



LEADERSHIP DYNAMICS

TRAGEDIES, DANGERS, SCANDALS & SEX



DAVID CAMPBELL, PhD

SMITH RICHARD SENIOR FELLOW EMERITUS

CENTER FOR CREATIVE LEADERSHIP

40 VARIED OBSERVATIONS ABOUT
LEADERSHIP

BASED ON FORTY YEARS OF STUDYING
LEADERS

1

LEADERSHIP

ACTIONS THAT FOCUS

RESOURCES TO CREATE

DESIRABLE OPPORTUNITIES

LEADERSHIP ACTIONS

INCLUDE A LONG LIST OF VERBS

ANALYZING
CAJOLING
COACHING
CONSERVING
CONTROLLING
CUTTING
CREATING
DEBATING
DECIDING
DISCIPLINING
EXECUTING
EXPANDING
FUNDRAISING
INVESTING
INSPIRING
LISTENING
MENTORING
MOTIVATING
NEGOTIATING
PLANNING
PERSUADING
POLITICKING
PREDICTING
PROTECTING
RISKING
SPEAKING
TEACHING
WRITING

LEADERSHIP RESOURCES

BASIC - PEOPLE, MONEY, TIME, SPACE, MATERIALS

CONTACTS
REPUTATION
EXPERIENCES
SPEAKING
WRITING
GRAPHIC/DESIGN
LOCATION
CLIMATE
TALENTS
FAMILY
SOCIAL SUPPORT
SKILLS
EMPATHY
PROXIMITY
SMILE
CHEERFULNESS
FLUENCY
TIMING
GOOD
LUCK
HEALTH

SELF-DISCIPLINE

“RELENTLESSNESS”

RESOURCES WITHOUT PERSISTENCE IN ORGANIZING THEM, MONITORING PROGRESS AND MAKING COURSE CORRECTIONS ARE ESSENTIALLY USELESS

DESIREABLE OPPORTUNITIES

HIGHER PROFITS

BETTER EDUCATION

SUPERIOR HEALTH CARE

EASIER TRAVEL

SAFER ENVIRONMENTS

BETTER COMMUNICATION

INCREASED SECURITY

IN GENERAL, A HIGHER PROBABILITY OF PEACE, BEAUTY,
HAPPINESS, INNOVATION, TOLERANCE AND A REDUCTION
IN CONFLICT

“DESIREABLE” IS USED TO SEPARATE LEADERS FROM TYRANTS



DEFINITION

MUST WORK

AT ALL LEVELS

IF THE WATER FOUNTAINS AREN'T
WORKING, THERE IS AN **ABSENCE**
OF LEADERSHIP SOMEWHERE

EDITOR'S

OATH

- JANE GORRELL
AGE 18

I PROMISE NOT TO LET THE ENTHUSIASM AND CREATIVITY OF THE SUMMER DWINDLE, ESPECIALLY WHEN LAYING OUT MUCH SHOTS.

I PROMISE TO KEEP THE PEACE WITH SUBORDINATES AND LISTEN TO EACH DUMBASS IDEA WITH THE SAME EAGERNESS I WOULD WITH MY OWN IDEAS.

I PROMISE TO BE PATIENT WITH OTHER COLLEAGUES---EVEN WHEN THEY DECIDE TO RIDE THEIR OWN HORSES.

I VOW TO BE ORGANIZED.

I PROMISE NOT TO THROW TEMPER TANTRUMS DUE TO STRESS (ESPECIALLY LIKE SLAMMING DOORS AND CRYING IN THE BATHROOM).

I WILL STRIVE TO BE A STONG LEADER, BUT NOT A DICTATOR.

I WILL NOT HESITATE TO ASK OTHERS BEFORE ME FOR ADVICE; TOO MUCH PRIDE CAN SCREW UP A DEADLINE.

I PROMISE NOT TO SPEND ALL OF THE MONEY AND BE IN THE RED WHEN BILLS NEED TO BE PAID.

I PROMISE TO BE SUPERHUMAN.



LEADERSHIP

IS BEHAVIOR

CAN BE TAUGHT, COACHED, OR LEARNED

**LEADERSHIP CAN ALSO BE FATALLY STOMPED ON BY NOT
LETTING SUBORDINATES EXPERIMENT**

4 LEADERS

THE MAJOR MOTIVATION DRIVING MOST LEADERS IS THE DESIRE TO FEEL RELEVANT

LEADERS LIKE TO BE WHERE THE ACTION IS

IF FEELING IRRELEVANT, LEADERS BECOME BORED, FRUSTRATED OR DIS-ENGAGED

5 AMBITION

AMBITION IS TERRIBLY IMPORTANT; ONE HAS TO DEARLY WANT TO MAKE A DIFFERENCE

LEADERS WHO ARE NOT FUELED BY AN INTERNAL SENSE OF URGENCY ARE USUALLY CALLED MANAGER.

6

RELEVANT TECHNICAL
KNOWLEDGE IS USEFUL,
OFTEN CRITICAL

7

THE MOST **BRILLIANT LEADERS**
ARE THOSE WHO MAKE **INTUITIVE**
DECISIONS THAT, WHEN THE
FACTS ARE ALL IN, FIT THE FACTS

8

THE WORLD WILL INEVITABLY
FOCUS ON THE **FRAILTY OF**
THE LEADER



LEADERS:

BORN OR MADE?

UNIVERSITY OF MINNESOTA RESEARCH ON
IDENTICAL TWINS RAISED APART SUGGESTS THAT
THE TENDENCY TO SEEK OUT LEADERSHIP
POSITIONS HAS A MILD GENETIC COMPONENT

10 CREATIVE LEADERSHIP

CREATIVE LEADERSHIP IS DISTASTEFUL TO MOST ORGANIZATIONS; IT ALMOST ALWAYS **CREATES UNWELCOME TURBULANCE**

CREATIVE LEADERS HAVE TO BE BRILLIANT OR COMPLETELY IN CONTROL, OR BOTH

1 LEADERSHIP

LEADERS ARE BOTH **MORE VISIBLE** AND
LESS POWERFUL THAN THEY THINK

“JESUS IS COMING; LOOK BUSY”

JUST BECAUSE YOU ARE IN CHARGE DOES NOT
NECESSARILY MEAN YOU CAN GET THE TRAINS TO
RUN ON TIME

1
2

FEW ORGANIZATIONS HAVE
FIGURED OUT HOW TO ALLOCATE
**THE FINANCIAL REWARDS OF
GOOD LEADERSHIP** IN WAYS THAT
ARE FAIR, RATIONAL AND
POLITICALLY ACCEPTABLE

e.g. What is more motivating, the difference between \$0 and \$5,000 or between \$5,000,000 and \$10,000,000?

1 GOOD LEADERSHIP

MUST BE ORGANIZATIONALLY ENLIGHTENED

PITY THE POOR SCHOOL SUPERINTENDANT WHO HAS
GOOD LEADERSHIP IN THE FOLLOWING ORGANIZATIONS:

TEACHERS UNION STUDENT BODY THE PTA
SURROUNDING NEIGHBORHOODS CITY COUNCIL
ETHNIC & CULTURAL GROUPS TAXPAYERS

14 POOR LEADERSHIP

IS FAR MORE VISIBLE FROM BELOW THAN FROM ABOVE

SUPERIORS ARE POORLY POSITIONED TO EVALUATE PERFORMANCE OF THEIR SUBORDINATES

INFORMATION FROM THE RANK AND FILE IS CRITICAL AND USUALLY CAN COME FROM SURVEYS

15

A FACINATING QUESTION:

“IS THE GOOD DONE BY OUTSTANDING LEADERS EQUAL TO, OR MORE OR LESS THAN, THE DAMAGE BY ABYSMAL ONES?”

TWO BASIC

DIMENSIONS

OF EFFECTIVE LEADERSHIP

TASK ORIENTATION (GETTING THINGS DONE)

RELATIONSHIP ORIENTATION (VALUING PEOPLE)

THESE TWO BASIC DIMENSIONS HAVE SHOWN UP IN LEADERSHIP STUDIES AGAIN AND AGAIN FOR OVER 50 YEARS.

17

PEOPLE **IN CHARGE** WILL OFTEN
HANG ON **TOO LONG**

WHO NEEDS STATISTICAL DATA ON THIS?

RETIRING OFTEN FEELS SYNONYMOUS WITH IRRELEVANCE

SEXUAL

APPETITES

WILL INTRUDE

PRESIDENT CLINTON

GOVERNOR SPITZER

GOVERNOR SANFORD

SENATOR EDWARDS

ITALIAN PREMIER SILVIO BERLUSCONI

SENATOR ENSIGN

CANDIDATE CAIN

MANAGING DIRECTOR STRAUSS-KAHN

*A WELL-MANNERED LIBIDO MAY BE **AN ESSENTIAL LEADERSHIP TRAIT***

THE WALL STREET JOURNAL.

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A NEWS CORPORATION COMPANY

WSJ.com

H-P Chief Quits in Scandal

Hurd's Ouster Follows Board Probe Into Expenses, Relationship With Contractor

BY BEN WORTHEN
AND PUI-WING TAM

Mark Hurd, the man credited with reinvigorating Hewlett-Packard Co., resigned as chief executive of the technology giant after an investigation of his relationship with a female contractor that found he violated the company's ethics standards.

H-P said Friday that Mr. Hurd, 53 years old, didn't violate the company's policy regarding sexual-harassment but submitted inaccurate expense reports that were intended to conceal what the company said was a "close personal relationship" with the woman.

The amount of money in

question wasn't disclosed. The woman wasn't identified but was described as an outside marketing contractor for H-P between the fall of 2007 and the fall of 2009.

The news, released after stock markets closed Friday, caused H-P shares to plunge 8.3% to \$42.48 in after hours trading.

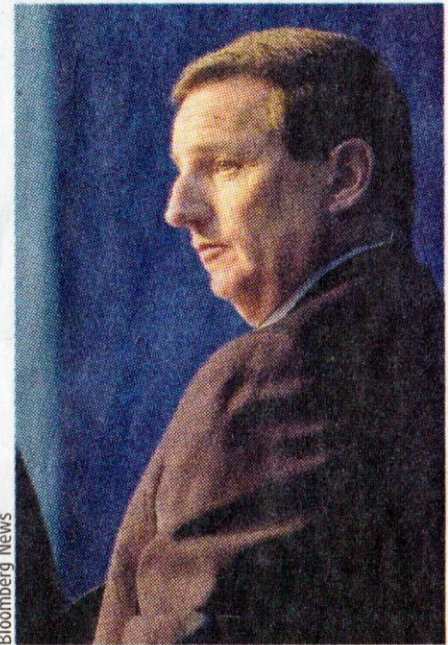
Michael Holston, H-P's general counsel, said Mr. Hurd demonstrated a "profound lack of judgment" in the matter, which was investigated by an outside law firm after the company's legal department received a letter June 29 from the woman's lawyer alleging sexual harassment. The board was informed the next day.

The resignation is "all about Mark's behavior and judgment" said Cathie Lesjak, H-P's chief financial officer, who will assume the CEO role until a permanent replacement for Mr. Hurd is found.

In addition to Mr. Hurd's own expenses, H-P investigated whether the contractor provided all the services she was paid for. There are "a couple of instances where that was in question," Mr. Holston said.

A person familiar with Mr. Hurd's version of the events said the executive didn't have sexual relations with the woman and the questionable expense reports totaled no more than \$20,000.

Please turn to page A10



Bloomberg News

Mark Hurd.

YET SENSUAL TEMPTATIONS ARE EVERYWHERE

“POWER IS THE ULTIMATE APHRODISIAC”

HENRY KISINGER, NY TIMES 1973

“SEX IS ENGAGING IN THE FIRST ROUNDS; WHAT SUSTAINS INTEREST IN THE LONG RUN IS POWER”

CHIANG CH'ING CHINESE ACTRESS AND WIFE OF MAO TSE-TUNG

10 ORGANIZATIONAL

ADVICE

LEADERS WILL TURN TO OTHER LEADERS

LEADERS HAVE TROUBLE GRANTING **CREDIBILITY**
TO ANYONE WHO HAS NOT WALKED A MILE IN
THEIR GUCCI'S

LEADERSHIP/MANAGEMENT PROGRAMS

HAVE VARIED WIDELY THROUGH THE YEARS (1950-2012)

THEORY X THEORY Y THE MANAGERIAL GRID THEORY Z
SITUATIONAL LEADERSHIP ASSESSMENT CENTERS
SENSITIVITY TRAINING EST DECISION MAKING
BRAINSTORMING BARS GUIDED IMAGERY
LEFTBRAIN/RIGHT BRAIN MASLOW'S HIERARCHY OF
NEEDS TRANSACTIONAL ANALYSIS I'M OK, YOU'RE OK
THE ONE MINUTE MANAGER ROPES COURSES CONTINUOUS
IMPROVEMENT MBO TQM HOLLAND'S HEXAGON THEORY
OF CAREERS QUALITY CIRCLES KAIZEN EDWARD DEMING
ZERO DEFECTS IN SEARCH OF EXCELLENCE SIX SIGMAS
THE SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE BUILT
TO LAST DIVERSITY TRAINING EMOTIONAL
INTELLIGENCE THE NEW ECONOMY DOT COM'S "BE
QUICK OR BE GONE" BALANCED SCORE CARD
eLEADERSHIP GOOD TO GREAT TALENT DEVELOPMENT
GLOBALIZATION SUSTAINABILITY LEARNING AGILITY

WHY HAS THERE BEEN SO
MUCH CHURNING?

HERE IS A COMMON REQUEST
FROM A CEO:

“FOR OUR ANNUAL MANAGEMENT
CONFERENCE, WHAT’S NEW OUT
THERE?”

LEADERSHIP LIFE

BALANCE

THE WORK-LIFE BALANCE ISSUE IS CONTINUALLY RELEVANT AND OFTEN CHALLENGING

IF YOU ARE IN **A VISIBLE, INFLUENTIAL POSITION** WHERE YOU HAVE **THE RESPONSIBLITIY** FOR THE ACTIONS, BUDGETS AND PERFORMANCE OF OTHERS, THE **TIME DEMANDS** CAN BE WRENCHING, CANCELING OUT PTA MEETINGS, AND ROMANTIC EVENINGS IN FRONT OF THE FIREPLACE.

IN SUCH SITUATIONS, YOU MUST HAVE AROUND YOU A
CIRCLE OF SUPPORTIVE FAMILY, FRIENDS AND
SUBORDINATES

**“A FRIEND IS SOMEONE TO WHOM YOU CAN ADMIT
BEWILDERMENT, CONFUSION OR DESPAIR WITHOUT FEAR
OF BEING BELITTLED.”**

DEMOGRAPHIC CATEGORIES

ARE INORDINATELY DIFFICULT TO DEAL WITH

RACE, GENDER, RELIGION, ETHNICITY, GEOGRAPHIC LOCATION, SEXUAL
ORIENTATION, AGE, PHYSICAL STATUS AND OCCUPATIONAL
MEMBERSHIP

SHOULD BE IRRELEVANT

BUT JUST TRY LEADING PEOPLE WHO ARE
DEMOGRAPHICALLY DIFFERENT FROM YOU

LEADERSHIP HIERARCHIES

IN HEIRACHAL ORGANIZATIONS, PEOPLE AT THE TOP ARE MORE SATISFIED, MOTIVATED AND ENGAGED THAN ARE THE PEOPLE BELOW THEM.

**ARE THEY HAPPIER BECAUSE THEY ARE HIGHER, OR
ARE THEY HIGHER BECAUSE THEY HAVE BEEN HAPPIER?**

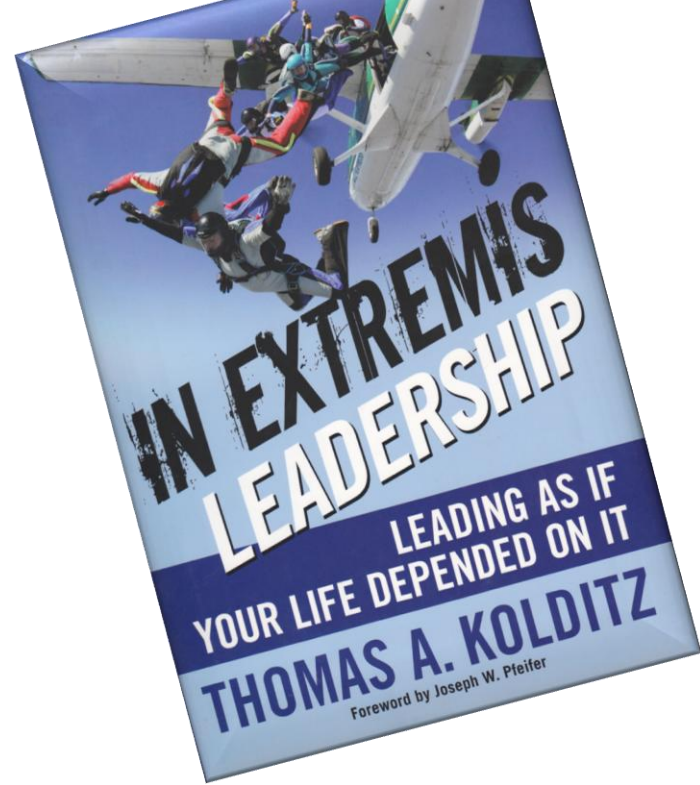
EXCEPTIONS TO HIEARCHY EFFECT

A FEW ORGANIZATIONS SHOW INVERTED HIERACHIES, USUALLY DYSFUNTIONAL

UNIVERSITIES SHOW NO INCREASE IN HAPPINESS GOING UP THROUGH THE RANKS FROM GRAD ASSISTANT TO PRESIDENT. UNIVERSITIES ARE NOT HIERACHIES, THEY ARE ANARCHIES

“THE REASON ACADEMIC POLITICS ARE SO DIRTY IS THAT THE STAKES ARE SO LOW,”

24 IN EXTREMIS LEADERSHIP



IN SETTINGS WHERE LETHAL CATASTROPHES ARE POSSIBILITIES, SUCH AS COMBAT, SWAT TEAMS, MOUNTAIN CLIMBING AND SKYDIVING, FOLLOWERS WANT LEADERS FIRST AND FOREMOST TO HAVE HIGHLY RELEVANT SPECIFIC SKILLS AND THEN THE ABILITY TO COACH FOLLOWERS IN UNANTICIPATED DICEY SITUATIONS

TO EXPLORE A DARK, FOREIGN ALLEY WHICH MAY BE HARBORING ENEMIES WHO WISH TO DO YOU HARM, OR BREAK DOWN THE DOOR OF A SUSPECTED CRACK HOUSE, OR TO JUMP OUT OF AN AIRPLANE WITH OTHER SKYDIVERS TO CLUSTER TOGETHER INTO A GEOMETRIC PATTERN, FOLLOWERS DO NOT NEED TO BE INSPIRED; THEY ARE ALREADY TIGHTLY WOUND. WHAT THEY NEED TO KNOW IS EXACTLY HOW TO PERFORM, AND HOW TO HANDLE UNEXPECTED CHALLENGES.



A CURRENT WIDESPREAD LEADERSHIP FAD IS A FOCUS ON “COMPETENCIES”

WHICH IS ESSENTIALLY A WAY OF DISSECTING LEADERSHIP INTO ITS
COMPONENT PARTS.

TEN BASIC LEADERSHIP COMPETENCIES

THAT APPEAR TO WORK EQUALLY WELL IN CAPTURING LEADERSHIP
STYLES OF LEADERS RANGING FROM NAPOLEON TO MARGARET
THATCHER TO JACK WELCH

VISION

IMAGINES AND BUILDS SUPPORT FOR A SUCCESSFUL APPEALING FUTURE

MANAGEMENT

EFFECTVELY ASSIGNS, MONITORS AND MANAGES THE ORGANIZATION'S RESOURCES

EMPOWERMENT

OFFERS INTERESTING CHALLENGES AND REWARDS, TO ATTRACT, DEVELOP AND RETAIN TALENTED LEADERS

DIPLOMACY

BUILDS LASTING COALITIONS WITH IMPORTANT INTERNAL AND EXTERNAL ALLIES

FEEDBACK

DEVELOPS AND USES EVALUATION SYSTEMS FOR IMPROVING INDIVIDUAL AND GROUP PERFORMANCE

ENTREPRENEURIAL

CONCEIVES AND SUPPORTS NEW INNOVATIVE APPROACHES FOR PRODUCTS, PROGRAMS AND SERVICES

PRODUCTIVITY

WORKS HARD, TAKES RISKS, DRIVES FOR RESULTS

PERSONAL STYLE

PROVIDES AN EXCELLENT PERSONAL MODEL OF COMPETENCE, OPTIMISIM AND INTEGRITY

PERSONAL ENERGY

LIVES AN ACTIVE, WHOLESOME LIFE WITH GOOD HEATLH HABITS

MULTI-CULTURAL AWARENESS

WORKS WELL WITH INDIVIDUALS OF DIFFERING CHARACTERISTICS, BACKGROUNDS AND BELIEFS



FINANCIAL

SCHIZOPHRENIA

MANY SUCCESSFUL ENTREPRENEURS
DEMONSTRATE A SORT OF SCHIZOPHRENIA
TOWARD ORGANIZATIONAL EXPENSES;

THEY FOCUS SIMULTANEOUSLY ON HUNDREDS OF THOUSANDS OF
DOLLARS AND ALSO ON THE PENNIES.

FINANCIAL

SCHIZOPHRENIA

FIVE ANECDOTES: A \$600,000 PRESS, AND \$4.65/HOUR
AN EXTRA CATALOG
\$50,000 TO BUY, AND A 69¢ GLASS
PLEASE BRING US SEPARATE CHECKS
FILL UP THE RENTAL CAR GAS TANK

MORAL: IF YOU CAN'T SAVE DIMES, YOU PROBABLY
WON'T SAVE DOLLARS

PERSONAL TRAGEDIES

WILL BE INESCAPABLE AND DESTRUCTIVE

DANISH RESEARCHERS LEARNED THAT IN THE TWO YEARS FOLLOWING THE DEATH OF A CHILD OF AN ORGANIZATION'S PRESIDENT, THE ORGANIZATION'S PROFITABILITY PLUNGED AN AVERAGE OF 20%

20

LITTLE GOOD

EXPERIMENTAL

RESEARCH

ON LEADERSHIP

30

CORPORATE LEADERS ALMOST ENTIRELY
IGNORE THE BASIC PRINCIPLES OF
PERFORMANCE IMPROVEMENT

6 ACTIVITIES PRACTICED BY HIGH
PERFORMANCE GROUPS:

30

WARMING UP: *STRETCHING, TUNING INSTRUMENTS, PRACTICING LINES, INCONTRAST, BOARDS START OUT WITH CUPS OF COFFEE*

PRACTICE WITH ALMOST INNUMERABLE

REPETITIONS: *IT IS SOMETIMES DIFFICULT TO GET BOARD MEMBERS TO ATTEND ALL OF THE MEETINGS, LET ALONE PRACTICE IN ANY WAY*

REHEARSE: *NOTHING LIKE THIS EVER HAPPENS WITH BOARDS*

30

COLLECT AND OBSERVE REAL-TIME DATA ON PERFORMANCE: *ARE YOU KIDDING ME? VIDEOTAPE A BOARD MEETING?! THINK OF THE POTENTIAL LEGAL RISKS, NOT TO MENTION FILMING THE AFTERNOON NAPS OF THE CHRONOLOGICALLY GIFTED.*

PREPARE AFTER-ACTION PLANS FOR FUTURE IMPROVEMENT: *MY OBSERVATION IS THAT SOME BOARD MEMEBERS DON'T EVEN READ THE MINUTES WHICH, ANYWAY, ARE DELIBERATELY DEVOID OF ANY OF THE MEANINGFUL DISCUSSIONS*

BE COMMANDED, COACHED OR DIRECTED DURING PERFORMANCES: *THE CEO USUALLY HAS TROUBLE JUST STAYING ON THE ANNOUNCED AGENDA*

31 LEADERSHIP CRIMES & SEXUAL SCANDALS

ALL DEMONSTRATE THE ICEBERG EFFECT; 90% ARE INVISIBLE

FOR EVERY...

PONZI SCHEME

INSIDER TRADING EVENT

ILLICITED GOVERNMENT CONTRACT

TAX EVADERS

DISASTROUS PRICE-FIXING SCHEME

SEXUAL PECCADILLOS ...

THERE ARE DOZENS, HUNDREDS OF OTHERS THAT GO UNDETECTED.

32

PLAYING A COURAGEOUS
LEADERSHIP ROLE AT ANY LEVEL IN
ANY ORGANIZATION THAT IS
EMBEDDED IN A POTENTIAL
SCANDAL IS DIFFICULT, POSSIBLY
CAREER-ENDING AND THEREFORE
RARE

FEW PEOPLE ARE WILLING TO RISK THEIR JOBS, THEIR CAREERS AND
THEIR PENSIONS TO “BLOW THE WHISTLE”

THE MADOFF AND STANFORD PONZI SCHEMES

THE RAJARATNAM INSIDER TRADING CIRCLE

THE PENN STATE, UNIVERSITY OF SYRACUSE
& CATHOLIC CHURCH CHILD ABUSE CASES

THE SPITZER, EDWARDS, HURD, SCHWARTZENEGGER, CAIN, NEAL
AND DOMINIQUE STRASS-KAHN SEXUAL PECCADILLOES

THE CEO, COO AND CFO OF THE OLYMPUS CORPORATION
ALLEGINGLY HIDING \$1.5 B OF DEBT OFF THE BOOKS FOR 10 YEARS

TOP EXECS AT MF GLOBAL “LOSING” 1.7B OF INVESTOR ASSETS

RUPERT MURDOCH LONDON NEWSPAPER PHONE HACKING
VIOLATIONS

"All the News
That's Fit to Print"

The New York Times

National Edition

Colorado: Partly to mostly sunny. A passing late-day thunderstorm over the mountains. Highs mostly in the 70s. Mostly clear evening. Details, SportsSunday, Page 12.

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Vast Mexico Bribery Case Hushed Up by Wal-Mart After Top-Level Struggle

*An Internal Inquiry Was Shut Down, and
the Authorities Were Not Notified*

ACCORDING TO THE NY TIMES ARTICLE, ALL OF THE EXECUTIVES IN THE POSITIONS BELOW EITHER **DIRECTLY PAID** THE BRIBES, **AUTHORIZED THEM** OR WERE **BRIEFED** EITHER BY EMAIL OR IN MANAGEMENT MEETINGS

WAL-MART INTERNATIONAL

CHAIRMAN BOARD OF DIRECTORS

VICE-CHAIRMAN

CURRENT CEO

VP FOR GLOBAL SECURITY

CORPORATE SECRETARY

GENERAL COUNSEL

CHIEF AUDITOR

DIRECTOR, CORPORATE INVESTIGATIONS

WAL-MART LATIN AMERICA

CEO

WAL-MART LATIN AMERICA

CHAIRMAN OF THE BOARD

EX-CEO

CURRENT CEO

GENERAL COUNSEL

CHIEF AUDITOR

TOP REAL ESTATE EXECUTIVE

THE ONLY WHITE HAT...

MARITZ I. MUNICH

GENERAL COUNSEL OF WAL-MART INTERNATIONAL

“THE WISDOM OF ASSIGNING ANY INVESTIGATIVE ROLE TO MANAGEMENT OF THE BUSINESS UNIT BEING INVESTIGATED ESCAPES ME”

OCT 2005

“THE BRIBERY OF GOVERNMENT OFFICIALS IS A CRIMINAL OFFENSE IN MEXICO (AND IN THE US)”

(UPON HER RESIGNATION) FEB 2006



ALL ORGANIZATIONS BASED ON
ARMED FORCE OR ECONOMIC
POWER WILL EVENTUALLY
DISAPPEAR

ALEXANDER THE GREAT, THE ROMAN EMPIRE, THE
FRENCH EMPIRE, THE BRITISH EMPIRE, THE THIRD
REICH AND THE SOVIET UNION ---- BRANIFF,
CONTINENTAL, EASTERN, NORTHWEST,
PIEDMONT, TWA AND WESTERN AIRLINES NOW
ALL GONE.
ONLY RELIGIONS AND UNIVERSITIES HAVE
SURVIVED FOR CENTURIES

34

LEADERSHIP REQUIRES BOTH
COMPETITION AND COLLABORATION

35

MUTUAL TRUST IS WHAT HOLDS LEADERS
AND FOLLOWERS TOGETHER IN
SUCCESSFUL ORGANIZATIONS

TRUST, LIKE WEALTH, CAN BE BUILT UP
SLOWLY OVER MANY YEARS, THEN
EVAPORATE IN A HEARTBEAT FROM ONE
DISASTROUS ACTION OR DECISION

36

“FRIENDS COME AND GO BUT
ENEMIES ACCUMULATE”

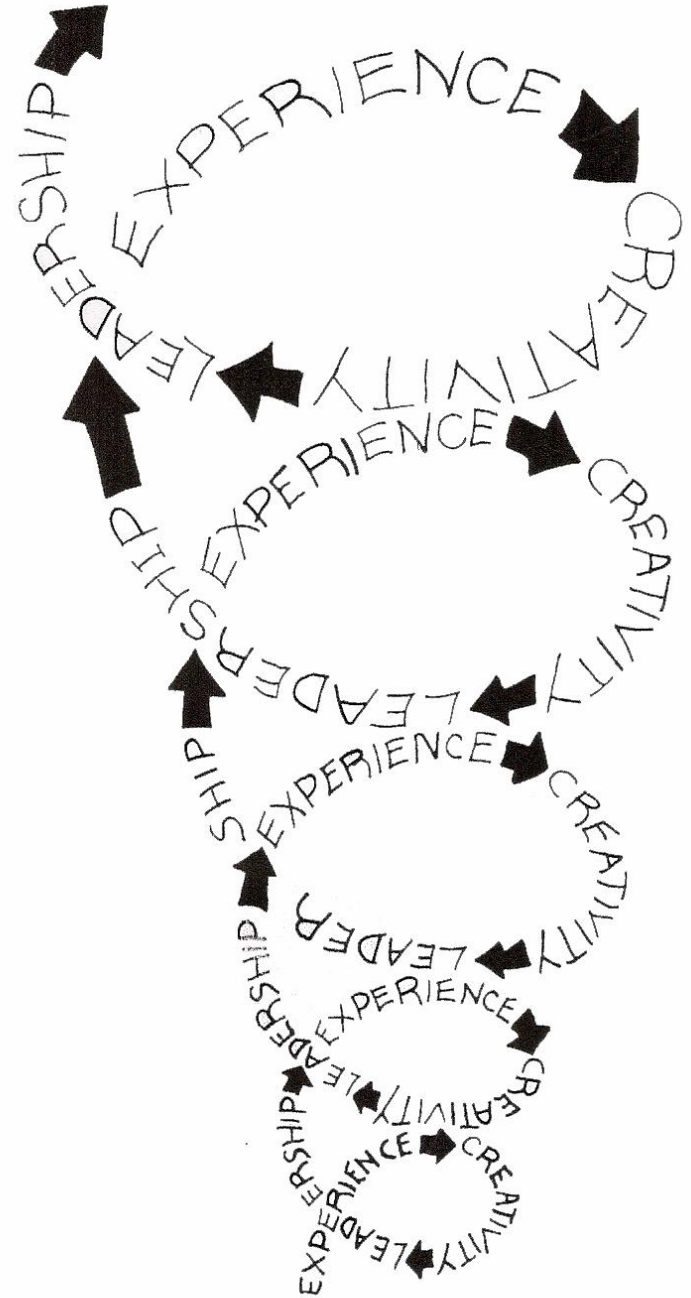
“WHEN I MAKE FRIENDS WITH
MY ENEMIES, AM I NOT
DESTROYING THEM?”

-ABRAHAM LINCOLN

37


THE CONTINUAL DEVELOPMENT
OF LEADERSHIP RESEMBLES A
SERIES OF CONCENTRIC CIRCLES,
EACH ONE FIRST PROVIDING
EXPERIENCE THAT, WITH THE
NECESSARY **CREATIVITY** TO DREAM UP
IMPROVEMENTS AND THE NECESSARY
LEADERSHIP ACTIONS TO MAKE THEM
HAPPEN

ASCENDING CIRCLES



**EXPERIENCE IS THE
FOUNDATION, CREATIVITY IS THE
CATALYST AND LEADERSHIP IS
THE ENGINE**

-- AT EVERY LEVEL



LEADERS HAVE ONLY A VAGUE IDEA OF
WHAT OTHER PEOPLE AROUND THEM – THEIR
BOSS, PEERS AND SUBORDINATES – THINK
ABOUT THEIR LEADERSHIP STYLE

WE ARE ALL LIVING LIVES OF GRAVE
DELUSIONS ABOUT WHAT OTHER PEOPLE
THINK ABOUT US

HUMILITY IS OFTEN FOUND IN GREAT
LEADERS

HUMOR

IS POTENT IN LEADERSHIP SETTINGS

RONALD REAGAN

JOHN F. KENNEDY

40 LEADERSHIP

IS PHYSICALLY HARD WORK

IT REQUIRES LONG HOURS, WRENCHING
DECISIONS, UNEXPECTED CRISES,
EXHAUSTING TRAVEL, COMPLICATED
MULTIPLE AGENDAS AND NEVER-ENDING
SOCIAL DEMANDS

AND, AT LAST, TIMING IS EVERYTHING.
IT WAS A DAY LIKE THIS THAT MARCO
POLO SET OUT FOR CHINA... WHAT ARE
YOUR PLANS FOR TODAY?



*“**To be a leader**, to accumulate and exercise power, is one of life’s most intoxicating, frustrating, exhilarating and punishing activities. Leaders have clout; they influence events; they make, spend and manipulate thousands, millions, billions of dollars; they determine the course of freeways, institutions and countries; they make decisions about what we can see on TV, whether there will be gas at the pumps, what music or movies we are offered, and which borders we can cross without hassles. The smell of power surrounding them attracts groupies, hate mail, Lear jets, adoration, lawsuits, lovers, leather-covered upholstery, suicidal thoughts, and a vast array of actual and vicarious climaxes.”*

DAVID CAMPBELL (1981)



AND NOW FOR A BREAK

WHAT HAPPEN'S IN VEGAS STAYS IN VEGAS!