

LEADERSHIP Excellence

Warren Bennis

THE MAGAZINE OF LEADERSHIP DEVELOPMENT, MANAGERIAL EFFECTIVENESS, AND ORGANIZATIONAL PRODUCTIVITY

AUGUST 2007

**Four Labors
of Leaders**

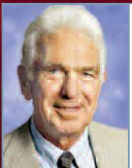
**Coaching
Leaders**

**Al Gore on
Sustainability**

**Great
Expectations**

**Avoid Seven
Self-Destructive
Habits**

Ron Crossland
Leadership Coach



"Leadership Excellence is an exceptional way to learn and then apply the best and latest ideas in the field of leadership."

—WARREN BENNIS, AUTHOR AND
USC PROFESSOR OF MANAGEMENT

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and food-manufacturing, there's a strong move toward healthy living and eating, organic food, and sustainable agriculture, and the upstream challenges of these trends, such as water use. The tobacco industry faces sustainability issues beyond the health impact of the product. Sustainable agriculture is a big story, as is litigation risk. In financial services, the key issue is how a company manages its human capital. In the energy sector, climate change is a significant issue. In health care, we look at ethical marketing practices between companies and doctors. In luxury goods industries, we see issues around excessive materialism, authenticity, and consumption.

We suggest that you tackle three long-term issues that affect your profitability. Think beyond managing sustainability risks; move on to creating revenue opportunities. Johnson Controls is focusing on energy efficiency. About 50 percent of its business is batteries for hybrid cars and products to run buildings efficiently, the other 50 percent is automotive interiors and controls. They see that their products will help reduce their clients' environmental footprint. This strategy is revenue driven. GE's Ecomagination is another example. GE's stock price trades primarily on growth. Jeffrey Immelt is betting his reputation and company on the notion that the businesses related to the environment will enable GE to grow faster than GDP. These leaders see sustainability trends as growth opportunities or as new niches for products and services.

As stewards of shareholder interests, boards should focus on long-term sustainability rather than on market noise. We assess how the board compensates the chief executive. Perverse short-term incentives in the financial system are evident in remuneration structures.

We use a company's response to the climate challenge as a litmus test or lens into the quality of the management team. A company's lobbying practices are also revealing. For example, auto companies are now telling people that they're "green," but you need to evaluate if they are lobbying against emissions reductions.

Your employees, colleagues, board, investors, customers, and markets are all placing a much higher value on an assessment of how much you are a part of the solution to these issues. LE

Al Gore is the former vice president and the partner with David Blood in an investment-management firm, Generation Investment Management. Visit www.generationim.com.

ACTION: Be part of the solution.

Four Labors of Leaders

Use a meta-model for development.



by Ron Crossland

THE FAMOUS "GORILLA" video, created by Daniel J. Simons, professor of visual cognition at Cornell University, illustrates how we can miss information when we focus on a task.

I use a different movie vignette Simons created to illustrate a core idea in leadership development. In this movie, a photograph is displayed, and participants are asked to notice what changes during the 12 seconds the photo appears. Even after five viewings, only half of them will have noticed the change. After each viewing, I ask the person who has noticed the change to provide a way to detect the change. This approach helps some. Finally I have a person point out the change. Participants usually chuckle over how they could miss something so obvious.

Then I have the group view the photo twice more and ask them to *try not to see the change*. Everyone reports it is impossible—all they can focus on is the change. I then link this experience to the research concerning leadership development. Every time a new book on leadership appears, it seems to cover similar ideas to previous books, although each adds something new. The authors of such books focus on one leadership idea and through the use of examples and experience, announce that the new thing is "execution!," "brand management!," "strategy!," "globalization!," "competition!," or "innovation!."

Each author sees what changes in the "leadership" photograph but can't see anything else. And since all they focus on is this change, the change becomes the only thing to focus on.

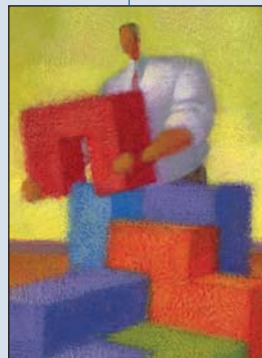
Most organizations see the need for a robust leadership development process as a way to ensure future viability. The level of investment still varies a great deal, but the awareness that it is vital has reached most senior managers. Still, many well-intentioned, even famous leadership pipeline processes fall victim to the

"leadership idea *du jour*" and forget that *leadership is a collection of abilities* and that the fate of an organization doesn't rest upon one facet alone.

I invested four years reviewing the last 100 years of leadership research to sift out the most stable, timeless aspects of leadership. I then tested these findings against many experienced leadership development professionals to identify all the parts of the leadership development photograph. Different parts come into view at different periods in the business cycle, and leaders tend to focus on one part of it. But a robust and effective leadership development program needs to focus on the entire photograph.

In the past century, we've seen three major periods of leadership thought. Each caused a paradigm shift in the minds of practitioners, but the basics of leadership haven't altered.

We identified four essential components of leadership—the four labors of leaders: authenticity, navigation, architecture, and community. These four labors are timeless, and tensions arise in each one as any leader moves from a



lower to a higher level of responsibility. We see a dividing line between individual and organization leadership. Most leadership development processes help managers view their individual leadership labors as practices, but fail to help managers see that organization leadership abilities are also practices. In fact, most leadership development processes try to stretch *individual* leadership skills to cover the needs of *organization* leaders; these models simply can't stretch that far. Individual and organization leadership capabilities are linked but different.

Our "meta-model" of leadership identifies both leadership components through the lens of the four labors.

We remind leadership development practitioners not to focus only on one bright fad but to remember that everything in the leadership photograph requires attention. The four labors (domains) of leadership must be recast for *organization* leaders and grouped into a coherent model so leaders can see the links and not focus on only one part of the whole. LE

Ron Crossland is CEO of Bluepoint Leadership Development. Visit www.BluepointLeadership.com.

ACTION: Apply the meta-model of leadership.