

Warren Bennis

Leadership Excellence

ESSENTIALS

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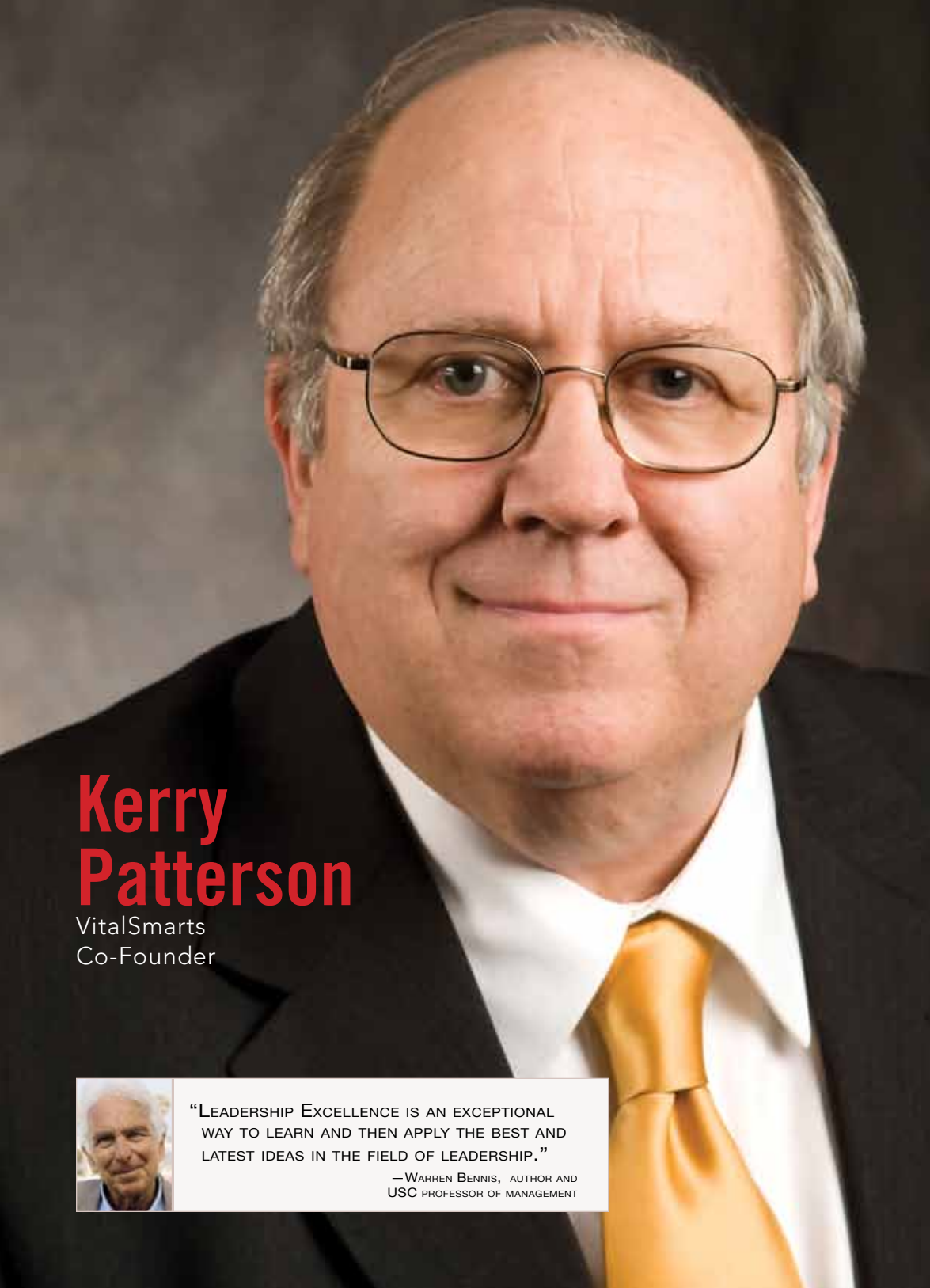
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Kerry Patterson

VitalSmarts
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05

Crucial Accountability
By Kerry Patterson
Confront slackers

06

Purpose of Power
By Gary Hamel
It gets things done

22

Preparing Leaders
By Elaine Varelas
Develop the next generation now

24

Developing Leaders
By Jack Zenger, Kurt Sandholtz, Joe Folkman
Apply five insights




"LEADERSHIP EXCELLENCE IS AN EXCEPTIONAL WAY TO LEARN AND THEN APPLY THE BEST AND LATEST IDEAS IN THE FIELD OF LEADERSHIP."

—WARREN BENNIS, AUTHOR AND USC PROFESSOR OF MANAGEMENT

We Need More Heroes

7 Traits of Remarkable Leaders

 Deb Cheslow

Your ability to lead directly impacts your results. The recent string of leadership scandals has caused you to evaluate your effectiveness as a leader. However, don't equate leader effectiveness with being a remarkable leader. It isn't enough for someone in a leadership position to simply sit in the chair behind the desk and profess that they get things done, or to simply achieve things. A truly successful leader is one who accomplishes goals (competence), and also has good character.

These 7 characteristics distinguish remarkable leaders:

1. They do the right things, even when no one is watching. They have integrity and character to complement their ability to get things done. It is easy to do the right thing when you are in the spotlight—when you have an audience. But it takes courage and strength of character to do the right thing when no one is looking—or when everyone around you is doing the wrong thing, or when popular opinion goes against what you know in your heart to be right. Even when you have the best intentions, being bad feels good now—but being good feels good later. Every moment is a battle between what you want now versus what you want most.

2. They take personal responsibility. They follow rules, report facts accurately, treat people fairly and don't lie, cheat or steal to advance their agenda. They hold themselves accountable for their actions and for the actions of people under their authority. They don't make excuses; they take the blame when things go wrong and make sure those who do the work get the credit when things go right. They attack root causes of problems, and never blame others for, complain about, or justify their results. They embrace the buck stops here idea, taking personal responsibility for the good, bad, and ugly.

3. They do whatever it takes, but minimize collateral damage. They achieve outcomes without leaving their followers exhausted, damaged, or demoralized. They achieve their goals within moral and ethical bounds. Many leaders fall prey to poor decision making, and compromise their character and integrity for what feels good in the moment. Again, discipline is choosing between what you want now and what you want most. The remarkable leader chooses wisely!

4. They develop followers. They build the skills and talents of others and make followers partners in the process and outcomes. They empower their followers to continually improve. They don't worry about underlings surpassing them. They share their knowledge and experience generously and press their followers to achieve more, realizing that the more people achieve great success, the better off everyone is.

5. They never go it alone. They absorb the input and counsel of numerous advisors, both from like and opposing perspectives, then devise solutions based upon a holistic understanding of the problem. They know that it is arrogant to believe that they've considered every possible angle of an issue without seeking outside counsel.

6. They leave people and things better than they found them. They make a positive difference that benefits everyone. They're regarded by future generations as heroes of industry, sport, and politics. Even when they inherit a climate that is less than ideal, they provide inspiration for rebuilding bigger and better than before.

7. They are courageous. They defy logic and conventional wisdom and blaze new trails. They don't dwell on why something can't be done, but only consider how it can be done. President John F. Kennedy did not concern himself with the circumstantial evidence that suggested putting a man on the moon was ridiculous. He made the decision, announced it to the world, and then set about making it a reality. He turned the Ready-Aim-Fire equation on its head: he Aimed (set the goal), Fired (announced his intention), and then got Ready along the way.

How leaders wield influence and power determines whether they're poor leaders, merely effective leaders, or re-markable leaders. All leaders must consider the ramifications of their decisions; and, if things go wrong, take personal responsibility and fix them. All leaders must decide how they want to be remembered. It's time to inspire future generations by becoming a remarkable leader! Otherwise, they are in for hard times. **LE**



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Disruptive Heroes

Leadership for a New Era

 Bill Jensen



Who is your favourite *disruptive hero*? For consultant John Caswell, founder of Group Partners, it's Steve Jobs. "Because he was not afraid to piss people off by sticking to his vision. All of my work is influenced by Apple's products because of that vision. He did what I'm hoping to do—change the way people think and work."

For Jackie Huba, customer evangelist and author of *Monster Loyalty*, it's Lady Gaga. "She pushes boundaries and is trying to change the world. I've now tried to take my work to a new level, inspired by what she's doing."

Disruptive heroes either change the rules or teach us that the *status quo* needs to be pushed, challenged, or broken. They are adept at riding waves of change—where the old rules and norms are rewritten. They are the leaders we need today—leaders who build cultures that favor *disruptive heroes*: where everyone's job is to figure out how to benefit from, or take advantage of, continuous disarray, disorder, and disruption. We need leaders who don't see disruptions as threats to what's been planned, but embrace disorder as new opportunity.

That's my biggest takeaway having spent two years with 100 disruptive heroes who are creating today's biggest disruptions and showing the traits it takes to thrive in an era of disruptions.

Disruptive Heroes as Leaders

To develop disruptive heroes, do these three things:

1. Hire and develop rule-breakers. "My teachers were concerned about my mental health," said Aaron Dignan, co-founder of Undercurrent, a digital strategy firm. "When I was in first grade, they called my mother and said, 'He's disrupting the