The Truth About Leadership

The No-Fads, Heart-of-the-Matter Facts You Need to Know
“I don’t know what you call something that’s been the same for the last 25 years....”

Jim Kouzes
“I’d call it the truth!”

Ken Blanchard
OBJECTIVES

- Acquaint you with ten **enduring truths** of leadership based on three decades of research.

- Get to know better a few of the **awesome people** who are here.

- Have fun setting the stage for learning and conversation during the Forum.
Everything you will ever do as leader is based on one audacious assumption.

-Jim Kouzes and Barry Posner, The Truth About Leadership
What is that assumption?
Truth 1: You make a difference.
“...will the future be a safe place to live in when I get older?”

Melissa Poe, 1989
“Everything you need to be a successful leader you already have.”

Melissa Poe Hood, June 4, 2009
Let’s listen to Melissa.
“The question is not, ‘Will I make a difference?’ The question is, ‘What difference will I make?’”

-Jim Kouzes and Barry Posner, The Truth About Leadership
LET’S TALK

At your tables introduce yourselves, and then talk about **one thing** you’ve each done during this past year that made a difference in the lives of others…your family, organization, client organization, community, or anywhere else.
Leadership begins with a belief in yourself. Leadership continues only if other people believe in you.

JIM KOUZES AND BARRY POSNER,
THE TRUTH ABOUT LEADERSHIP
Truth 2: Credibility is the foundation of leadership.
CHARACTERISTICS OF ADMIRED LEADERS

- Honest 85%
- Forward-looking 70%
- Inspiring 69%
- Competent 64%
What is the one question most people want to ask a new leader?

A. Who are you?

JIM KOUZES AND BARRY POSNER,
THE TRUTH ABOUT LEADERSHIP
Truth 3: Values Drive Commitment.
“In order for me to become a leader...it’s important that I first define my values and my principles.”

OLIVIA LAI, MBA STUDENT, HONG KONG UNIVERSITY OF SCIENCE AND TECHNOLOGY
MORE ATTENTION TO VALUES

- I think we should pay more attention to values in managing our business. 65%
What is the second question most people want to ask a new leader?

A. Where are we going?
Truth 4: Focusing on the future sets leaders apart.
“Leadership is more than influence. It’s about reminding people of what we are trying to build — and why it matters.”

Michael Hyatt, CEO, Thomas Nelson
FORWARD-LOOKING

In Leaders 70%

In Colleagues 27%
FORWARD-LOOKING

Sr. Exec 88%
Middle Mgr 68%
Students 44%
AXAM²: A Company Game Plan

Also: Dave Radaek Talks Education
Truth 5: You Can’t Do It Alone.
“No matter how capable a leader is, he or she *alone* won’t be able to deliver ... without the joint efforts... that come from the team.”

—ERIC PAN, CHARTERED INSTITUTE OF MANAGEMENT ACCOUNTANTS, SOUTH CHINA
The Leadership Challenge eLearning Program consists of seven modules.

In each, you explore key characteristics and practices of exemplary leadership through interactive and story-based episodes.

We recommend you complete the modules in sequential order to get the most out of the experience.

You may select a module at any time by returning to this main menu.

Module 1: Orienteering
Module 2: Model the Way
Module 3: Inspire a Shared Vision
Module 4: Challenge the Process
Module 5: Enable Others to Act
Module 6: Encourage the Heart
Module 7: Committing
One factor rules personal credibility, performance, team cohesiveness, innovativeness, brand image, ....pretty much everything you do.

What is it?
Truth 6: Trust Rules.
“Most importantly, the level of trust subordinates had in their leaders determined the amount of leader influence subordinates accepted.”

-PATRICK SWEENEY, VAIDA THOMSON, HART BLANTON
“TRUST AND INFLUENCE IN COMBAT,”
JOURNAL OF APPLIED SOCIAL PSYCHOLOGY, 2009
TRUST IN LEADERS

- Military 77%
- Nonprofits & Charities 63%
- Education 52%
- Executive Branch 48%
- Business 37%
- News Media 33%

National Leadership Index 2009. Kennedy School, Harvard University
“The similarity that most stuck out...was that in each story the person described having to overcome uncertainty and fear in order to achieve his or her best.”

–KATHERINE WINKEL, MARKETING MANAGER MONSANTO
Truth 7: Challenge Is the Crucible for Greatness.
“The brick walls are there for a reason. They’re not there to keep us out. The brick walls are there to show how badly we want something.”

–RANDY PAUSCH, THE LAST LECTURE
TWO QUESTIONS

1. What do you want?
2. How badly do you want it?
“There isn’t a single highly successful person who hasn’t depended on grit.”

–ANGELA DUCKWORTH, UNIVERSITY OF PENNSYLVANIA
LET’S TALK

What challenges are you facing right now? What is the positive outcome that you want? How can people help you here at the Forum or after? .
Truth 8: You Either Lead by Example, or You Don’t Lead at All.
“Leaders have only two tools at their disposal: what they say and how they act. What they say might be interesting, but how they act is crucial.”

–ALAN DEUTSCHMAN, WALK THE TALK
“The more engaged you are in learning the more successful you are at leading.”

-Jim Kouzes and Barry Posner
Truth 9: The Best Leaders Are the Best Learners.
“Leadership capability is the defining variable in our making investment decisions in new start-ups.”

-Melissa Guzy, Vantage Point Venture Partners
“The gains in economic confidence...were predominantly accounted for by those who said someone at work encourages their development.”

_The Gallup Management Journal, February 25, 2010_
“Really believe in your heart of hearts that your fundamental purpose, the reason for being, is to enlarge the lives of others. Your life will be enlarged also.”

—PETE THIGPEN, FMR PRESIDENT, LS&CO USA
Truth 10: Leadership Is An Affair of the Heart.
THE HIGHEST PERFORMING LEADERS

✓ Are more open and caring
✓ Express more affection,
✓ Demonstrate more passion,
✓ Are more positive, and
✓ Are more grateful and encouraging.
“The first core truth about positive emotions is that they open our hearts and our minds, making us more receptive and more creative.”

—BARBARA FREDRICKSON, POSITIVITY
Leaders Say Yes!
“An attitude of ‘yes’ is how you will be able to go forward in these uncertain times.”

–MICHAEL HOGAN, PRESIDENT, UNIVERSITY OF CONNECTICUT
Let’s listen to Ivana Sendecka.
You have to say ‘yes’ to making a difference… integrity… your beliefs… big dreams… collaboration… trust… difficult challenges… setting the example… learning… and to your heart.
Are you ready to say ‘Yes’?
Let’s get it started!
THANK YOU