



THE LITTLE BOOK OF LEADERSHIP

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LEADERSHIP

IN

60 SECONDS



THE 60 SECOND PHD IN LEADERSHIP

Think back to the best boss and the worst boss you ever had.

1. Make a list of all things done to you that you abhorred.
2. **DON'T DO THEM TO OTHERS. EVER.**
3. Make another list of things done to you that you loved.
4. **DO THEM TO OTHERS. ALWAYS.**

And you thought leadership was complicated.

Source: Dee Hock, founder of Visa



A
LEADER
IS ...



“A leader is the one who climbs the tallest tree, surveys the entire situation, and yells: ‘Wrong jungle!’”

Stephen Covey

Very true. But, don't make the mistake of assuming the top of the tree equates with the top of the organization. Listen to leadership wherever it is expressed.



LEADERSHIP
IS...

PROBABLY NOT

WHAT YOU

THINK IT IS

“The first problem with all of the stuff that’s out there on leadership is that we haven’t got a clue what we’re talking about.” **We typically think of the leader as being the person at the top.** “But if you define a leader as an executive, then you absolutely deny everyone else in an organization the opportunity to be a leader.”

Peter Senge



IT'S NOT

ABOUT

YOU

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“Many of you want to be leaders, to make a difference. But you might be spending too much time self-marketing and not enough time researching, building bridges by taking an interest in someone...In true leadership situations, listening comes before arm-waving.”

Yahoo's Tim Sanders, blogging on www.execubooksblog.com



LEADERS
DON'T CREATE
FOLLOWERS

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“The job of a leader today is not to create followers. It’s to create more leaders.”

Ralph Nader



THINK

‘ACTS OF LEADERSHIP’

NOT

‘LEADERS’

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The great sociologist Max Weber said, over 100 years ago, that the organizations that will survive and thrive will be those that foster acts of leadership throughout the system, rather than assuming leaders only exist at the top.



‘TO DO

OR

TO BE?’

THAT IS THE QUESTION

(Hamlet got it wrong)

Great leaders become leaders to achieve something, not to be someone.

John Boyd, the fighter pilot who invented the OODA loop fast decision-making matrix (Observe, Orientate, Decide, Act) said it's the fundamental choice facing us all in life: **to do or to be**. Too many leaders sacrifice integrity to 'become' a leader. They work out how to get there and play the system. Hence the paradox that a large number of great leaders are not in formal leadership positions within the hierarchy, as they refuse to choose placement over integrity. There's a lot of truth in that. Positional leaders – those who are most driven by the need to be the leader – often have a stifling effect on growth, as they see other potential and existing leaders as threats.

Phil Dourado



“ONLY
CONNECT”

E. M. Forster



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“Your job is to touch everyone and get into their soul. Every moment you are in your office, you are useless.”

Jack Welch



GREAT LEADERS

TELL

THREE STORIES

Great leaders

1. tell a compelling story about themselves: who they are, where they come from, what they stand for, what they expect.
2. tell a compelling story about the organization: its mission and purpose, why it is a great place to work, invest in and buy from.
3. make people feel an essential part of the story through the work they do every day...***Remember this mythical JFK anecdote? The president was visiting NASA headquarters and stopped to talk to a man who was holding a mop. "And what do you do?" he asked. The man, a janitor, replied, "I'm helping to put a man on the moon, sir."*** Knowing their part in your organization's story engages people and gives them a sharp sense of purpose.
Phil Dourado



ALL LEADERSHIP
IS
AUTOBIOGRAPHY



Lincoln was once asked how long it took him to write The Gettysburg Address. He replied: 'All my life.'

People need to know who you are and what you stand for before they agree to be led by you. Leadership is an agreement. You lead with permission. If your self-story is not absolutely consistent and based on integrity – who you really are – people will see through it and not give you permission to lead them. Most often they will hide their disagreement and your apparent leadership will be fake.

Phil Dourado



**DON'T GET HUNG UP
ON TOO MANY
TARGETS
AND MEASURES**



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“If I had to run a company on three measures, those measures would be customer satisfaction, employee satisfaction and cash flow.”

Jack Welch, former CEO of GE



RUDY'S THREE
KEYS TO
LEADERSHIP



Rudy Giuliani, the former mayor of New York, tells us in his book Leadership that there are three keys to leadership:

1. If you are going to lead, be optimistic. If you are not, your followers can hardly be expected to be.
2. If you don't love people, do something else.
3. Be absolutely clear what you stand for.



THE QUALITIES
OF GREAT
LEADERS



The philosopher and author Tom Morris holds up as a model the Aristotelean virtues of leadership. He lists them as:

- **Courage**
- **Temperance**
- **Liberality**
- **Magnificence**
- **Pride**
- **Good temper**
- **Friendliness**
- **Truthfulness**
- **Wittiness**
- **Justice**

How many corporate leaders could you tick off all those qualities against?...How great would your leadership culture be if everyone were held to account against those ten virtues? Acts of leadership from all corners of the organization is what you would get.

Phil Dourado



LEAD BY
ASKING QUESTIONS
NOT BY
ISSUING
INSTRUCTIONS



The research proves it: Good questions uncover reality...and let other people find solutions rather than having to rely on you. **So, why do leaders instruct rather than ask questions?**

The problem leaders have with questions derives from two related leadership misconceptions:

1. **The need to appear infallible and**
2. **The concept of the leader as trouble-shooter or solution-finder.**

There's a common third reason leaders don't ask questions: they are afraid they'll get answers they don't like.

Phil Dourado



ARE YOU A
LEADER OR MANAGER?
BOTH!



In 1977 Abraham Zaleznik, in the Harvard Business Review, created the myth that managers don't make good leaders. The implicit assumption is that leaders are more highly evolved, and somehow better. **Leaders do strategy; managers do detail.** This is wholly wrong. Distance from detail is not a badge of leadership. It's a sign of detachment from reality. **The essential truth is that management and leadership are different modes, but managers and leaders are the same people.**

Phil Dourado



HOW DO I LEAD
WHEN I'M NOT
THE BOSS?



“You convince the higher-ups of the need for change by doing it, not by brilliant Powerpoint presentations. Find common cause. Identify fellow freaks across your organization and work with them to make changes you can then show to the bosses after you have done it.”

Source: Tom Peters



FAILURE IS
NOT THE
OPPOSITE OF
SUCCESS



“The Bob Dylan line always appealed to me: ‘There’s no success like failure and failure is no success at all.’ It was a while before I understood it. Leaders need the ability to fail and then get up and go on. It doesn’t matter if you don’t learn from the failure. But, it does matter that you get up and get on.”

Bob Geldof, speaking at Leaders in London, 2006



ONLY
MAKE
NEW
MISTAKES



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Make sure people learn and grow from mistakes, and that they share that learning. But, don't accept the same mistake twice. Make it clear that the rule is: 'Only make new mistakes'.

Phil Dourado



THE ONE
AND
THE MANY



The relationship between the one and the many is at the heart of leadership. **Lord Byron** put it this way: **'And when we think we lead, we are most led.'** This may at first glance appear like that old saw, **'Quickly, I must hurry, for there go my people and I am their leader.'** But, Byron meant something else. Great leadership senses what is emerging. It's about tapping into and being part of the zeitgeist. It's about leaders being part of things, not an external change agent acting upon them. Great leaders ride change, they don't manage it, just as surfers do not create the waves they surf.

Phil Dourado



BE

LUCKY



"I spent 26 years leading expeditions that looked for a lost city under the desert – I wasn't out there for the whole 26 years, I just repeatedly went back to try and find it. It was found by sheer good luck. It turned out it was under the base camp I had been using for the previous 26 years to launch expeditions to find it..."

Sir Ranulph Fiennes, Explorer



THE THREE
THINGS
PEOPLE WANT



The consultants McKinsey asked people 'What makes for a fantastic work environment?' The three top answers were:

1. It's honest and open: **'I can trust my boss.'**
2. I'm stretched and valued: **'If I'm not there, I know I'll be missed.'**
3. Permission to take risks by making decisions: **'Don't give me tasks. Let me make decisions.'**

Source: Rene Carayol



AND, FINALLY...

JUST DIVE IN.



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“Leadership, like swimming, cannot be learnt by reading about it.”

Henry Mintzberg



THREE ACTS OF LEADERSHIP FOR YOU TO DO NOW

1. If you liked this book, **email it** to your boss, colleagues, direct reports, the Board - anyone you think could benefit from it. **Leadership is viral. Pass it on.**

2. If you are not already a member, join www.TheLeadershipHub.com, where leadership practitioners and experts gather to learn from each other.

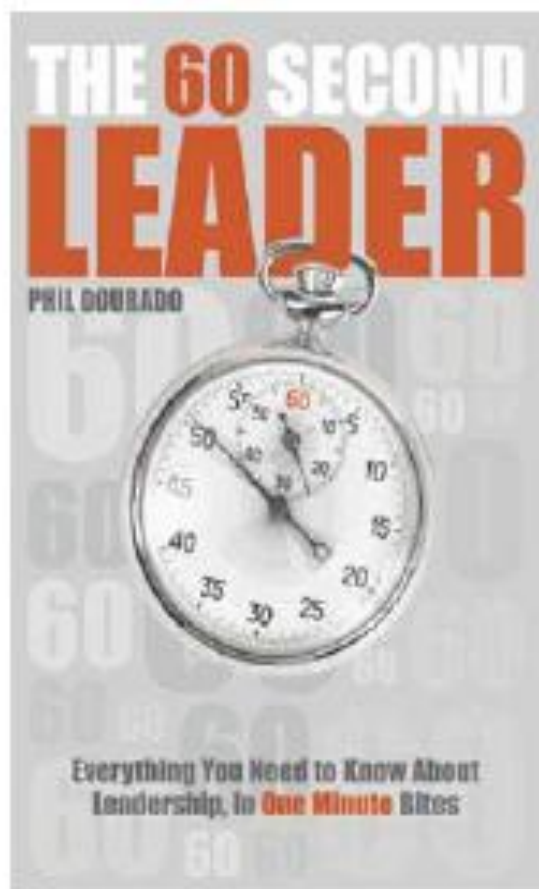
3. Consider setting up **your own in-house leadership collaboration and development platform**, using The Leadership Hub(TM) as a model. We can help you build and run one.

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www.PhilDourado.com
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from
the
book



by
**Phil
Dourado**

Published
by
Capstone

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