator), the Queen's obvious type preference is the "T" or "Thinking" function. It's obvious that Diana's type preference would be a "F" of "Feeling" function.

We all use both the Thinking or Feeling functions but each of us has a preferred style of operating. Some careers will see more people with a particular style. The Thinking function is more prevalent in accounting, engineering and information technology. Conversely, in the helping professions such as nursing, teaching, and social work, Feelers are more common.

For example, when you come across a doctor who is a brilliant physician (Thinking) but has no bedside manner (Feeling), it is immediately noticed. And if your child's teacher (Feeling) cannot understand you have a commitment to present at a board meeting (Thinking) it will leave you feeling there is a real disconnect. There is no right or wrong. Each simply has a preferred way of approaching their world.

In the business world just being who you are – a Thinker or a Feeler – just doesn't cut it. To be effective, it is helpful to be able to flow between the two. Whether you are relating to customers or staff, leading a team or participating as a group, it is important that you be able to choose a style that is more fitting to the occasion. Being overly sensitive or taking business issues personally casts a woman in a bad light. By the same token, if a man is overly focused, or a workaholic, the same is true.

There is the old saying, "Just because you have a hammer doesn't mean that everything is a nail." To be viewed as an exceptional leader begins with understanding yourself; this opens the opportunity to better understand others.

How does this relate to The Queen?

The movie ends with the Queen making concessions to her previously rigid style. She doesn't really understand why the media was describing Diana as the People's Princess. From her understanding the royal duties should be done with firm resolve. Grieving should be done privately. It was only when she reads the notes and cards left on the flowers outside the palace gates does she feel the impact of not being liked for her lack of compassion. It is then that she realizes that in her rationale decision making, she has left the hearts of the people behind.

About the author

Barb McEwen is a Master Executive Coach and Organizational Strategist who works with corporations and individuals worldwide. As founder of 20/20 Executive Coaching and 20/20 Executive Women she has spent the past twelve years working with high potential individuals to help them hone their leadership and management skills. Contact Barb at barb.mcewen@2020executivecoaching.com or call Toll Free: 1-866-822-3122.

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14 Leaders Can't Be Trained by Michael Beck

Despite the hundreds of books, programs and websites devoted to leadership, the truth is that leaders can't be trained. Leaders need to be developed. Hopefully this doesn't seem like a simple matter of semantics, because it isn't. Let me illustrate this distinction. Leadership is more about WHO you are than about what you do or what you know. Two executives can do and say the same things but get very different results – even when they do and say those things to the very same person! Although what you say and what you do are important, effective leadership is even more dependent on HOW you do or say those things. This explains why the actions of those two executives can elicit such different responses.

You can train people about what to say. You can train people about what to do. You can even show someone how to do and say those things. But getting them to change how they go about doing things and getting them to change how they go about saying things is a whole other story.

Leadership is about who we are, and it's this "how" of doing, saying, and being that defines who we are. I think a good deal of "who we are" is captured within the competencies of Emotional Intelligence, developed and made popular by Daniel Goleman. There are 12 EI competencies, with five of them being the one's that ultimately affect our effectiveness as leader. These five competencies are:

- 1) Coaching and Mentoring – The ability to develop others
- 2) Inspirational Leadership – The ability to develop a compelling vision and to lead with it
- 3) Influence – The ability to utilize persuasion
- 4) Conflict Management – The ability to resolve disagreements
- 5) Teamwork and Collaboration – The ability to build and guide teams

Let's briefly examine each one of these competencies with respect to training vs. development as it pertains to leadership.

Coaching and Mentoring

As a professional coach, I know many professionally trained coaches. They've gone through a curriculum of coach training from an accredited coaching school. And yet, although they have the necessary skills and knowledge to be a good coach, a number of them are really rather poor at coaching. Conversely, I've come across associates who are reasonably good at coaching, yet have never had any formal coach training.

How is this possible? How is it that someone with great coaching skills is mediocre at coaching? And how is it that someone without any formal training is very effective at coaching?

The answer of course, is in HOW they apply their coaching knowledge and skills. In order to be effective as a coach, one must, at the very least, be aware of one's own emotions, have control of one's emotions, be empathetic, and have good judgment. The reality is that each of those traits must either be developed or be natural to a person. They just aren't things that can be "trained".

Inspirational Leadership

Leaders need to be inspiring. They need to instill pride, they need to hold and communicate a vision, and they need to inspire an organization and its people to aspire to excellence.

Here's the challenge...People aren't simply inspired by the right words. The right words spoken by the "wrong" person will have only a minimal effect. In order for a leader to move others to action, he or she needs to be someone who others admire and respect.

How does someone garner the respect of others? It's obviously through our words and actions, but once again, "how" we say what we say and do what we do determine the impact those words and actions will have. "Who we are" is something that can be shifted and developed, but it cannot be "trained".

Influence

Effective leaders are influential. We influence people by our words and actions, but of course, it comes back to how we're viewed by others and how we do and say the things we do. Honing and improving those abilities comes down to development and not training.

Conflict Management

Conflict and challenges are inevitable in business, and a good leader has the ability to diffuse and resolve situations as they arise. In order to be effective in this effort, a leader needs to have the respect and trust of those involved. How we conduct ourselves during these times is important, but even more critical is how we've conducted ourselves in the past. Establishing "who we are" takes time and is not something that can be trained – only nurtured and refined.

Teamwork/Collaboration

In order for a leader to successfully foster an atmosphere of collaboration, he or she must be good at the previous competencies – coaching, inspiring, influencing, and resolving. Clearly this ability once more rests on things best developed and not trained.

Now that we've made a case for leadership development and one against "leadership training", we need to address how this development occurs. Here's what has to happen:

1. An objective assessment of one's competencies needs to take place. Since "how" we do and say things is habitual, we're generally blind to our shortcomings.
2. No one needs to be excellent in every competency in order to be an effective leader. Based on the objective assessment of our leadership skills, we need to focus on one or two areas to target for improvement.
3. Enlist the help of one or two trusted associates to help point out (in a loving fashion, of course!) when we fall back into old patterns.

By being mindful of your words and actions, and being persistent in your efforts to improve, you'll find that over time – there is no "quick fix" for what we're achieving – your effectiveness and impact as a leader will increase. Not only should we strive to develop ourselves as leaders, but need to work to develop those around us. Ultimately, a great leader is someone who develops other leaders.

About the author

Michael Beck, Executive Strategist, is president of Michael Beck International, Inc. – a firm specializing in executive development, leadership effectiveness, and executive strategy. Connect on LinkedIn: www.linkedin.com/in/mjbeck and visit www.michaeljbeck.com to learn more. Permission to reprint with full attribution. © 2012 Michael Beck International, Inc.

15 Baton Leadership Lessons From LA Philharmonic Conductor Dudamel by Eileen McDargh

Imagine a crusty group of seasoned professionals standing, applauding and cheering a 28 year-old leader who has turned a same-old-same-old product into something fresh and exciting! This does NOT happen – particularly when the professionals are members of the Israel Philharmonic. But under the baton of young Maestro Gustavo Dudamel, orchestra members did just that.

Now, Southern California music lovers are witnessing the same magic of a man who started as a tot playing in El Sistema, the publicly funded program for children in Venezuela. Talk about team work. Talk about taking an old product like Beethoven's Fifth and turning it into something that has the young and old talking. Dudamel is entering his second season as Music Director of the Los Angeles Philharmonic in the fall of 2011, beginning his twelfth year as Music Director of the Simón Bolívar Youth Orchestra and his fourth season with the Gothenburg Symphony.

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In a recent interview, Dudamel's leadership genius jumped off the page as something that leaders in all industries can practice.

The secret: love the music and the musicians who play it!

Dudamel makes every player a star, asking them to play their best and then – just a little more and still more. He is a persistent and disciplined communicator. This means he delivers the same message, evoking over and over again the possibility of amazing outcomes and a belief in the individual strength of each player that only become better when joined with others.

He uses the power of words to express the results he seeks. It's not the language of the bottom line and shareholder return, but rather words that turn a symphony into human terms: blood, meat, happiness, magic. Every player can sense an emotional component to the end result. Imagine what would happen if leaders could translate a product or a service into something that resonates emotionally with team members. I can make a case for software technicians as surely as a team of surgical nurses.

According to close observers, Dudamel's eyes radiate joy and energy when working with the orchestra. He admits that having fun with the “product” and the players is what allows him to create a musical experience that brings the “buyers” of the product and the “makers” of the product to their feet.

Fun. Energy. Joy. These aren't words that one normally associates with work. Results without joy, fun (however one defines it) and energy create a disengaged workforce and a perfunctory leadership style.

In a competitive arena, where every orchestra can select the same product, imagine the difference a great leader makes. It's why lines formed to buy tickets for Dudamel's first concert in October in Los Angeles. What would happen when lines formed to buy a company's product or service because the leader's behavior showed the world that he loved the “music” and the “musicians” who made it?

Let the trumpets swell on that final note!

About the author:

Since 1980, professional speaker and Hall of Fame member Eileen McDargh has helped Fortune 100 companies as well as individuals create connections that count and conversations that matter. Her latest book is Gifts from the Mountain-Simple Truths for Life's Complexities. Her other books include Talk Ain't Cheap...It's Priceless and Work for a Living and Still Be Free to Live, one of the first books to address the notion of balance and authentic work. Find out more about this compelling and effective professional speaker and join her free newsletter by visiting <http://www.EileenMcDargh.com>. Business Training Media.

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16 Beatitudes of Leadership by Gregory P Smith

James O'Toole, a leadership expert said, "Ninety-five percent of American managers today say the right thing. Five percent actually do it." Today's complex and changing business environment requires a special style of leadership. Like yesterday's newspaper, traditional leadership styles are outdated...no longer effective. Everyone today, no matter what job they hold must improve their leadership skills. Whether you are a meeting planner, an association executive or the CEO of a large corporation, leadership is the key ingredient to organizational success.

The most critical ingredient needed in all organizations today is action-oriented leadership based on a whole new set of attitudes. Uniquely equipped for this task is the innovative leader who possesses the Beatitudes of Leadership.

Be Bold and Challenge Status Quo

Conformity and status quo are the first steps down the staircase of business ineffectiveness. People become comfortable doing the same things the same way, copying everyone else. The innovative leader is always looking for ways to improve what is being done, never satisfied with just being good. In today's chaotic business environment, good is no longer good enough.

Be a Risk Taker

The innovative leader understands progress depends on change and change is risky. The leader creates an environment allowing people freedom to experiment and take risks without fear of reprisal. The innovative leader provides support and encouragement to his or her people even if a person fails in trying to do something new.

Be Authentic and Approachable

Creating an open and supportive environment is important if you want your people to become innovative. One way to make yourself approachable is to talk openly about your own mistakes and your limitations. Once viewed as taboo and poor leadership, but now is more acceptable and no longer thought of as a sign of weakness. In fact, many people find it a sign of strength and authenticity, a way to gain respect and trust from your people. After all, who doesn't make mistakes-it's only human.

Be a Role Model

The old saying goes, “Actions speak louder than words.” This saying is more true today than ever before. Change begins at the front office, the top floor, the corporate boardroom. Workers are not fooled by posters, slogans, and speeches such as, “People are our most important asset” or “Quality comes first.” Management’s actions show the people in the organization what is truly important. You must walk the talk.

Be Out and About

In this high-tech, non-stop world, meetings and conferences become vampires slowly draining the life out of the business. Change occurs so rapidly that by the time a problem is brought to a staff meeting, it’s too late. Both solutions to problems and innovative ideas are found on the front line with the workers. Leaders must get out of the office and spend time talking to workers and customers in and about the business.

Be Inspirational

Horst Shultze, the former CEO of Ritz-Carlton Hotels delivered one of the most inspiring and motivating talks ever heard. The vision for his company unfolded like an artist painting a canvas. He spoke of his dream of creating, not just good hotels, but the best hotel chain in the world. He recounted how his workers told him what the hotel industry needed, what was important, and how to do it. The audience seated in the auditorium became part of the transformation process. They felt the workers’ pride and enthusiasm. They could see the difference this leader brought to his organization.

Throughout his talk he kept the audience sitting on the edge of their seats. He did not read a prepared text written by some speech writer but he spoke from his heart. The difference in his talk and other “speeches” was that you could feel his commitment and caring. It wasn’t the words he used, but the tone of his words and his physical movement that made the difference. He was passionate, he was inspiring, and he planted a seed in all of us. It was clear to the audience that Mr. Horst Shultze possessed all the Beatitudes of leadership.

About the author

Greg Smith's cutting-edge keynotes, consulting, and training programs have helped businesses reduce turnover, increase sales, hire better people and deliver better customer service. As President of Chart Your Course International he has implemented professional development programs for hundreds of organizations globally. He has authored nine informative books including *Fired Up! Leading Your Organization to Achieve Exceptional Results*. For more information, visit ChartCourse.com or call (770) 860-9464.

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17 When You're the Top Dog: Leading Like a Professional or Barking up the Wrong Tree by Jeff Mowatt

Judging by the way we elect some of our political leaders, you'd think that the three most important qualities to leadership are: popularity, an outgoing personality, and loyalty to your supporters. Coincidentally, these just happen to be the three most outstanding traits of our overweight 6 year old Corgi, affectionately named "Sadie." Sadie is popular with everyone she meets. She's outgoing to the point of being embarrassingly familiar with strangers. And she's loyal – to us and anyone else at the park with a milkbone. Perhaps the only reason Sadie hasn't been elected to public office is that she has breath issues.

When you are the "top dog" in an organization, there are indeed three keys to leading others that will strengthen customer loyalty, increase spending per customer, and enhance team spirit. They distinguish you as being a professional – significantly more effective than amateurs who have a title but nothing beneath the surface.

1. Harness the power of the pack.

Too often, amateurs get wrapped up in their own egos. They expect their people to support them simply because they are the "boss". Captain Bligh adhered to this management philosophy. 'Nuff said.

Professional leaders also have huge egos. But their pride is centered in their belief in their people. In fact, they go as far as involving their staff in the creation of an organization mission statement. Boring stuff? Only when some marketing person drafts it, gets the boss' endorsement and hangs it on the wall in the lobby; never to be remembered or referred to again.

The real value of a mission statement lies in involving everyone in its creation. People discuss why they do what they do for a living. You discover shared values and an underling purpose to work beyond taking home a paycheque. You tap into the common bonds that are the true motivators of the human spirit. Sound touchy-feely? Absolutely. Why else would they want to work for you?... Job security? That's difficult to provide. People want to work in an environment where they feel like they are a part of a greater good. They can be forced to work for you because you have a title – just ask Captain Bligh. Professional leaders think of themselves less as a boss and more as an activist rallying support for a worthy cause. People will support a leader who has a strong sense of mission, who's values match their own. Captain Bligh was an amateur. Abraham Lincoln was a professional.

2. Sniff out the right information.

Amateur leaders love efficiency. They think the key to increased profits is to simply reduce costs and work harder. The problem with this leadership style is that efficiency is usually not the problem. The problem lies with their products and services not being tuned-in to the needs of the marketplace.

To a professional leader, there's no use in finding a faster way to climb the ladder if the ladder's leaning on the wrong wall. They constantly, systematically, proactively check to make sure their heading in the right direction. Tools they use include:

Ask your competition. Professionals learn to innovate by discussing issues with their competitors. Sound absurd? Join your trade association. It's filled with competitors who recognize that none of us is as smart as all of us. Amateur leaders shun the competition. Professionals understand that today's competitor may be tomorrow's business partner.

Ask your customers. Amateurs think they understand their customers' needs because they do business with them. Yet, how many times have you eaten at a restaurant and decided that you wouldn't go back? Statistically only one out of every 27 dissatisfied customers actually complains. Amateurs wonder why business is dropping off. Professionals admit they need to know what their customers really think. So they regularly test and verify client satisfaction.

Consider using local business students to conduct surveys. Students get huge response rates. Think of it - wouldn't you be more likely to answer a few questions to "help a student with their class project?" Bonus: students are a lot cheaper than commercial firms.

Ask your employees. After all they're closer to the customers than you are.

Educate yourself. Amateurs are know-it-alls. They seem to believe that they are supposed to come up with all the good ideas. Professionals rely on other peoples success and apply that to their own practices. So professionals read books, listen to tapes, and attend seminars.

3. No tricks here

Amateur leaders ooze with golden promises and good intentions. They think that the key to being successful is popularity. And they try to deliver on their promises. In other words, they lie a lot.

Example: a customer asks when you can deliver something to them. You think you can get it to them by Wednesday. The amateur's response, "I'll try to get it to you by Wednesday." But something comes up, so delivery is delayed by one day, until Thursday. At least you tried. No big deal, right?

Right. It's only a big deal if you had any aspirations of being respected. Professional leaders know that their most valuable asset is their personal reputation. It's simply not worth jeopardizing that reputation by making a commitment they may not be able to keep. So professionals make a practice of underpromising and overdelivering.

As someone with a title, you are the 'big dog' trotting by the yard where the neighborhood dogs are lounging. Whether you lead like a professional or an amateur will determine whether they are motivated to run with you, or just stay on the porch.

About the author

Customer service strategist and professional speaker, Jeff Mowatt is an authority on The Art of Client Service...Influence with Ease®. For Jeff's other tips, self-study resources, and training services on establishing rapport, click <http://www.jeffmowatt.com/individual/greetingcustomers.html>

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18 Growing the Leader in Us by Jim Clemmer

“For what we’ve discovered, and rediscovered, is that leadership isn’t the private reserve of a few charismatic men and women. It’s a process ordinary people use when they’re bringing forth the best from themselves and others. Liberate the leader in everyone, and extraordinary things happen.”

– James M. Kouzes and Barry Z. Posner, *The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations*

Leadership is a verb, not a noun. Leadership is action, not a position. Leadership is defined by what we do, not the role we are in. Some people in “leadership roles” are excellent leaders. But too many are bosses, “snoopervisors,” technocrats, bureaucrats, managers, commanders, chiefs, and the like. Conversely, many people who have no formal leadership role are excellent leaders. In today’s fast changing world, we all need to be leaders.

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To lead is to show the way by going in advance. To lead is to guide or direct a course of action. To lead is to influence the behavior or opinion of others. We all need to be leaders, regardless of our formal title or role. This starts with inner self-leadership and moves outward to influence, guide, support, and lead others. The process of becoming a leader is the same as the process of becoming a highly effective human being. Leadership development is personal development. Leadership ultimately shows itself in what we do “out there.” But it starts “in here.”

It would be easy if we could all become leaders by following a simple set of steps. But the journey of personal growth means finding our own way. There are, however, critical areas of personal development based on timeless principles. The distance we need to grow along each leadership dimension will differ for each of us, but defining and continually growing along each of these paths is the way of the leader.

Strong leaders are well-rounded and constantly expanding their personal leadership across these key areas:

Choose Not to Lose. Whether we choose to focus on our problems or our possibilities is a key leadership issue. When we are faced with obstacles and failure, those who can overcome adversity and learn from their experiences, turning them into opportunities, are the ones who will be truly successful.

Focus and Context. THE CORE OF MY BEING: This is central to our growth along all the other dimensions. Our Focus and Context is shaped by three vital questions: Where am I going? (my vision); What do I believe in? (my principles and values) and; Why do I exist? (my purpose or mission).

Responsibility For Choices. IF IT’S TO BE, IT’S UP TO ME: Leadership means accepting responsibility for our choices in life. Leaders realize that life accumulates, that choice more than chance determines their circumstances. They refuse to succumb to the “Victimitus Virus” (“it’s all their fault” and “there’s nothing I can do”).

Authenticity.GETTING REAL: Leadership isn’t just what we do, it’s something that we are, which then drives what we do. Genuine leadership comes from within. It’s authentic, and based on honesty, integrity, and trust. We must ring true to ourselves by exploring our inner space, gathering feedback on our personal behavior, and ensuring consistency with our stated values and principles.

Passion and Commitment. BEYOND NEAR-LIFE EXPERIENCES: Successful people are energized by a love for what they do because it brings them ever closer to who they are. They overcome apathy and cynicism, develop a burning commitment to their cause, and with discipline achieve their dreams and desires.

Spirit and Meaning. WITH ALL MY HEART AND SOUL: What is the purpose of our work? Of our lives? Material success alone is not enough. Leaders seek within – and find something more. In what is too often a mad dash from cradle to grave, we need to take time – in work and life – to nourish our inner selves.

Growing and Developing. FROM PHASE OF LIFE TO WAY OF LIFE: The popular goals of security, stability, and predictability are deadly. The closer we get to these dangerous goals, the more our growth is stunted. True and lasting security comes from constant growth and development, based on regular R&R (reflection and renewal).

Mobilizing and Energizing. PUTTING EMOTIONS IN MOTION: Leaders don't motivate with rewards and punishments. Whether at home or in the workplace, they energize people to motivate themselves. Highly effective leaders boost the energy of others with their passion and appreciation. They engage people's hearts as well as their minds. They get them involved and participating. They actively nurture the "being" or culture of the group, not just the "doing."

The more the world changes, the more leadership principles stay the same. Leadership principles are timeless. And they apply to all of us, no matter what role we play in society or organizations.

About the author

Jim Clemmer has been writing and speaking about leadership, change, team, and organization effectiveness for over 30 years. His extensive research, broad experience with hundreds of organizations and thousands of people, and deep understanding of these topics makes him an internationally recognized leader in the field. Beyond his seven books, he's written hundreds of columns and articles for newspapers and magazines.

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19 Followership by Thomas Cox

How do leaders become leaders? By attracting or creating followers. (As Steve Balzac likes to say, “A leader without followers is just a guy taking a walk.”) How can you reliably build a following? According to Chuck Pattishall (www.chuckpattishall.com), you do it by being a follower – by following a set of values, and modeling followership to others.

It’s a unique view, made doubly so by its proponent – Chuck is a former military paratrooper, SWAT team sniper, mountain rescue instructor, commander of an Underwater Recovery Team, international SCUBA instructor, deputy sheriff, and certified Underwater Homicide Investigator.

Chuck has also owned insurance agencies and worked in the Fortune 500, and holds an MBA.

He illustrates “followership” with the famous story of the Centurion who spoke to Jesus (Luke 7:1-10). The Centurion describes himself as both a person who commands others – “I say to one ‘go’ and he goeth, and to another I say ‘come’ and he cometh” – and also describes himself as “one under authority.” Chuck sees leaders as those who follow something larger than themselves – values.



And Chuck is echoing the message of my friend Gabe Fasolino, who suggests creating an Org Chart where the top of the organization is not a person such as a CEO, but rather the Mission and Values of the firm.

So what makes a leader powerful and attractive, is that the leader is a champion of something bigger than himself.

By contrast, Chuck once had a doctor tell him, “You could afford to lose a few pounds.” And this particular doctor was over 300 pounds, and was a smoker as well. The contrast between the message and the messenger was so great, that Chuck wasn’t able to take the advice seriously.

What’s so comic is, if the advice is good, it shouldn’t matter who tells me – yet it does matter. When the person giving the advice, isn’t living the advice, I can’t easily get past that disconnect.

The positive aspect of this is that the more I live my own values, the more other people will want to adopt my values. That means my effectiveness is under my control – I can become more effective just by living the values I want others to adopt.

So, how do I get in touch with my values? What’s my first step?

Chuck suggests asking a key question: “What are five positive characteristics you see in me?” You collect this information from five people in each of four groups:

- People you’ve known less than a year
- People who’ve known you for 3–5 years
- Family members
- Co-workers and other peers at work

You’ll find that there are two groups of answers – one cluster of characteristics that seem very familiar to you, and another cluster that will utterly surprise you.

Chuck did this and was told he was “a good writer” – something he’d never have believed. “We’re our own worst critics,” says Chuck.

Only by opening himself to this input was Chuck able to accept the possibility that maybe he really was a good writer – and he was able to use that element of feedback to build his self-image and “give himself permission” to see himself as a good writer.

That's crucial because we cannot consistently behave in a way that violates our self-image. This Values Structure Exercise has the potential to unlock your self-image and allow you to see yourself in a new, larger way.

For Chuck, seeing himself as a good writer unlocked his ability to write a book – and he's just finished his first book.

A second growth experience for Chuck came from this same Values Structure Exercise – his ability to admit that he is courageous.

To any observer – say, someone who watched “Search and Rescue” on the History Channel and saw Chuck risk his life to rescue a fallen climber – or someone who served with him in the military – Chuck's courage is self-evident. Yet when he listed his own self-observed character traits, he skipped over “courage.” One of his associates challenged him about it, and forced him to admit that he had never given himself permission to see himself as having courage.

That triggered some deep self-assessment. As Jim Rohn said, “I'll be a better me, for you, and you be a better you, for me.” Once he overcame his block and could admit he was courageous, Chuck suddenly found himself able to teach others to be courageous. Overcoming that mental block was a huge step toward self-improvement, and it made him a better leader.

Your values don't have to be Chuck's values. As Martin Luther King Jr. put it, “If a man is called to be a street sweeper, he should sweep streets even as Michelangelo painted.” Any positive values can be used to lead others, provided we're willing to follow those values faithfully.

To lead, you must follow.

About the author

Tom Cox is CEO at B-Studio Business Videos, Managing Consultant at Cox Business Consulting, Inc., and CEO at GrowthMaps

<http://tomonleadership.com/>

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20 Manage Things, Lead People by Jim Clemmer

High-performing teams and organizations balance the discipline of systems, processes, and technology management on a base of effective people leadership. Here are some of the key distinctions between the two:

The Management-Leadership Balance

Management

- Systems, processes, and technology
- Goals, standards, and measurements
- Control
- Strategic planning
- A way of doing
- Directing
- Responding and reacting
- Continuous improvement of what is

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The advertisement features a cartoon illustration of a performance review session. A man in a blue suit is sitting at a table with a woman in a yellow dress. The man is holding a clipboard labeled 'performance review pro' and a pen. The woman is smiling. There are speech bubbles: 'Can't believe this only took me 5 minutes', 'Amy, let's just discuss these action points', 'Spot on - I'm all fired up!! Looking forward to next quarter', and 'Awesome! That nails it for me...'. A clock shows 1:50. A sign on the wall says 'a review with Performance Review Pro'. A small chart on an easel is labeled 'Projection'.



Leadership

People – context and culture

Preferred future, principles, and purpose

Commitment

Strategic opportunism

A way of being

Serving

Initiating and originating

Innovative breakthroughs to what could be

Both management and leadership skills are needed at the organizational, team, and personal levels. It's not a case of either/or, but and/also. Futurist, Joel Barker provides another helpful distinction between the two roles; "managers manage within paradigms, leaders lead between paradigms." Both are needed. Trying to run an organization with only leadership or management is like trying to cut a page with half a pair of scissors. Leadership and management are a matched set; both are needed to be effective.

Systems and processes (management) for example, are critical to success. You and your organization can be using the latest technologies and be highly focused on customers and those serving them (leadership), but if the methods and approaches you're using to structure and organize your work is weak, your performance will suffer badly. People in your organization can be "empowered," energized, and enlightened; but if your systems, processes, and technologies don't enable them to perform well, they won't. Developing the discipline, and using the most effective tools and techniques, of personal and organization systems and processes is a critical element of high performance.

But as the sweeping movement to teams, "empowerment," and involvement intensifies, many more daily management tasks are moving to the front lines where they belong. So leadership becomes even more critical. Unfortunately, many people in so-called leadership positions aren't leaders. They're managers, bureaucrats, technocrats, bosses, administrators, department heads, and the like; but they aren't leaders. On the other hand, some people in individual contributor roles are powerful leaders. Leadership is an action, not a position.

A leader doesn't just react and respond, but rather takes the initiative and generates action. A leader doesn't say "something should be done," but ensures something is done. An effective leader is a "people person." Effective leaders connect, stay in contact with, and are highly visible to everyone on their team and in their organization. Leaders have developed the skills of supercharging logic, data, and analysis with emotion, pride, and the will to win. Their passion and enthusiasm for the team or organization's vision and purpose is highly contagious. They fire the imaginations, develop the capabilities, and build the confidence of people to "go for it." Leaders help people believe the impossible is possible, which makes it highly probable.

Do you like to be managed or led? You're not alone. Very few people want to work for a manager. Most of us would much rather be led by a leader. To manage is to control, handle, or manipulate. To lead is to guide, influence, or persuade. You manage things – systems, processes, and technology. You lead people. The roots of the rampant morale, energy, and performance problems found in many organizations are technomanagers who treat people as “human resources” to be managed. If you want to manage someone, manage yourself. Once you master that, you'll be a much more effective leader of others.

About the author

Jim Clemmer has been writing and speaking about leadership, change, team, and organization effectiveness for over 30 years. His extensive research, broad experience with hundreds of organizations and thousands of people, and deep understanding of these topics makes him an internationally recognized leader in the field. Beyond his seven books, he's written hundreds of columns and articles for newspapers and magazines.

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21 Leaders' Words and Actions Can Make Value Statements Relevant by Nelson Scott

Mike Boyd has his work cut out for him. Edmonton's new police chief faces the challenge of restoring staff morale and public confidence in a police service that has been buffeted by controversy and scandal for more than a year.

Rather than quietly slipping into town, Boyd has chosen to be very public about his challenges, and his plans and vision for the force. He demonstrates a willingness to reach out to the community and listen to citizens' concerns and suggestions. This process included a public swearing-in ceremony at City Hall on January 18, although he had officially taken over earlier in the month.

Addressing the crowd of police officers, politicians, and members of the public who attended, Boyd reviewed the service's core values: integrity, accountability, respect, innovation and customer service.

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In doing so, he said something that had particular resonance for me:

“I know that nothing influences the behaviour of our members more than the behaviour of their superiors. As supervisors and managers at every level, we are the role models and our actions, not the slogans or the list of values framed on the wall, influence how others behave. I want us all to be worthy of imitation.”

In other words, what we say is important should be reflected in what we are doing. What the organization says is important – in its mission statement, vision and values – should guide how staff behave towards customers and each other.

This is an important message for leaders in all types of organizations. They can bring these foundation documents to life by modelling behaviour that reflects these values – as Boyd suggests – and by praising others for behaviours that they want to see more often. Doing so makes the content of these documents more relevant to those on the front line.

Often there is a disconnect between what organizations say is important and those things for which staff are recognized. The mission and values statements are irrelevant to front line staff who witness supervisors praising others for behaviours unrelated or even contradictory to what the organizations claim to value.

If integrity, respect, and innovation are valued by an organization, leaders should recognize staff for behaviour that demonstrates integrity, respect for both customers and co-workers and innovative approaches to work-related tasks.

All supervisors should examine what their organizations say is important. Are they showing that these values are relevant by recognizing staff for behaviours that reflect these values?

About the author

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A professional trainer, speaker, and consultant since 1995, Nelson Scott works with organizations that are committed to making the right hiring decisions, developing and retaining productive staff, and strengthening relationships with customers. Learn more by visiting www.seaconsultingonline.com or e-mailing nmscott@telus.net.

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22 Office Politics: Survival of the Savvy by Barb McEwen

Political savvy is a vital competence for any executive, but it's not taught in leadership or grad school courses. In fact, the term "office politics" has received a bad rap. (Words like "Machiavellian," "manipulative" and "conspiratorial" come to mind.)

Tales of political sabotage, power plays and turf wars are part of any organization's history. Nonetheless, political competence is the one skill everyone wishes to have more of – but no one talks about it. When you ask people how they achieve results within their organizations, they cite market analysis, strategic planning and brainstorming. They never mention politics.

Until recently, few books explained how to use political competence to build one's career, improve a team's results or boost the company's bottom line. Samuel B. Bacharach, director of Cornell University's Institute for Workplace Studies, recently published *Get Them on Your Side*. Rick Brandon and Marty Seldman have written *Survival of the Savvy: High-Integrity Political Tactics for Career and Company Success*. Art Kleiner weighs in with *Who Really Matters: The Core Group Theory of Power, Privilege, and Success*. These books shed light on this crucial competency, which every leader needs to master.

Political competence is the "ability to understand what you can and cannot control, when to take action, who is going to resist your agenda, and whom you need on your side. It's about knowing how to map the political terrain and get others on your side, as well as lead coalitions," according to Prof. Bacharach.

Many individuals have good ideas that, if implemented, could yield positive results for their companies. Sometimes, these ideas fall flat because the leaders who propose them cannot gain support from key people. They are unsuccessful in building a coalition to bring an idea into practical use.

A corporate version of survival of the fittest exists, especially in tough, competitive economic times. No one wants to admit that destructive politics and gamesmanship go on, but intense pressure to succeed drives some executives to use their political savvy to win by any means.

Defining Political Savvy

It's naive to suggest that all office politics are destructive and unethical. If you define politics in such a narrow and negative way, you overlook the value of political awareness and skill. If political astuteness is combined with the right values, it can be an advantage for you, your team and your organization.

“Organizational politics are informal, unofficial, and sometimes behind-the-scenes efforts to sell ideas, influence an organization, increase power, or achieve other targeted objectives,” according to Brandon and Seldman in Survival of the Savvy.

In this definition, there is nothing either positive or negative about politics. The term is value-free. Whether organizational politics are destructive or constructive is determined by two criteria:

- Whether the targeted objectives reflect the company’s interests or merely one’s self-interest
- Whether the influence efforts used to achieve these objectives have integrity

Political savvy and skill can help ethical, competent leaders sell their ideas and influence others to benefit the organization.

Ignore at Your Own Risk

There are several important reasons to acquire political savvy:

Ignoring its existence is akin to throwing the baby out with the bathwater. When political astuteness is combined with ethics and integrity, it can produce positive results for you, your team and your organization.



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By avoiding or denying its existence, you underestimate how political behavior can destroy careers, a company's reputation and overall performance.

If you define politics in only negative terms, you are naively under-political, which leaves you vulnerable to overly political, self-serving individuals.

You must develop political skills to survive and thrive in any organization. Overly political people can – and do – earn positions of power, and they can damage competent, loyal individuals who don't play their game. You need high-integrity political tactics to play a better game.

When people get burned by overly political agendas, they may quit their jobs, only to find even more political game-playing at the next company they join. Worse, if they choose to stay in a politically charged workplace, they may allow their intimidation or resentment to drain their energy and compromise their performance. When this happens, they become disengaged.

It's far better to recognize that organizational politics exist in both constructive and destructive forms. There's simply no escaping it. That's why it's essential to learn how to use one's political savvy with integrity. Nonmanipulative tactics can help you harness the power of politics in a way that brings results. Political astuteness can be a character virtue and a company asset – if you learn to use it ethically.

Three Phases of Political Competence

Political competence is a three-phase process. To bring people to your side, you must follow a systematic sequence. Otherwise, you may spend too much time talking with people who don't need to be convinced of your idea's merits. You may also fail to identify your chief opponents before they seize the opportunity to derail your efforts.

1. Map Your Political Terrain

First, identify all stakeholders – anyone who has an interest in, or who would be affected by, your idea – and how they will react. Some resistance is inevitable. You must anticipate others' reactions, identify allies and resisters, analyze their goals and understand their agendas.

When you face objections, don't go to individuals' bosses or peers to undercut their arguments. Instead, ask them questions to determine their goals. A stakeholder may share your goal, but not your implementation approach; disagree with your goal, but share your approach to change; share neither; or share both. You can identify potential allies and resisters with direct questioning.

2. Get Others on Your Side

Build your coalition – a politically mobilized group committed to implementing your idea because doing so will generate valued benefits.

Creating coalitions is the most critical step in exercising your political competence. How do you win support? You need to be credible. You communicate credibility by letting potential allies and resisters know about your expertise, demonstrating personal integrity, and showing you have access to important people and information.

Through informal conversations, meetings and office drop-ins, you need to explain your position, keeping in mind four different motivational styles:

Rational: Use statistics and numbers to convince data-driven people how your proposal will save money, time or resources.

Mimicking: Cite successful companies that have benefited from similar ideas when dealing with people who are interested in best practices.

Regulation: For those concerned about rules and compliance, show how your idea will help in these areas.

Expectations: For those driven by a need to meet or exceed expectations, explain how your proposal will please customers, shareholders and the community.

3. Make Things Happen

You must win others' buy-in by making it clear there's a payoff for supporting your effort and drawbacks for not joining your coalition. Show how implementing your idea will ease their workload, increase their visibility within the organization or help them cut costs in their unit.

Once you've persuaded people to join your coalition, you've established a base that will legitimize your idea. Coalition members will then use their networks to evangelize for you.

As the coalition grows, don't lose sight of the need for active leadership to keep members focused and sustain momentum. Watch for complacency and manage conflicts and disagreements over goals or processes. These are inevitable and must be resolved.

Mastering only certain parts of the three identified phases will not yield success. The following leadership archetypes sabotage themselves by failing to complete all three phases when attempting to generate and implement change.

The Political Analyst

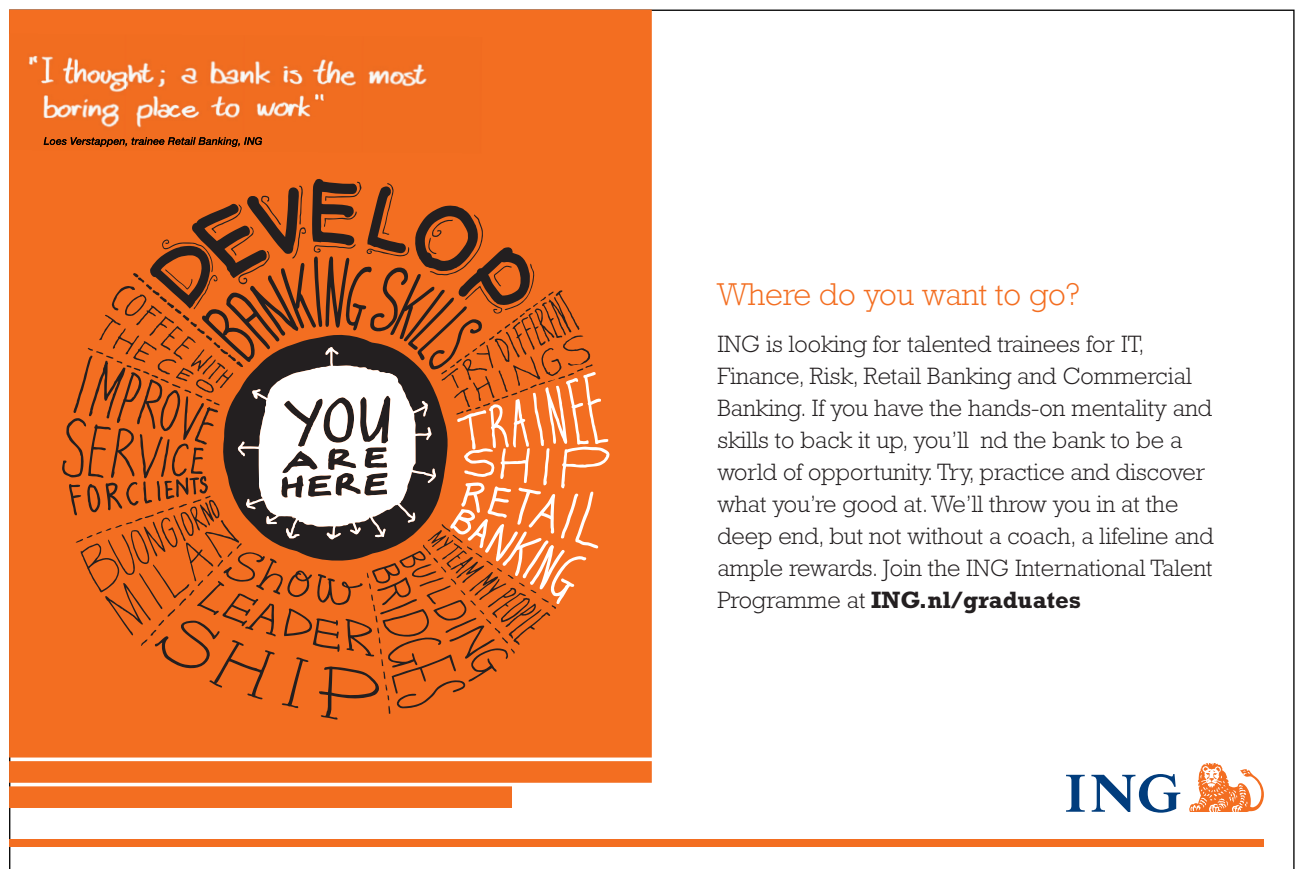
Don't be fooled into thinking that astute political analysts have high political competency. Analysts are skilled at anticipating others' reactions and understanding their agendas, but they can't get people to join their side. They're incapable of sustaining the dialogue and interactions necessary to build coalitions. They may try to make things happen, but mapping the terrain is only the first step – and it's never enough.

The Consensus Builder

Consensus builders do their political mapping, understand the terrain of allies and resisters, and spend time building coalitions – but they never seem to move beyond this point. They're unable to mobilize supporters in a way that makes things happen.

Consensus builders have very strong process capabilities. The scale often tips in their favor because they can get people on board and they generally have a favorable reputation, which attracts resources and people.

They also have the ability to prolong meetings, insisting that conferences are the solution to every problem. An organization with too many consensus builders will spend an inordinate amount of time meeting, discussing, evaluating and never really accomplishing much.




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Politically competent leaders map the terrain, get people on their side by building a coalition and lead the coalition to achieve results.

Reducing Risk through Politics

There are risks with any course of action you take. You sometimes have incomplete or inadequate information when making a decision. Building a coalition through dialogue with its members pushes valuable information to the surface.

You are open to criticism and politically vulnerable whenever you make a decision. Politically competent leaders reduce risk by getting as many people as possible on their side. Building a coalition is a search process for the best solution.

Building a coalition, bringing people together and solidifying/expanding your base will leave you less vulnerable to criticism. It's more difficult to attack a leader who has built a large base of support throughout the organization.

Competent leaders accumulate political currency, making it easier for them to take on future projects. They capitalize on their successes to expand their coalition and prepare for further actions.

The Politically Competent Leader

Leadership comes when you are able to take good ideas and translate them into results. To a large extent, leadership is an issue of political competence.

First, it involves your ability to map the terrain – anticipate the reactions of others, identify allies and resistors, analyze their goals, and understand their agendas.

Second, once you identify allies and resistors, you get them on your side by establishing your credibility, justifying your action, and getting their support.

Finally, you've got to make things happen – you get the buy-in, put your ideas in place, and lead the coalition.

Two Political Styles

Authors Rick Brandon and Marty Seldman lay out an organizational savvy continuum to describe two opposing political styles. One is not better than the other; both extremes have their strengths. Understanding political styles will facilitate discussions, as you will be better able to identify what a person values.

Organizational Savvy Continuum

Power of Ideas Style

(Less political)

Substance Power

Focus on Feedback and Learning

Do the Right Thing

More Open Agenda

Meritocracy-Based Decisions

Results and Ideas Speak for Themselves

Power of Person Style

(More political)

Position Power

Focus on Image and Perception

Do What Works

More Private Agenda

Relationship-Based Decisions

Self-Promotion

Power of Ideas people (on the left side of this table) are not necessarily apolitical or under-political. They're just less politically driven than the Power of Person types. Every organization needs both perspectives.

About the author

Barb McEwen is a Master Executive Coach and Organizational Strategist who works with corporations and individuals worldwide. As founder of 20/20 Executive Coaching and 20/20 Executive Women she has spent the past twelve years working with high potential individuals to help them hone their leadership and management skills. Contact Barb at barb.mcewen@2020executivecoaching.com or call Toll Free: 1-866-822-3122.

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23 Take Charge: Creating a Mindset of Positivity by Astrid Baumgardner

Taking charge is a mindset of positivity. It means that you believe in yourself and your vision and you are committed to taking the steps that will make your vision a reality.

This is leadership in its purest sense. Leadership is essentially the ability to inspire yourself and others to create success. And entrepreneurship takes the concept of leadership a step further by instilling the notion of taking charge and being the driver who makes things happen.

How do you develop the positive attitude that enables you to take charge?

The ability to have a “can-do, positive attitude” stems from the construct that your thoughts determine your feelings and your behavior. For example, if you think that creating a successful career is hopeless, you probably feel apathetic and scared. If you are a musician with those thoughts and feelings and you walk on stage that way, you are not likely to give a good performance.



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On the other hand, if you are in the flow of your music and your thoughts are positive –“I am sharing my music with people who mean a lot to me.” or “I am excited about making music and I feel at my best when I am doing so” – you feel empowered and excited. With these thoughts and feelings, your performance is likely to be much more powerful and successful.

No matter what career you are in, your negative thoughts will lead to negative behaviors, whereas positive thoughts will inspire you to be your best and act at your top level.

The good news is that you have a choice: you can choose to change your thoughts and tap into your best self. And when we have choices, we feel empowered and in charge: it is, in fact, one of the best ways to take charge!

To tap into your best self, it helps to know what you are like when you are in the flow and at your peak. Drawing on your actual experience of flow, you select the words that represent you at your best and create an affirmation that defines your best self.

The following process will guide you through how to create a definition of yourself at your best:

1. Identify 3–5 situations when you were totally in flow, doing what you do best, feeling incredibly confident and joyful. These situations can be drawn from your career, your relationships, your leadership experiences, your creative life or any other area where you feel at the top of your game.
2. List all of the qualities of you at when you are in the flow. Be sure to consider your
 - Favorite personality traits
 - Artistic Talents
 - People skills
 - Leadership skills
 - Thinking skills
 - Organizational skills
3. Add the following to your list:
 - How do you describe your attitude when you are at flow?
 - What do you feel like when you are at flow?
4. Once you have your list, pick the 3–5 words that represent you at your absolute, authentic best.
I am _____, _____, _____, _____ and _____.

Enjoy how great it feels to know what you are like at your best! And then learn how you can use your “best self-affirmation” to help you develop that positive mindset.

About the author

Astrid Baumgardner, JD, PCC is a professional life coach and lawyer, Coordinator of Career Strategies and Lecturer at the Yale School of Music and the founder and President of Astrid Baumgardner Coaching + Training, which is dedicated to helping musicians, lawyers and creative professionals take charge of their lives and experience authentic success. In addition to her work at YSM and her individual coaching practice, Astrid presents workshops at leading conservatories and law firms on topics including Career Planning, Goal-Setting, Time Management, Dynamic Communication, Conflict Management and Personal Branding and Networking. She is the author of numerous articles on the various aspects of how to achieve and live authentic success.

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24 Be a Leader – The Importance of Going Home Early! by Martin Howarth

Leaders in businesses set the standards and the pace for their people. And sometimes it is surprising how much their people look to them to show the way.

How you run your business is, of course your business. A little focus from your end will dictate the way your people act and behave. So the onus is on you to show the way.

Why does this matter?

If you create a style of working within your organisation which is able to get the very best from your people, you will have a vibrant business, your people will develop beyond their (and even your) expectations and above all, you will enjoy your work and success more than ever before. Try these eleven quick and easy ideas:-

Be supportive – your people need you on their side to be their best, so stick with them and form a partnership.

Listen well – and you will hear the real person. This will build deep relationships which are vital.

Have clear demands – by ensuring that people are delivering to your expectations, they will be much more confident.

Have fun – it is allowed. Bringing fun and laughter into your organisation is a powerful tool.

Be fair – to all of your people – treat them as individuals; but treat them equally in their conditions, pay processes and other basic conditions.

Give feedback – this helps people get real about how they are doing, which helps them do more and better in the future.

Accept feedback – and you too can evolve – your people want you to succeed, so make sure they are hard wired to you and can give objective feedback to you too!

Be trusted – by having this as your byword, people start to relax, with no nasty surprises round the corner – this unleashes creativity, makes them feel able to give more and appreciate the working environment.

Get a life – show your people that there is a life outside work – take your breaks; get off early for a family treat; make the coffee – and they will learn to relax too.

Be human – showing your emotions; fears; hopes; doubts and accepting advice sometimes, all show that you are in tune with your people and this is a powerful lesson in developing a brilliant team.

Say thank you – your people will love it if you recognise great work – the easiest way to do that is just to say ‘Thank-you’ – now what was hard about that – remember they receive a much bigger gift with a thank you, than it seems to you to give it!

Great leaders model how they want to be, to their people thus developing a level of relationship which is truly astounding – be yourself, be natural and enjoy your work and your life – and be prepared to show it!

And remember – go home early sometimes!

About the author:

Copyright 2006 Martin Haworth is a Business and Management Coach. He works worldwide, mainly by phone, with small business owners, managers and corporate leaders. He has hundreds of hints, tips and ideas at his website, www.coaching-businesses-to-success.com.

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25 Visions of Leadership by Paul Lemberg

Vision is a key component of effective leadership. But many people think either you have one or you don't. Not true! Here are the steps to develop your own vision.

Right about now, you've made the discovery that if you intend to push your company beyond its current plateau, you will have to change the way you relate to your work. You have doubtlessly concluded this next level mandates you to let go of things like hiring, product design, perhaps even day-to-day sales – many things you handled in the past – and focus yourself on your role as CEO.

There are three stages to making the transition from chief cook and bottle washer (CC&BW) to CEO (source of the management and direction of the business).

They are:

Understanding your highest value contribution to your company and focusing on that role.

Recognizing your position as a leader and owning the job.

Delegating everything else, and holding others accountable.

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My last article, Time Well Spent, deals with transition one. This article will examine transition two – recognizing your position as leader and owning the job. Next month I will cover the third transition, giving it all away.

As CEO of your company – you are no longer the “head of everything”. It is up to you to provide leadership. That’s the job. No ifs, ands, or buts. The sooner you recognize it the better. Being the leader entails certain responsibilities which cannot, under any circumstances, be delegated.

By the way, much has been written about the qualities of leadership. But leadership is not about qualities, such as “strength of character” or “integrity”. While those things are useful, if you aren’t already imbued with “a winning personality”, it can take half a lifetime to develop one.

The core responsibilities of corporate leadership – which you cannot delegate – include:

- Owning the vision and the strategy to realize the vision;
- Communicating the vision to insiders and outsiders;
- Enabling others to act to realize the vision;
- Developing new leaders.

Owning the Vision

Vision is our concept of the future of our business. Owing to a quirk of human cognitive physiology, most of us experience our mental representations as images. When we think, or imagine, or conceive, what the future will be like, we tend to see it. Hence “vision”.

Vision is simply how we perceive and experience the future of our company right now, in the present. We “see” the company being a particular way – as front-runners in our industry, as serving a particular class of customers, or perhaps as being located internationally, or generating a certain level of revenues, or even as causing breakthroughs for humanity. Another way to describe the vision is to call it “The Future”.

A powerfully held and shared vision energizes and inspires people. By giving them a sense of their future – it provides a “place to go” or a purpose. It draws people forward like iron filings to a magnet. Vision is the vital catalyst that multiplies the efforts people put into their work, and intensifies/magnifies/augments/ expands/enlarges the effect or those efforts.

It doesn’t matter where the vision came from. It could have been a brainstorm between three friends over a cup of coffee. It could have been formed in a strategy seminar, or at a board meeting. It could have washed over you in the shower one morning or during the commute home one evening. Visit paullemberg.com/toolsandtips.html for a copy of “20 Questions to help articulate your company vision”.

Regardless of the source – the CEO/Leader is the keeper of the vision, the “owner” of the vision. No one else in your company can play this role. Embrace the vision and make it yours. Have this vision be your animating principal.

Your vision will most likely include elements of product vision, company vision, and industry vision.

Communicating the Vision

Next, the CEO/Leader’s job is to communicate the vision and help people take it on as their own. By successfully transforming your vision into a shared vision, you empower your employees – they see themselves inside of it, to see the future described as their future.

The vision is now a source of magic – when people see themselves living an inspiring future, they take action consistent with transforming that vision of the future into a reality. Right now, in the present. People become self-inspiring when they own the vision.

Depending on the size of your organization, one-on-ones, round table discussions, town-hall meetings, conference calls, satellite meetings, board meetings, staff meetings, company dinners or outings, off-sites, video and audio tapes, monographs, white papers & newsletters may all be appropriate ways to communicate your vision.

Regardless of the particular venue, every time you get people talking about “the vision” they are making it their own.

The CEO also communicates the vision to all outside stakeholders – the Board, suppliers, customers or clients, investors, the media, even the government. When the outside world actively participates in your company’s future, many things which were once difficult become easy.

Enable others to act to bring the vision into reality

It is not enough to simply share the vision. The CEO/ leader provides opportunities for people to act to realize the vision. How do you do that?

First off, have people spend 100% of their time on work that is aligned with the company vision. Ask the question, “Is this or that project moving us toward our designated future?” If not, kill it – immediately.

Encourage C.R.I.B.:

Creativity – Rarely will same-old thinking foster a bright new future. Get your organization looking outside the box. What new approaches can you take? What new technology can you apply?

Risk taking – Don't punish failure. Silicon Valley venture capitalists actually reward failure. A failed business venture is regarded as a badge of courage and a sign of experience and maturity.

Initiative – Give people permission to do things and launch projects on their own. If you discover someone working on something promising, make sure they get the right resources and funding – and make a big deal out of it.

Breaking with tradition. Just because you did it 'that way' in the past...

Eliminate the kind of thinking which says: "We don't have the time, or the money, or the resources, to do..." Cultivate a climate where people say "How can we..." instead of "Can we..." or "We can't, because..." This simple change fosters C.R.I.B.

Finally, ask the question, "What is in the way of committed action?"



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Develop new leaders.

In some branches of the military, a senior officer is measured by the quality of the junior officers for whom he is responsible. In an entrepreneurial company, you will be ultimately successful to the degree you cultivate the leaders who follow you.

Remember, leadership is not a set of attributes, but a set of actions to take. Great leadership ability can develop through practice. If your company embraces C.R.I.B., people will naturally develop the skills of leading.

Look at your development teams as a training camp for leaders. Rotate people through key positions. Change the rules from time to time. Keep projects a little short of resources to encourage flexibility and ingenuity. Ask managers to make decisions on the spot.

Replace yourself in as many critical areas as possible. Push decision making further down your organization, and finally, let go!

Leadership is the ruby which transforms the scattered light of your organization into a focused, coherent laser beam, aimed – with tremendous power – in the direction of your declared future.

By forging a vision, promoting it relentlessly, enabling your people to act to bring that vision into reality, and developing you new leaders to replace you, you create great leverage.

As Archimedes reportedly said, “Give me a lever long enough and I will move the earth.” Leadership, applied to your business, is the ultimate leverage.

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About the author

Paul Lemberg is the president of Quantum Growth Coaching, the world's only fully systemized business coaching program guaranteed to help entrepreneurs rapidly create More Profits and More Life(tm). To get your copy of our free special report with detailed steps on how to grow your business at least 40% faster, even when you aren't sure what to do next, let Paul help you find your business development strategy.

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