

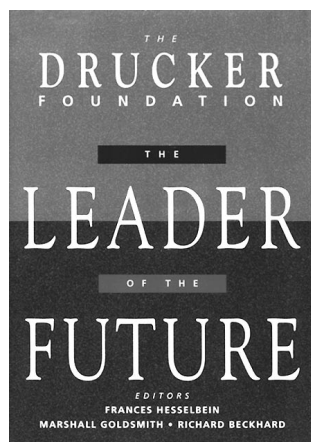
SOUNDVIEW **Executive
Book Summaries®**

FILE: LEADERSHIP

Visions, Practices, and Strategies for a New Era

THE LEADER OF THE FUTURE

Edited by Frances Hesselbein, Marshall Goldsmith, and Richard Beckhard



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THE SUMMARY IN BRIEF

This summary is about the future — of our lives, our organizations, and our society. And it's about your role in that future.

Frances Hesselbein, Marshall Goldsmith, and Richard Beckhard are all connected with the Peter F. Drucker Institute for Nonprofit Management. They put out a call to their friends, the leading business writers of our day, for their thoughts on the leadership skills necessary to take advantage of the new century's challenges.

Hesselbein, president of the Drucker Foundation and former head of the Girl Scouts of the U.S.A., sets the tone for this summary by offering a glimpse of the skills needed in coming years. The leader of the future — the "how to be" leader — contrasts with the "how to do it" leader of the past whose knowledge is of little use in the face of the changes ahead.

- The "how to be" leader knows that people are the organization's greatest asset and in word, behavior, and relationships demonstrates this belief. This leader banishes hierarchy and builds a more circular, flexible, and fluid system designed to liberate the human spirit.

- The "how to be" leader builds dispersed and diverse leadership.

- The "how to be" leader mobilizes people around the mission of the organization, making it a powerful force in uncertain times. This leader gives those in the enterprise a clear sense of direction and the opportunity to find meaning in their work.

- The "how to be" leader knows that listening to customers and learning what they value is essential to success.

- The "how to be" leader recognizes the value of a healthy community to the success of an organization.

The Leader of the Future spotlights the ideas of a remarkable set of visionary thinkers like Hesselbein. Its ideas can boost your career — as well as broaden your sense of what is possible in the years to come.

Leadership Can and Must Be Learned

Over the past fifty years, Peter F. Drucker has discussed with hundreds of leaders their roles, goals, and performance. He's come to some strong conclusions. First, while there may be born leaders, there are far too few of them to depend on. Leadership, therefore, can and must be learned.

No Leadership 'Personality'

Second, there is no "leadership personality." And "leadership traits" do not exist. Says Drucker, "Among the most effective leaders I have encountered and worked with in a half century, some locked themselves into their offices, and others were ultragregarious. Some (though not many) were 'nice guys' and others were stern disciplinarians."

Some were quick and impulsive, while others studied the situation and took forever to come to a decision. Some were warm, others aloof; some were vain, others self-effacing. Some, finally, were good listeners, while others were loners who listened to nothing but their own inner counsel.

The leaders did have something in common. Not one had much — or any — "charisma."

The most effective leaders know four simple things:

- The only definition of a leader is someone who has followers.
- An effective leader is not someone who is loved or admired. Popularity isn't leadership; results are.
- Leaders are highly visible. They set examples.
- Leadership is not rank, privileges, or money. It is responsibility.

Doers, Not Preachers

When Peter Drucker was in high school in the mid-1920s, his history teacher assigned a number of books on World War I campaigns. When discussing the books, one student said, "Every one of these books says that the Great War was a war of total military incompetence. *Why was it?*"

The teacher, who had been badly wounded in the war, shot back without hesitation: "Because not enough generals were killed; they stayed way behind the lines and let others do the fighting and dying."

Effective leaders are doers, not preachers. While they may delegate many things, they don't delegate the one thing only they can do with excellence, the one thing that makes a difference, the one thing that will set the standards, or the one thing they want to be remembered for. They do it. ☆

Leadership Behavior

Effective leaders . . .

- Do not start out with the question, "What do I want?" They start out asking, "What needs to be done?"

- Then they ask, "What can and should I do to make a difference?"

- They constantly ask, "What are the organization's mission and goals? What constitutes performance and results?"

- They tolerate diversity in people; they don't look for clones of themselves. It rarely occurs to them to ask, "Do I like or dislike this person?"

But they are intolerant when it comes to a person's performance, standards, and values.

- They are not afraid of strength in their associates. They glory in it.

- In one way or another, they submit themselves to the "mirror test": They make sure the person they see in the morning is the kind of person they want to be, respect, and believe in.

This keeps them from doing things that are popular rather than right, and it keeps them from doing mean, petty, or sleazy things.

The Leader of the Future edited by Frances Hesselbein, Marshall Goldsmith, & Richard Beckhard Selected by Soundview as an Outstanding Book for Business People

The editors: Frances Hesselbein is president of the Drucker Foundation, Marshall Goldsmith specializes in executive development, and Richard Beckhard is a consultant in organizational development.

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Learn to Use the 'Invisible Hand'

Consultant and speaker Gifford Pinchot believes that as the percentage of knowledge workers in an organization increases, more leaders are needed. Important work that needs to be done includes innovating, seeing things in new ways, and responding to customers by changing the way things are done.

By replacing hierarchy with more indirect methods of leadership, you can allow greater freedom, better allocation of resources, and a strong force for focusing on the common good. Offering workers more room to lead creates an organization ready to meet tomorrow's challenges.

Open Your Markets

Begin by unleashing the spirit of enterprise in your organization.

As recent political changes show, the free market seems to be an indispensable institution for improving productivity and prosperity.

That's because the free market, as Adam Smith wrote, acts with an "invisible hand" to guide entrepreneurs pursuing their own selfish ends into serving the needs of their customers and thus the common good.

By introducing a free market system in your organization, you can indirectly motivate and inspire followers to find the most efficient, effective ways to serve the group.

Free Intraprise

Free intraprise — short for intracorporate enterprise — is easy to understand: Don't force employees to use monopolistic staff services. Let them choose among service providers. (And let them become providers if they want to.)

That's what the U.S. Forest Service did, with great results. The Forest Service had two technical service centers, each with a monopoly in its region. Customers — 127 national forests — complained often about service. Senior leaders could have defined acceptable standards or

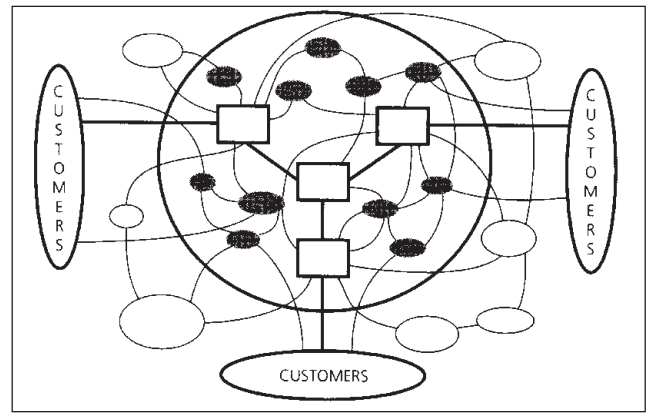
changed management at the centers, but they did something better: They let customers choose between them.

This soon transformed the centers into cost-effective, customer-focused organizations.

Organizations of the future will be communities of intrapreneurs selling services to the core businesses. Like the much discussed virtual organization, there'll be a small hierarchy responsible to top leaders for accomplishing the mission.

Virtual organizations, however, buy the components and services that create value for customers from outside suppliers. In a free intraprise system, buyers can choose from groups outside the firm or suppliers part of a free internal market. (See the diagram above.)

The advantages of intraprise? Imagine if the formerly Communist countries had decided to undertake a piecemeal reform. They'd have gotten nowhere by telling local party leaders to take more risks or by ask-



The Intelligent Network Organization. The rectangular line organizations buy from intraprisers inside the firm (dark ovals), and from outside suppliers (white ovals).

ing managers in the central ministries to empower their employees.

To crack the bureaucracy, leaders had to allow entrepreneurs to compete with state-owned monopolies.

So it is with bureaucratic private organizations. Training managers in empowerment isn't enough; you have to let intrapreneurial teams offer services that compete with functional and staff monopolies.

Creating intraprise leaders spreads learning and capabilities across organizational borders. And it creates a feedback system that sorts out the most effective internal services.

Free intraprise takes getting used to, but it can result in better productivity, innovation, and service. ☆

Group Spreads Talents Around DuPont

When AIDS first started to appear, the New York Blood Bank asked DuPont's Medical Products division to help it create a data base to track the history of each pint of blood it distributed. Fearing for innocent lives, the Blood Bank wanted this done in ninety days.

The Medical Products division couldn't do it in ninety days. But an account executive had heard of a DuPont group called Information Engineering Associates (IEA), part of the Fibers division, that had created a data base designed to trace the history and quality of Kevlar fiber as it moved through a Virginia plant. One division's staff support group wasn't supposed to help another, but this was an emergency, so IEA got the job. It completed it under the deadline.

IEA's reputation spread, and soon other divisions wanted to use its expertise. DuPont managers allowed this to happen, and soon businesses all over DuPont began getting better information service.

Thanks to "intraprise," DuPont became more productive.

Help Lead the Voyage to the Future

The cynics are winning, say James M. Kouzes of TPG/Learning Systems and Barry Posner of Santa Clara University. People are fed up, angry, disgusted, and pessimistic about the future. Alienation is high, and loyalty — to people and institutions both — is falling.

In this climate, how can a leader mobilize a group of people toward some unknown and uncertain future?

Portrait of a New Leader

It can be done, as the story of Charlie Mae Knight shows. Knight, newly appointed superintendent for the Ravenswood School District in East Palo Alto, California, faced a nightmare. The district had the lowest revenue rate in the state, and 98 percent of the children performed in the lowest percentile of achievement.

Buckets to catch rainwater lined school hallways, rats and gophers had taken over in some, and pilfering ran rampant.

Immediately upon taking office, Knight asked for support from Bay Area companies and community foundations to refurbish a school. Engineers from Raychem Corporation fixed the wiring and phone systems. Volunteers got rid of the rats

and painted the school. Hardware stores donated supplies.

The effort rubbed off on nearby homeowners, who planted trees in front of their houses and began to demand more of a say in what went on at the school.

After two years, students passed the goal of scoring in the fifty-first percentile on academic achievement, and the state lauded the district for its innovative programs.

Seven Lessons of Leadership

Kouzes and Posner learned much about leadership from Charlie Mae Knight and thousands of others:

Lesson 1: Leaders don't wait.

Knight, for instance, knew she had to produce early victories to get people excited about a new vision. Leaders don't wait for permission to start new endeavors; they act with a sense of urgency.

Lesson 2: Character counts.

People admire — and willingly follow — those who are honest, forward looking, inspiring, and competent. More than anything, people want leaders who are credible and can be trusted.

People, further, expect leaders to stand for something and have the

courage of their convictions. They don't trust those who change positions with every fad or opinion poll.

Lesson 3: Leaders have their head in the clouds and their feet on the ground. You must have a sense of direction and a vision for the future. The best leaders have a capacity to paint an uplifting and ennobling vision of the future.

Lesson 4: Shared values make a difference. Your vision and values must be consistent with the aspirations of your people. Followers have needs, interests, and dreams of their own. If your values are out of step with theirs, you can expect trouble. You must be able to build a community of shared values.

Lesson 5: You can't do it alone. Leadership isn't a solo act. Extraordinary achievement doesn't occur without the active involvement and support of many people.

Lesson 6: The legacy you leave is the life you lead. In other words, "walk the talk." That's what the new president of Youngstown State University in Ohio did. Youngstown near the campus had become rough, and Les Cochran wanted to begin reclaiming the area from gangs and drug-related crime — and combat the fear, hopelessness, and mistrust that paralyzed the community.

"Together we can make a difference," he declared, and the first thing he did after arriving was fix up an abandoned building on the edge of campus for his residence. No one doubted his sincerity or character.

Credible leaders, in the eyes of followers, "do what they say they will do." That's the golden rule of leadership.

Lesson 7: Leadership is everyone's business. Leadership is not a title. It's a set of skills and abilities that can be learned. And they are just as valuable whether you're in the executive suite or on the front lines. ☆

CHARLES HANDY: EARN AUTHORITY

Renowned management theorist Charles Handy points out that under traditional management structures, power stemmed from your position.

In today's more fluid organizations, however, titles carry little weight. Leaders must prove their competence; authority has to be earned before it can be exercised.

How do top leaders earn authority? How do they lead an organization in which authority must be earned? It requires a combination of attributes:

- *A belief in yourself.* This is the only thing that gives you the self-confidence to step into the unknown and persuade others to go with you.

Yet you must combine this with a *decent doubt*, the humility to accept that you can be wrong, and that listening is as important as talking.

- *A passion for the job.* This provides the energy and focus that drive the organization and sets an example. Yet you must also maintain an *awareness of other worlds* — finding time to read, meet people beyond your circle, go to the theater, etc.

- *A love of people.* Those who find people a pain or a nuisance will not be willingly followed. This trait, however, must be balanced by a *capacity for aloneness*. Great leaders must walk alone from time to time. ☆

Lead Based on Timeless Principles

According to Stephen R. Covey, author of *The Seven Habits of Highly Effective People*, leaders of the future will be the people who create cultures or value systems based on principles.

Creating such cultures will be tremendously exciting for future leaders — but only if they have the vision, courage, and humility to learn and grow.

Those with a passion for learning — through listening, seeing emerging trends, evaluating successes and mistakes, and absorbing the lessons that conscience and principles teach — will have enduring influence. These leaders won't resist change. They'll embrace it.

A Changed World

The consumer revolution has accelerated, quality standards are much higher, and many new competitive forces are operating.

The marketplace is demanding that organizations change. We all must be able to produce high quality goods and services and deliver them in a fast, friendly, and flexible way.

Doing so requires an empowered workforce that gives its creative all. Yet, while thousands of organizations are trying to transform themselves to produce better results, few are succeeding. The main reason is a lack of trust among people.

Put Principles to Work

The competitive global economy is compelling us to see that principles like empowerment, trust, and trustworthiness ultimately control the good results we all seek.

The most effective leaders are thus models of principle-centered leadership. They know we're subject to natural laws, or governing principles, that operate regardless of whether we're aware of them or not. Being effective thus depends on liv-

ing in harmony with principles such as fairness, service, equity, justice, integrity, honesty, and trust.

These principles are self-evident. You can prove that by trying to imagine if any effective society, organization, or family could be based on the opposite of any of them.

Correct principles point the way. They don't change or shift. They always provide direction.

Having a principle-centered core is thus key to having the confidence, security, power, guidance, and wisdom to address today's needs and opportunities.

Three Roles for a Leader

You can break principle-centered leadership into three basic activities:

1. Pathfinding. The essence of pathfinding is in having a compelling vision and mission. Pathfinding gets the organization excited about a transcendent purpose on behalf of customers and other stakeholders.

Pathfinding then ties your value system and vision to the needs of customers and stakeholders through a strategic plan.

2. Aligning. This consists of making sure that your structure, systems, and processes contribute to achieving your mission and vision. That means they don't interfere with them, they don't compete with them, and they don't dominate them.

Challenge Assumptions

Leaders challenge the assumptions behind established ways of thinking. For instance, new leaders in law are challenging the assumption that disputes must end in confrontational, win-lose litigation. "Win-win or no deal" options, they know, can create better solutions for all.

In business, new leaders will challenge the assumption that "total customer satisfaction" represents the ultimate service ethic. They'll be more concerned with satisfying all stakeholders by making decisions that benefit all.

The greatest leverage occurs when *people* are aligned with your mission, vision, and strategy. You have alignment when they share a powerful commitment to accomplishing the vision, and when you invite them to improve structures and systems.

3. Empowering. People have enormous talent, ingenuity, intelligence, and creativity — which often lie dormant. But when everyone is aligned with a common mission and vision, you begin to "co-mission" with them. The purpose and mission of each person are commingled with those of the organization.

That ignites a fire that unleashes their talent and ingenuity; they do whatever is necessary to serve customers and other stakeholders. ☆

Leadership in the Community

It's increasingly clear that drugs, gangs, illiteracy, poverty, crime, and the breakdown of the family put every aspect of society at risk.

Leaders of the future realize, further, that government and social groups aren't up to the task of solving these problems. It's not their fault; they need a broader network of helping hands. Everyone thus needs a sense of responsibility and stewardship for the community.

We also need to help develop a similar sense of responsibility in young people. Begin by becoming a role model for your family. Are you serving the community in some way? Are you working to understand community problems to see how you can help solve them? Are you organizing service opportunities for the entire family?

Create a vision of a better society and help bring it to life.

Lead from Behind

The word from consultant and author Douglas K. Smith: Thanks to changes in technology, demographics, and economics, the omniscient leader is obsolete.

Leaders will continue to set direction, make tough decisions, and inspire commitment. But getting good performance now requires relying on the capacities and insights of others.

Leaders thus need to understand when the best choice is to follow.

New Indicators

Organizational performance used to be a well-ordered affair. Ten or twenty years ago, you judged success by a number of financial and market indicators, along with functional and individual contributions. All measures were quantitative.

In that command-and-control world, leaders and followers were strictly divided. The best organiza-

tions were well-oiled machines.

Today, it's hard to tell how an organization is doing. "Who knows?" underlies any response. The elegant blueprint of financial, market, functional, and individual indicators is no longer enough. For one thing, organizations must now balance performance with every constituency in mind. Shareholders aren't king, but neither are customers.

Balanced performance now also includes ensuring functional and cross-functional ("process") excellence; reaching goals that are continuous as well as periodic; and watching qualitative measures along with quantitative ones. Further, cycle time and zero defects have joined money and volume as key measures.

To ensure success, workers must now both think and do, manage others as well as themselves, and make decisions and do real work.

Why Follow?

Few who only follow can contribute. Nor can many who only lead. We all must learn to lead and follow.

For instance, those who do a job know best how to make it more responsive to customers. That person's boss must know when to follow. And team leaders now know that perfor-

mance depends on the team being in control, not one person. The leader must know when to follow.

Finally, those at the top who set rich, promising visions must know when to follow other interpretations of that vision if the organization is to benefit from the creativity of others.

Leaders must learn to follow in three common situations:

Individual performance. You must follow a person, regardless of hierarchy, if that person knows best; if that person's growth demands it; and if only that person has the capacity to get the job done.

Team performance. As a leader, you must follow the team if the team's purpose and goals demand it; if the team, not you, must develop skills and self-confidence; and if the team's agreed-upon approach requires you to do real work.

Organizational performance. As a leader, you must follow others, regardless of hierarchy, if the organization's purpose and performance goals demand it; if the need to expand the leadership capacity of others in the organization requires it; or if living the vision demands it.

It's time to build organizations that celebrate leading *and* following. ☆

Ways to Follow

Here's how a leader can follow:

- *Ask questions instead of giving answers:* "What do you think we should do?"
- *Provide opportunities for others to lead you.* Go beyond merely looking for growth opportunities for others.
- *Do real work in support of others.*
- *Become a matchmaker instead of a "central switch."* Don't consider yourself the central switch through whom all decisions must flow. Help others find their best collaborators: "Have you asked Tim what he thinks?"
- *Seek common understanding instead of consensus.* Build deep, common understanding around the purpose, approach, and goals of a project. Mutual understanding is more powerful than any one decision to choose A over B.

WILHELM: 'LEARN FROM PAST LEADERS'

Warren Wilhelm, AlliedSignal's vice president of corporate education, believes that the characteristics of effective leaders of the future will be the same as those of the past:

- Intelligence: the ability to see more faster and to reason effectively.
- Clear and strong values.
- High energy levels.
- A thirst for knowledge.
- Vision. Effective leaders have the ability to collect the same data as everyone but find new things in them.
- Curiosity.
- A good memory: to remember people as well as things.
- The ability to help followers feel good about themselves.

Effective leaders also have "enabling behaviors":

- Empathy. The best leaders have always been able to put themselves in the minds and situations of others.
- Predictability. It's easier for people to follow predictable leaders.
- Persuasive ability.
- Leadership by example. Effective leaders operate by higher standards of personal conduct.
- Communication skills. This is the core of effective leadership. Good leaders master written, oral, electronic, behavioral, artistic, and emotional communication. Such mastery may require a lifetime to achieve — but it's worth the effort. ☆

Provide Direction and Purpose

Samuel Beckett, who won the Nobel Prize for literature in 1969, wrote short stories, plays, novels, and TV and radio scripts that highlight the absurdity and despair in life. His characters usually engage in meaningless tasks to kill time. With no purpose or mission, they accomplish nothing.

In writing about empty lives with no purpose, Beckett may well have been describing people today living in our world of accelerated change and choice without leadership.

But this isn't how things need to be, maintains C. William Pollard, chairman of ServiceMaster. A leader who is willing to serve can provide hope instead of despair. This person, the leader of the future, can be an example for those who want direction and purpose, and who want to accomplish and contribute.

Witness ServiceMaster

ServiceMaster, with divisions in cleaning, maintenance, pest control, and more, has revenues in excess of \$4 billion. It has doubled in size every 3½ years for two decades.

Much of its business is routine if not mundane. Many employees are unskilled, uneducated — and often unnoticed. They clean floors and toilets, maintain boilers, kill bugs, or repair home appliances.

The management and leadership challenge, of course, is to train, motivate, and develop these people to be effective and productive on the job — and to be better people.

ServiceMaster's objectives are simply stated: to honor God in all it does, to help people develop, to pursue excellence, and to grow profitably. These objectives provide a reference point for determining what's right and wrong. They define the mission for its servant leaders.

Servant Leaders . . .

What are servant leaders?

- Servant leaders seek to recog-

nize the dignity and worth of all people. They're interested in more than what people do on the job; they're also interested in their growth.

- Servant leaders are committed. Their responsibility is for the long term and not for their short-term benefit. Further, the promises servant leaders make provide the framework for relationships to grow. Servant leaders keep promises to the people they lead. It is their obligation.

- Servant leaders go out and talk with the people they lead. As they listen, they learn.

- Servant leaders make things happen. They initiate and at times create disequilibrium to maintain the vitality of the organization. They delegate authority and responsibility.

- Servant leaders promote diversity, knowing that people's differences can strengthen the group.

- Servant leaders are value-driven and performance-oriented. They lead people to do the right thing the right way. And they provide an example by their actions. As the founder of ServiceMaster said, "If you don't live it, you don't believe it."

A servant leader's results are measured beyond the workplace, and the story is told in the changed lives of others. ☆

Servant Leaders Change Lives

On a trip to Leningrad, C. William Pollard met a custodian named Olga.

Nobody cared about Olga. She'd been given a T-frame for a mop, a filthy rag, and a dirty bucket of water. She wasn't cleaning the floor — she just moved dirt from one section to another.

Olga wasn't proud of what she was doing, and she found no dignity in her work.

Though she had great untapped potential — which would help make her a better human being — she was caught in a system that did not care.

Pollard, in London a few days later, met a ServiceMaster custodian who greeted him with a hug and thanked him for all the training and tools the company provided. She then showed Pollard what she'd accomplished that day. It was easy to see how proud she was of her work.

Because a servant leader had showed her what to do and rewarded her efforts, she bought into the result. She was thankful — and looking forward to her next accomplishment.

STEERE: FOSTER CREATIVE TENSION

William C. Steere, Jr., chairman and CEO of pharmaceutical firm Pfizer Inc., pinpoints what he calls an "ongoing challenge for the leader of a large company": to build and sustain an appropriate level of positive *creative tension*. This is constructive debate about where and how the firm needs to change, how to respond to customer feedback, and so on.

Building consensus is a necessary leadership skill, because leadership through influence is more effective in building commitment and good results than leadership through posi-

tion or intimidation.

But consensus without creative tension is dangerous, because:

- Dissent occurs outside meetings rather than in them;

- The gap between true consensus and perceived consensus (the *belief* that people are in agreement) widens.

- Thanks to passive resistance, difficulties increase when decisions are implemented.

- Managers begin to believe direct conflict is dysfunctional, so the ability to read nuances becomes key to survival and advancement. ☆

Timeless Core Leadership Competencies

James Madison and the framers of the U.S. Constitution created a document that contained core principles to guide the lives of citizens and establish a framework for governance.

It's clear they understood that the Constitution had to be worded broadly and flexibly enough to remain a relevant guide for endlessly changing issues, conditions, and challenges. They succeeded grandly.

Similarly, writes Alfred C. Decrane, Jr., CEO and chairman of Texaco, Inc., there's a set of solid, broad, and relevant core leadership competencies that will guide you now or in the future — no matter how conditions change or what challenges arise.

Character

Real leaders, in the words of Thucydides, have "knowledge of their duty, and a sense of honor in action." They are fair, honest, open, and trustworthy. You can achieve short-term wins without these qualities, but lasting leadership and suc-

cess is impossible without them.

Effective leaders are also infused with humor and humility, and they treat all in the organization equally.

They are inquisitive and approachable, and followers feel safe offering feedback and ideas. Finally, they are action-oriented, moving relentlessly toward clear goals.

Vision

We follow those who can spark the imagination with a compelling vision of a worthwhile end — and who can translate that end into clear objectives.

Successful leaders develop goals to achieve their vision. Their commitment to the goals is, by their actions, obvious to followers.

Behaviors

Once you have clear objectives in mind, the issue becomes how you behave while working with — and through — people to achieve goals. Good leaders:

- Act. Moreover, they are unwilling to rationalize inaction.

Not Enough Mistakes

Businesses often stumble because timid leaders send signals that discourage risk taking.

Thomas Watson, Jr., of IBM had the right approach to risk. He once said, while discussing IBM's competitive challenges, "We don't have enough people out there making mistakes."

- Create and shape change rather than accepting it passively. They challenge the status quo.
 - Seize present opportunities while remembering to invest in the future.
 - Evaluate and place people based solely on strength, performance, and potential.
 - Think positively and never give up. They seek the opportunity that lies in every challenge.
 - Communicate constantly by influencing, encouraging, listening.
- In addition, leaders convey with the utmost clarity:
- Expectations of high performance for each member of the organization. Everyone, including the leader, is evaluated against those expectations.
 - Confidence and trust in employees. That includes a desire to give opportunities to anyone eager to accept the accountability that goes with responsibility.

Confidence

Self-confidence is critical for success. It's essential if leaders are to undertake the difficult ventures necessary to meet goals.

Self-confidence, further, makes it possible for leaders to take prudent risks and encourage others to do the same. Self-confidence is also important to have faith in followers and support their advancement.

Self-confident leaders aren't threatened by the success of others, and they pay no attention to petty politics. They are consumed, rather, with achieving the vision. ☆

GOLDSMITH: GET INPUT & FOLLOW UP!

Consultant Marshall Goldsmith believes that the leader of the future will consistently *ask, learn, follow up, and grow*.

A study done by Goldsmith's firm shows the benefits of getting feedback on your leadership capabilities and doing something with it.

In the study, eight thousand managers in a *Fortune* 100 firm asked for feedback on their leadership abilities from direct reports.

After receiving a confidential report on the feedback, each manager was asked to pick three areas for improvement and develop an

action plan for change; respond to co-workers by thanking them for the feedback and discussing the plan with them; and follow up with co-workers to check on their progress.

After eighteen months, people were asked again to provide feedback. Two questions were added: Had the managers become better leaders? Had they followed up?

The study's findings are dramatic: Managers rated as doing consistent

or periodic follow up showed a big gain in effectiveness.

The lesson: Get feedback, respond positively, and follow up! ☆

