

# Executive Summary - 7 Ideas to Think Like A Leader

## Conventional Thinking

Leadership is about the LEADER. Leadership is about being in charge, the head, the authority, the boss. Leadership is a step in personal achievement.

Leadership is about being superior in your line of work. Being in charge, leaders must have the answers, must be more knowledgeable, must impart expertise - in short, must know more than their followers. Leaders excel by flawless business execution and by becoming the “best” in the industry or profession.

A Leader’s task is to get everyone to do their job so the organization proceeds like a well-oiled machine. Keyword: *Operate*.

Leadership is a position. By definition leaders use their authority to tell others what to do, although generally it is better practice to “motivate” people to act rather than simply order them.

When leaders empower others to make their own decisions, then the need for a leader to tell them what to do goes away. Leadership is redundant if people are empowered.

Leadership is developed by fostering character traits common to good leaders (e.g., charisma, vision, likability, etc.).

Great leaders are born with traits that make them a good leader; leadership development is a luxury when time and resources are available.

## Leadership Wisdom

### Leadership is the Mojo for People to Achieve Outcomes

When the desired *outcomes* for an *endeavor* require *people* working together, it’s leadership that makes a crucial difference. Leadership is an essential element for collective achievement. Leadership is about PEOPLE achieving OUTCOMES.

### Leadership is a Distinctive Kind of Work

Distinct from the *core* work and *business* (administrative) work, the “work of leadership” includes attending to an endeavor’s *direction*, *performance*, *innovation* via *structure* and *culture*. Leaders strive to ask good questions, rather than have all the answers.

### Leaders Engage Endeavors as Living Systems

Savvy leaders think of endeavors existing as and within living “ecosystems” with interactive and interdependent elements; they *engage* people to achieve common outcomes. Keyword: *Cultivate*.

### Followers, Not Power, Define Acts of Leadership

Leadership is an action. Leaders are created only when someone decides to follow; leadership is about gaining willing followers for a course of action when the way forward is uncertain.

### Empowerment Requires More Leadership (Not Less)

When people can choose their actions, then *engaging* people to align along common “direction, performance, innovation, structure, and culture” (i.e. the “work” of leadership) is all the more important, difficult, and necessary for an endeavor’s success.

### Leadership is the ART of Being a Leader

Leadership is an “art” - a practice that involves an artful combination of personal character, relationship skills, and organizational role, to respond to circumstances (context) in the endeavor’s *ecosystem*. Over time, patterns of action become a narrative, a story of both the leader and the endeavor.

### Anyone Can Up Their Leadership Game

By strategically developing skills or improvement in any dimension of the “art of leadership” (*character*, *relationships*, *roles*, *context*, *story*) anyone can significantly up their leadership game.



*The WORK of Leadership*

**Direction**  
**Performance**  
**Innovation**  
.....  
**Structure**  
**Culture**

**Story**

*The ART of Leadership*

**Endeavor**

<b>Context</b>	<b>Role</b>
<b>Relationship</b>	<b>Character</b>

**People**

**We**

**Me**

