

# THE TRUTH ABOUT LEADERSHIP

## The No-Fads Heart-of-the-Matter Facts You Need to Know

**JAMES M. KOUZES and BARRY Z. POSNER**

**JAMES KOUZES** is executive professor of leadership at Santa Clara University. He is considered to be a leadership scholar and he lectures to corporations, non-profits and governments worldwide. Jim Kouzes is a graduate of Michigan State University and he served as president, CEO and chairman of the Tom Peters Company from 1988 through 1999. He and Barry Posner are the coauthors of more than a dozen books on leadership including *The Leadership Challenge*, *A Leader's Legacy* and *Credibility*.

**BARRY POSNER** is professor of leadership at Santa Clara University. He served as dean of the school of business for twelve years and has been a visiting professor at a number of universities. Dr. Posner is a graduate of the University of California, Santa Barbara, Ohio State University and the University of Massachusetts. He regularly consults with a number of public- and private-sector organizations. In addition to the books coauthored with James Kouzes, Dr. Posner has written more than one hundred research and journal articles.

The Web site for this book is at [www.TruthAboutLeadership.com](http://www.TruthAboutLeadership.com)

ISBN 978-1-77544-672-9

**SUMMARIES.COM** is a concentrated business information service. Every week, subscribers are e-mailed a concise summary of a different business book. Each summary is about 8 pages long and contains the stripped-down essential ideas from the entire book in a time-saving format. By investing less than one hour per week in these summaries, subscribers gain a working knowledge of the top business titles. Subscriptions are available on a monthly or yearly basis. Further information is available at [www.summaries.com](http://www.summaries.com).

**MAIN IDEA**

While the context of leadership changes constantly, the content of what makes up good leadership hasn't changed and likely never will. The emerging leaders of the twenty-first-century and beyond will still be able to count on ten essential truths:

- ▶ 1 As a leader, you'll got to believe you can make a difference
- ▶ 2 Credibility is the bedrock foundation of all great leadership
- ▶ 3 Values drive commitment, not the other way around
- ▶ 4 Leaders are distinctive because they always focus on the future
- ▶ 5 Good leaders openly acknowledge they can't do it alone
- ▶ 6 Trust rules – it's the glue that holds everything together
- ▶ 7 Challenges are always the crucible for greatness in leadership
- ▶ 8 You either lead by example or you don't lead at all
- ▶ 9 The best leaders are lifelong learners
- ▶ 10 Leadership is an affair of the heart

**As a leader, you'll got to believe you can make a difference**

Before you can be a good leader, you've got to accept you can have a positive impact on the people around you. You have to believe in yourself and that you can make a difference in people's lives.

Page 2

**Credibility is the bedrock foundation of all great leadership**

If people don't believe in you and in what you're trying to achieve, they won't willingly follow you. To be a great leader who people follow enthusiastically, you've got to earn that commitment by being credible.

Pages 2 - 3

**Values drive commitment, not the other way around**

People want to know what you stand for and what you believe in before they will sign on to follow you. Great leaders understand what others value so they can align personal values and organizational demands.

Page 3

**Leaders are distinctive because they focus on the future**

Great leaders imagine and then articulate an exciting future full of possibilities. This is a defining competence of all great leaders. To get people to follow you, take the long-term perspective and paint an alluring future.

Page 4

**Good leaders openly acknowledge they can't do it alone**

Leadership is a team sport. You won't get anything extraordinary done until you enthuse others to get into action. Become obsessed with what's best for others rather than worrying about what's best for you.

Pages 4 - 5

**Trust rules – it's the glue that holds everything together**

Trust is the social glue which holds any group or any organization together. The more trust you have, the greater the amount of influence you'll have and the more opportunities will arise for leadership to come to the fore.

Page 5

**Challenges are the crucible for greatness in leadership**

Memorable leaders always change the status quo. Great achievements don't come about from keeping things the same. Challenges are tests of character which reveal your level of commitment, your values and your staying power.

Page 6

**You either lead by example or you don't lead at all**

Pure and simple leaders have to be role models for the values they hold and the actions they propose. You can't ask anyone to do something you wouldn't be willing to do yourself. Admit your mistakes and move on.

Pages 6 - 7

**The best leaders are lifelong learners**

All great leaders are in the process of learning all the time. In practice, you have to be an improvement fanatic and willing to take on board anything which will help your organization move forward into the future. Learn more to do more.

Page 7

**Leadership is an affair of the heart**

To be a leader, you've got to love your constituents, your customers and the mission you're undertaking. Leaders make other people feel important. You won't be a great leader unless you love what you do.

Page 8

# Summaries.Com

The Ultimate Business Library



We condense **300+ page** business books into **8-page** summaries.

By reading summaries, you'll get the **key ideas** in **30 mins**, so you can spend more time turning your ideas into **dollars**.

## Knowledge is Power — Invest in Your Future

For just **\$2 per week**, you will...

- Learn from the mistakes and success of the smartest people in business;
- Get fresh ideas, strategies & motivation that could be worth millions to you;
- Follow emerging trends, so you can catch the wave before your competitors do;
- Catch up on the classics you always wanted to read.

## 1,000 Top Business Book Summaries

Our catalog includes summaries on a range of topics for aspiring entrepreneurs, managers, and consultants.

BUSINESS PLANS

MANAGEMENT

PRESENTATIONS

SALES

LEADERSHIP

MOTIVATION

STRATEGY

AND MORE

