

RESULTS-BASED LEADERSHIP

How Leaders Build the Business
and Improve the Bottom Line

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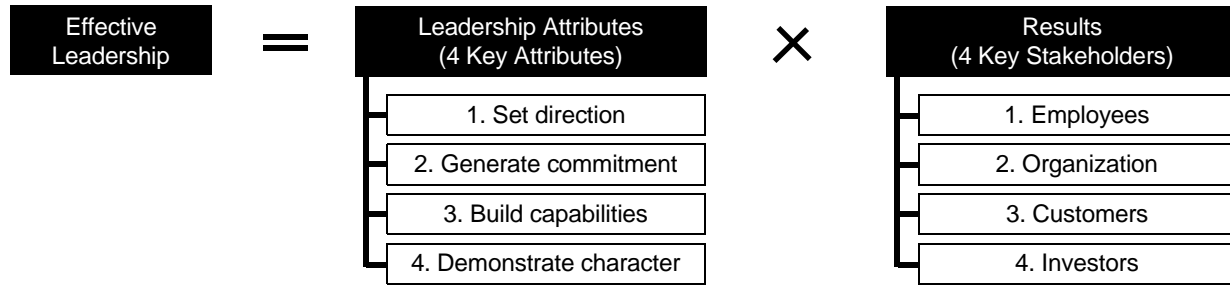
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MAIN IDEA

The measure of the effectiveness of a leader is determined by a simple equation:



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 Page 2

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 Page 3

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

Stakeholder	Desired Result
Employees	Expansion of human capital
Organization	Creation of new capabilities and competencies
Customers	Building the equity of the firm in the eyes of its customers
Investors	Increasing shareholder value

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 Page 7

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 Page 8

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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