

## (9) Leadership

- o The behavior of business and business leaders matters—society's leaders
- o Has little to do with ...
  - s Leadership qualities or personality traits
  - s Charisma (even less)
- o It is...
  - s Mundane
  - s Unromantic
  - s Boring
- o Its essence in **performance**
- o Not by itself good or desirable
- o To what end? is the crucial question
- o Leadership is work
- o The foundation of effective leadership — mission, goals, standards
- o What distinguishes the leader from the misleader are his goals
- o The leader sees leadership as responsibility rather than rank and privilege
- o When things go wrong and they always do — they do not blame others
  - s Leader is ultimately responsible
  - s Holds himself responsible for the mistakes of his associates and subordinates
- o See the triumphs of his associates and subordinates as his triumphs
- o Not afraid of strength in associates and subordinates
  - s Effective leaders want strong associates
  - s **Ultimate task of leadership** is to create human energies and human vision
- o Earns trust
  - s Otherwise there won't be any followers— and the only definition of a leader is someone who has followers
  - s To trust a leader—not necessary to like him
  - s Trust is ... the conviction that the leader means what he says
    - i A leader's actions and a leader's professed beliefs must be congruent, or at least compatible
    - i Must be consistent