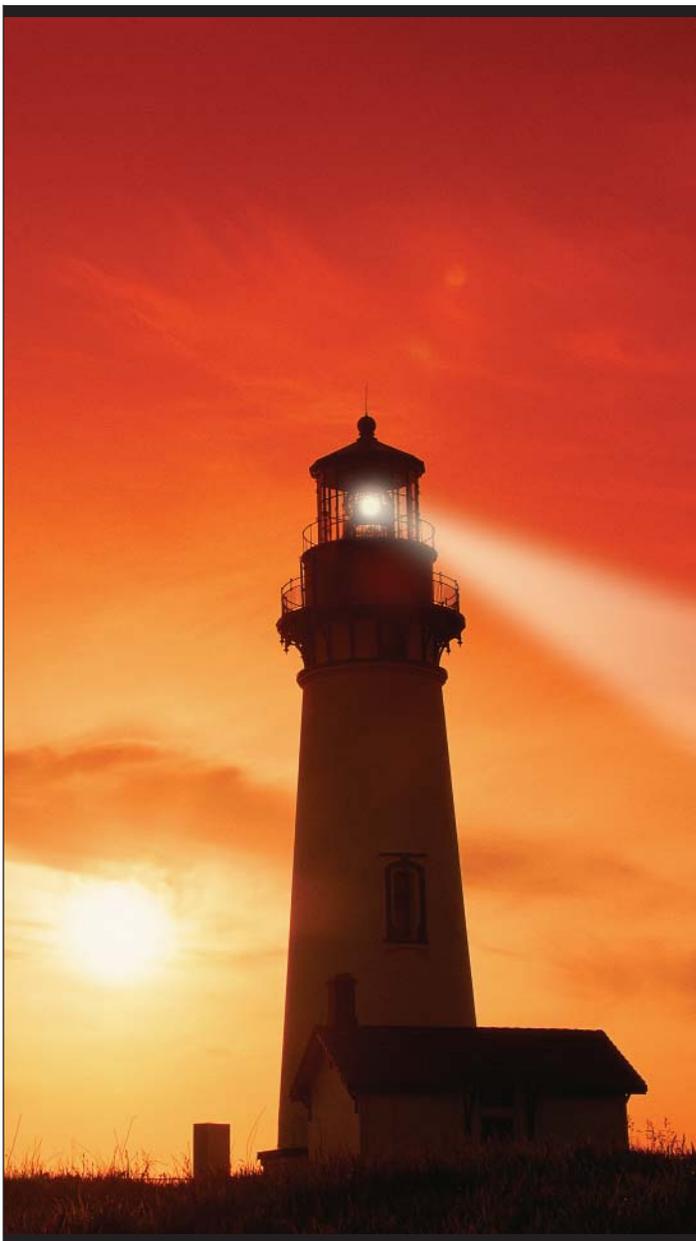


Shine & Light



Continuing the work of The Drucker
Foundation for Nonprofit Management

PETER F. DRUCKER

*The father of modern management discusses
managing for results and succession planning*

▪

ROBERT P. BUFORD, RICHARD F. SCHUBERT AND FRANCES R. HESSELBEIN

*Conversations with the co-founders of the Peter F.
Drucker Foundation for Nonprofit Management*

▪

JON R. KATZENBACH

Pride in your work and its impact on performance

▪

MARSHALL GOLDSMITH

Why leaders need to know how to ask

▪

JIM COLLINS AND PHILIP KOTLER

Commemorating our fifteenth year

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A Note of Thanks

As is so often the case, the theme for this publication and of the Leader to Leader Institute's fifteenth anniversary celebration was a gift. This particular gift was from Jim Collins. As he was preparing for a 2004 leadership conference that would include his dialogue with the Institute's Chairman, Frances Hesselbein, he said "We will shine a light."

The phrase stuck with us. It's an expression that evokes the work we do to strengthen the leadership of the social sector. We shine a light on the stories of leaders who are changing lives and the organizations that are developing innovative practices that work, that build community. And we illuminate the challenges and opportunities of collaboration.

Since our founding in 1990, our ability to shine a light has always relied upon generous gifts of time, energy and ideas. Our gratitude first and foremost goes to the co-founders of the Drucker Foundation—Bob Buford, Richard Schubert and Frances Hesselbein, and their inspiration, Peter Drucker. John McNiece, formerly the CEO and Chairman of The Colonial Group, became a fourth founder and stands out for his invaluable support. Mutual of America Life Insurance Co. became our first supporter and continues to donate office space to the Institute in their Park Avenue headquarters in New York City. John Wiley & Sons and its imprint, Jossey-Bass, have made our publications possible, and the generosity of Morton Mandel and The Mandel Foundation supports several major initiatives. On the fifteenth anniversary of the Institute, we extend our heartfelt thanks to these partners and the many thought leaders who write for the Institute, speak at our workshops and conferences and offer us their sage counsel.

Lastly, a note of thanks would be incomplete without mentioning the long-standing donors who help us shine a light. We are particularly indebted to: Anheuser Busch; Banco Popular and Fundación Banco Popular; Richard Cavanagh; Bright China Foundation; Buford Foundation; ChevronTexaco; Christian Science Monitor; Robert L. Dilenschneider; Adam Drost; Edward Jones; GE Fund; Humana Foundation; Christina Gold; Kenneth Kirschner; Marshall and Lyda Goldsmith; Maximum Impact; Thomas J. Moran; Alexander J. Ogg; ServiceMaster; Larry Smead; Target Foundation; W.K. Kellogg Foundation; and Yamazaki Baking Company. We thank you and all of our donors for your continuing dedication to strengthening the leadership of the social sector.

Warm regards,



Frances Hesselbein
Chairman



Keith Timko
President

Shine at Light

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JIM COLLINS
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Our friends, partners and customers share their "Shine a Light" stories of how the Institute helped them to focus on results and further their mission.

From the Editors

This fifteenth anniversary commemorative book, *Shine a Light*, was first conceived as a way of celebrating the vision and dedication of Bob Buford, Dick Schubert and Frances Hesselbein, the co-founders of the Peter F. Drucker Foundation for Nonprofit Management, and their inspiration, Peter F. Drucker. They agreed to be interviewed, but as is always the case with these inclusive leaders, they asked that we broaden the scope of the project and consider incorporating the ideas of other gifted thinkers and writers.

We agreed. We reached out to thought leaders who had previously written for us and spoken at our conferences and summits. We were overwhelmed by the response. Philip Kotler and Jim Collins sent letters of congratulations. John Alexander, Jim Austin, Ken Blanchard, Marshall Goldsmith, Sally Helgesen, Jon Katzenbach, Jim Kouzes, Barry Posner, Dick Sethi and Alan Shrader agreed to contribute essays on the attributes and practice of leadership.

As the project grew in scope, financial needs emerged, and we invited sponsors to help underwrite the costs. Again, as soon as we reached out, friends and partners heeded the call. We offer our thanks to Edward Jones, Hewlett-Packard Company, Humana, Mark and Amy Tercek Foundation, Mutual of America and John Wiley & Sons for their generous financial support.

In the initial pages of this book, you will learn about the history of the Drucker Foundation. You will find our goals detailing the Leader to Leader Institute's continuation of the Drucker Foundation's legacy with programs that strive to inform and inspire leaders from all three sectors to change lives and build community.

Joe Maciariello talks with Peter Drucker about the uniqueness of the social sector, measuring results and putting in place plans for succession. The co-founders of the organization that Peter inspired—Bob Buford, Dick Schubert and Frances Hesselbein—follow with leadership lessons drawn from their vast experience across the three sectors.

The interviews with Peter, Bob, Dick and Frances traverse common themes: heeding the call to serve others, measuring the results of changed lives and forging partnerships to build community. Our guest contributors expand on these themes and focus on the kinds of leaders that organizations need to achieve excellence in performance.

Professor James Austin of Harvard Business School reminds us that there are a variety of roles for leaders to play when making the world a better place. Current and future leaders can benefit from a solid understanding of the many shapes, sizes, times and places of leadership. Since 1996 the *Leader to Leader* journal has explored these various roles for leaders and Managing Editor, Alan Shrader, offers us insights on real leaders, from Warren Bennis, Max DePree and Frances Hesselbein.

In Sally Helgesen's article, we find that motivation is about more than just money; it's about being a part of something larger and more meaningful. Jon Katzenbach continues this theme in his essay, "Motivation Beyond Money." Jon concludes that "people who feel good about their work will take pride in excelling at that work."

Both Jim Kouzes and Barry Posner believe that leadership comes from inside an individual through "finding your voice." They find that people will commit to something fully only if it fits into their personal beliefs. John Alexander, President of the Center for Creative Leadership, goes on to explore the connection between leaders' personal values and the ethical standards of their organizations.

Marshall Goldsmith encourages leaders to have the courage to ask and shifts our focus from answers to questions. Marshall argues that the best leaders are also the best learners. Dick Sethi agrees in his article, "What Leaders Need to Learn About Learning," exploring many of the misperceptions in the world of executive development.

Ken Blanchard's article explores the concept of servant leadership and why this should be a mandate and not a choice. The social sector is filled with organizations focused on serving and helping others, and through servant leadership, people become the priority.

We hope that you will find this book as inspiring as we have, and as always, we look forward to hearing from you. Please email us at contact@leadertoleader.org or write to us at:

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Our Mission

***"To strengthen
the leadership of the
social sector"***

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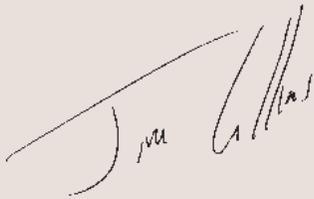
Letter of Appreciation

When it comes to a birthday, I like to call and remind the birthday person of the true meaning of "happy birthday" that all the people in the birthday person's life are happy that the birthday person exists. As we come upon the 15th birthday of the Leader to Leader Institute, I would like to extend a similar message. There are few factors that make more of a difference in life than the right mentors at the right time, and we are fortunate that the Institute came into being when it did, as a mechanism of mentorship for the world.

I would like to thank the Institute, for standing firm as a counterforce to the sickness and corruptions we have witnessed over the last 15 years. It shines a light on leaders who make a difference not just by what they do, but most important, by who they are and what they stand for. Peter Drucker taught me that the critical challenge in life is not success, but contribution. Frances Hesselbein taught me that our first task is to shape our own character, before we can shape the character of others. Together, along with Bob Buford and Dick Schubert and all those who have helped to build the Leader to Leader Institute, they have set an inspired standard.

Congratulations on 15 years! The world is better off because of your work.

Warmest wishes,

A handwritten signature in black ink, appearing to read "Jim Collins". The signature is fluid and cursive, with a long horizontal stroke at the beginning.

Jim Collins
Student of Enduring Great Companies
Boulder, Colorado

Congratulations to the Leader to Leader Institute

I remember well the initiative of Peter Drucker and Frances Hesselbein to focus attention on the problems and potential of organizations in the social sector—namely nonprofit organizations (NPOs). I looked forward each year to the annual Drucker Foundation conference bringing together hundreds of NPOs and sharing the insights of many experts on how to improve the operations and performance of nonprofits.

Frances invited me on one occasion to arrange for a presentation of the role that marketing can play in nonprofit organizations. Alan Andreasen and I made presentations and enjoyed the audience's response. We have continued to research and advise on marketing's role in NPOs, and we recently published our sixth edition of *Strategic Marketing for Nonprofit Organizations*. More NPOs are recognizing that marketing is really about a philosophy of starting with the customers and building up the NPO to be an efficient and effective servant of their chosen customers' needs. NPOs are becoming more professional in their handling of market research, program development, service distribution, and service communication.

Many NPOs are also involved in marketing social causes that are publicly supported, such as "Say No to Drugs," "Exercise More" and "Eat Better," an area that we call social marketing. Nancy Lee, Ned Roberto and I wrote the second edition of *Social Marketing: Improving the Quality of Life* in which we review and critique dozens of social campaigns to show "best practices" in the social change area.

My continuing interest in nonprofit marketing and social marketing owes much to the pioneering work of Peter Drucker and Frances Hesselbein and the Leader to Leader Institute, and I congratulate them on their fifteenth anniversary.



Philip Kotler
Kellogg School of Management
Northwestern University
Evanston, Illinois

Leader to Leader: Past and Present

A Brief History

The Leader to Leader Institute was founded in 1990 as the Peter F. Drucker Foundation for Nonprofit Management with a mission of leading social sector organizations toward excellence in performance. The Drucker Foundation, through alliances with individuals, corporations and other foundations, focused on developing and adapting management resources to meet the special needs of nonprofits.

After twelve successful years, the Drucker Foundation followed its own advice in 2002 and conducted an organizational self assessment. By this time, nonprofit management books and tools

were widespread, and over a hundred professional schools for nonprofit management had emerged. The Drucker Foundation scanned this new environment, conducting an audit of its programs, revisiting its mission and examining results. The process resulted in a new name—the Leader to Leader Institute—with a revised mission statement—to strengthen the leadership of the social sector—and an emphasis on leadership, cross-sector partnerships and innovation.

The Leader to Leader Institute Today

The Leader to Leader Institute provides the social sector with leadership wisdom and manage-

ment expertise to build more effective nonprofit organizations and to lead more successful cross-sector alliances. Inspired by our predecessor, the Peter F. Drucker Foundation for Nonprofit Management, we believe that leaders seeking to change lives need equal parts information and inspiration to excel. To meet this need, we are committed to providing practical wisdom—i.e. models, strategies and indications of emerging trends—and inspiration from the stories of remarkable leaders and their innovative organizations.

Informing the Social Sector

Beginning with the *Drucker Self-Assessment Tool*, which in

1990

- Peter F. Drucker Foundation for Nonprofit Management founded by Robert Buford, Frances Hesselbein, John McNiece, and Richard Schubert
- Peter Drucker's *Managing the Nonprofit Organization* published.

1991

- First Drucker Award for Innovation to Judson Center, Royal Oak, Michigan for *Living in Family Environments* Program.
- First Drucker Foundation conference, *Showcase on Innovation*.

1992

- Drucker Foundation sponsors two conferences with speakers including Warren Bennis, Max De Pree, and Peter F. Drucker.
- Series of four video teleconferences sponsored by the Lilly Endowment.

1993 introduced social sector leaders to Peter Drucker's five most important questions, the Institute has since produced video seminars, the award-winning quarterly journal, *Leader to Leader*, and over twenty books, including the best-selling *The Leader of the Future*, now available across twenty-one languages.

These resources harness the ideas of the leading thought leaders of our time such as Warren Bennis, Jim Collins, Peter Drucker, Charles Handy and Rosabeth Moss Kanter to address the subjects of leadership, collaboration, management and innovation. More than one hundred public articles on leadership and management are available through the Institute's website, www.leader-toleader.org. With over 1500 pages on the site, a weekly e-newsletter, *The Innovation of the Week*, and a membership program, we help to keep leaders informed.

Inspiring Leaders

To inspire a thriving social sector and a healthy and inclusive society, we highlight the stories of remarkable leaders and their innovative organizations through the journal, *Leader to Leader*, our website, member newsletter and publications. We partner with organizations such as the American Management Association, American Society of Association Executives, The Conference Board and the U.S. Army to offer workshops and conferences that inspire leaders from the social, public and private sectors to change lives. The annual *Investment in America Forum*, coordinated with The Conference Board and the U.S. Army, is one such opportunity where we invite leaders from the military, business and social sectors to a forum at West Point designed to move across sectors and inspire collaborations that will change lives.

Leading for Innovation

Building upon the Drucker Foundation's legacy of innovation, the Leader to Leader Institute continues to: offer examples of innovation through a weekly newsletter; promote the annual *Drucker Award for Innovation*; and incubate new approaches to strengthen the leadership of the social sector. In 2003, the Institute launched *Generals in Transition*, a program that identifies retiring and retired Generals from the U.S. Army as a source of talent for the social sector's leadership pipeline. On the one hand, *Generals in Transition* informs current U.S. Army leaders about careers in the social sector upon retirement; on the other hand, the program informs recruiters and executive search committees of the commitment, passion and values-based leadership that Generals can bring to the social sector and to non-defense industries. ■

1992

- *Parish Partnership Transitional Housing Program* of Lutheran Family and Children's Services of Missouri, St. Louis, receives Drucker Award for Innovation.

1993

- First joint conference of Drucker Foundation with The Conference Board.
- First edition of the *Drucker Foundation Self-Assessment Tool* published.

- Drucker Innovation Award to *Project Teamwork* of the Center for the Study of Sport in Society at Northeastern University, Boston, Massachusetts.

Our Future: Informing and Inspiring Leaders

BY KEITH A. TIMKO

Reflecting upon the past fifteen years and looking to the years ahead, we can clearly see the emergence of a new environment where increasingly complex problems will require the collaborative energies of government agencies, social sector organizations and corporations in order to change lives. We believe that leaders from all three sectors will need both practical wisdom—i.e. models, strategies and indications of emerging trends—and inspiration from the stories of remarkable leaders and their innovative organizations. The Leader to Leader Institute is committed to meeting this need with the following goals:

- From the pages of *Leader to Leader*—our flagship journal—we will offer strategies for

meeting the leadership challenges of today. We will strive to solicit articles that anticipate the challenges and opportunities of tomorrow.

- With partnering organizations such as The Conference Board, the American Society of Association Executives, the American Management Association, the National Assembly and the U.S. Army, we will develop a body of knowledge to support cross-sector alliances.
- We will continue our leadership transition program, *Generals in Transition*, and organize cross-sector dialogues such as the *Investment in America Forum* to discuss the future of our society and the role that all leaders must play in changing lives.

- In 2006, the Leader to Leader Institute will launch the third edition of the *Drucker Self-Assessment Tool*, updating a proven methodology to help social sector organizations focus, assess, and achieve excellence in performance.

The Business of Changing Lives

Perhaps the single greatest change in the social sector landscape of the past fifteen years has been nonprofits' shift to more market-based approaches. With an ever increasing number of nonprofit agencies becoming "business-like" and others becoming full-fledged businesses—commonly referred to as social enterprises—social sector organizations are home to more MBAs than ever

1994

- Joint conference of Drucker Foundation with the Aspen Institute.
- Drucker Award to *Community Schools* program of the Children's Aid Society in New York City.

1995

- Joint conference of Drucker Foundation with Center for Creative Leadership.
- *ECO-O.K. Banana Project* of the Rainforest Alliance, New York City wins Drucker Innovation Award.

1996

- *The Leader of the Future* published.
- *Leader to Leader* journal launched with Jossey-Bass Publishers.
- Innovation Award to *Second Family Program*, Lutheran Social Services of Illinois, Chicago.

before, and it is increasingly common to find organizations' bookshelves stacked with tomes on management, leadership, strategic planning and marketing.

Meanwhile, across the sectoral divide, for-profit managers are now adding books on corporate social responsibility, cause-related marketing, environmental sustainability and work-life balance to their libraries. From Bill Pollard's *The Soul of the Firm* to Philip Kotler and Nancy Lee's new book, *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause*, the titles reflect the increasing expectation that corporations think about their mission and values and play a more active role in what historically has been the social sector's arena: changing lives and society.

Given this convergence, leaders in all three sectors now share many common challenges. They must make hard choices between the fi-

nancial sustainability of an organization and the organization's values and mission. They must lay the groundwork for transparent succession plans, shore up the governance of their organizations and safeguard the public trust by emphasizing ethical, principled leadership. Perhaps most importantly these leaders are accountable for the bottom line. The difference today is that it's a triple bottom line that looks to "people, planet and profits" for results.

The Collaboration Challenge

As leaders are increasingly held accountable for the social, environmental and financial performance of their organizations, they are finding that such results are difficult to achieve in isolation. As Frances Hesselbein and John C. Whitehead write in the foreword to *The Collaboration Challenge* (Jossey-Bass, 2000): "The challenges our society faces cannot be met—nor our opportunities fully

realized—by any one organization or sector alone."

In an age of increasing collaboration and blurred distinctions across the sectors (e.g. the corporate social responsibility movement and the trend towards earned income ventures for nonprofit organizations), social sector leaders now more than ever need the framework to work collaboratively with their partners in business and government to change lives and build community.

In 2000, the Leader to Leader Institute—then the Drucker Foundation—recognized this trend towards collaboration and launched *The Collaboration Challenge* and later produced a workbook and video, *Meeting the Collaboration Challenge*, designed to help develop, plan, manage and renew this new breed of cross-sector partnership. In the past five years, we've seen that the divide between the sectors—buttressed

1997

- *The Organization of the Future* published.
- Frances Hesselbein Community Innovation Fellows program launched.

- Over 10,000 people participate in the *Nonprofit Leader of the Future* nationwide satellite seminar.
- Drucker Award for Innovation to *Computer Clubhouse*, Computer Museum, Boston, Massachusetts.

1998

- Frances Hesselbein awarded Presidential Medal of Freedom for accomplishments as CEO of Girl Scouts USA and the Drucker Foundation.

by historical stereotypes, a general lack of interaction and each sector's desire to protect its turf—has eroded quickly.

The health of our communities and our society will depend in large part on our ability to execute projects that are not governed or managed under the roof of one institution or one sector. Current demographic shifts including a rapidly aging population and the demands of global citizenship will necessitate complex partnerships governed, managed and evaluated by multiple partners from all three sectors. With partnering organizations such as The Conference Board, the American Society of Association Executives and the American Management Association, the Leader to Leader Institute will continue to develop a body of knowledge suited to the particular needs of these collaborative relations. With a strategy that focuses on equal parts information and inspiration, we hope that the Insti-

tute's thought leaders and the success stories of organizations making it happen will prove invaluable for collaborative leaders forging alliances.

And however successful the Institute's tools and models might prove in executing cross-sector partnerships, alliances will need to start somewhere, and more work needs to be done to foster cross-sector discussions about the future of our society and the role that our organizations can play. In 2005, the Institute will offer one such starting point in conjunction with The Conference Board and the U.S. Army, co-sponsoring the third *Investment in America Forum* at West Point. This summit, entitled "Addressing a Changing Society: The Leadership Imperative" will bring together corporate and social sector executives with senior officers from the U.S. Army to discuss how all three sectors will need to respond to the changes in our society. With a basic model of

global citizenship that calls upon organizations to lead beyond their walls and take an active role in building healthy, inclusive communities, we hope that the Leader to Leader Institute can play a critical role in planting the seeds for a crop of cross-sector initiatives that will change lives.

Managing for Results

With the emergence of expectations for financial, social and environmental results and increasing collaboration across the sectors, new management challenges will emerge, and how to measure performance is likely to be a major concern for leaders in the years ahead. While the social sector has developed the greatest body of knowledge on tracking the frequently hard to quantify results of changed lives—and this expertise is likely to prove invaluable when cross-sector alliances need to assess results—this remains a management challenge as much today as

1998

- *Joint Organization of the Future Conference* with The Conference Board.
- *Times Square Jobs Training Program*, Common Ground Community, New York City, wins Drucker Award for Innovation.

- *The Community of the Future* published.
- *Excellence in Nonprofit Leadership* published.
- *Leader to Leader* journal wins Maggie Award for General Excellence.

1999

- *Leader to Leader* and *Leading Beyond the Walls* published.
- Drucker Award to *California Transportation Training Institute*, California Emergency Foodlink, Sacramento, California.

it was in 1990 when the fledgling Drucker Foundation identified nonprofits' most pressing management challenge as performance measurement.

When it comes to results, nonprofits must ask the question, "What is the bottom line when, speaking financially, there is no 'bottom line?'" Businesses can look to their income statement for results (although the social responsibility movement is introducing the corporate world to the challenges of measuring environmental and social results). On the other hand, nonprofits seek to change lives and society. If nonprofits don't know their results—how they are changing lives—how can they possibly make informed decisions about which programs to abandon or identify new areas for innovation and growth?

Responding to this long-standing challenge, the Drucker Foundation launched its first publication,

the *Drucker Foundation Self-Assessment Tool (SAT)*. The *SAT* asks organizations to focus on defining and measuring results using Drucker's five straightforward and deceptively simple questions: What is your mission? Who is your customer? What does your customer value? What are your results? What is your plan? Over 100,000 copies of the *SAT* (including editions in Chinese and Spanish) are now in circulation, and the impact has been profound. For the past twelve years, these questions have moved across the social sector, helping churches and homeless shelters to excel, community foundations to focus and botanical gardens to grow.

But much has changed since the publication of the second edition of the *Self-Assessment Tool* in 1998. As mentioned previously, social sector organizations are increasingly expected to be "business-like"—focused in their activities and accountable for results. The

United Way began issuing performance measurement manuals in the mid 90s, and in the late 90s a new way of giving—venture philanthropy—promised larger streams of more stable funding in exchange for results. Donors can now find nonprofits' tax returns on the Internet, and the prevalence of websites has led to an unprecedented level of transparency. Instantaneous access to information on results is now widespread.

Given these recent developments, in 2006, the Leader to Leader Institute will launch the third edition of the *Drucker Self-Assessment Tool*. The updated edition will incorporate feedback from our customers since 1998, gathering our institutional knowledge of Drucker's five questions. Revisions will address the technological and policy changes that have influenced the social sector, including the impact of the social enterprise movement and the rise of cross-sector alliances. We also plan to offer

2000

- *The Collaboration Challenge* by Dr. James E. Austin is published.
- Drucker Award to *Peer Educator Training Program*, SAGE Project, Inc., San Francisco, California.

2001

- Drucker Award to *The Eloy Model*, Florence Immigrant & Refugee Rights Project, Florence, Arizona.
- New publications included *Meeting the Collaboration Challenge Video & Workbook*, *Leading for Innovation* and *Leading in a Time of Change*.

2002

- Drucker Award for Innovation to *Crafts with Conviction*, Crayons to Computers, Cincinnati, Ohio.
- First *Investment in America Forum*, brings together 10 social sector leaders, 10 business leaders, and 10 U.S. Army leaders to West Point.

more digital and web-based tools for organizations and more extensive opportunities for practitioners using the *SAT* to discuss, debate and develop their understanding of Drucker's five questions.

As we look to the years ahead and the opportunities on the horizon, the writing is on the wall for how critical the social sector will be in educating our youth, safeguarding our personal freedoms and providing invaluable health and human services. For nonprofits to meet our society's needs, they will need to be "business-like," creating financially sound, enduring institutions with good governance. They will need to partner with business and government leaders to achieve wide-spread change, and they will need to ask

the tough questions about results. In the face of hard choices, social sector leaders will need to break with tradition and question the status quo, looking for initiatives to abandon or new programs to pursue.

And the stakes are high. Our society is depending upon these leaders of the future to make the right choices and ensure their organizations' viability. Frances Hesselbein, Chairman of the Leader to Leader Institute, is fond of asking, "When the roll is called in 2010, will your organization be present?" Will our organizations have made the right choices? As we travel together for the next fifteen years and begin planning for the inevitable roll call of 2020, we hope that you will continue to



Keith Timko is the President of the Leader to Leader Institute, an organization that focuses on informing and inspiring leaders from all three sectors to change lives. Keith studied Russian and History at Rutgers University and later received an MBA in Social Enterprise from Columbia University's Graduate School of Business.

find words of wisdom, steps for action and stories of inspiration in our continued publications and programs. ■

2003

- The Peter F. Drucker Foundation is officially renamed the Leader to Leader Institute with a renewed focus to strengthen the leadership of the social sector.
- Drucker Award to *River Falls First Responders*, River Falls, Wisconsin.

- Leader to Leader Institute launches *Generals In Transition and Speakers Programs*.
- Second *Investment in America Forum* at West Point.

2004

- New publications included *Be, Know, Do: Leadership the Army Way* and *Leading Organizational Learning*.
- *Leader to Leader* journal wins Apex Award for editorial content.

Managing for Results, Planning for Succession

An interview with Peter F. Drucker by Joseph Maciariello

Joseph Maciariello: Peter, why is the social sector and nonprofit organizations so important in America?

Peter Drucker: Nonprofits are characteristic of American society. We are a society of volunteers. In 2003 there were approximately 1.4 million social sector institutions, including charities, religious organizations and advocacy groups. Almost half of all adult Americans participate as volunteers in these organizations.

A friend of mine, the head of a major business, is an active member on boards of seven nonprofit institutions. The same man in the same position in Europe sits on five or six company boards but on the boards of only a few state institutions. And on these boards, he serves in an advisory capacity. Government governs. But, in America we expect people to take on community responsibilities including managing nonprofits.

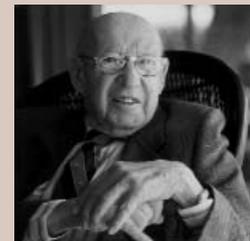
That is why we can keep government limited. We expect the community to supply the leadership and the money.

The major tasks nonprofits perform in America are performed on the continent of Europe and in England by governments. For example, churches on the European continent are state institutions. Hospitals are also state institutions. In Europe, government runs all of the major churches and the great bulk of education and healthcare. These institutions, churches and hospitals, are amongst the biggest nonprofits in America.

It is the unique character of American society that social tasks are not all governmental. We are trying to keep government out of social tasks and in government tasks, “in governing” rather than “in doing.” We are trying to, sometimes not successfully, but by-and-large quite successfully. Call it privatization. But, this is

the unique characteristic of American society and the resultant leadership demands and leadership opportunities.

That is why the social sector is so important in America.



Peter F. Drucker is considered the top management thinker alive today. He is the author of more than thirty-five books, and his ideas have had an enormous impact on shaping the modern corporation. In 2002, he was awarded the Presidential Medal of Freedom. He is a writer, teacher, philosopher, reporter, and consultant, as well as a professor at the Peter F. Drucker and Masatoshi Ito Graduate School of Management, Claremont Graduate University. He lives in Claremont, California, with his wife, Doris.

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Only the social sector can create what we now need, communities for citizens—and especially for the highly educated knowledge workers who increasingly dominate developed societies.

Managing in the Next Society

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The results of social sector organizations are always measured outside the organization in changed lives and changed conditions.

Drucker Foundation Self-Assessment Tool

■
The best plan is only good intentions unless it degenerates into work.

Management: Tasks, Responsibilities, Practices

Joseph Maciariello: What makes the management of social sector organizations so much more difficult than the management of private sector organizations?

Peter Drucker: The bottom line is not an adequate definition of results in business but it is a parameter restraint. And it is a very sensitive thermometer. Nonprofits do not have such a sensitive thermometer for results. As a result they are more vulnerable than businesses. Nonprofits can get off course for a long time without noticing it. And they are by-and-large poorly managed.

In a nonprofit, at least the ones I have worked with, they are exceedingly conscious of how much money they have raised. But they often pay inadequate attention to mission and results. They neither define their mission adequately nor do they define results. Therefore, the important and very unpopular question for nonprofits is, “How do we define results?”

The critical issues I am up against all the time in nonprofits is that they are not results focused. They are budget focused. Their measure of success is how much money they have raised. They also believe their mission is for-

ever. This is precisely because they do not have the discipline of the bottom line.

And so in nonprofits you have the added challenge of the definition of results and the revision of results. And then sometimes when you attain them you become obsolete and you have to think through results again and that is very unpopular and very painful.

This is what makes their management more difficult than business. And that is how I first came to see that mission and the definition of results are so much more important, and difficult, in nonprofits than in business.

Joseph Maciariello: Peter, many executives of major nonprofits will be retiring in the next five years. Little seems to have been done to groom successors, the pipeline of leaders seems sparse. Isn't this a very serious problem?

Peter Drucker: One major challenge in institutions as you point out will be in leadership changes and we are not as prepared in the social sector for succession as we are in business. We are at the stage now that business was when we began executive development in business.

The present nonprofit executives came into management about the time of the Vietnam War, when they were in their thirties. And they are now moving out. And few nonprofit organizations have prepared their successors. A great many nonprofits have not yet developed professional management.

It's going to be rough. Very few of these people have thought through the succession questions: "What kind of people do we need to succeed us? What kind of background should they have? How do we train them? How do we test them? How do we screen them?" The way we pick them now is to have the board get on the telephone and ask various people, "Do you know somebody?"

This morning I got first a fax and then a phone call from an organization that I have never heard about. It turns out to be a fairly large organization, focused on first generation immigrant children and their mothers, providing them community. A very successful organization. Someone, whom I've known for many years, runs the very large charitable programs of this very large organization. He has done it for twenty-five years and he is now seventy-eight.

I asked, "Who's is going to take over your job?" He said, "That is for others to decide."

The questions I ask nonprofit organizations looking for successors are "What are results in the job? What competences do you need? What experiences do you need?"

Joseph Maciariello: How then would you propose training new leaders? How would you develop new leaders?

Peter Drucker: In the social sector, you need three things: you need professionals, you need community leaders, and you need volunteer leaders. For the professionals, today, we have a fairly substantial body of educational programs, some of them excellent and some are not. But there is no shortage today of professionals.

I regularly call up my previous students and ask them, "What are you doing?" And I have concluded that there is no shortage of able people who usually, in their second or third job, can go into management in the social sector.

We have well-developed hospital management programs and are beginning to develop good church management programs. Some universities are doing a very

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The Five Most Important Questions for any nonprofit organization to ask: What is our mission? Who is our customer? What does the customer value? What are our results? What is our plan?

Drucker Foundation Self-Assessment Tool

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The effective mission statement is short and sharply focused. It should fit on a T-shirt.

Drucker Foundation Self-Assessment Tool

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Resources, to produce results, must be allocated to opportunities rather than problems.

Managing for Results

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The only true leader is someone who has followers. An effective leader is not someone who is loved or admired. He or she is someone whose followers do the right thing. Popularity is not leadership. Results are. Leaders are highly visible. They, therefore, set examples. Leadership is not rank, privileges, titles, or money. It is responsibility.

Excellence in Nonprofit Leadership

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People are a resource and not just a cost.

Managing in a Time of Great Change

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Abandonment must be practiced systematically.

Management Challenges of the 21st Century

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good job. And social sector management is being taught now in a great number of management schools.

Within the last few weeks, I have people call me and say, “we need a person who can take over our organization in five years. I would like to discuss our candidates.”

Take a Catholic parish, a large parish; the bishop happens to be a former student of mine when I was in New York. And I had to tell this bishop to bring in a layperson as an administrator. She has experience in a non-religious organization. She has just left her job as administrator of the business side of the hospital and medical programs of a very large metropolitan area institution. That type of experience qualifies her even though she has never worked in a religious organization.

Finally, in large companies in particular, we are making social responsibility a criterion for leadership. Different people in business take social leadership differently. But, it is becoming increasingly common in businesses to expect that a “comer,” a bright young person on the way up, spend a part of his or her time in the social sector, as a volunteer in community leadership. You expect it now.

It is nearly unique that in this country we expect, encourage and support executives who volunteer in the nonprofit sector. In the rest of the world, a business executive is either not allowed to do any work in the social sector—for example in Japan. Or while it does not harm a person in business to participate in a nonprofit as a volunteer, it does not help either. In Europe, he is likely to be told in his annual review, “stick to your last.” And the result is the social sector has to be governmental, bureaucratic, top down.

These are some of the ways of training and developing future leaders for the social sector in America.

Joseph Maciariello: In closing Peter, doesn't this succession problem also create real opportunities?

Peter Drucker: It does indeed! There is part of the social sector that is not volunteer and the succession crisis creates leadership opportunities. And for the part that is volunteer it creates opportunities for parallel careers.

Here is a fellow from business who at age 43 has become a controller of a small division of a large company. Basically, he has reached his terminal job. Only one of 40 con-

trollers will become the chief financial officer of the company.

He may make it from a small division to a large division. But he is in his terminal job. His opportunities for leadership, for growth and for stimulation are in the social sector. Either as a second career or as a parallel career.

The social sector is full of leadership challenges creating new opportunities for first, second and parallel careers.

Joseph Maciariello: Thank you Peter Drucker for giving us still more insight into the problems and promise of the social sector in America. ■

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Education will become the center of the knowledge society, and schooling its key institution.

Managing in a Time of Great Change

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A business enterprise has two basic functions: marketing and innovation.

The Practice of Management

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Innovation is change that creates a new dimension of performance.

To Frances Hesselbein

■
The aim of marketing is to make selling superfluous.

Management: Tasks, Responsibilities, Practices

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From Success to Significance

An interview with Robert P. Buford by Keith A. Timko

Well-known for his concept of half-time—when people in midlife are ready to make the transition from success to significance—Bob Buford, Chairman of the Leadership Network, offers his thoughts on leadership, innovation and attracting halftimers to your cause.

Keith Timko: How did you become involved in the Peter Drucker Foundation?



Bob Buford is Chairman of the Board of The Buford Foundation/Leadership Network and, until the sale of his company in July 1999, served as Chairman of the Board and CEO of Buford Television, Inc., a family-owned business that grew into a network of cable systems across the country. A classic entrepreneur, Bob has authored four books including "HalfTime," "Game Plan," "Stuck in Halftime" and "Finishing Well."

Bob Buford: When I was young, I became the head of Buford Television. I didn't think I knew how to manage, and the person who made the most sense to me was Peter Drucker. In practical things—such as how to manage—Peter is the smartest and most profound human being alive on the planet today. I apprenticed myself to his thinking, and it worked.

Later, I began to think, "I wonder what that body of management knowledge would do if applied to nonprofits and churches." You cannot grow an organization of any size or to the scale of the need without management. I simply joined two strands in my life: my desire to expand God's Kingdom on Earth and the need for management.

I found Peter's two greatest fans, Frances Hesselbein and Dick Schubert, and we conspired to create a foundation for nonprofit management with Peter Drucker at the center that would attract other "planets" in the management universe. Today, we have 300 thought leaders who under the umbrella of

the Drucker Foundation—now the Leader to Leader Institute—have lent their best thoughts to the non-profit world.

The part of the nonprofit world that I was most interested in—the large church—has grown very significantly. Churches had to learn how to lead and manage in order to grow beyond the small neighborhood parish size. Because of management tools now available such as the *Drucker Self-Assessment Tool*, today they do know how to manage. I'd call that a quantum change.

Keith Timko: Given the emphasis on innovation at the Leadership Network and Leader to Leader Institute, what is the common denominator for innovative organizations?

Bob Buford: Organizations that focus on innovation have a profound desire for results and performance as opposed to just staying busy. Accomplishing something is not the same as staying busy.

When I managed a television station, I had a sign that read, "It pays

not to be too smart in management.” Once you get too smart, you get too self-sufficient. You don't ask questions. Often the answer is close at hand if you just ask the right questions. Peter Drucker teaches us what the right questions are.

Keith Timko: What's the biggest difference between success in business and success in the social sector?

Bob Buford: Every human being has two-sides. There is a material side that seeks self-sufficiency and a spiritual side that seeks self-transcendence. The process to achieve success in business and success in the social sector is similar; it's the mission that is different. Success in business is about winning, and that's what you're rewarded for. On the social sector side, the focus is on self-transcendence and moving beyond your own self-interests to change the lives of others.

Keith Timko: What are the challenges on the horizon for the social sector?

Bob Buford: I think the management challenges are mainly to recognize an emerging heroic population and to see people who are in mid-life who are ready to make the transition from success to significance. The social sector needs to be responsive to these needs.

Attracting Halftimers to Your Cause

- We all have a desire to serve others. Start with that desire.
- Start small with halftimers. Provide volunteer opportunities that can grow into something larger.
- Be demanding. Give halftime volunteers work that is challenging and don't give the impression that it's easy. Passion generates effectiveness and longevity; being incompetent or bored with something doesn't generate results.
- Have a BHAG—a big, hairy, audacious goal. A vision and a big goal attract people.
- Show that it's doable. Find the role models of people who made the transition from success to significance.

Rather than just filling slots, organizations should start with desire, need and the personality patterns of people who would like to achieve a level of significance in their life.

Keith Timko: Where do you see the opportunities for the social sector?

Bob Buford: We live in a dawning heroic time, and people's concerns are reflected in recent movies that capture the imagination of the times. There are classic battles of good vs. evil and the pursuit of purpose and meaning in life. This is also reflected in the success of Rick Warren's book, *The Purpose-Driven Life*, which has been called “the most successful nonfiction book in history.”

Right now, we're caught between a material culture and a more meaningful culture. Churches, nonprofit organizations and community agencies should see the opportunities of this heroic time.

Keith Timko: What would you recommend to social sector organizations working with partners in business and government?

Bob Buford: Be clear about your mission and very clear about what defines performance in terms of service to others. The first lines of Rick Warren's book says it in four words: “It's not about you.” Social sector organizations are always defined by their capability of serving others. Then you need to ask who does what well and build on people's strengths. ■

Leading for the Future

An interview with Richard F. Schubert by Bruce Rosenstein

Few leaders in any sector—for-profit, nonprofit or government—have the depth and breadth of experience as the Leader to Leader Institute co-founder Richard F. Schubert. This provides him with a unique viewpoint for assessing the future of nonprofits and the types of leaders required.



Richard Schubert is Senior Vice President of Executive Coaching Network, Inc. He has served as President of Bethlehem Steel Corporation, President & CEO of the American Red Cross, Founding President & CEO of the Points of Light Foundation and General Counsel and Deputy Secretary for the U.S. Department of Labor. He serves as Vice Chairman of the Leader to Leader Institute. A graduate of Yale Law School, Richard has been awarded seven honorary degrees and has been admitted to the U.S. Supreme Court and Pennsylvania Supreme Court.

Bruce Rosenstein: What do you feel are some important trends for the social sector going forward?

Richard Schubert: The important trends are:

- **Sharing back office functions:** There's a lot of duplication of back office expenses. There's no reason that every nonprofit has to have accountants, bookkeepers, etc. They can combine back office functions and save money for the beneficiaries. Just like there's been consolidation in businesses, there's going to be consolidation in back office functions because the funders are going to demand it.
- **Increasing focus on outcomes:** Peter [Drucker] has said good intentions are not enough. And more and more there will be performance measures developed for each nonprofit precipitated significantly by those who are funding...Peter would say the bottom line for nonprofits is changed lives. That has been my commitment in all my non-

profit work...that I want to be a part of the process of changing lives and changing opportunities and that needs to be measured.

- **Growing well-balanced leaders:** I see an increased focus on growing leaders who have a total sense of the business of a nonprofit as well as commitment to the mission. And in that respect, executive coaching will begin to weigh in on the leaders of nonprofit organizations.
 - **Collaborations and joint ventures:** The dollars are always going to be scarce, maybe even more scarce than they are now, which is going to require good people to figure out ways to collaborate.
 - **More family volunteering:** The whole family has a role, and it's a wonderful opportunity for the transmission of values. In a time where parents have a difficulty communicating to teenagers, it's a wonderful chance for that communication.
- Bruce Rosenstein:** Dick, in your view, what are some traits, quali-

ties and characteristics that future social sector leaders will need?

Richard Schubert: I think that future social sector leaders need the following:

- **Servant leadership:** The function of the servant leader is to support people for whom she or he is responsible...support in the sense of what they need to get their job done.
- **Situational leadership:** A leader has to understand his or her reports individually because no two people are in the exact same place in terms of their development. There are some who are very competent in practically everything, and there are some who are on the journey. Your challenge as a leader is to grow them in just the right way.
- **Numeracy:** Understanding of the numbers of business and budgets.
- **Apply the Golden Rule:** I've always felt the golden rule is critical in every human relationship. How would you like to be treated if the roles were reversed?
- **Integrity:** Integrity is at the base of it all... Integrity = credibility = willingness of people to support your cause. ■

Richard Schubert's Lessons of Leadership

Lesson One: The practices of leadership are *transferrable* from business to government to the social sector. However, there are different nuances in each of the three sectors and adaptations have to be made: for example the fishbowl existence of people in the government sector and the absence of a monetary bottom-line in nonprofits. Nevertheless, having said that, the fundamental principles of leadership are clearly transferrable.

Lesson Two: I have learned across the years that it's the *little things that count*. Very recently, I happened to need something from the Department of Labor. I called and the woman said, "I remember you [from] 30 years ago because you came to my office, and I was one of the support people. And you made a point of talking to me."

Lesson Three: *Seeing yourself as others do*. The concept of 360-degree feedback is invaluable. I wish I had it earlier in my career.

Lesson Four: The *complexity of leadership positions*. No leadership position is as simple as it appears to be because of the balancing of interests that is necessarily involved in leadership.

Praise From Colleagues

"Schubert immerses himself in the situation, tries to learn the ropes and draws heavily upon other people to help shape the action," says David Racine, a colleague at the Points of Light Foundation.

"I see him as a person who in the earliest period really called on nonprofits to operate very efficiently, maximize their resources and develop their resources for both paid and volunteer people," said Millicent Wasell, who worked with Schubert at the American Red Cross.

Rick Little was the founder and until recently CEO of the International Youth Foundation, and Schubert was Chairman and is now Chairman Emeritus. Little says Schubert is "a man of great integrity. He's one of those kinds of people that what you see is what you get. I have great respect for him."

A Vision That Shimmers in the Distance

An interview with Frances Hesselbein by Dachell McSween

Dachell McSween recently had the privilege to sit down with Frances Hesselbein to revisit the inspiration for the Leader to Leader Institute and discuss the future of the social sector.



Frances Hesselbein is the Chairman of the Board of Governors of the Leader to Leader Institute. She was awarded the Presidential Medal of Freedom—the United States of America’s highest civilian honor—in 1998 for her leadership as Chief Executive Officer of Girl Scouts of the USA from 1976-1990. She also serves as Editor-in-chief of the quarterly journal, “Leader to Leader” and is the author of “Hesselbein on Leadership” and co-editor of the best-selling book “The Leader of the Future.” Frances is a Board member of Mutual of America and Chairman of the National Board of Directors of Volunteers of America.

Dachell McSween: Of all the great thought leaders and friends who surrounded, supported and inspired the Girl Scouts, you acknowledge that Peter Drucker had the greatest influence in the transformation of this great American institution. How did you first meet Peter?

Frances Hesselbein: Five years after I arrived in New York to become the CEO of Girl Scouts of the USA, I received an invitation from John Brademus, President of New York University, who invited fifty Presidents of large foundations and nonprofit organizations to a reception and dinner where Peter Drucker would be speaking. I was excited to think I would at last hear Peter in person although in such a large group I probably would not be able to meet him. The invitation read—University Club, Reception: 5:30 p.m. So, coming from the mountains of western Pennsylvania, where 5:30 is 5:30, I arrived at the University Club at

precisely 5:30, walked into the large reception room and found myself alone with two bartenders. I turned and there was a man behind me. He said, “I am Peter Drucker.” (Obviously if you grow up in Vienna, 5:30 is 5:30). I was so startled that instead of saying, “How do you do?” I blurted out, “Do you understand how important you are to the Girl Scouts?” He said, “No, tell me.” So I replied, “If you visit any one of our 335 local Girl Scout Councils, you’ll see a shelf of your books. If you study our Girl Scout Corporate Planning and Management System you will see your philosophy. He said, “You are very daring. I would be afraid to do that. Tell me, does it work?” I replied, “Superbly. And I have been trying to get up enough courage to call you, to ask you if I may come to Claremont and have an hour of your time. I would like to lay out before you everything you say the effective organization must have in place. We do, and I would like to

talk with you about how then does a great American institution take the lead and move into the future.” Peter said, “Why should both of us travel? I’ll be in New York in a couple of months and I’ll give you a day of my time.”

Dachell McSween: And did he?

Frances Hesselbein: Of course. No one who was present can ever forget that day in New York when Peter Drucker first gave us a day of his time and met with the national Board and staff. In that boardroom, one could almost sense the expectation that Peter Drucker was going to tell us how pleased he was with the remarkable transformation our volunteers and staff had achieved. After thanking us for permitting him to join us, he began: “You do not see yourselves life-size. You do not appreciate the significance of the work you do, for we live in a society that pretends to care about its children, and it does not. For a little while you give a girl an opportunity to be a girl in a society that forces her to grow up all too soon.” For the next eight years he would give us two or three days of his time each year. He studied the organization, wrote about us, spoke to volunteers and staff leaders helping us see ourselves life-size—and he had the greatest impact upon our work.

Dachell McSween: Beginning with the founders, thought leaders from all three sectors have since shared your dream of developing responsible leaders, caring citizens and a healthy, diverse, inclusive society. How did this great movement get started?

Frances Hesselbein: Bob Buford, Dick Schubert and I met in early 1990. Bob, Dick and I had been profoundly affected in our careers and our lives by Peter Drucker and we were talking about how we could help spread Peter’s philosophy and his work right across the social sector. We decided to fly to Claremont, California, where Peter and his wife live, check into the old Claremont Inn, and spend the afternoon and evening brainstorming how to bring Peter’s work to all nonprofit organizations and their leaders. So six weeks after I left the Girl Scouts, I flew out to Claremont to join Bob and Dick. Out of that brainstorming session came our bright idea—a Peter Drucker Foundation for Nonprofit Management that would bring Peter’s work to the whole social sector.

Peter joined us the next morning. The walls were covered with our newsprint, and the three of us took turns presenting our wonderful idea. Peter listened; we couldn’t tell what he was thinking.

Finally he said, “We won’t name it for me. I’m not dead yet, and I don’t intend to be an icon. And we won’t focus on me. There are a lot of good people out there, and you will bring them all in.” Already he had broadened our vision. Bob and Dick had told Peter they felt I should be Chairman of the Board of the new foundation. Now that I had left the Girl Scouts, I would have time for several board meetings a year. Peter turned to me and said, “You will not be the Chairman of the Board, you’ll be the President and CEO or it won’t work.” So, six weeks after leaving that position with the largest organization for girls and women in the world, I was the President and CEO of the smallest foundation in the world—with no staff, no money, only a great passion and a stirring vision the four of us shared. Peter finally relented and permitted us to name the new foundation after him. And he added John McNeice to our founding group, and John became one of our most generous supporters and advisors.

Dachell McSween: That was fifteen years ago. And today?

Frances Hesselbein: Today, fifteen years later, we celebrate the life, the inspiration, the contribution of a great hero, a great intellect, a great visionary, a great friend—

Peter Drucker. And we celebrate what has happened since that day the Drucker Foundation was born. The Leader to Leader Institute, which builds upon the legacy of the Drucker Foundation, has twenty books in twenty-one languages moving around the world, the APEX and MAGGIE Award-winning journal, *Leader to Leader*, conferences and seminars. And best of all, we are surrounded by more than 300 great thought leaders who write for us, speak for us, travel with us when we go to China, Poland, Argentina—wherever we are called to go. And all of this enormous generosity comes as their contribution to our mission, our work—that vision that shimmers in the distance.

Dachell McSween: Frances, what does leadership mean to you today?

Frances Hesselbein: All effective leaders manage for the mission, manage for innovation, manage for diversity, and manage for the future—not for the past. Leadership is a matter of how to *be*, not how to *do*. In the end it is the quality and character of the leader that determine the performance, the results. In today's world, leaders must be healers and unifiers with a moral compass that works full-time. While living and articulating core values, they practice

dispersed leadership—moving the responsibilities of leadership right across the organization. Not one leader, but leaders at every level in a wonderfully flexible, fluid, circular management system.

Dachell McSween: And tomorrow? How can the leaders of today prepare for the turbulent future ahead?

Frances Hesselbein: Leaders of the future will lead organizations that are mission-focused, values-based, and demographics-driven. They will strive to be leaders of courage, who embody their values and live by strongly held principles. The courage to lead becomes the best way to define these leaders, leading from the front, not pushing from the rear in times of great challenge. Most of all, the leaders of the future will respond to the call for effective citizenship through cross-sector partnerships. With needs rapidly escalating as traditional resources are diminishing, the day of the partnership is upon us.

Dachell McSween: Can you leave us with your thoughts on making cross-sector partnerships successful?

Frances Hesselbein: Yes, building effective cross-sector partnerships is one of our society's

greatest challenges—the challenge of collaboration. In all of our work helping organizations form new partnerships, alliances, collaborations, the message is clear: we are all in this together, and no one can go it alone. All over the country we see corporations taking the lead in seeking social sector partners to address a specific community need. And social sector organizations, seeing themselves life-size, are seeking corporate and public sector partners to achieve a new kind of synergy, energy and results. One organization cannot achieve much alone.

To be effective, leaders must move beyond the walls of the corporation, the university, the organization, the agency and work together to build a cohesive community that embraces all its people. There is no hope for a productive enterprise within the walls if the community outside the walls cannot provide the healthy, diverse, energetic workforce essential in a competitive world. Leading beyond the walls is a leadership imperative for all leaders of the future. All of us at the Leader to Leader Institute will work to move beyond our walls and into a future of powerful, effective partnerships that build community and change lives. ■

The Many Faces of Leadership

BY JAMES E. AUSTIN

The commemoration of the Leader to Leader Institute's 15th Anniversary and the celebration of Peter Drucker's extraordinary contributions perhaps inevitably spark reflections on leadership. This short essay is a reflective musing on some of the salient dimensions of leadership that I have observed in the business, social, and public sectors that I have had the good fortune to traverse during life's journey. This is offered as an experiential expression rather than an academic analysis. Leaders and leadership come in a multitude of shapes and sizes, times and places. While infinitely different in its particulars, leadership performance is definitively powerful in shaping the quality of organizations, communities, countries, and the world. And although leadership in each sector has some unique demands, they share some core commonalities. Leaders perform a variety of critical functions, although not all leaders play all of these roles. Let us identify and reflect on some of these roles.

Leaders as Visionaries

Leaders are able to envision what is not but might be. They are able to escape the confines of the status quo and conjure up new possibility frontiers. This often means suspending belief while one plunges into the uncharted realms of the improbable. For many, the ever present multitude of practical barriers shackles one's imagination and creates temporal myopia. The visionary leader is able to transport himself or herself to another realm of possibilities. Visioning is aspirational and liberating. It allows one to envision new configurations and unleashes new thinking about how to make the journey forward. To be powerful, the vision must capture the hearts and minds of others, triggering collective creativity and mobilizing group energy. When the path forward seems clouded with uncertainty, the vision serves as the organization's beacon on the horizon.

Leaders as Strategists

Having a vision is essential to putting a distant stake in the ground as our destination. But how to get there then becomes the big challenge. Leaders have a great capacity to think strategically and formulate powerful strategic plans and pathways that guide organizations toward realizing that vision. Strategic thinking is multi-dimensional. It involves systematic analysis of the external environment to spot forces that impede and enable the organization. It also involves identifying the distinctive competencies and weaknesses of the organization. The meshing of the external and internal analyses to achieve strategic alignment and focus requires a capacity to decide not only what you are going to do but what you are not going to do. These are big leadership decisions that have a defining impact on direction and resource allocation.

Leaders as Managers

There is an important conceptual difference between the managerial functions and the leadership functions. Managers implement and operate. They execute the strategic plan. Sometimes organizational or situational context requires that leaders shift gears and perform these managerial functions. Having such dexterity is often essential to organizational performance. It is also important to recognize that managers at times must exercise leadership functions. In fact, in high performing organizations, leadership is exercised at all levels.

Leaders as Motivators

At the heart of powerful leadership is the capacity to motivate others. While a good leader ensures that the organization's formal financial incentive sys-

tem is aligned with high performance, that is seldom sufficient. Nor will traditional command and control systems elicit maximum performance. The leader also needs to be skilled at using psychological and emotional channels that tap into people's reserves of discretionary effort. Being an effective communicator, which can come in many different forms, is essential to

creating this connection. Communicating passion for the vision, the mission, or even a task can be powerfully energizing. Inspiration comes from words that are backed by deeds. Rhetoric without substance erodes believability. Congruency between message and action creates credibility and trust, essential intangibles for motivational leadership.



Professor James Austin holds the Snider Chair of Business Administration at the Harvard Business School. He has authored and edited 16 books, including "The Collaboration Challenge: How Nonprofits and Businesses Succeed Through Strategic Alliances." He has been an advisor to corporations, nonprofit organizations, and governments throughout the world.

Leaders as Mentors

An essential function of leaders is to develop others. Leaders are the Keepers of the Keys. They hold the ways of opening doors through which others can pass into new opportunities for their further development. Leaders have a predisposition to investing in others to enable the realization of their full potential. All leaders have themselves benefited from such mentoring. Accordingly, leaders have a fiduciary responsibility to mentor others. It is through this personal effort and collegial process that important leadership knowledge and attitudes are transmitted.

Mentoring is in part cheerleading, giving positive encouragement to eradicate the stifling effect of self-doubt. But good mentors are also frank critics, providing probing and honest assessments of weaknesses that need strengthening. Honest feedback combined with constructive suggestions make for good mentoring.

Leaders as Learners

Leaders have an insatiable appetite for learning. A striving for excellence requires a continuous search for superior ways to excel. Leaders know a lot, but they have the humbleness to realize that they can also learn from others. To be a good learner, one must be a good listener. To be a good listener, one needs to be open to contrary perspectives and criticisms. A capacity to suspend a natural inclination toward defensiveness and an ability to empathize enhance listening acuity. The leader also transmits this discovery ethic to others in order to foster a pervasive learning capacity throughout the organization. Mistakes and failures are harvested as learning opportunities rather than simply being condemned. When a leader concludes that the learning opportunities for him or her in a particular organization are exhausted, it is a clear signal that it is time to find a different situation that will allow richer personal and professional development. And when a leader's own capacity to learn has dried up, then it is time to find a radically changed context or challenge that will rejuvenate the quest for learning, or simply bow out.

Leaders as Entrepreneurs

The creator of a new organization has the core task of producing something that will generate followers, the first hurdle to becoming a leader. Greenfield entrepreneurship is a special form of leadership involving the spotting of an opportunity, the creation of a new approach, and the mobilizing of others' resources

to pursue that opportunity. However, leadership of existing organizations also requires entrepreneurship. Leaders are innovators. They identify opportunities and reinvent their organizations in order to achieve their missions more effectively. They are willing to take big risks. The audacity factor produces bold innovations.

Leaders as Collaborators

While there is a popular image of leaders as Lone Wolves at the top of the pack, effective leaders understand the power of collaboration, both internal and external. Within organizations leaders attempt to create an integrated whole that is greater than the sum of its parts. They construct organizational plumbing that connects functional departments or geographical units so as to overcome the isolating and debilitating effects of the Silo Curse. They build and use teams to capture the power of multiple brains, perspectives, and diversity. Externally, they seek out and build strategic alliances with other organizations within and across sectors in order to capture the synergies possible from combining complementary core competencies.

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Leaders know a lot, but they have the humbleness to realize that they can also learn from others.
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Leaders as Institution Builders

Leadership is all about building stronger and more sustainable institutions that will more effectively carry out their missions and relentlessly pursue their visions. Leadership is not about self-aggrandizement. Great institution builders know how to keep their egos in check. Institution building means transcending the individual

leader. An acid test of leadership is the extent to which an organization is enabled to continue its high performance after the leader has passed on the baton. In addition to creating powerful and innovative strategies and motivating, developing, and organizing the human talent essential to sustainability, leaders have another function vital to institutional strength. They are the Guardians of Values. An organization's core beliefs and principles are the foundation upon which behavior is built. The recent blasphemous scandals that have enormously damaged seemingly successful companies, nonprofits, or governments are fundamentally traceable to failures in values. Those failed leaders did not person-

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Leaders' fundamental purpose is to make the world a better place.

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ally uphold or institutionalize powerful values that would guide individual and organizational behavior.

Leaders are accountable to a range of stakeholders, each of whom has distinct performance criteria. Most profoundly, however, leaders' fundamental purpose is to make the world a better place. They are Generators of Social Value and it is through their relentless pursuit of the greater good, whether as business, social, or public leaders, that they help humanity realize its full potential. We are all deeply grateful to Peter Drucker and the Leader to Leader Institute for their rich and enabling contributions to this collective journey. ■

What Leaders Need to Learn About Learning

BY DEEPAK SETHI

At the intellectual level we all realize that learning is the ultimate competitive advantage and yet when you analyze the recent challenges faced by senior executives at venerable organizations, it becomes obvious that they are not merely failures of leadership but also of learning. And, when you closely observe both individual and collective behavior within organizations, the term learning organization often appears to be an oxymoron. Indeed, a lot of challenges and even tragedies that individuals, organizations and societies face can be traced to our inability or unwillingness to learn.

Even though, as Peter Drucker has so lucidly explained, we have entered the age of the knowledge worker, we have yet to enter the age of the “learning worker.” And even though organizational structures have taken on a variety of geometric shapes beyond the pyramid, it is still true that leaders of an organization have to carry the burden of setting the right climate for real learning to take hold and to model the right learning behaviors.

It is important to make a distinction between what has been called “neck-up” learning vs. “neck-down” learning. What leaders are generally used to is “neck-up” learning which entails acquiring knowledge, data and information. It is safe, easy, clean and comfortable. On the other hand, “neck-down” learning occurs at the gut level. It is risky, difficult, messy and uncomfortable. It is also real, deep, transformational and invaluable.

The field of leadership learning and executive development is rife with half-truths, so-called best practices and misperceptions. It has been at once both over-simplified and complicated by vested interests. I plan to shine a light on the true nature of “neck-down” learning and explode a few myths.

Learning Is An Unnatural Act

It is a widely assumed myth that people are always eager to learn. However, the fact is we often run away from deep learning as we have defined it. We find deep learning threatening because it often challenges our deeply held beliefs, prejudices, attitudes, perceptions and behaviors and requires us to alter at least one of the above. It results in changing us, and it is human nature to resist change, even good change. It is only by sailing away from safe shores do we discover new lands.

I have been designing powerful, holistic and blended leadership development programs, helping plan succession and linking talent pipeline strategies with corporate business strategies for a long time. One of the key challenges has been moving organizations away from the marketing model that says the customer is always right. We have to give the customer the kind of learning they need, not simply what they want. It is the moral equivalent of tough love. It often makes the learner uncomfortable and even angry at the host and the instructor. This sort of dissatisfaction can be a good sign that real learning has occurred. It is a risk for all parties, but a risk worth taking.

Learning Requires Unlearning

Another common fallacy is that learning is additive and that we can pile new learning over old. Even though our mind is like a sponge when it comes to knowledge and information, the same is not true for our percep-

tions and behaviors. We often need to extinguish old perceptions, attitudes and behaviors before new ones can take root. Any sports enthusiast who has attempted to correct her backhand or her golf swing can attest to this key principle.



As CEO of Organic Leadership LLC, Deepak Sethi designs holistic leadership development and succession programs and processes and provides leadership development audits resulting in major cost savings. He has served as SVP at SHRM, VP Leadership Development at Thomson Corporation and managed leadership development for AT&T. Dick has been featured in several national newspapers, published articles on leadership and spoken at many national conferences. He is a Rotary Foundation Fellow and has an MBA in Marketing.

The toughest thing for leaders is letting go of something that has served them well for a long time. One of the best pieces of career advice was given to me by Ram Charan, the famous author, consultant and confidante to CEOs who is both a friend and a guru to me. As I was moving to a new job he said, “Don’t automatically apply what worked for you in the previous job, but figure out what needs to be done to be successful in the new challenge.” That is the promise of unlearning.

The good news is that new research in the field of mind-body relationships and the science of psychoneuroimmunology has shown that the human brain is plastic and that our mental thoughts can physically alter our brains. Each time we practice a new behavior we create new pathways. Over time these new pathways take over and become our perceptual habits. Even nature helps the learner!

Learning Starts With Learning About Self

Much has been written by the famed author and thinker of Emotional Intelligence, Daniel Goleman, and others about the importance of self-awareness in leaders. A great place to start is for leaders to become self-aware of how they learn or fail to learn.

Andragogy, the science of adult learning, tells us that adults learn in a variety of ways and different people learn differently. By examining the ups and downs of our careers and our lives with honesty we can decipher the best sources of our own learning. We can then begin to expand our learning by increasing the sources from which we learn.

It is equally critical for leaders to understand how unwittingly they create or condone barriers to learning for themselves and for their organizations. Our titles, roles, backgrounds, educational degrees, past successes, previous knowledge, competence, authority, perceptions of others and subordinates who always agree with us can all become serious barriers to our learning. Recognizing and overcoming these barriers is an act of leadership.

Similarly, one of the greatest barriers to organizational learning is a climate where employees do not feel safe and are not encouraged and rewarded to speak their minds and to tell the truth as they see it for the good of the organization. In corporate life as in war, truth is often the first casualty. Also, in my experience, organizational hubris based on past successes is a serious hurdle to new learning. Overcoming these barriers is not easy. It takes a tremendous amount of looking in the mirror, reflection and courage—rare luxuries in organizational life today.

Learning Is a Socialization Process

One of the greatest paradoxes of learning is that organizations spend large amounts of resources on formal education, whereas most learning occurs rather informally. Even within the formal setting of an in-

house company program or a university-based executive program, often the best learning happens informally. In the programs that I designed, I always included star faculty, but at the end of the day the attendees learned more from each other than from the “teachers.”

Of course, external faculty are very critical to the design and play a key role by bringing in their wisdom, objectivity and outside perspectives. But, the unsung heroes of group learning processes are often the designers of the experience, the facilitators and the coaches who help extract the learning from the teaching and who help make the connection to real work.

Informal learning is effective because it is personal, just-in-time, customized, and the learner is motivated and open to receiving it. It also has greater credibility and relevance.

Another seeming contradiction to keep in mind in this age of pervasive technology is that the best learning is still social. Despite all this, you will rarely see informal and social learning being promoted because there is little money to be made in it. Unfortunately the burden is always on the consumer.

I would strongly recommend that leaders conduct a periodic audit of how and where they spend the resources for educating and developing their people.

I would strongly recommend that leaders conduct a periodic audit of how and where they spend the resources for educating and developing their people.

The Most Powerful Sources of Learning are Often Overlooked

There is no doubt that most learning accrues from experience on the job. The great danger is that most leaders assume that this happens automatically.

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Moving leaders around, at the right pace, to provide them with a variety of challenging assignments is a great way to help them grow. But I have seen far too many executives move from job to job only to carry their negative behaviors with them. Each success seems to mitigate the downside of these behaviors until leaders are blind-sided and derailed by their flaws. The key is to find significant people and processes that can help leaders extract the learning from their job experiences and make meaning of them. Going through an experience and learning from it are two very different activities requiring different skills. One without the other is incomplete.

In this regard, as we know, the U.S. Army has a great After Action Review process for debriefing and learning not just from unsuccessful missions, but also from successful ones.

That takes us to the learning potential of failure. Indeed within the realm of experiences, the ones that offer the greatest potential for learning are often the ones we tend to avoid. Diversity, adversity, disagreements, conflicts, hardships, tough situations, difficult people, career set backs, new cultures, exaggerated goals and failures are all loud alarm clocks and unique

and precious opportunities to learn and grow. But it takes tremendous insight and courage to avail of them as such.

It almost takes the ability to apply the Buddhist way of life, known as mindfulness, to fully accept, face up to, live in and learn from each moment of difficulty as it unfolds. But the rewards can be life changing.

In this age we seek ideas just as we covet consumer products. We believe that anything faster, newer, bigger, more complex, more expensive, with more technology and more heavily marketed is always better. But the truths around learning are simple and timeless. The power lies in not merely knowing them but in applying them.

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*The best learning often comes
from deep inside us.*

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In our culture what we aspire for is always an object outside of us. It has more appeal, just as the best idea from an employee is generally considered less valuable than ideas from outside sources. But the best learning often comes from deep inside us. It resides in the recesses of

our minds and hearts. It exists in all our six senses, in our Chakras and in our third eye. All we need to do is access it, bring it to the surface, and unleash it. ■

Ethics And Leadership

BY JOHN ALEXANDER

The crisis of confidence in leaders of business and industry in the U.S. that began with the collapse of Enron in late 2001 remains as palpable as ever. New scandals and a string of investigations involving high-profile executives, especially in publicly-held companies, make headlines routinely. Public opinion polls continue to reflect minimal trust in corporations and corporate leaders, and many commentators predict that level of trust will slide even further. As with anything of real value, trust in senior leaders can be destroyed in an instant, but it can take years to rebuild.

What do senior leaders themselves think of the state of ethics in corporations? A survey by the Center for Creative Leadership (CCL) found that they also share serious concerns about the behavior of their peers. The survey also uncovered something more promising—that many top leaders are thinking quite broadly about what it means to act ethically. With that foundation in place, it becomes possible to take the next, key step—defining a conceptual framework that cultivates ethical behavior.

CCL researchers surveyed 175 participants in the Center's Leadership at the Peak open-enrollment program, designed for senior leaders of divisions or organizations with more than 500 employees and more than \$50 million in revenues. Fully one-third of them work at executive levels in organizations with more than 10,000 employees. The results, published in the CCL/Jossey-Bass journal, *Leadership in Action*, revealed that a majority of respondents (53 percent) believe there has been deterioration in the ethical performance of corporate executives. In the words of one of the executives surveyed, "With the incredible stock market rally we experienced (in the late 1990s), greed appeared to be on the rise and many CEO 'stars' seemed to emerge. I believe that during this time of affluence, corporate executives started to think they were untouchable."

Those who do not think an ethical decline has occurred tended to believe that such

problems had always existed anyway and were only now coming to light. “I believe this is a matter of human nature,” another survey respondent said. “There have always been, and always will be, dishonest people.” Regardless of whether this ethical void is new or old, it’s certainly not encouraging, and it serves as a stark reminder of how much work must be done to cultivate a solid respect for ethics not only in corporate America but in organizations of all types and sizes.

Fortunately, signs indicate that top leaders are up to the task. A full 70 percent of the executives surveyed by CCL said they think that ethical behavior goes beyond meeting basic legal requirements. They said, in fact, that it also involves larger matters of integrity, character, values, morals and organizational climate and culture. That consensus, I believe, is critical. Reforms and increased oversight will curb some abuses, but simply making laws to regulate behavior in business is not enough. Trust, integrity and transparency are hallmarks of good leadership; those qualities are earned, not legislated.

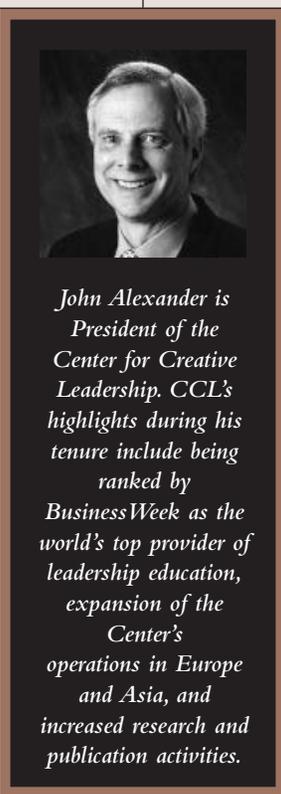
What does that imperative mean for senior leaders? It clearly indicates a role for them that extends well beyond following the law and staying out of trouble. Instead, top leaders need to take stands about the importance of ethics and integrity, and they need to model those values for their employees. The simple reality is that if a commitment to the highest standards of conduct doesn’t start at the top, it will never gain traction throughout the entire organization.

Still, talking about behaving ethically and acting in a way that inspires others to follow your example are two quite different things. Even with the best of intentions, the pressures to perform and the temptation to cut corners

are always there. As one respondent to our ethics survey put it, “I am the top executive, and I operate under the highest ethical standards. I do understand, however, the pressure that is placed on CEOs to perform to expectation. The ‘street opinion’ weighs so heavily on both my and the organization’s success, and I am quite often caught in a short-term versus long-term dilemma.”

Many talented and conscientious leaders find themselves in a similar bind, wanting to do the right thing but finding themselves unsure of how to proceed. There are, of course, no simple answers, but I believe the best solution rests within individuals and is rooted in personal integrity. Integrity is the kind of honesty that leads to trustworthiness; it is acting in a way that demonstrates what the dictionary calls “moral excellence.” I believe that good leaders must also combine a commitment to maintaining their personal integrity with an emphasis on altruism, or concern for the welfare of others. By looking inward at their beliefs and values and blending the resulting self-insight with integrity and altruism, leaders can substantially increase their capacity for acting ethically, even in the most pressure-packed situations. At the same time, they also begin to lay the foundation for an improved organizational climate that is defined by integrity, altruism and, by extension, trust.

But how does one actually embrace, and then exhibit, these seemingly universal concepts that have proved so elusive of late in executive suites and boardrooms? To some degree, this blend of personal integrity and altruism stems from guidance received at an early age and reinforced in family, school and community settings. But sometimes these early messages get lost or diluted as leaders, now adults, find themselves facing ethical dilemmas.



Few real ethical dilemmas lend themselves to clear, incontrovertible decisions or solutions. This potentially explosive mixture of weak ethical signals from within and blurred choices from outside lure some leaders astray. Their moral compasses no longer guide them, and expediency wins the day.

This sense of isolation is exacerbated as leaders rise to the top. Their access to valid feedback and to a variety of organizational checks and balances that serve as early warning signals can easily be cut off. That is why senior leaders must constantly check their own assumptions regarding what is right or wrong with the reality that surrounds them. At the Center for Creative Leadership, and in other insight-based leadership programs, leaders get a good fix on how they see themselves on various ethical dimensions compared to how others see them. This self-portrait can be quite revealing, and it can help guide leaders along the path of ethical behavior—assuming they are sincerely dedicated to doing so in the first place. Our approach, then, calls on leaders to take a series of steps that entail:

- Finding time to look at the difference between how others perceive you and how you perceive yourself;
- Understanding what drives your behavior and making adjustments so that you can collaborate more effectively with others;
- Committing to the challenge of continually maximizing your strengths and addressing your weaknesses;
- Developing through job challenges; and
- Choosing to lead while recognizing, respecting and supporting others.

These actions all have something critically important in common: they pull senior leaders outside the realm of narrow self-interest and remind them of a larger context in which they have the responsibility to act ethically. This intensive process of self-discovery can lead to startling revelations, opening the eyes of leaders to the frequently yawning gap that exists between how they actually conduct themselves versus how they intend to act. That gap can be shortened considerably, however. Just as we believe that we all have the capacity to enhance our leadership skills, we also have the ability to lead with greater and more demonstrable commitment to integrity and ethics.

Improving our ability to act ethically is a process rather than an event. It's a lifelong pursuit and a difficult and demanding one at that. The hard work of ethics and leadership is best accomplished through solving messy problems that yield no simple answers and can often be approached only through trial and error. Instead of hiding from or ignoring ethical issues, top leaders need to embrace

them—and be transparent about what they are doing. This is one of those times when top leaders can learn from their elected counterparts that, far from being invulnerable sovereigns, they are temporary occupants of positions of power—power that can be taken away from them in an instant. A host of followers have placed their trust in these leaders to act honorably and with the followers' best interests at heart. That bond of trust is difficult to build up, particularly in today's climate of deeply ingrained skepticism. To be successful over time, today's leaders cannot assume that ethical behavior is the default position. It is something that must be earned and proven every day. ■

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***Trust, integrity and
transparency are the
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everywhere.***

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Motivation Beyond Money

BY JON R. KATZENBACH

Abraham Maslow's hierarchy of needs introduced the notion of self-actualization: namely, feeling good about who you are and what you do. Frederick Herzberg exposed us to the motivational power of "the work itself." Rosabeth Kanter tells us that having "confidence in other people" is an essential characteristic of effective leaders. And in *Finding Flow* by Mihaly Csikszentmihalyi, we are encouraged to look to those tasks that challenge our full range of skills if we seek to energize levels of peak performance. These are valuable concepts from over half a century of clinical and academic research that I believe points the motivational compass in one direction: *people who feel good about their work will take pride in excelling at that work.*

Leaders who are able to instill that kind of pride in both the journey and the destination will be rewarded with peak performance efforts from their people. I wish I could take credit for that powerful insight, but that would deny the reality of those who discovered it many years before me. At the risk of over-simplifying the complicated world of workforce motivation, I have increasingly come to believe that the focal point must be on instilling pride. When I reflect on literally hundreds of case studies of teams, real change leaders, and peak performing institutions, I am consistently reminded of the value of this focal point. Pride may not be your term of choice, but it is the most easily recognizable descriptor of what motivates people to excel at what they do—whether they are artists, musicians, athletes, executives or front-line union workers. The peak performers in life are seldom in pursuit of money or formal advancement except as validation of the pride they feel in their work place achievements.

However, most leadership development programs either overlook or obscure the value of instilling pride in the work itself. In our efforts to be comprehensive and

complete, we relegate the notion of pride to a minor pinpoint on the motivational map rather than the main point. We divert leaders from focusing on what is most likely to motivate change in behaviors and that will enable their people to perform at higher levels.

Classic Examples

The best pride-builders I know are U.S. Marine Drill Instructors—the legendary “DI’s” of Parris Island and Twentynine Palms. When new recruits arrive at Parris Island, they step off the bus into aligned pairs of “yellow footprints” on the pavement. A larger-than-life DI confronts them with an intimidating series of commands that starts their remarkable journey through twelve weeks of disciplined attention to Marine Corps values, i.e., honor, courage and commitment. When the journey is over, the recruits have deeply internalized those values, and from graduation day forward, they take pride in adhering to the behaviors those values imply—and instilling that sense of pride in those around them. More importantly, perhaps, they have the ingrained image of their DI as a role model that they carry with them throughout most of their lives. He/she is someone they want to “be proud of me”—and never to disappoint.

The drill instructor is up before dawn (well before his recruits), stays up into the night (long after recruits are asleep), and transmits a powerful mental, emotional and visual image (often changing his uniform several times a day) of what a Marine should “be like”. He is a master of spontaneously instilling pride in his recruits weekly if not daily—and even better, he knows how to make

them anticipate how proud they will feel when their behavior and results conform to the implications of USMC values. The motivational power of this anticipation is hard to overestimate, and it is mirrored in other elite military situations.



Jon Katzenbach is a Founding Manager of Katzenbach Partners LLC, a firm specializing in organizational and team effectiveness, leadership, and workforce performance. His latest book is “Why Pride Matters More than Money,” subject of a full-page review in “Time” and a cover story in “Fast Company.” He is widely regarded as one of the world’s leading experts in worker motivation and performance, team effectiveness, and leadership.

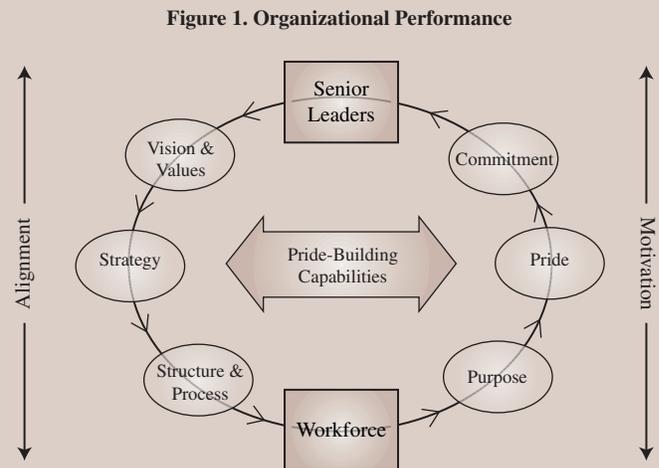
But the really good news is that these kinds of “instinctive pride builders” can be found in almost any commercial organization, although they seldom receive the attention they deserve. During a case study at Bell Canada, we were conducting a focus group with a dozen employees who worked in a maintenance unit in Toronto. I had asked the group to describe one or two aspects of their work that they felt best about (i.e., “what part of your job do you take the most pride in?”). A young woman responded with a wry smile that “I really like fixing things that others have screwed up.” Other members of the group were somewhat surprised by that comment, so I asked her if her manager knew about her preference for fixing the screwed-up stuff. She replied, “Oh yeah—Tony knows, and he makes a point of making sure I get more than my share of those kinds of jobs.”

Tony is a natural pride-builder who recognizes that feeling good about the work is what will motivate his people—so he is constantly finding ways to make that happen. Like the Marine DIs, his people “never want to disappoint him.” Tony knows each of his people personally and

can answer questions that many other managers and leaders could not. For example:

1. How does each person define “success,” both in their job and in their lives?

Figure 1. Senior leaders generally focus on alignment in change situations. They begin with a Vision, which leads to Values and Strategy. Creating alignment can involve structural changes to the organization, incentive plans, redesign of key performance metrics, etc. It is assumed that workforce motivation will follow automatically from the organization's alignment and communication of the future direction of the company. However, frontline motivation requires a sense of Purpose in day-to-day work that relates to the organization's alignment. From this emerges Pride which leads to the Commitment necessary for peak organizational performance. Pride-builders are particularly effective in creating frontline motivation from the organization's alignment.



2. What is the family situation for each employee, and how does that reflect itself on the job? What aspects of the job will make family members proud?
3. What is the complete set of skills that each worker brings to the job, and what skills would he/she be most proud of developing further?
4. Who are the “respected co-workers” that can help instill pride?
5. What are the small, daily actions that one can take pride in for each job?
6. What is the difference between pride in the company and pride in the work itself—and how does each employee feel about each?

In some ways, the best pride-builders remind me of magicians. When we watch them from the audience, their tricks appear mysterious. If we go back stage with the magician's assistant, she can show us how the trick is done—and if we are willing to work at it, we can learn to do it ourselves. Similarly, we can learn from pride-builders.

An Integrating Force

A critical mass of pride-building capability can be a significant integrating force in organizations striving for peak levels of performance both individually and collectively. The above chart illustrates how pride-building capability can integrate alignment with motivation to generate peak performance at an enterprise level.

Organizational performance is largely a function of aligning and motivating the decisions and actions of lots of people. A top-down mindset will emphasize the alignment aspects of the chart, and a bottom-up mindset will emphasize the motivational aspects. Over time peak performing organizations learn to integrate those two mindsets. The development of pride-building capability, particularly close to the front-line, is one of the best ways to ensure that kind of integration. A pride-builder is a manager who sets high standards of performance, and finds different “personal” ways to motivate his/her people to meet those standards. And his weapon of choice is instilling pride in what each

person needs to do, how they do it and who they do it with. Luckily, pride-building consists of fairly straightforward behaviors that do not require distinct personal characteristics or unique past experiences. Therefore, unlike many other leadership skills, it can be broadly developed across the organization.

Differences that Matter

Too often well-intended leadership systems fail to differentiate between pride in the company and pride in the work itself. Both can be important motivators of people, but the differences are important to recognize. Pride in the company—its history, its products, its community position, its brand—can motivate loyalty and supportiveness. It can attract people to join the company and help reduce unwanted turnover. It is not, however, nearly as effective at motivating behavior change and higher performance on the job.

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Well-intended leadership systems fail to differentiate between pride in the company and pride in the work itself.

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I am convinced that pride in the work itself is the more powerful agent of change and performance. The clinical work of Herzberg, Csikszentmihalyi, and others strongly support this belief. The very best pride-builders find ways to use sources of pride in the institution to enhance and support feelings of pride in the work. Csikszentmihalyi reinforces the importance of the work itself with his discovery that people are most highly energized about their work when their mix of skills closely matches their individual and teamwork challenges.

But you need not take my word or the words of these learned researchers. Simply ask yourself what motivates you when you are performing at your best. Perhaps it is the anticipation of the monetary rewards, but more likely it is the simple desire to feel proud of your actions and results—and to generate feelings of pride in those you respect and care about. ■

Real Leadership

BY ALAN R. SHRADER

We design processes, maneuver things, implement plans, and crunch numbers, but we lead people. Obvious as this is, it is too often forgotten in the breach. Instead of leading people, we design incentive systems to reinforce behavior. We enforce standard operating procedures, rules and policies. We rearrange the organizational chart. And when all else fails, we simply issue orders. But none of these activities replaces leadership. Under the direction of Editor-in-chief Frances Hesselbein, *Leader to Leader*, the Leader to Leader Institute's flagship journal, has never lost sight of what real leadership is all about—people.

I was privileged to work with Frances ten years ago in designing and launching *Leader to Leader* and to work with her now as the journal's managing editor. Since the first issue was published in the summer of 1996, more than 400 articles on all aspects of leadership have appeared in the pages of *Leader to Leader*. In this article, I would like to share some passages from our pages that have stuck with me over the years because they seemed to cut through much of the surface talk to get to the heart of real leadership.

In the premiere issue, Frances eloquently affirmed three simple, yet profound truths about leadership in her first column, "A Star to Steer By."

- *Leadership is a matter of how to be, not how to do.* We spend most of our lives mastering how to do things, but in the end it is the quality and character of the individual that distinguishes the great leaders.
- *Leaders succeed through the efforts of their people...* That means moving across the boundaries both within and outside the organization, investing in people and resources, and exemplifying personal commitment to the common task.
- *Leaders build bridges...* The challenge for leaders is to build a cohesive community

within and outside the organization, to invest in relationships, and to communicate a vision that speaks to a richly diverse workforce and marketplace.

These straightforward observations are as right today as they were then. Indeed, we have recently seen how leaders self-destruct when they forget these basic laws of leadership.

Many of the articles we have published over the years explore the ramifications of these basic laws. Recently, for example, Bill George, the former Chairman and CEO of Medtronic, shed light on an important consequence of Frances's point that leadership is a matter of how to be, not how to do. In his article, "The Journey to Authenticity," George writes:

Leaders are all very different people. Any prospective leader who buys into the necessity of attempting to emulate all the characteristics of a leader is doomed to fail. I know because I tried it early in my career. It simply doesn't work.

The one essential quality you must have to lead is to be your own person, authentic in every regard.

When leadership is a matter of how to be, we must be ourselves. Moreover, as George's article makes clear, we must constantly work to make sure that our real selves are deserving of leadership.

Other thought leaders have reinforced Frances's second point, that leaders succeed through the efforts of others. "We cling to the myth of the Lone Ranger," Warren Bennis wrote in one of the first issues of *Leader to Leader*, "the romantic idea that great things are usually accomplished by a larger-than-life individual working alone."

In his article, "The Secrets of Great Groups," Bennis encouraged us to focus not on the solitary leader, but on the group:

Great Groups teach us something about effective leadership, meaningful missions, and inspired recruiting. They challenge not only the myth of the Great Man, but also the 1950s myth of the Organization Man...

Neither myth is a productive model for behavior, and neither holds up to current reality. In fact, I believe, behind every Great Man is a Great Group, an effective partnership. And making up every Great Group is a unique construct of strong, often eccentric individuals.

Bennis's point about the Lone Ranger leadership myth is especially pertinent today—a time when the discussion in the popular press focuses almost completely on a caricature of leadership drawn from Hollywood westerns. This B-movie version of leadership tells us that it's all about steely determination, strong voice, clenched jaw, decisive action, never backing down, and never admitting weakness or error. This leader is a loner—in reality an anti-leader—who needs only his own skill with a six-shooter and a dead eye, never mind the counsel or participation of others. When we leave the movie theater for the unscripted complexities of real life, Lone

Ranger leadership is a prescription for disaster, as Bennis knows.

And real leaders build bridges, as Frances reminds us. They look beyond satisfying the transitory needs of stockholders (in the private sector), funders (in the social sector), or pressure groups (in the public sector) to larger, more significant goals focusing on the human condition. In an interview with *Leader to Leader*, best-



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selling author Max De Pree talked powerfully about the importance of leaving a legacy.

Leaving a legacy—articulating and bringing to life the kind of organization or community that you want to be a part of—is very different [from strategic planning]. And it is every bit as important....

One has to think about what kind of place we work in, what kind of relationships we have within the workplace, what effect work has on the families we go home to, and what effect the family has on the work we do.

Effective leaders do not separate themselves and their organizations from the larger world, De Pree argues. Rather they proclaim themselves citizens of a larger community with responsibilities that extend beyond the walls of the organization.

And Peter Drucker's writings have been exemplary in this regard. Even the small fraction of his writings that he has chosen to publish in *Leader to Leader* demonstrate his leadership in keeping us focused on things that really matter: community, civilization, the future health of our society. Take, for example, this passage from his article, "Civilizing the City:"

Human beings need community. If there are no communities available for constructive ends, there will be destructive, murderous communities—the gangs of Victorian England, or the gangs that today threaten the very social fabric of the large American city (and increasingly of every large city in the world)....

The task today, therefore, is to create urban communi-

ties—something that never existed before. Instead of the traditional communities of history, our communities need to be free and voluntary. But they also need to offer the individual in the city an opportunity to achieve, to contribute, to matter.

I asserted at the outset that leadership is all about people. Let me now conclude this brief recollection by recounting Margaret Wheatley's words from her article, "Innovation Means Relying on Everyone's Creativity:"

I was recently given a T-shirt with a wonderful motto on the back: "You can't hate someone whose story you know." But these days, in our crazed haste, we don't have time to get to know each others' stories, to be curious about who a person is, or why she or he is behaving a particular way. Listening to colleagues—their diverse interpretations, their stories, what they find meaningful in their work—always transforms our relationships. The act of listening to each other always brings us closer. We may not like them or approve of their behavior, but if we listen, we move past the labels. Our "enemy" category shrinks in population. We notice another human being who has a reason for certain actions, who is

trying to make some small contribution to our organization or community. The stereotypes that have divided us melt away and we discover that we want to work together....

We cannot cope, much less create, in this increasingly fast and turbulent world without each other. If we try to do it alone, we will fail.

Just so. Real leaders bring us together to work and achieve; they unite rather than divide. Even in a time when terrorists threaten—they build bridges. We have never needed real leaders so much as we do today. ■

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The one essential quality you must have to lead is to be your own person, authentic in every regard.

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Have the Courage to Ask

BY MARSHALL GOLDSMITH

Peter Drucker has a great way with words. He distills meaningful concepts into short phrases more effectively than anyone I have ever met. I have had the privilege of being on the Board of the Drucker Foundation (now the Leader to Leader Institute) for many years. At one of our early Drucker Foundation Board meetings, Peter observed, “The leader of the past knew how to *tell*; the leader of the future will know how to *ask*.”

Why is asking so important? Almost all of the leaders that I meet manage knowledge workers. Peter has defined *knowledge workers* as people who know more about what they are doing than their boss does. It is hard to tell people what to do and how to do it—when they already know more than we do! In today’s rapidly changing world, we need to ask, listen and learn from everyone around us. As Peter recently stated¹ “Leaders need to be willing to start with asking the question, ‘What needs to be done?’”

Asking works! This isn’t just a theory—as research shows—it is a fact. My partner, Howard Morgan, and I recently published a study on leadership development programs involving over 11,000 leaders and 86,000 of their co-workers from eight major corporations.² Our findings were very clear. Leaders that ask co-workers to provide suggestions for improvement, listen to their co-workers, learn from the people around them and consistently follow-up are seen as becoming more effective. Leaders that don’t ask don’t get much better. A few years ago, *Leader to Leader* published a similar study with relationship customers³ and found very similar results. External customer satisfaction goes up when customer service representatives ask, listen, learn and follow-up.

In addition to being supported by research, asking just makes common sense. When people ask us for our input, listen to us, try to learn from us and follow-up to see if

they are getting better—our relationship with them almost invariably improves.

I have only one question. This *seems* so simple and obvious. Why don't we do it?

I have reviewed summary 360 degree feedback involving thousands of leaders from over 50 major organizations.² If the item "Asks people what he or she can do to improve" is included in the company's leadership inventory, it is almost always near the bottom (if not in last place) in terms of employee satisfaction. As a rule—in spite of Peter Drucker's good suggestions—leaders don't ask!

One of the major reasons that we don't ask is our inflated ego. When I have asked over 50,000 leaders to "rate themselves" relative to their professional peers—the results are very consistent—and very amazing! About 60% of all leaders rank themselves in the "top 10%" of their professional peer group, almost 85% say they are in the "top 20%" and over 98% claim to be in the "top half!" The performance of the company has very little to do with the self-assessment of its leaders. I have done this exercise with leaders in four companies that were considered (at that time) as the "most admired" in America—the results were about the same. I have also done this exercise with leaders in two companies that were facing bankruptcy—the results were almost identical!

When we become successful we are often delusional about the reasons for our success. Successful people tend to attribute good results to our own motivation and ability. We tend to attribute poor results to environmental factors, bad luck or random chance.

When we over-rate our own performance and knowledge, we can easily justify *not* asking others for their input. After all, why should we ask others, when (in our own mind) we already know more than they do!

Although inflated ego is one important reason that we don't ask, it is not the biggest reason—the biggest reason is fear.

Recently I asked the VP of Customer Satisfaction in a major organization, "Should your employees be asking their key customers for feedback—listening—learning and following-up to ensure service keeps getting better?" "Of course!" he exclaimed.

"How important is this to your company?" I inquired—egging him on to be more enthusiastic. "It's damn important!" he cried out.

I then lowered my voice and asked, "Have you ever asked your wife for feedback on how you can become a better husband?" He stopped, thought for a second, and sighed, "No."

My interrogation continued, "Who is more important—your company's customers or your wife?" "My wife—of course!" he sadly noted.

"If you believe in asking so much, why don't you do it at home?" I inquired. He ruefully admitted, "Because I am afraid of the answer."

Why don't most of us ask—even though we know we should? We don't ask because—deep down inside—we are afraid of the answers.



Marshall Goldsmith is a member of the Board of the Leader to Leader Institute. He has recently been named by the American Management Association as one of the 50 great thinkers and business leaders who have impacted the field of management over the past 80 years. Marshall is a regular contributor in "Fast Company" magazine and is the co-editor or author of 18 books.

Let me give you a personal example. I am 55 years old. At my age one type of input that I should be asking for every year is called a physical exam. I managed to avoid this input—not one year or two years—but for seven years! How did I successfully avoid a physical exam for seven years? What did I keep telling myself—for seven years? I will get that exam *after* I quit traveling so much. I will get that exam *after* I go on my “healthy foods” diet. I will get that exam *after* I get in shape!

Have you ever told yourself the same thing? Who are we kidding—the doctor—our families??? We are only kidding ourselves.

My suggestions are very simple:

As a leader—listen to Peter Drucker—get in the habit of asking key co-workers for their ideas on “What needs to be done?” Thank them for their input, listen to them, learn as much as you can, incorporate the ideas that make the most sense and follow-up to ensure that real, positive change is occurring.

As a coach, encourage the people that you are coaching to ask, listen and learn from everyone around them.

Be a great role model for learning, then ask the people you are coaching to learn in the same way that you are. As an executive coach, I find that my clients can learn a lot more from their key stakeholders than they ever learn from me!

As a friend and family member—ask the people that you love how you can be a better partner, friend, parent or child. Listen to their ideas. Don’t get so busy with work that you forget that they may well be the most important people in your life.

Improving interpersonal relationships doesn’t have to take a lot of our time. It does require having the courage to ask for important people’s opinions and the discipline to follow up and do something about what we learn.

As Peter Drucker has suggested we need to ask, “What needs to be done?”

Who do you need to ask? When are you going to start asking? ■

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In today’s rapidly changing world, we need to ask, listen and learn from everyone around us.

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Servant Leadership: A Mandate or a Choice?

BY KEN BLANCHARD

After years of studying leadership, I have seen the destructive influence self-serving leaders can have on the people and performance of organizations. Over time I have concluded that if an organization is to be effective, servant leadership should be a mandate, not a choice.¹

What Is Servant Leadership?

Skeptics about servant leadership don't think those two words go together. How can you lead and serve at the same time? They conjure up thoughts of the inmates running the prison or leaders trying to please everyone. These misconceptions are easily overcome when people understand that there are two aspects of servant leadership: vision/direction and implementation.

Vision and Direction

Leadership is about going somewhere. In effective organizations, everyone has a compelling vision and a clear sense of where the enterprise is going.² Clear vision tells people who you are (your purpose), where you're going (your picture of the future), and what will guide your journey (your values). Once clear vision is set, established goals can be placed in context.

The traditional hierarchical pyramid is well suited for this visionary/direction aspect of leadership. Clear vision and direction starts with top management and must be communicated throughout the organization by the leadership. While top management should involve people in shaping direction, the ultimate responsibility for having a vision remains with the higher-ups and cannot be delegated to others.

Implementation

Once a clear vision is set, the second role of leadership—implementation—begins. This is where servant leaders equip people throughout the organization to act as owners of the vision and direction. It is during implementation that most organizations get into trouble. The traditional pyramid is kept alive and well, with leaders on top and customers uncared for at the bottom of the hierarchy. All the energy in the organization moves up the hierarchy as people try to please their bosses. The bureaucracy rules and policies and procedures carry the day.

Wayne Dyer, the great personal growth teacher, once said there are two kinds of people: ducks and eagles. Ducks act like victims and go, “Quack, quack, quack!” Eagles take the initiative and soar above the crowd. As a customer, you can always identify a bureaucracy run by self-serving leaders if you have a problem and are confronted by ducks who quack: “It’s our policy! I didn’t make the rules—I just work here! Do you want to talk to my supervisor? Quack! Quack! Quack!”

How do you create an organization where ducks are busted and eagles can soar? The traditional hierarchy must be turned upside down, so the people who are closest to the customers are at the top. In this scenario, the leaders serve the needs of the people, cheerleading and supporting them to soar like eagles so they can accomplish established goals and live according to the vision. Pleasing everyone is not the intent; serving the vision and direction is.

Servant Leadership Should Be a Mandate

Why should servant leadership be a mandate, not a choice? For three very important reasons: better service, better leadership, and more success and significance.



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Servant Leadership Provides Better Service

Organizations led by servant leaders are more likely to take better care of their customers. Today if you don’t take care of your customers, somebody is waiting, ready and willing to do it. The only thing your competition can’t steal from you is the relationship your people have with your customers. Under servant leadership these relationships can really grow, because the people closest to the customer are given the power to soar like eagles rather than quack like ducks.

I had a beautiful example of eagle behavior when I was leaving for a trip that would take me to four different cities. At the airport I realized I had forgotten my driver’s license. Not having time to get it and make the flight, I had to be creative.

Only one of my books has my picture on the cover: *Everyone’s a Coach*, which I wrote with Don Shula, the legendary NFL football coach. When I got to the airport I ran into the bookstore and luckily, they had a copy of our book. The first airline I had to go to was Southwest. As I was checking my bag at the curb, the porter asked to see my I.D. I said, “I feel badly. I don’t have a driver’s license or a passport. Will this do?” And I showed him the cover of the

book. He shouted out, “The man knows Shula! Put him in first class!” (Of course, Southwest doesn’t have first class.) Everybody started to high-five me. I was escorted through security and treated like a hero. Unfortunately, things did not go so smoothly at the other airlines, which were staffed by ducks who quacked, “You’d better talk to my supervisor.”

My great experience with Southwest Airlines was a direct result of servant leadership. Herb Kelleher, who co-founded Southwest, set the whole organization up to empower everyone—including the frontline baggage check folks—to make decisions, use their brains and be servant leaders who could carry out the vision of high quality customer service.

Servant Leadership Provides Better Leadership

Organizations led by servant leaders are less likely to experience poor leadership. In studying bad leadership, Barbara Gellerman found seven different patterns, falling along a continuum ranging from ineffective to unethical leadership. Ineffective leadership just does not get the job done because of incompetence, rigidity, and lack of self-control or callousness. Unethical leadership, in contrast, is about right and wrong. “Unethical leadership can be effective leadership, just as ineffective leadership can be ethical,” Gellerman states. “But unethical leadership cannot make even the most basic claim to decency and good conduct, and so the leadership process is derailed.”³

Organizations led by servant leaders ward off unethical leadership. When the vision and values are clearly de-

finied, ethical and moral dilemmas are less likely to emerge. Drea Zigarmi, author of *The Leader Within*, contends that a moral dilemma exists when there are no guidelines for decision-making, forcing an individual to rely on his or her own values and beliefs. An ethical dilemma arises when the organization has clearly established guidelines for behavior and the individual must consciously decide to go along with or violate those guidelines.

Organizations work more effectively if clear vision and values are established up front, as they are under servant leadership. As the Bible says, “Where there is no vision, the people are unrestrained.” (*Proverbs 29:18*) When unethical leadership occurs, it is often the result of the moral confusion created by the organization’s lack of clearly established guidelines that a compelling vision provides.

Servant leadership provides a cure for ineffectiveness, as well. Suppose someone who is not qualified accepts a leadership position. What will it take for this person to become effective and get the job done? The key is humility. True servant leadership embraces a humble sincerity that brings out the best in leaders and those they serve.

Jim Collins supports this truth in *From Good to Great*. According to Collins, when things are going well for typical self-serving leaders, they look in the mirror, beat their chests, and tell themselves how good they are. When things go wrong, they look out the window and blame everyone else. Great leaders, on the other hand, have humility. When things go well, they look out the

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Once a clear vision is set, the second role of leadership—implementation—begins.
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window and give everybody else the credit. When things go wrong, these servant leaders look in the mirror and ask, “What could I have done differently to allow these people to be as great as they could be?”

Servant leaders have solid self-esteem. As a result, they are willing to admit when they have a weakness or need assistance. Put in positions over their heads, they are able to reach out to their people for help.

We had a beautiful example of this in our own company. Because of a leadership crisis, we needed our daughter, Debbie, to take over our sales department. The only sales experience she had was working at Nordstrom in the summer. When she had her first meeting with all of her salespeople, she told them that she needed their help if she was going to be effective. She flew around the country, met with her team, found out what their needs were and figured out how she could help them. Responding to her humility, the salespeople reached out to make sure she had the knowledge she needed to be effective. With Debbie at the helm, last year the sales department produced the highest sales in the history of the company, far exceeding its annual goal.

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Organizations led by servant leaders are more likely to take better care of their customers.

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Servant Leadership Brings More Success and Significance

In his classic book, *Halftime*, Bob Buford tells how most people, later in life, want to move from success to significance—from getting to giving. Organizations led by servant leaders are more likely to create environments where people at all levels can experience both success and significance.

The problem with self-serving leaders is that they never get out of their own way. If they focused on significance—generosity, service and loving relationships—they’d be amazed at how much success would come their way. For example, Mother Teresa could have cared less about accumulation

of wealth, status and recognition. Her whole life was focused on serving others. Yet what happened? Success came her way. When leaders focus on significance first, their emphasis is on their people. Through that emphasis, success and results will follow.

That’s what servant leadership is all about. I think servant leadership should be a mandate. What about you? ■

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Liberating the Leader Within

BY JAMES M. KOUZES
AND BARRY Z. POSNER

Elaine Fortier, a Silicon Valley veteran, has experienced the ups and downs, booms and busts of the world of high-technology. When talking with her about the challenges she faced, she said to us (Kouzes & Posner, 2002) “Yes, it’s tough right now, but it’s all part of the adventure. The pioneers crossed the Rocky Mountains in covered wagons, so this is really a walk in the park, isn’t it?” Then she went on to tell us about her own personal challenges and the evolution of her philosophy of leadership, which she says, “really comes from my whole life philosophy.”

After a ten-year personal quest, she remembers that moment of clarity: “I realized that there was no magic that was going to happen. It was now up to me to decide, ‘What’s my framework for living?’ So, I made a decision, and the decision was: love is the most powerful force in the universe. I believe that love and courage are the core elements of a fulfilling life and of most successful endeavors.”

Love and courage might not be every leader’s core philosophy, but after over two decades of leadership research we can say with absolute certainty that every leader *must* have an answer to the question, “What’s my framework for living?”

No matter where you look, this conclusion is inescapable. The best and most admired leaders are those who find their voice (Kouzes & Posner, 1999, 2003). Just try this exercise, one that we’ve used in our research studies and seminars (Kouzes & Posner, 2002). We’ve asked thousands of people to list the historical leaders they most admire—leaders they could imagine themselves following willingly. While no single leader receives a majority of the nominations, the two most frequently mentioned are Abraham Lincoln and Martin Luther King, Jr. Other historical leaders who’ve made the list include: Mahatma Gandhi, Jesus, Mohammed, Moses, the Dalai Lama,

Nelson Mandela, Golda Meir, Eleanor Roosevelt, Franklin D. Roosevelt, Mother Teresa, and Winston Churchill.

What do all these people have in common? In reviewing the list of most admired historical leaders, we find that the entire group is populated by people with strong beliefs about matters of principle. They all had or have an unwavering commitment to a set of values. They all were, or are, passionate about their causes. People admire most those leaders who believe strongly in something, and who are willing to stand up for their beliefs.

But how can you stand up for your beliefs, if you don't know what you stand for? How can you have the courage of your convictions if you have no convictions? Leaders who aren't clear about what they believe are likely to change their position with every fad or opinion poll. Without core beliefs and with only shifting positions, would-be leaders are judged as inconsistent and derided for being "political" in their behavior.

We all know deep down that people can only speak the truth when speaking in their own voice. The techniques and tools that fill the pages of management and leadership books—including our own—are not substitutes for who and what you are. In fact they can boomerang if thrown by a spin meister who's mastered form but not substance.

So where does one's voice come from? Where does it all begin? When we were first discussing the list of admired leaders, our conversation went something like this:

Jim: "I think leadership begins with discontent."

Barry: "That's too dismal a view for me. I think leadership begins with caring."

Jim: "Okay, then, let's look up the word caring in the dictionary."



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We grabbed the volume off the shelf, and opened it to the word "care." The first meaning was "suffering of mind: GRIEF."

There it was. Suffering and caring, discontent and concern, all come from one source. Deep within ourselves there is something we hold dear, and if it's ever violated we'll weep and wail. We'll fight to the death to secure it, grieve if we lose it, and shriek with joy when we achieve it.

We came to realize that though our words were different, what we were saying was exactly the same—*leadership begins with something that grabs hold of you and won't let go.*

The answer to the question "What do I care about?" comes only when we're willing to take a journey through our inner territory—a journey that'll require opening doors that are shut, walking in dark spaces that are frightening, and touching the flame that burns. But at the end is truth.

Finding one's voice is something that every artist understands. And every artist knows that finding one's voice is most definitely not a matter of technique. It's a matter of time and a matter of searching—soul searching.

Figure 1. Values Clarity and its Impact on Commitment

Clarity of Organizational Values	High	4.87	6.26
	Low	4.90	6.12
		Low	High
		Clarity of Personal Values	

Author Anne Lamott in her book, *Bird by Bird: Some Instructions on Writing and Life*, tells would-be writers, "And the truth of your experience can *only* come through in your own voice. If it is wrapped in someone else's voice, we readers are suspicious, as if you are dressed up in someone else's clothes. You cannot write out of someone else's big dark place; you can only write out of your own. Sometimes wearing someone else's style is very comforting, warm and pretty and bright, and it may loosen you up, tune you into the joys of language and rhythm and concern. But what you say will be an abstraction because it will not have sprung from direct experience; when you try to capture the truth of your experience in some other person's voice or on that person's terms, you are removing yourself one step further from what you have seen and what you know."

What's true for writers is just as true for leaders. You cannot lead through someone else's words. You cannot lead out of someone else's experience. You can only lead out of your own. Unless it's your style, your words, it's not you; it's an abstraction.

Perhaps this explains our empirical findings about the critical impact that clarity of personal values has on a person's commitment, satisfaction, and performance on the job. Take a look at Figure 1, and see what we mean.

Along the vertical axis is the extent to which people report being clear about their organization's values. Along the horizontal axis is the extent to which these same people report being clear about their own personal values. We correlated these responses with such variables as commitment to the organization, likeliness to stay, pride of affiliation with the organization, a sense of esprit de corps, and the like. In the example here we've displayed the levels of commitment as measured on a scale of 1 (low) to 7 (high), but the results were the same for all the other variables.

Notice the quadrant in which people feel the most committed. It's the upper right, with a score of 6.26—high clarity about organizational values and high clarity about personal values. Not surprising. We'd all expect that. Now notice the lowest level of commitment. It's high clarity about organizational values, low clarity about personal—4.87. Actually, that score is not statistically significant from the low-low quadrant—4.90. Finally, look at where the second highest level of commitment is with a score of 6.12. It's low clarity about organizational values but high clarity about personal values.

At first, this was somewhat jarring to us. You can see that the impact of being very clear or not about the organization's values doesn't seem to make much difference in how committed people are to their organizations. But notice what happens when people are clear on their personal values. First, they are significantly more committed to their organization, and secondly, their commitment is not affected by the extent to which they are clear about the organization's val-

ues. There is no statistically significant difference in the responses of those high on both versus those only high on personal values clarity.

What does all this mean? Essentially, *clarity about personal values has the most significant impact on employees' feelings about their work and what they're doing in the workplace.* This is not to say that shared values don't matter. Our research and that of others suggests that it does. People do want to be part of something bigger than themselves. What it does say, however, is that people cannot commit fully to anything unless it fits with their own beliefs. They cannot speak with someone else's voice. They have to speak with their own.

Finding your voice first requires comprehending the values and principles that drive you, then freely and honestly choosing those principles that are the most important in guiding your leadership actions. Second, you have to genuinely express yourself. The words aren't enough, no matter how noble. You must authentically communicate your beliefs in ways that uniquely represent who you are. You must interpret the lyrics and shape them into your own sound.

Leadership development, after all, is self-development. Engineers have computers, painters have oils and brushes, musicians have instruments, but leaders have only themselves. Leadership is an art—a performing art—and the instrument is the self. The mastery of the art of leadership comes from the mastery of the self.

Self-development is not about stuffing in a whole bunch of new information or trying out the latest technique. It's about leading out of what is already in your soul. It's about liberating the leader within you. It's about setting yourself free.

Authentic leadership does not come from the outside in. It comes from the inside out. Inside-out leadership means becoming the author of your own story and the maker of your own history. By finding your voice you take the first step along the endless journey of becoming a more credible leader.

Leadership is so often an act of faith. You never really know for certain what will happen. But with the confidence that you are speaking in your own voice, together with the humility that you are always part of a larger chorus, you can and will make a difference. ■



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Why Mattering Matters

BY SALLY HELGENSEN

The Wall Street Journal recently ran a front-page piece on Domino's Pizza. Apparently, the company's management had just come to a startling conclusion: that money was no longer enough to motivate their workers. Yes, Domino's employees needed to be able to support themselves and their families, and wanted to feel fairly compensated for their time and their effort. But they also wanted to feel as if they were part of something larger than themselves, something meaningful. They wanted their work to *matter*.

The social sector has always understood that mattering matters, and this understanding has constituted one of its greatest strengths. I remember picking up The Conference Board's magazine, *Across the Board*, in 1988 and reading a cover story that Peter Drucker had written about Frances Hesselbein, who was then National Executive Director of the Girl Scouts. In explaining why he believed Hesselbein was one of America's most accomplished leaders, Drucker pointed out that leading volunteer-based organizations presents an extraordinary challenge. Volunteers, of course, work not for money but because they want to give back, make a difference, change the world. They work because they want to matter. Volunteers can, and will, quit the moment they feel undervalued. And so only an inspiring, trustworthy, respectful, and inclusive leader can attract and retain volunteers over the long run.

Watching how our understanding of leadership has evolved over the last twenty years, I've been struck by the extent to which the leadership style that characterizes the social sector at its best has come to influence the private sector as well. I believe that this has occurred in part because of Peter Drucker's advocacy of social sector leaders. Drucker has continually emphasized what corporate leaders can learn from nonprofit leaders and encouraged them to consider each other as peers. The result is a big change from the mid-eighties, when lean and mean was in vogue, when *Fortune* mag-

azine regularly celebrated America's toughest bosses, and when it was possible to attend a business conference and hear a speaker observe with a straight face that "unless you're the lead horse, the view never changes"—possibly the *least* inspiring view of leadership ever expressed.

The growing influence of social sector leadership has also occurred because human knowledge has become a more valuable component of every enterprise than in the past. This puts a premium upon an organization's ability to inspire and motivate people in order to leverage the benefits of their knowledge. And you can't inspire people unless they feel that what they're being asked to do actually matters.

The brief and curious history of the War for Talent (WFT) is instructive in this regard. The existence of such a "war" was first posited in a 1997 article in *The McKinsey Quarterly*. The concept became widely acknowledged in the late nineties, when a red-hot economy and the dot com boom began to reverse the balance of power between people and their organizations. Organizations had to scramble to attract and hold onto their employees. They did so in part by raising salaries but also by putting a greater emphasis upon the great intangibles, such as satisfaction, purpose and meaning. Leaders who could excite passion, inspire loyalty, and nurture creativity became heroes in the most competitive arenas, and the exaltation of the tough boss began to wane.

Then in 2001, the economy abruptly cooled and financial markets weakened. Many organizations got the idea that the War for Talent was over. It seemed to some that the new paradigm of an empowered work-

force had simply been the consequence of a strong economy, a cyclical phenomenon that they could now safely ignore. A good number of organizations tried to revert to the old paradigm of the industrial era, in which companies dictated the terms of employment and people had no choice but to go along.

But it didn't work. The WFT roared back with a vengeance, even though the economy did not regain its former heat. The reason is simple. Those who rushed to proclaim the end of the WFT misunderstood both its essential nature and its underlying cause. It was not merely the result of a strong business cycle, but rather reflected a fundamental transformation in the relationship between people and their work. And while the *pace* of this transformation might decelerate during a cyclical slowdown—as it did for several years—its *direction* is irreversible. For what really happened during the 1990s was not simply a long boom but rather an alteration in how we appraise the worth of human talent. That's the real reason why the balance of power between organizations and people shifted, and it's not going to change.

The War for Talent has thus become a permanent feature of our economy. This has enormous implications for leadership.

Only those leaders who can engage and inspire their people will be able to bring forth their best efforts. Simply paying a good salary will never again be enough. Eliciting superior performance from people requires making them feel as if they matter, as if they are contributing, as if they are making a difference. It requires making them feel, in Steve Jobs' memorable phrase, as if they are "making a dent in the universe." As a result, leading employees is becoming a lot like leading volunteers.



Sally Helgesen is the author of "The Female Advantage," "The Web of Inclusion," and "Thriving in 24/7." She is a partner in Helgesen & Glaser, which helps companies create world-class women's initiatives.

Assuring That People Matter:

1. Think of employees as volunteers
2. Free people to add value based on their individual talents
3. Build channels of communication that cross levels or divisions
4. Build organizations that embrace the world outside

In recent years, there's been widespread recognition that this is true for high potential future executives and top managers. But the Domino's story—and continuing unrest at companies such as WalMart—suggests that this is increasingly true among people on the front lines as well. It makes perfect sense. In today's marketplace, survival depends upon customer satisfaction, outstanding service, and constant innovation. This means that passion and participation must permeate the entire range of tasks that comprise the process by which products and services are delivered. Passion and participation are especially vital at the point of intersection between the organization and the customer.

And the front lines are precisely where this intersection takes place.

I believe that the imperative to create ways of working that let people feel as if they matter across the whole spectrum of the organization will have a huge impact on leadership in the years ahead. Over the last decade, the most admired business leaders have been primarily focused on nurturing the “high potentials”—developing them, using their best talents, engaging their hearts and minds. However, the sheer complexity of organizations—along with the increasing importance of customer satisfaction—has begun to encourage leaders to extend this concern to those on the front lines. We see the change every day in the far more responsive attitude at call centers, where those who answer phones are free to spend more time with customers and have greater leeway to accommodate their requests than in the past.

Valuing those on the front lines—listening and learning from them—is the next leadership frontier. It's about engaging and inspiring, and it requires for-profit leaders to learn from those who manage and lead volunteers. After all, strong volunteer efforts require commitment not just from fundraisers and regional directors but from those who deliver the services and stuff the envelopes as well. ■

Shining a Light on Results

The following friends, partners and customers shared their “shine a light” stories of how the Institute has helped social sector leaders to manage for results, further their mission, and plan for succession.

Leader to Leader Institute Trainer

VICKI CLARK

When I think about the most important thing that I’ve learned from the Institute, I’d have to say it’s the importance of mission. Everything comes out of mission. That is what I have really learned. Every organization that I work with now—no matter what the topic is—I start with the mission. And that has come fully as a result of my work with the Leader to Leader Institute. I start by analyzing the mission and then going through a discussion with the members of the organization—about their mission and the meaning of their mission. Even if I am talking to them about volunteer management or meeting management, the mission needs to drive meaning. Why are we having this meeting? How is this meeting going to help us to reach our mission? And that is the litmus test for everything.

A noted speaker, consultant and trainer, Vicki is a member of the Leader to Leader Institute training team and the Corporation for National and Community Service’s VISTA training collaboration. She has served as trainer and mentor in many other national organizations including the Association of Junior Leagues International, Mothers Against Drunk Driving, National Council of La Raza and Association for Volunteer Administration.

ANNE LITTLE LONG

Executive Director, Plymouth Christian Youth Center

Anne is the Executive Director with the Plymouth Christian Youth Center, a nonprofit human service organization with a mission of enriching the skills, prospects, and spirit of North Minneapolis area youth in partnership with families and communities. The organization successfully used the “Drucker Self-Assessment Tool” to create a strategic plan for 2001-2006.

The *Drucker Self-Assessment* process, and especially the five guiding questions, have literally and figuratively reshaped the present and future of our agency and thus positively impacted the lives of thousands of children, youth, families and neighbors. We engaged in a year-long self-assessment with a customer research component asking nearly 1000 staff, board, participants, families, elected officials, donors and community members what they value and their expectations for our work over the ensuing five years (2001-06)...The results in the life of Plymouth Christian Youth Center and its customers are startling. Programs have expanded in numbers, scope, and effectiveness, the community is more involved and an 8.5 million dollar capital campaign led to new facilities. Most of all, our young people have a better opportunity to enrich their skills and spirits and find themselves with brighter prospects for life.

Shining a Light on Results

BOB PEDERSON

President & CEO, Goodwill Industries of North Central Wisconsin

Bob is the President & CEO of Goodwill Industries of North Central Wisconsin and a Hesselbein Community Innovation Fellow.

Being able to spend time with Peter Drucker, Frances Hesselbein and Noel Tichy—just to name a few—has been a really important learning opportunity for me. When we spent a year as Fellows, we were exposed to a whole range of cutting edge thinking on organizational design and leadership strategy. At Goodwill, we’ve taken much of that information and incorporated it into our leadership and succession planning. We now have a full-time leadership development person on staff that is responsible for growing our future leadership. And, almost all of that, what I would call progressive thinking about leading, has come as a result of my exposure to the Leader to Leader Institute.

Founder & Executive Director, Human Options, Inc.

VIVIAN CLECAK

Vivian is a Hesselbein Fellow, and her organization used the *Drucker Self-Assessment* process to conduct customer research and to assess Human Options’ strengths, issues and places for growth. Responding to how the Institute and the Drucker process has influenced her and Human Options, Vivian says, “Three times in our 24 year history, we hired university professors to conduct a full-on comprehensive academic research project, and we have research that shows that 90% of our graduates are violence free. Most emergency programs do not conduct research because they are too busy taking care of the women, but we made a commitment to focus on results.”

Vivian is the Founder and Executive Director of Human Options, Inc, a multi-services organization with a mission to help battered women, their families and the community break the cycle of domestic violence.

GENERAL DAVID OHLE (USA RET.)

Vice President and General Manager of Army Programs, Computer Sciences Corporation

Vice President and General Manager of Army Programs, Computer Sciences Corporation serves as a volunteer for the “Generals in Transition” program, an initiative that encourages retiring Generals to bring their expertise and leadership skills to the social or non-defense corporate sectors.

When asked about his involvement in *Generals in Transition*, General Ohle explains, “I got involved when Frances Hesselbein called and asked me to participate. The primary skill that Generals offer to the social and non-defense sectors is leadership. Generals have or can quickly learn the functional requirements of any job, but the true differentiator is the leadership experience and abilities of Generals and the Army values base...It was a natural progression to educate departing Generals about the opportunities in the nonprofit sector.”

Who We Are

Our efforts to strengthen the leadership of the social sector are greatly enhanced through our partnerships. In the U.S., the Leader to Leader Institute works with the American Management Association, American Society of Association Executives, The Conference Board and the U.S. Army to deliver workshops, conferences and keynote addresses that inform and inspire leaders to change lives. Internationally, we partner with: Bright China Management Institute (China), Fundación Banco Popular (Puerto Rico), Fundación Compromiso (Argentina), Partnership Support Center (Japan) and Procura (Mexico) to offer our workshops and publications in other regions of the world.

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