

LEADING THE CHARGE

Leadership Lessons From the Battlefield to the Boardroom

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MAIN IDEA

Today's world is noteworthy for a challenging worldwide economy, wildly careening shifts in the price of oil and other commodities, the collapse of iconic companies which have been in business for decades and the ever increasing threat of global terrorism. Nobody seems to be in charge and therefore everyone waits with bated breath for influential new leaders to emerge who can take everyone through these challenges and then move society onwards and upwards.

"If you woke up today after a twenty-year-long Rip Van Winkle nap, you'd find yourself in a vastly different world from the one you had expected or hoped for – a shockingly changed world full of wild, scarcely believable crises, conflicts, threats and turmoil. I'm certain that your first reaction would be alarm and horror. Outrage would quickly follow: 'Who's been in charge? What happened to the leaders? How could they have led us here? Where have they been? What have they been doing?' Yesterday's methods of leadership, and of making leaders, don't work. They are failing us. Who in America feels confident about the outcome of today's energy, financial, or climate change crises? Many have lost faith in our traditionally optimistic 'can-do' attitude. Has good old American 'can-do' become 'can't do'? No, we're not there yet. But we face a dearth of the creative and innovative leaders who used to be the hallmark of American leadership."

– Tony Zinni and Tony Koltz

Tomorrow's most successful leaders are going to need to know how to operate and excel in an environment which will be much more fluid than that which applied in the past. At one time, leadership was mostly about character but character alone won't be enough any more. Tomorrow's leaders will need eleven qualities in order to succeed:

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| 1. Self knowledge | 5. Enterprise understanding | 9. Decision making processes |
| 2. Ethical standards | 6. Speed | 10. Crisis handling skillsets |
| 3. Genuine interest in the world | 7. Domain knowledge | 11. Vision |
| 4. Environmental awareness | 8. Communication skills | |

"People are desperate for leadership they can trust and depend on. They want role models who earn their respect and can get them through tough times. The best-of-breed successful leaders I have seen emerging in this challenging new world combine those elements with the tried-and-true qualities that have proven successful in the past. That fusion of the tried and true with the innovative and adaptive is the key. A strange new world has been emerging out there for the last two decades. No one is sure where it is heading. Many fear its challenges, but we need leaders who see its opportunities. Be one of them."

– Tony Zinni and Tony Koltz

The eleven core elements new leaders will need

▶ 1	Self knowledge	Leaders must know what they stand for and why it matters	Page 2
▶ 2	Ethics	Leaders must act as the conscience of their organizations	Page 2
▶ 3	Genuine interest	Strong leaders care about the people they are responsible for	Page 3
▶ 4	Environment	Good leaders know what's happening in the marketplace	Page 3
▶ 5	Enterprise	Effective leaders understand their organizations completely	Page 4
▶ 6	Speed	New leaders set aside time for creative thinking	Page 4
▶ 7	Domain knowledge	Great leaders have an insatiable appetite for new ideas	Page 5
▶ 8	Communication	Leaders provide a human face for their organizations	Page 5
▶ 9	Decision making	Leaders make decisions which blend intuition with know-how	Page 6
▶ 10	Crisis handling	Great leaders steer a calm course through confused seas	Page 7
▶ 11	Vision	Leaders are good at thinking and acting strategically	Page 8

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