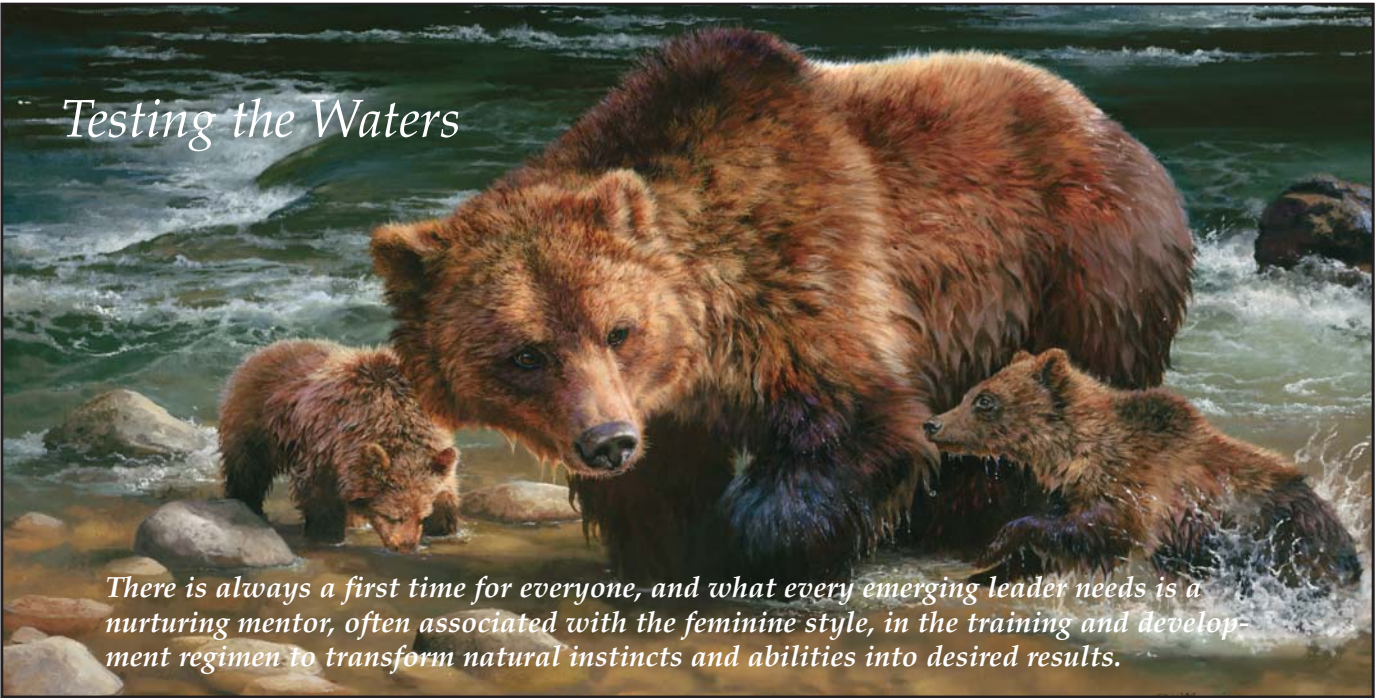


LEADERSHIP Excellence

Warren Bennis



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Testing the Waters

There is always a first time for everyone, and what every emerging leader needs is a nurturing mentor, often associated with the feminine style, in the training and development regimen to transform natural instincts and abilities into desired results.

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Go-Beyond Strategies

Are we in a global financial crisis?



by Kevin Cashman

WE ARE IN A HUGE, systemic, financial crisis. Times are tough, solutions uncertain. But is this traumatic situation, *at its roots*, a financial crisis?

Leadership requires *going beyond* what is in order to transform *what is* and create enduring value. When I look beyond the financial crisis, I see a character crisis. *Unethical, illegal, self-focused, character-poor leadership is destructive to all.*

The more our positional power and character power serve a range of constituencies—finance, employees, customers, community, world—the more sustainable value we create.

Character-based leadership is the genuine, value-creating engine of economic and global stability. Shifting from *self to others* is required for global leadership sustainability.

Adopt Three Strategies

I see three *go beyond* strategies to move out of crisis:

Strategy 1: Move from coping to character. Often we *adapt to circumstances* in order to cope versus *transforming circumstances* by virtue of our character. Moving from *control to trust; short-term to long-term; image to authenticity; fear to courage; and self to service* moves us beyond *coping to character-led leadership.*

Strategy 2: Move from status quo to innovation. Innovation is the new leadership. It is now survival of the most innovative. Innovation requires leaders to listen to clients, colleagues, and team members in authentic conversations—and then to collaborate with them to create new possibilities.

Strategy 3: Move from management to leadership. In a crisis, we try to manage our way out: trim costs, cut people, work longer. These solutions are insufficient. Warren Bennis says, “Managers do things *right*. Leaders do the *right thing*.” Managers improve what is; leaders go beyond what is. Managers control; leaders trust. Managers present; leaders are present. Managers achieve; leaders create. Managers are system builders; leaders are purpose builders. Fear motivates us to *manage our way*



out of crisis; courage is the fuel to go beyond what is and *lead our way* to new, innovative, game-changing realities.

Three Intelligences of Leadership

To effectively execute these three strategies, at least three master competencies—or three intelligences—are needed:

Intelligence 1: Strategic Intelligence (SQ). SQ encompasses all strategic smarts—understanding the business realities, histories, predicaments, future direction, and economic cycles. Top strategic leaders have *synthesis horsepower* because they can understand, reconcile, and serve multiple constituencies and bring clarity to ambiguity. SQ is the head of leadership.

Intelligence 2: Emotional Intelligence (EQ). The leader’s EQ is the effective navigation of self-awareness and other-awareness. Leaders are under scrutiny. Their words and moods are amplified. Hence, they need to monitor their emotions, beliefs, and behaviors (and those of others). High EQ leaders know whether they are “I” leaders who get results and exert their power of voice, or “We” leaders who rely on the power

of connection. High EQ leaders have a strong power-of-voice (I) and power-of-connection (We). EQ involves living at the performance intersection of self and others; EQ is the *heart of leadership.*

Intelligence 3: Learning Intelligence (LQ). Problems at the top are characterized by ambiguity, uncertainty, and confusion. Leaders must be agile. *Learning agility* is more predictive of long-term potential than raw IQ. LQ is the set of talents that help people transition between mental, interpersonal, change and results dynamics and to extrapolate the lessons of complex problems from one situation and connect it to new contexts. Learning leaders build on their previous experience to find new ways to solve complex problems and produce results. LQ opens both the head and heart of leaders to navigate change, deal with ambiguity, and innovative possibilities.

World-class leaders have SQ, EQ and LQ. Going beyond IQ to an integrated strategic, emotional and learning intelligence is the key to authentic, sustainable leadership. LE

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ACTION: Cultivate leadership intelligence.