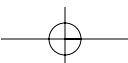
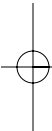
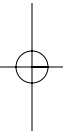


THE
POWER
TO
LEAD



THE POWER TO LEAD

Lessons in Creating
Your Unique Masterpiece

Gregg Thompson
Bruna Martinuzzi

SelectBooks, Inc.
New York

The Power to Lead
Lessons in Creating Your Unique Masterpiece

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This edition published by SelectBooks, Inc.
For information address SelectBooks, Inc., New York, New York.

First Edition

ISBN 978-1-59079-191-2

Library of Congress Cataloging-in-Publication Data

Thompson, Gregg, 1950-

The power to lead : lessons in creating your unique masterpiece / Gregg Thompson, Bruna Martinuzzi. -- 1st ed.

p. cm.

Includes bibliographical references and index.

ISBN 978-1-59079-191-2 (hardbound : alk. paper)

1. Leadership. 2. Executive ability. I. Martinuzzi, Bruna, 1947- II. Title.

HD57.7.T4673 2008

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Manufactured in the United States of America

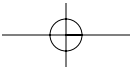
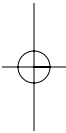
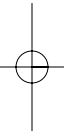
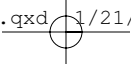
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To Judy, for choosing to fill her life masterpiece
with service and sacrifice.

GREGG THOMPSON

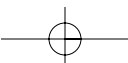
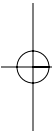
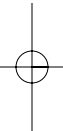
To Saul, who taught me to caress the rainbow.

BRUNA MARTINUZZI



*The great thing in this world is not so much where we are,
but in what direction we are moving.*

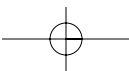
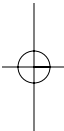
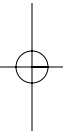
OLIVER WENDELL HOLMES JR., AMERICAN JURIST



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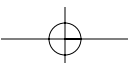
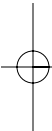
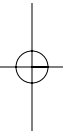




ACKNOWLEDGMENTS

We are life-long students of leadership. Some of our greatest teachers have been our clients—leaders with exceptional passion, energy, vision, and insight. Special thanks go to Thomas W. Steipp, Brian Traquair, Marsha Royer, Karin Kirkpatrick, Mike Szczechura, Scott Duncan, Jeffrey C. Hawkins, Mark Ahrens-Townsend, John Sage, and Willard (Dub) Hay for helping us to paint pictures of personal and professional excellence—leadership that cultivates the very best in people and organizations. Grateful acknowledgment is given to Mady Gorrell for her work in managing the production and publication of this book. Special thanks go to Joan Peterson and Debbie Rand, for generously donating their time in proofreading the manuscript.

We are also ever grateful to the Bluepoint Leadership Development community members who have committed their lives to helping leaders everywhere create personal masterpieces.



INTRODUCTION

This is a different book on leadership. It does not advance a particular model or philosophy about leadership, nor does it chronicle the exploits of the great political leaders like Mahatma Gandhi or Winston Churchill, or the commercial feats of business giants like Bill Gates and Jack Welch. This book is simply about you, your leadership ambitions, and how you can prepare yourself for this important calling. Yes, we do mean *calling*. Leadership is at the core of all important human endeavors, whether commercial or social, political or humanitarian, scientific or artistic. And it is a role that should not be stepped into lightly. People will count on you. Organizations will put their very existence in your hands. You will affect people's careers and have an impact on their lives and families. Leadership is that important.

Am I capable? Can I make a difference? These are the questions we all ask ourselves when confronted with the daunting challenge of leadership. The good news is that we are indeed capable, and we can make a difference. Humans are naturally wired to lead. We are drawn to community, whether corporate, social, or family. We seek a tomorrow that is better than today. We see our lives as journeys on roads shared with others. Joining others in the pursuit of a better tomorrow is at the heart of the human experience ... and we are all naturally gifted to do this work. Unfortunately, many of us use only a very small portion of our leadership capability, choosing instead to covet the lives of those courageous men and women who step to the front of the line with little more than ambition in their eyes, fear in their hearts, and a blurry roadmap in their hands. These are the all too-rare individuals who have discovered that the real power to lead comes from within, and is theirs to seize.

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This book describes the inner journey of leadership. Its singular goal is to help you find the power to lead within yourself—those natural motivations and capabilities that, paradoxically, both set you apart from others and draw you to them. In the 25 years that we have been training and coaching some of the finest leaders, we have learned one important thing ... true development of the leader occurs at the deepest personal levels and manifests itself in a significant increase in personal power. This is not power over others, but rather the power to inspire, engage, and serve others. This is the power to make a real difference in a team, an organization, and even the world.

In this book, we use the enduring art of oil painting as a metaphor for leadership. When we view a great painting, we may be tempted to see it as the product of a linear, orderly process, moving from inspiration to framing. This is rarely the case. Painting is a much more complex endeavor. To create a masterpiece, the artist needs to prepare the canvas well, assemble oils with just the right pigments, and move the oils about on the canvas until that moment when a complete painting is formed. Leadership is a similar dynamic process.

Just as an artist begins a great painting with a well-primed surface, in *Part One* of the book, **Your Canvas**, we will help you explore how you can prepare your own leadership canvas. The artist creates a solid frame: The material is stretched taut, all waste is trimmed and a primer prepares the surface. The bigger and the better a canvas is, the greater the potential for a wonderful work of art. The slings and arrows of organizational life will provide ample opportunities to paint a masterpiece rich in experiences. This part of the book will help clarify your thinking as you prepare to lead. What are your most important values and aspirations? How can your passions fuel your leadership? How does your personality lend itself to influencing others?

Great artists are known to fill their palettes with a wide array of pigments so that they can readily create the perfect color that captures the often indescribable image that is in their minds. In *Part Two* of the book, **Your Palette**, we will challenge you to fully explore all of your unique talents, emotions, and personal traits—and include these in your unique leadership palette.

Introduction 3

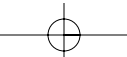
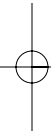
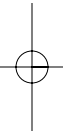
Oil paint remains wet longer than many other types of artists' materials, enabling the artist to change the color, texture, or form of the image at any time. Rarely does the artist leave the paint exactly as first applied. The masterpiece is created by moving the paint already on the canvas, blending it with other colors, changing the texture. Art conservators do not consider an oil painting completely dry for many years. So it is with leadership. In *Part Three, Your Masterpiece*, you will be encouraged to see your leadership development as a dynamic process lasting for your entire career.

Whether you are an emerging leader about to take on your first managerial role, a mid-level leader wanting to accelerate your readiness for a more senior role, or a seasoned executive looking to lift your leadership game for one more major career push, *The Power to Lead* is written for you. In some respects, you will find this book to be a primer for leadership; in other respects, you will find in its pages, the most complex and challenging aspects of this important human endeavor. The best pages, however, are those you will write as you complete your personal leadership explorations at the end of each chapter. The book invites you to take a thoughtful and candid look at yourself before setting out to lead others.

We hope this book will be your guide on this most important journey, your leadership journey. We wish you well.

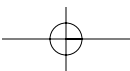
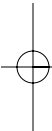
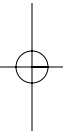


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PART ONE

Your Canvas



▪ CHAPTER ONE ▪

A Fire Within

The Power of Motivation

“I want to make a dent in the universe.”

STEVE JOBS

The desire to lead is an essential requirement for being a good leader. Leadership is a rewarding, yet often a difficult and arduous journey. Without a burning desire to lead, that journey can be devoid of pleasure. Great leaders possess not only the will to lead, they also have no doubt about their motives. They are clear about why they chose to lead.

What motivates you to lead? Leaders are driven by varied aspirations ranging from accumulating wealth to saving the planet. While many of these motivators will adequately fuel leadership for a time, the great leaders who make a significant and sustained impact on their organizations are usually compelled by high level motivations that will positively impact many people. They set out to change, for the better, their corner of the world. At the same time, they know that thinking big leads to expansive actions, while thinking small inevitably leads to limited outcomes. So they derive their inspiration, not from bite-size goals, but from having big, audacious goals—a fierce, inward commitment to making a difference.

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This is the oil that fires their internal furnace—it's what fuels their power to create. It's easy to spot these leaders. There is an energy that radiates when they speak about their desire to achieve these higher goals. This desire is at the heart of their leadership behavior, characterized by a certain *noblesse oblige*, which confers, that with power and prestige comes social responsibility. Translated for leaders, it means that those who are graced with positions of leadership—with special talents or gifts—have an obligation to make the best use of these gifts. They are bound to do their very best for the collective good.

Having the desire to lead, and the will to embark on this journey, gives leaders the fortitude to stay the course no matter what comes their way. So how does one increase one's motivation to lead even in the face of the chaos and uncertainty that characterize our times? To borrow Stephen Covey's famous words: "Imagine how you want to be remembered as a leader." What legacy do you want to leave behind? What have you done so far to accomplish this vision of yourself? Are you pleased with how the vision is unfolding?

Think back to a time when your motivation to lead was at its apex; what was it that made the difference? Can you tap into this past vision to your advantage? How can you play a direct part in changing your corner of the world for the better? This is your very own leadership vessel: are you steering the ship or are the winds taking you wherever they blow? Do unexpected derailments cause you to cut off the engines and stop sailing, wasting the precious time you have as a leader? What steps can you take today to chart the way for your ship to travel to the destination you intend? What big, audacious goals can you set? How can you make this journey truly yours?

We increase our motivation to lead by immersing ourselves in actions and endeavors that constantly challenge us to expand our talents by developing and maintaining a passionate curiosity—being an ageless learner—and by cultivating an ardent interest in shaping and steering the future. Successful leaders are builders, not maintainers. What do you want to build? Where do you want to go from where you are right now?

The motivation to lead is a daily practice. To ensure that your vision of yourself as a leader becomes a defining component of who

you are, consider making the vision a part of your daily thoughts so that it becomes firmly embedded in your subconscious mind and then allow it to play for you. Our subconscious mind has a powerful influence on what we consciously perceive and the decisions we make. It influences our behavior because the subconscious mind makes our outside world reflect the vision that we have stored internally. We encourage you to power up by painting a brilliant internal vision of yourself, and then anchoring it into your subconscious. This is a superb mental state to be in.

But perhaps the biggest boost to increasing your motivation to lead is recognizing that leadership is a state of mind: it's about your belief in yourself as a leader, in trusting that you will be able to handle whatever comes your way, no matter how unplanned or unexpected. It's being aware of your limitations and going beyond them anyway. It's accepting the natural self-doubt that is the invisible companion of every leader who is attempting to accomplish great things, and it's about not letting that self-doubt inhibit your leadership, but instead taking charge and grabbing the power—the power to accomplish what you set out to do. Dare to believe that something inside you is infinitely greater than the events of the day. We encourage you to break through the upper bounds that you may have mentally set up for yourself.

Just as it is important to increase one's motivation, it is equally important to be vigilant about not losing motivation along the way, which can easily happen given the challenges that leaders face. Great leaders ensure that they stay motivated by having a crystal clear idea of their purpose in life, of what really matters to them. This provides the context for everything that they do. They don't lose sight of what gives their life its deeper meaning, of what it's all for. They carve out time in their busy lives to think about what's important to them. They ensure that they lead significant lives. They have a fine-grained awareness of their values and they periodically re-examine those values to evaluate whether they still reflect who they are and what they want. But more than just values, it is passion that gives their life direction. To them, passion is values on steroids.

Leadership is most certainly a bumpy and solitary trail: It's not for the faint-hearted. As Ron Crossland and Boyd Clarke said: "Some

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will judge you unfairly, blaming you for their lack of success. Others will expect resources you cannot give, answers that you do not have, and permission you cannot grant. You will be misquoted. Your judgment will be questioned. You will certainly stumble. Failure will stalk you like a predator.”¹ Along the way you will receive a lot of feedback, both good and bad. The few moments of gratitude, the long hours and the personal sacrifices that come with the job often result in a loss of motivation to lead. As a leader, you need to reconnect with your passion, to rediscover the mental energy you felt when you first set out on your leadership adventure.

What gives your life its significance? Do you have a passion that gets you to jump out of bed in the morning, raring to go? Are you motivated by just breaking even, ensuring that you live your emotional and spiritual life with neither profit nor loss? Is your life filled with blind alleys? What can you do to shine a light on your path? Think back to the infinite possibilities of playtime when you were a child. What can you do to bring play into your ordered, daily life? What risks can you take to live passionately every day? Do you stay within the lines when you use your crayons? What would happen if you decide to sweep your crayons right across the page?

Remember when you were a child and you arbitrarily used any color to create your daily masterpiece? What can you do to stretch your imagination to paint your portrait as a leader, without being restrained by the erroneous notion that there exists a correct set of colors—letting your imagination flow over all the possibilities of greatness that are in you? If you are at an impasse in your leadership and have lost some of the passion, what can you do to renew yourself, to recover that initial spark, to reconnect with your initial passion and rekindle that spirit?

Studying the lives of great leaders in history can add to our motivation to lead. If they can do it, why can't you? Inspiration is gained from individuals like Nelson Mandela, Winston Churchill, and Martin Luther King; entertainers like Oprah Winfrey, Charlie Chaplin, and Lucille Ball; poets like Dylan Thomas and T. S. Elliot; thinkers like Albert Einstein and John Maynard Keynes; icons like Mother Teresa, Princess Diana, Muhammad Ali, and Charles Lindbergh. Absorb

lessons from these giants and become infused with the inspiration that motivated them. Read about the struggles and victories of these leaders, and increase your conviction to succeed in your own leadership quest. Consider studying other leaders as additional sources of inspiration for your own leadership motivation.

We also encourage you to think about your wants, these strong desires or inclinations. They are also sometimes referred to as preferences. Thomas Khun, the philosopher who coined the expression ‘paradigm shift’ said: “Power is the ability to satisfy one’s wants through the control of preferences and/or opportunities.”

- What impact do these desires or inclinations have on your leadership?
- What particular preferences might be influencing these wants?
- What can you do to reframe these preferences?
- Are there any circumstances or opportunities that you can control or alter to make it more favorable to have these desires satisfied?
- How much psychological energy are you devoting to pursuing your wants?
- Are these desires causing you to ignore certain relevant information, ideas, or feelings?
- What are the gaps between what you have and what you could have? What is this motivating you to do? What can you do to bridge that gap?

In addition to being aware of their manifestation and impact, we also need to be aware of the path these desires or wants can take, shifting from being a low intensity motivator to a high intensity one. Consider this scenario: your organization experiences you as a leader who is strongly motivated by stability and security. Deep down, you also have a desire for continued personal growth and self-realization. You wake up one morning, having fulfilled all the key performance indicators for your position and asking yourself the proverbial question: “Is that all there is?” You now find that your desire for personal growth and self-realization which were perched on the edges, are shifting to the middle and becoming an all consuming need. This impacts your behavior, causing you to promote risk taking. Unlike you, your organization may not have changed and your need may

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now not be in line with your organization's strategic imperatives. Organizations seek consistency and the unpredictability of your behavior will surely erode your authenticity and diminish your power as a leader in the eyes of your constituents. Being aware of the shift and its impact is powerful information for you in your leadership. It will guide you to better decisions and guard you from being blind-sided. Your needs and wants, then, are important elements of your palette.

This takes us to your values—those principles, standards or qualities that we consider most worthwhile. In painting parlance, value—the relative lightness or darkness of a color—is the strongest element dominating our visual experience. Without good value structure, the painting appears flat and uninteresting. The same can be said of our own value system. Just as values are the strongest element in a painting, so values dominate our ethos. They are a prism through which we see the world. They fashion our sense of identity. As with needs and wants, values mold us and color our behaviors and actions. They provide the yardstick that we use to differentiate what is right and wrong, good and bad, desirable and undesirable. Most often, our values were developed early on in our life and are, therefore, not easily changed. They stem from experiences we have had with people that we admire and value, people who are important to us, like parents, teachers, mentors or coaches. We are emotionally invested in our values.

Understanding what we value, then, is another dimension for discovering what prompts our behaviors and actions. There is something very compelling and powerful when a leader is very clear about his or her values and lives these unequivocally every day.

- What are the values that are most important to you? What do you stand for?
- Are your goals and objectives in sync with your values?
- Do you live your values visibly every day? Would those who know you be able to easily articulate what you stand for? Have your choices been consistent with your values?
- Which values do you aspire to and want more of?
- What are you willing to sacrifice for your values?
- Which values cause you anxiety? Why? What does this tell you?

Let's now turn our attention to a practical consideration. Our wants and values are often intertwined in a behavioral lattice which makes it difficult for us to be able to define precisely which of these two is motivating us at any given time. But, is it important to know specifically which of the two it is? And is it possible to even accurately differentiate between them, in the moment? Let's take for example the following 12 dimensions:

Achievement	Belonging	Creativity
Curiosity	Independence	Mastery
Power	Wealth	Prestige
Security	Service	Structure

Examining any of these closely, we can see that they can alternate roles, depending on our circumstances. Take "Achievement": it can be a want, or a value—even a need. In any of these cases, it will propel us to some action and in some cases, to the very same action regardless of how we label it. It can motivate us, for example, to set stretch goals, to value the achievement itself over the monetary compensation for it and to seek others' approval. Take another example: "Belonging." No matter what descriptive tag we add to it, it will motivate some thoughts, emotional states or actions, such as, feeling good in the company of others and wanting to collaborate and cooperate with them. The same can be said of every dimension on this list.

There is clearly no great value added in being adept at ascertaining the exact nature of these motivators. Leaders don't stop in the middle of their day to check-in on the right label for the motivator of the moment. What is important, however, is to be aware of these motivators in action, to be able to recognize when they are in play in our life. In addition to being aware of their manifestation, we need to be able to understand the impact that they have on our thoughts, feelings, behaviors and actions. By recognizing the powerful influence of these motivators, you can use them to your advantage—to fuel you and propel you forward to the achievement of your goals, or to help you to nimbly skirt around them when they turn into disadvantages or obstacles in your course.

Your wants (and needs) and values are the nexus of your leadership persona. Knowing them intimately is like concentrating a light

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into a coherent beam with laser-like precision and clarity. We find that a path of simplicity emerges out of our personal chaos when we take the time to understand these three powerful motivators. And because you ultimately control all three, you can influence these motivations to your best advantage by being able to make more informed decisions when they each vie for satisfaction and in so doing, clearing up energy and space for you.

The motivation to lead does not come from external sources. It's the by-product of your desire to lead, your passion to accomplish something of value and your intense belief in your ability to realize these accomplishments. It stems from an innate passionate sense of your potential as a leader. Finally, it's about your internal clarity on why you chose to lead. Motivation is an inside job.

LEADERSHIP EXPLORATIONS

A Fire Within: The Power of Motivation

Listed below are ten drivers that influence individuals, in varying degrees, to assume leadership roles. Consider what each of these drivers means for you and the influence it has on your motivation to lead. Rank these drivers in the order of influence on you and your leadership. (*1 = the most influence; 10 = the least influence*)

Drivers	Rank Order (1-10)
Financial	
Achievement	
Recognition	
Relationships	
Development	
Security	
Service	
Contribution	
Innovation	
Structure	

What is the most significant opportunity facing you today?
How might that opportunity be realized with more effective leadership?

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What is the most significant challenge facing you today? How might this challenge be overcome with more effective leadership?

How does your leadership affect ...

- your team?
- your organization?
- your community?
- your family?
- your customers?

Write a paragraph that describes the ways in which your life is better when you choose to lead.

INTERVIEW

A Fire Within: The Power of Motivation

Thomas W. Steipp
President & Chief Executive Officer
Symmetricom, Inc.

I am asked sometimes why I choose to be in a leadership role considering the challenge of leading in today's organizations which are complex, diverse, chaotic, and continually changing. This desire to lead goes back to either my genes or my early training. I was exposed to many examples of good leadership in my early formative years. From a relatively early age, we need input from our parents and I received that encouragement. I was also in Eagle Scouts and in the military—both of these organizations place a premium on leadership. Did this help in my motivation to lead or was it more naturally in my genes? I really can't tell you for sure which had the greater influence.

The impetus to lead is something that has to come from within: People have to want the ball and want to take the shot. People who truly want to lead are more comfortable doing that. Others, on the other hand, like to be a part of a team, to be number two and prefer that. For most of my experience, leading up to my current position, I have gravitated to leadership roles. It's been a natural pull for me.

There are leaders who are thrust into leadership positions, who did not seek to lead. If you are an emergent leader who finds himself in this situation and who doesn't want to lead, my advice would be to find your replacement quickly. Sometimes, you may have been the best alternative for a leadership position, but if you don't have the passion, if you are not willing to study, not willing to make mistakes and learn from your mistakes, you will ultimately not succeed as a leader, for the long-term.

There are, of course, many extrinsic reasons such as remuneration, bonuses and other perks that keep people in leadership positions, regardless of whether they want to lead or not. For sure, these are strong motivations

that might keep one in a leadership position, but, to put it in biblical terms: "Without vision, the people will perish." This is absolutely the case in leadership. So, if you are in it just for the extrinsic reasons and don't have a vision for your team, for your organization, then you are on a slippery path. Any organization that has no view for something better, for its customers and employees, is a bad place to work.

I enjoy working with teams, I have a burning vision to grow a company and I enjoy being a part of success. Success in business can be defined in many ways—for me, it's Growth and Profit. If you can't have Growth and Profit, the work of a chief executive officer is not much fun. Unless you simply like being in control and at the top. But leadership is not about control. It's about getting people excited about accomplishing objectives that they may have not otherwise attempted.

If your motivation to lead is external, it's not as powerful as an internal motivation. You may succeed because you may have innate skills that will allow you to be successful, but you will not be as successful as you would be if you had an internal motivation to lead. The fuel is internal. The external part is after the fact; it's the reinforcement.

Having said this, there are often difficult moments in everyone's leadership journey and during those challenging times, we need something to strengthen our motivation, to give us that extra push to stay the course. For me, this comes from feedback from employees and from customers ... from the Board. The feedback that gives you that motive to overcome the net obstacles, to overcome those periods of doubt, periods when things do not go well, when you make mistakes ... all these things happen. If you let these things dominate you, then you are not made for leadership unless your motivation is external and it is so strong that you say: I have to keep doing it.

I can think of specific instances when this type of feedback had an impact on me to renew my energy and continue my work as a leader. Such instances involve employees who over the years have sent me letters saying things such as: "Gosh, I really enjoyed it when you were here. I appreciate what you did to help me." It doesn't happen very often—there are two or three times when guys sent letters to me. I have also had fellows sit down and say: "I appreciate what you are doing for the company and how you do it."

20 THE POWER TO LEAD

Other things that keep me in the game at times of difficulty and challenge are the integrity of the team, for one. Being focused on innovation is another—innovation is better than competition. Customers who trust you are also a key factor for me.

If you have these three aspects—team integrity, innovation, and your customers' trust—they sustain your motivation to lead. If you have breaches in any of these aspects, you find yourself in a rut. You need to ensure that customers trust you so feedback from people in the organization who are close to customers is critical. But you also need to develop a cadre of safe consultants who will give you very direct feedback, which includes the negative aspects. Any leaders who think that they don't do negative stuff, have not looked at themselves in the mirror—really looked in the mirror. You need to foster an environment where people are willing to receive that type of feedback.

Now, there are times when there are breaches of integrity. When this happens, a leader needs to reflect on why it happened. If you get lapses in your team, in your organization, you have to ask yourself: what's causing that? Are you perhaps putting so much pressure on people that it gets them to do wrong things? Are you not spending enough time with them, not paying attention to small details, the little things that let small lapses go unaddressed? Often, they are very little but they pave the way to further breaches.

Leadership, when done right, is a highly rewarding experience despite the hard work and stress associated with the journey. I feel best about myself as a leader when the team works well, when the organization is profitable and growing, when we are doing the right things, as opposed to expedient things. And the "right things" are not always obvious. When the vision and values are clear and the level of consensus is high, when the team is able to prevail against difficult odds, then it is easy to feel good as a leader. If, on the other hand, I am doing all the right things, but the company is not growing and is not profitable, then I can't feel good as a leader, or, even if the company is growing and is profitable, but the teams are fighting and there are no clear values and vision, then it would be difficult for me to feel good as a leader. The Board and investors

would be happy, but even if the Board and investors are happy, I would not feel good if the other components are not in place.

Given that a leader's job has inherent stress associated with it, you need to develop strategies to counter that, to renew yourself. For me, what counteracts the stress is a focus on integrity and making sure that customers trust you. I strongly believe that innovation has to be a part of the equation, of the cycle of renewal—always. It's pretty easy to fall into a rut, otherwise. A friend of mine used to say that a rut is nothing more than a coffin with the ends kicked out. Innovation is everybody's objective—but how do you do it? How do you find ways to stay fresh? One way is to read great books, spend time with great people, and dream great dreams.

People sometimes ask me what books I would recommend for leadership. Well, there are so many good ones that it would be like voting in a beauty contest. Some that I found particularly useful myself are the trilogy of Jim Collins' books: Good to Great, Built to Last and Beyond Entrepreneurship.

Jack Welch's book Winning is also a good one. The key is to figure out what kind of a leader you want to be and then figure out what books will be useful. Read a lot. In some books, you might find nothing that is particularly useful to you, in other books you will find yourself highlighting a lot of passages.

Leadership fascinates me—not just how to lead, but what's beyond it. Assuming that it's not in your genes, what can you do to be a great leader? What are different things you can do to get better at it? If you are a modest talent, you will be effective at it if you read great books and associate with great people. Don't do an inventory to discover your innate talents. Instead, put your face to the mirror and do a brutal assessment and say, "This is who I am and this is what I have to do to get better." So it starts from the core of who you are.

It's like teaching—the best teachers adapt their style to different students. You must have a core that doesn't change but also have an internal clutch that does change depending on people or circumstances in your environment.