PREFACE

A leader's dynamism does not come from special powers. It comes from a strong believe in a purpose and a willingness to express that conviction. (xvi) Leaders do not control. They enable others to act. Credibility of action is the single most significant determinant of whether a leader will be followed over time. (xvii) When successful leaders talk about their personal best achievements, they talk about searching for opportunities to innovate and change things. Leaders have a sense of direction and a purpose beyond the moment. (xix)

WHAT LEADERSHIP IS REALLY ABOUT

Five Leadership Practices Common to Successful Leaders (7) 1. Challenged the process. 2. Inspired a shared vision. 3. Enabled others to act. 4. Modeled the way. 5. Encouraged the heart. (8) Leaders are learners. Hey learn from their mistakes as well as their successes. (9) we have developed a simple one-word test to detect whether someone is on the road to becoming a leader. That word is *we*. (10) "Your job gives you authority. Your behavior earns you respect." (11) We found the following behavioral commitments in the personal best leadership case:

- *Challenging the Process*: 1. Search for Opportunities 2. Experiment and Take Risks

- *Inspiring a Shared Vision*: 3. Envision the Future 4. Enlist Others

- *Enabling Others to Act*: 5. Foster Collaboration 6. Strengthen Others

- *Modeling the Way*: 7. Set the Example 8. Plan Small Wins

- *Encouraging the Heart:* Recognize Individual Contribution 10. Celebrate Accomplishments (14)

Followers determine whether someone possesses leadership qualities. Leadership is in the eye of the follower. (15) It appears that there are several essential tests that a person must pass before we are willing to grant him or her the title *leader*. According to our research, the majority of us admire leaders who are: Honest Competent Forward-looking Inspiring (16)

Table 1. Characteristics of Superior Leaders.

U.S. Managers
(N=2,615)

Characteristic	Ranking	Percentage of Managers Selecting
Honest	1	83
Competent	2	67
Forward-Looking	3	62
Inspiring	4	58
Intelligent	5	43
Fair-Minded	6	40
Broad-Minded	7	37
Straightforward	8	34
Imaginative	9	34
Dependable	10	33
Supportive	11	32
Courageous	12	27
Caring	13	26
Cooperative	14	25
Mature	15	23
Ambitious	16	21
Determined	17	20
Self-Controlled	18	13
Loyal	19	11
Independent	20	10

(17)

Admired leaders must know where they are going. "…A leadership style of honesty and integrity" first and "a long-term vision and direction for the company" second. (20) It is not enough for a leader to have a dream about the future. He or she must be able to communicate the vision in ways that encourage us to sign on for the duration. As Apple Computer manager Dave Patterson put it, "The Leader is the evangelist for the dream." Enthusiasm and excitement signal the leader's personal commitment to pursuing that dream. If a leader displays no passion for a cause, why should others? (21) "In essence leadership appears to be the art of getting others to want to do something you are convinced should be done." (26) If there is a clear distinction between the process of managing and the process of leading, it is in the distinction between getting others to do and getting others to want to do. (27)

CHALLENGING THE PROCESS

The unique role of the leader is to take us on journeys to places we have never been before. The root origin of the word *lead* is a word meaning "to go." This root origin denotes travel from one place to another. (32) A major difference between management and leadership can be found in the root meanings of the two words, the difference between what it means to handle things and what it means to go places. Whether leaders are selected for projects or initiate them, they always search for opportunities to do what has never been done. (33) Perhaps more than anything else, leadership is about the "creation of a new way of life." And to make that happen, leaders must foster change, take risks, and accept the responsibility for making it happen. (36) The leadership attitude is what makes the difference. That attitude is characterized by a posture of challenging the process—of wanting to change the business-as-usual environment. (39)

Fundamentally, we associate doing our best with experiences that ignite enthusiasm in us. When you enter the office of Renn Zaphiropoulous, president and chief executive office of Versatec, Inc., your eyes catch this framed quotation: "Do not follow where the path may lead. Go instead where there is no path and leave a trail." (42) This awareness of the human need for challenge and the sensitivity to the human need to succeed at that challenge are among the critical skills of any leader. (43) It is not just what challenges the leader that is important. It is what challenges everyone and is within their capabilities to perform. (47) Leaders always seem to be present whenever there is a search for opportunities to introduce the new and untried. (49) Experiment and Take Risks: Learning from Mistakes and Successes (54) Innovation is the nourishment of organizational development. (56) Leaders find ways to get outside the imaginary boundaries of organizational convention. (71)

INSPIRING A SHARED VISION

To manage is to lead, and to lead others requires that one enlist the emotions of others to share a vision as their own. Henry M. Boettinger, retired director of corporate planning, AT&T (79) Joe Nevin, Management Information System director at Apple Computer, describes leaders as "painters of the vision and architects of the journey. (83) "The critical point is that a vision articulates a view of a realistic, credible, attractive future for the organization, a condition that is better in some important ways than what now exists." (84) Therefore, we define a vision as *an ideal and unique image of the future.* (85) To create visions, leaders must become preoccupied with the future. They must be able to project themselves ahead in time. (88) If you don't know what the end result is supposed to

look like, you can't get there. (89) The most important role of visions in organizational life is to give focus to human energy.

Visions are like lenses. They focus unrefracted rays of light. (98) The vision of an organization acts as its magnetic north. It possesses the extraordinary ability to attract human energy. It invites and draws others to it by the force of its own appeal. (99) If a leader has a special gift, it is the ability to sense the purpose in others. (113) The entrepreneur is an astute listener and follower of others' desires. Leaders find that common thread that weaves together the fabric of human needs into a colorful tapestry. They get a sense of what people want, what they value, what they dream about. (115) bring the common vision to life. You must animate it. You must make manifest the purpose so that others can see it, hear it, taste it, touch it, feel it. In making the intangible vision tangible, you have a kindling effect on people. You ignite human flames of passion. (118) So there is a very fundamental question that a leader must ask before attempting to enlist others: "What do I want?" The true force that attracts others is the force of the heart. Inspirational presentations are heart to heart, spirit to spirit, life to life. It is when you share what is in your soul that you can truly move others. (125)

ENABLING OTHERS TO ACT

Our empirical analysis substantiated the strong relationship between managerial (133) effectiveness and *enabling others to act.* The more frequently people felt that their managers fostered collaboration and strengthened others, the higher their assessments of their managers' upward influence, credibility, and work-group esprit de corps and the higher their own levels of job satisfaction and commitment. (134) Individuals who are unable to trust other people often fail to become leaders. (146) Without trust, managers often take a self-protective posture. They are directive and hold tight reins over their subordinates. (148) One of the most fundamental bases for being perceived as trustworthy is predictability. (155) People tend to distrust those who claim to be infallible. (156)

The more people believe that they can influence and control the organization, the greater organizational effectiveness and member satisfaction will be. (163) Strengthening others by enabling them to share in influencing the decisions about their daily life also has the effect of enhancing their abilities to perform as well as their sense of personal well-being. (166) This ability to make people feel strong, claims Russ Barnett, managing director of MetroBrick in Western Australia, is the single most important contribution of leaders. And empowering others requires working side by side with them. Barnett echoes this observation: "Most leaders fail or succeed on their ability to know and understand the people they work with. You get the results of your efforts through other people, so you have to be very sensitive to each person and to their particular needs." (167) In sharp contrast to

the personalized power manager is the person with a socialized power concern, who exercises power for the benefit of others. (169)

These four principles, articulated by Rosabeth Moss Kanter, strategically strengthen others: 1. Give people important work to do on critical issues. 2. Give people discretion and autonomy over their tasks and resources. 3. Give visibility to others and provide recognition for their efforts. 4. Build relationships for others, connecting them with powerful people and finding them sponsors and mentors. (175) Visible ways of drawing attention to one's power are puffery and demonstrate insecurity. (181) One manager told Suters some time later: "If I had to tell you in one sentence why I am motivated by my job, it is because when I know what is going on, and how I fit into the overall picture, it makes me feel important." (183)

MODELING THE WAY

Leaders know that while their position gives them authority, their behavior earns them respect. (187) The research of management professors David Caldwell and Charles O'Reilly demonstrates that while companies may have different sets of values, the more effective companies have three qualities in common: (1) clarity, (2) consensus, and (3) intensity about their core organizational values. (195) Leadership is not a spectator sport. Leaders don't sit in the stands and watch. Neither are leaders in the game substituting for the players. Leaders coach. They show others how to behave, both on and off the field. They demonstrate what is important by how they spend their time, by the priorities on their agenda, by the questions they ask, by the people they see, the places they go, and the behaviors and results that they recognize and reward. (200)

Leaders, and would-be leaders, must consciously structure moments of truth to communicate and reinforce their intangible values. (201) Information is more (206) quickly and accurately remembered when it is first presented in the form of an example or story. (207) Clarity, consensus, and intensity are three essential factors for aligning values of leaders with those of the followers. (210) From our studies, we discovered that successful leaders actively utilize the small win process. They break problems into manageable chunks. They tend to pursue a strategy of hitting singles rather than relying solely on the home run. (222) It is interesting that while getting people committed is one of the leader's most significant strategies, the topic is seldom mentioned in most principles of management textbooks. Psychologists, however, have long studied this binding process. Many of their prescriptions for strengthening commitment—and for getting others to *want* to do something—are consistent with the leadership practices that we have been describing. (231)

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ENCOURAGING THE HEART

One important way that leaders give heart to others is by recognizing individual contributions. "What is the difference between leaders and managers?" It is that leaders bring out the best in us. They get us to achieve even more than we originally believed possible ourselves. Their belief creates a self-fulfilling (242) prophecy—Leaders treat people in a way that leads to extraordinary achievements. (243) Verbal recognition of performance in front of one's peers and visible awards, such as certificates, plaques, and other tangible gifts, are powerful rewards. (247) There are few, if any, more basic needs than to be noticed, recognized and appreciated for our efforts. (248) Here are seven strategies that you can use to recognize accomplishments: 1. Develop tough measurable performance standards. 2. Install a formal systematic process for rewarding performance. (254) 3. Be creative about rewards. 4. Let others help design the nonmonetary compensation system. (255) 5. Make recognition public. (256) 6. Go out and find people who are doing things right. 7. Coach. (257) Cheerleading—not cheer managing—is a large part of the leader's function. (260) Leaders have many opportunities to provide celebration and, in so doing, to focus attention on key organizational values (264) Our personal best cases were filled with the importance of building genuine personal relationships between the members of the team and the leader. (267)

THE BEGINNING OF LEADERSHIP

And it led us to suspect that just possibly the best-kept secret of successful leaders is love: being in love with leading, with the people who do the work, with what their organizations produce, and with those who honor the organization by using its work. Leadership is an affair of the heart, not of the head. (271) Every exceptional leader we know is also a learner. (277) The Center for Creative Leadership clustered their results into these categories:

- Job assignments that the executives had had,
- Other people with whom they had come into contact,
- Hardships that they had endured,
- Miscellaneous, including formal training.

Job assignments accounted for the highest percentage of developmental events. Thirty-eight percent of all learning opportunities were connected with tough job assignments. Learning from other people accounted for 21 percent, and hardships for 19 percent. Of the 22 percent miscellaneous, only 9 percent were related to course work. (283) Experience is by far the most important opportunity for learning. Other people are a close second, and formal education and training are a distant third. (284)

The first prescription, then, for becoming a better leader is to broaden your base of experience. (285) Unexamined experiences do not produce the rich insights that come with reflection and analysis. (286) However, those we surveyed said that the classroom was less important as a source of learning that either experience or other people. (288) We recommend that you devote at least two weeks each year to formal personal development programs. (289)

Gibbons concluded that formal education, mentoring, and other activities in adult life had less influence on the development of transformational leaders than did parental expectations and values and innate skills reinforced very early in life. (291) Gibbons concludes that efforts to formally train and develop transformational leaders will have limited payoff. She recommends more careful screening and selection processes in order to identify those predisposed to lead. (292) One thing we do know for certain is that effective leaders are constantly learning. They are constantly looking for ways to improve themselves and their organizations. (298)