

LEADERSHIP Excellence



Warren Bennis

THE MAGAZINE OF LEADERSHIP DEVELOPMENT, MANAGERIAL EFFECTIVENESS, AND ORGANIZATIONAL PRODUCTIVITY
VOL. 27 NO. 12 DECEMBER 2010



The Oldest Angel/Leader

It seems that this resilient leader has been around forever, serving as a symbol of defiant hope. Day and night, he climbs a well-worn path and holds out his candle. There are stories about him: who is he, why he is here, how he started, when he might retire, and what he'll pass on to the next generation.

<p>KEN SHELTON <i>State of 2010 Leadership</i> Lack of bench strength is the top concern. 2</p>	<p>KEVIN CASHMAN <i>Lead with Energy</i> You will have better results and more resilience. 7</p>	<p>Get the facts, or the facts will get you 11</p>	<p>PETER BLOCK AND JOHN MCKNIGHT <i>The Limits of Systems</i> Their growth and power threaten our work and our welfare. 17</p>
<p>DANIEL VASELLA <i>Leadership Realities</i> Prepare now to face 10 tough challenges 3</p>	<p>JOE FOLKMAN <i>Employee Commitment</i> Nine leadership behaviors drive it 8</p>	<p>LAURA STACK <i>Supercompetency</i> You can be much more efficient and effective. 12</p>	<p>MARK FREIN AND JUAN F. (PACO) CASTELLANOS <i>Leading Across Cultures</i> Beware of cultural differences and stick to your values 18</p>
<p>WARREN BENNIS <i>We Need Leaders</i> Authentic ones make all the difference 4</p>	<p>SHEILA E. MURPHY <i>Leadership Strategy</i> This is what guides all behaviors and decisions. . . 9</p>	<p>STEPHEN XAVIER <i>Great Leaders</i> Unique qualities make them effective mentors and coaches. 13</p>	<p>SETH KAHAN <i>Get Change Right</i> Observe six principles to bring the shared vision to light. 19</p>
<p>STEVEN BERGLAS <i>Anger Mismanagement</i> It can derail even the most secure leaders 5</p>	<p>HOWARD M. GUTTMAN <i>Bench Strength</i> Three preconditions must be in place to sustain success. 10</p>	<p>RICK LEPSINGER <i>No Accountability?</i> Stop making seven big mistakes. 14</p>	<p>STEVE COATS <i>Development ROI</i> You can measure the results of your LD program . . . 20</p>
<p>CHIP R. BELL <i>Being in Leadership</i> For most people, it's a lot like being in love. 6</p>	<p>MARSHALL GOLDSMITH AND PATRICIA WHEELER <i>Avoid Mojo Killers</i></p>	<p>DAVID PARMENTER <i>Legacy Leadership</i> Learn and apply lessons from the life of Sir Winston Churchill 15</p>	

Lead with Energy

Apply the resilience principle.



by Kevin Cashman

FOR MANY LEADERS, work-life balance has become increasingly relevant and unrealistic. With so many obligations, expectations, and 24/7 connectivity, our resilience and energy are tested. Most days begin like a *sprint* and turn into a *triathlon* of meetings, presentations, tough decisions, and a string of unexpected personal, professional and marketplace crises.

I note *eight distinctions* in how managers (vs. leaders) deal with this dynamic.

- *Managers spend energy as they fight through tough realities; leaders generate energy by creating new realities.* By shifting from *time management* to *energy leadership*, we open up a new perspective and formula for *sustained energy and resilience* to deal with daily demands. When we're calm, focused and above the fray, we are more on top of the challenges. When our energy is low or manic, everything (even small events) seems on top of us. If we apply Ralph Waldo Emerson's *the world belongs to the energetic* principle, we could also say, *Leading in challenging times belongs to the most energetic.*

- *Managers control to avoid crisis; leaders thrive in the game-changing, mind-changing and system-changing potentiality of crisis.* In any crisis, our ability to cope or contribute is directly related to our level of value-creating energy. When crisis is on top of us, our energy wanes; when our energy is bigger than our circumstances, we are on top of crisis. As managers, we tend to rise or fall with every success or failure. As leaders, we rise or fall in relation to our sense of purpose-fueled energy, that *unshakeable* (sometimes *irrational*) sense that in spite of it all, *we'll prevail and make a difference.* While great leaders like Gandhi or Mandela experienced moments of low energy or purpose, by-and-large what they sought to contribute was catalyzed, stimulated, and magnified by the systemic crisis and oppression they *deeply wanted* to change.

- *Managers become mired in have-todos, thereby depleting energy; leaders seek want-todos, thereby restoring energy.* Many managers would say that

their work is a raging stream of *have-todos*. They tend to feel overwhelmed. High-performing people naturally want to achieve more. Each new *convenience*—like smart phones, texting, and emails—delivers some *efficiency*, but add new things to do. Is it possible that *doing more and more* is not the answer? At a time when people need to draw on resources of energy and drive, the reserves may be depleted. Hence, most leaders focus on *want-todos* and find ways to refresh and revitalize to stimulate productivity and satisfaction.

- *Managers try to manage time, to get more out of people; leaders seek to foster energy by investing more in people.* As Tony Schwartz and Catherine McCarthy report: "The problem with working long hours is that *time* is a finite resource;



energy is not. Defined in physics as *the capacity to work*, energy comes from four wellsprings: body, emotions, mind and spirit. To effectively reenergize people, (leaders) shift from *getting more out of people to investing more in them*, so they are motivated and bring more of themselves to work. To recharge themselves, (managers) need to recognize the costs of energy-depleting behaviors and then take responsibility for changing them." *Tangible financial results accompany these conclusions, as well as improvements in customer relationships, engagement, and satisfaction. Resilience and energy fuel results.*

- *Managers tend to focus on limited resources (time, money) while leaders tend to focus on investing in unlimited resources of energy, purpose, engagement, vision and contribution.* We need to shift from *managing our time to supporting and managing our energy*—the fuel that helps us get things done, take on difficult challenges, and be present in relationships. We also need to have the *physical energy* necessary to perform, which requires *physical self-care*: good

health, good nutrition, exercise, sleep and rest that support our productivity. Beyond that is the *natural energy* derived from engagement in life-affirming, meaningful activities, as opposed to activities that drain our energy and are devoid of meaning. When we have to force ourselves to do something, we feel deflated, tired, bored and anxious to find a way to put it off. When we can do something we really enjoy and has significance to us, our energy is more available and abundant.

- *Managers hope to find life balance; leaders discover their own resilience formula for generating sustainable energy.* We need to shift from trying to find *life balance* to generating sustainable energy in our life and leadership. This is no easy task. As we expand the scope of our contribution at the top, we must also expand our energy and resilience. During an intense crisis, a CEO client reflected: "In the past, this crisis would have been all-consuming. This time, because of the energy-building practices of exercise, meditation, and reflection, I felt stronger, on top of the crisis."

- *Managers control to minimize risk and maximize results; leaders trust to multiply opportunity and optimize long-term sustainability.* As leaders, we must both *manage and lead*, both *control and trust*. However, when *control* becomes the *modus operandi*, we squeeze the life, energy, resilience and innovation out of our teams. Assuming we have the right mix of high-performing talent, letting go and trusting more will activate this talent to perform at a higher level. If you can't trust, because you don't have the right talent, then *you* are the problem! You need to get/develop the right talent, and let go of your control.

- *Managers tend to focus on goals; leaders try to focus on purpose.* Purpose may be the single greatest energy and resilience builder. Finding the intersection between our unique talents and how those talents can make a meaningful difference in the lives of people is the essence of energy-catalyzing purpose. Purpose can't just be a concept, phrase, or plaque on the wall—it must be an authentic, conscious, life-organizing experience. Purpose is like a thread that runs through all our roles, titles and identities and informs our contribution and aspiration in each of them.

Increase your *resilience* and *energy* in order to face challenges with renewed *strength, grace, purpose, and contribution.* LE

Kevin Cashman, Senior Partner, Korn Ferry International CEO & Board Services, is the best selling author of *Leadership From the Inside Out*. Email kevin.cashman@kornferry.com.

ACTION: Lead with higher energy.