RESULTS-BASED LEADERSHIP
How Leaders Build the Business and Improve the Bottom Line
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NORM SMALLWOOD is CEO of Results-Based Leadership Inc. (www.rbl.net), a company specializing in the delivery of leadership solutions and producing measurable increases in stockholder value. He is a co-author of Real-Time Strategy.
The measure of the effectiveness of a leader is determined by a simple equation:

\[
\text{Effective Leadership} = \text{Leadership Attributes (4 Key Attributes)} \times \text{Results (4 Key Stakeholders)}
\]

Results-based leaders do more than exemplify leadership attributes -- they deliver meaningful results. Results-based leaders look for direct one-to-one correlations between the things they do and the real-world results their organizations achieve. Results-based leaders strive for excellence in demonstrating attributes and achieving results because they realize these two factors multiply together to produce the means by which the effectiveness of their leadership will be evaluated.

Section 1 -- The 4 Key Leadership Attributes

Business leadership is a dynamic combination of who leaders are, what they know and what they do. Effective business leaders do four key things well:
1. They set direction.
2. They generate a commitment from each person.
3. They build organizational capabilities.
4. They demonstrate personal character.

Section 2 -- The 4 Key Stakeholder Results

In any organization, there are four key stakeholder groups, each of which has a different desired result:

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Desired Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>Expansion of human capital</td>
</tr>
<tr>
<td>Organization</td>
<td>Creation of new capabilities and competencies</td>
</tr>
<tr>
<td>Customers</td>
<td>Building the equity of the firm in the eyes of its customers</td>
</tr>
<tr>
<td>Investors</td>
<td>Increasing shareholder value</td>
</tr>
</tbody>
</table>

Leadership success is only achieved if the desired results in each of these four areas are realized in a balanced way. Different organizations will attach different weightings to each of the four results.

Section 3 -- The 14 Keys To Becoming a Results-Based Leader

To become a results-based leader:
1. Have a total focus on results.
2. Take complete responsibility for results.
3. Communicate targets and expectations to everyone.
4. Improve your personal results.
5. Use results as the sole measure of leadership practices.
6. Engage in personal development programs.
7. Utilize every group member's capabilities fully.
8. Be constantly innovating.
9. Measure the right things.
10. Take action -- don't leave things to chance.
11. Increase the tempo regularly.
12. Seek feedback from elsewhere in the organization.
13. Have the right motives.
14. Set the right example.

Section 4 -- How Results-Based Leaders Develop Other Results-Based Leaders

The final yardstick by which a leader is evaluated is how effectively he or she lays the foundation for the success of the next generation of leadership -- as measured by the results they achieve.
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