

Notes About Leadership

by Team Management Systems

On Future Leaders

"Truly effective leaders in the years ahead will have personas determined by strong values and belief in the capacity of individuals to grow. They will have an image of the society in which they would like their organizations and themselves to live. They will be visionary, they will believe strongly that they can and should be shaping the future, and they will act on those beliefs through their personal behavior" - *Richard Beckhard*

On The Leader-Driven Organizations

"In the future the real core competence of agencies will be the ability to continuously and creatively destroy and remake themselves to meet customer demands. Everyone in the organization must take responsibility for taking responsive actions. This means that all agencies need leadership everywhere in the organization. From the corner office, at the front end customer contact, and on the facility floor. Leadership is the ability to see reality as it really is and to mobilize the appropriate response." - *Noel M. Tichy*

The 9 Faces of Leadership

According to FedEx, its best leaders share nine personal attributes - which the company defines with remarkable specificity. FedEx also has a system for rating aspiring leaders on whether they possess these attributes. How do you rate? Judge yourself against these edited descriptions of the nine faces of leadership at FedEx.

Charisma

Instills faith, respect, and trust. Has a special gift of seeing what others need to consider. Conveys a strong sense of mission.

Individual consideration

Coaches, advises, and teaches people who need it. Actively listens and gives indications of listening. Gives newcomers a lot of help.

Intellectual stimulation

Gets others to use reasoning and evidence, rather than unsupported opinion. Enables others to think about old problems in new ways. Communicates in a way that forces others to rethink ideas that they had never questioned before.

Courage

Willing to stand up for ideas even if they are unpopular. Does not give in to pressure or to others' opinions in order to avoid confrontation. Will do what's right for the company and for employees even if it causes personal hardship.

Dependability

Follows through and keeps commitments. Takes responsibility for actions and accepts responsibility for mistakes. Works well independently of the boss.

Flexibility

Functions effectively in changing environments. When a lot of issues hit at once, handles more than one problem at a time. Changes course when the situation warrants it.

Integrity

Does what is morally and ethically right. Does not abuse management privileges. Is a consistent role model.

Judgment

Reaches sound and objective evaluations of alternative courses of action through logic, analysis, and comparison. Puts facts together rationally and realistically. Uses past experience and information to bring perspective to present decisions.

Respect for others

Honors and does not belittle the opinions or work of other people, regardless of their status or position.