

INTRODUCTION

A New Breed of Leader— Where to Begin?

It's not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.

—CHARLES DARWIN

WOULD YOU LIKE to be one of the new breed of leaders who inspires followers to look for creative and unique answers to our twenty-first-century challenges? If you could update your leadership qualities to build community, connectedness, and a shared sense of purpose, would you? If you had practical, real-world leadership concepts and actions that show you what works, what doesn't, and why, would you use them?

I'm sure the answer to these questions is yes! Together we'll explore what being A New Breed Leader means—at home, in your work, and in your community.

The Emergence of New Breed Leaders

Malcolm Gladwell wrote about *The Tipping Point*, where “ideas and products and messages and behaviors spread just like viruses do.” In fact, there is a point where they hit a critical mass, and that is the tipping point. We are at just that point in the realm of leadership. It is no longer about hierarchy. Leadership lives and exists throughout organizations; it is distributed and shared leadership, especially in team-based entities. In Chapter Seven, “Power Matters,” you’ll read about the success of two very interesting women at Xerox: Anne Mulcahy, Chair, and Ursula Burns, CEO. They made a conscious and very purposeful decision to share leadership responsibilities based on their greatest personal leadership strengths.

Dr. Curtis R. Carlson, CEO and president of SRI International, supports Gladwell’s tipping point theory. Carlson writes, “When it comes to understanding leadership, we have moved from heroic leadership and leadership by authority and power, to modern ideas about the interactive nature of leadership, and leadership by consent.” Google recently took an interactive leadership role to solve some of our most urgent global issues. They sent out a worldwide public request for ideas about how to change the world and/or help others. They had 150,000 responses, from which they will choose the top 150 ideas and reward them with cash prizes.

To this new model of twenty-first-century leadership, add the ingredient that leadership expert Warren Bennis calls “crucibles,” those “utterly transforming events or tests that individuals must pass through and make meaning from in order to learn,

grow, and lead. The trouble for youthful leaders is that crucibles are rare and cannot be artificially reproduced.” If you are a young leader or an aspiring leader, don’t be afraid of the term “crucible.” Events that you have overcome, such as a personal illness, or an extremely difficult event that you have experienced may indeed be life changing. You can gain strength as you work your way through it. Then, when you examine your actions and reactions, you will notice that you have gained valuable tools with which to build your leadership strengths.

Throughout this book, there are “crucible” stories and examples with which you can assess your own life and leadership. The important thing to know is that you will have, if you haven’t already, moments and events that test the mettle of your personal and professional life and your core values.

In Chapter One, “Competence Matters,” you will find an example of how a woman’s swift leadership instincts brought her through a crucible event, and what she did as a result. In Chapter Two, “Accountability Matters,” you will see how two crucible events—one personal, the other professional—shaped and defined two men and a global corporation.

Building a Better You

Learning you get from school. Education you get from life.

—MARK TWAIN

It is never too early or too late to become better educated, to consider a new type or style of leadership to help you be as effective as possible.

At age ninety-two, legendary Supreme Court Justice Oliver Wendell Holmes was ill and in the hospital. His friend President Roosevelt came to visit him. When Roosevelt entered the room, he saw Justice Holmes reading a Greek primer. “What are you doing, Mr. Justice?” asked the president. “Reading,” answered Holmes. “I can see that,” said the president. “But why a Greek primer?” Holmes answered, “Why, Mr. President, to improve my mind.”

Regardless of your experience, you will be better able to fulfill your position as leader with the eight qualities that matter most.

As a *beginning leader*, you’ll have a clear set of guideposts on which to base your growth.

If you are a *supervisor* or *midlevel manager*, you will be more adept at identifying your current strengths and weaknesses.

As an *upper-level manager* or *executive*, the benefit is the insight to reassess the leadership qualities that brought you to that position.

Now’s the Time for Change

We are a nation built on hope, purpose, and a belief in better times, better ways of doing things, and a better life for our children. We are hungry for inspired leaders who will show us the way. The United States has gone through a transformational presidential election. Race, age, and gender barriers have been demolished. The reality of leadership has taken a quantum leap forward in empowering everyone to aspire to the stewardship of his or her organization.

The winds of change are blowing across the globe. We need bold new leaders at every level of society to solve our most pressing issues. It is time to view the tried-and-true concepts of leadership through a new filter and then update them. By combining the best leadership qualities of the past with a set of new descriptors, measures, and actions, we will begin to change the huge disconnect that exists between our daily lives and our leaders in business, government, and other institutions.

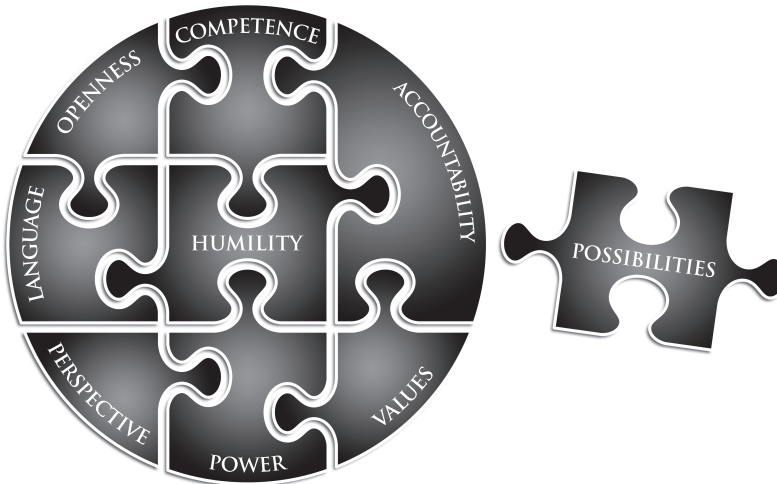
“Letting Go of the past”

Handling and accepting change comes about when you are willing to let go of old ideas, concepts, and attitudes. Then there is room for new leadership dreams and actions.

William G. Dyer, author of *Strategies for Managing Change*, wrote: “The issue of change is surely the most important matter facing anyone who is responsible for a human organization—be it family, business, school, church, agency, club, or association.” In a world that is changing as fast as ours, all nations are looking for change-master leaders who will take the risks and make the intellectual and emotional leaps into new ideas to find new answers.

The Twenty-First-Century Leadership Puzzle

We’ve all tinkered with jigsaw puzzles. It is rewarding to watch the finished picture emerge as we fit the pieces together. In an actual puzzle, you start with the picture on the outside of the box to give you an idea of the direction and form you’re seeking. But when it comes to leadership excellence, there’s no box and no picture. Instead, the puzzle develops as you do.



Each of the eight qualities discussed in this book is a piece of the New Breed Leadership Puzzle. The value of each piece lies in the tools it gives you to shape your personal leadership strength and to reinforce your ability to serve others. You'll be pleased to find that you already possess many of the leadership traits in the eight puzzle pieces. The possibility piece outside of the puzzle is one of the most exciting. It represents where you will grow and where you can maximize opportunities to expand on any of the eight qualities that you will need to be A New Breed Leader. Because leadership is a never-ending cycle of growth and change, possibilities are what will take you into the future. "Possibilities" are where you will need to go to remain effective, congruent, and relevant. As you read about and explore each puzzle piece, consider what potential you have to expand on them in your own leadership situations.

So what are the eight qualities that matter most when you are trying to build your own leadership skills? How can you recog-

1. Competence Matters



5. Values Matter



2. Accountability Matters



6. Perspective Matters



3. Openness Matters



7. Power Matters



4. Language Matters



8. Humility Matters



nize what legitimate leadership looks like, sounds like, acts like, and believes in?

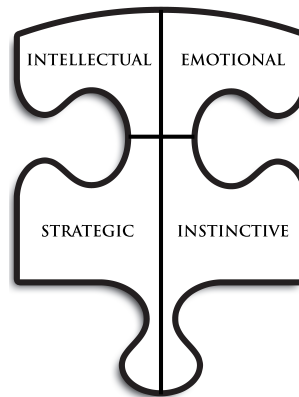
Whether you are a community leader, a business leader, a union leader, a member of the school board, a volunteer advocate, or a leader in a religious setting, here are the pieces of the puzzle . . . here is what matters most for you to be a successful New Breed Leader.

The puzzle pieces give you something solid upon which to base your leadership growth. First, you develop these skills in yourself. Then, as you extend them to your families, jobs, and communities, you increase your personal commitment to new and better leadership with a passion for uniting us in our new century. With these eight qualities, you will become wiser and smarter; you will be the authentic leader we need so much.

Vision Built on Competence

You may ask, “Is having a vision still an important trait to attract and retain followers? Is having a vision still vital for me to be relevant as a leader?” The answer to both of these questions is yes. Vision and purpose are still your internal driving force. What is new is the type of in-depth personal analysis and preparation you need to bring that vision into reality and how you deal with the results. The leadership puzzle will give you that depth.

For example, the puzzle piece



in Chapter One, “Competence Matters,” identifies four critical parts—intellectual, emotional, strategic, and instinctive competence—that give your vision its strength.

The component parts of competence are the major factors in fulfilling your vision. In recent years we have seen that all the good intentions and leadership vision mean nothing without a high degree of know-how and expertise. Vision without competence can turn into a disaster. But when your vision is backed by deep competence, you can create miracles.

In each of the other seven chapters, the puzzle piece is divided similarly to the competence piece to help you look deeper into that quality and confirm and reinforce its core value. Each quality will have critical questions that give you better direction and give meaning to your journey as a highly effective leader.

Here are four sample competence-vision-building questions:

- What new skills and attitudes do I need to acquire to make my vision come alive?
- Can I identify the parts of my vision that will motivate and inspire followers?
- How can I use these insights to guide me in my learning process so that I can measure success or failure?
- When I identify the critical parts of my vision, do I take into consideration the unintended consequences that may occur?

Hope Lives in New Beginnings

Look with favor upon a bold beginning.

—VIRGIL, Roman philosopher

As I crisscross our country and the globe, speaking and training on leadership, I see the concern in people's eyes and hear the long-

Our strength grows out of our weakness.

—RALPH WALDO EMERSON

ing in their words for reasons to be optimistic about our future. They are waiting for new leaders who have the competence, honesty, and communication skills to lead us out of

our current quagmire. As individuals and as a country, we have the capacity and the intelligence to grow up and out of the hole into which we have dug ourselves.

In past decades, we were bold and strong. We accepted great challenges and risks. And we can do it again.

As you assess your use of the qualities that matter most, you'll become a stronger leader and an example of the New Breed Leader.

The Age of Questions

One good question can be more explosive than a thousand answers.

—ANONYMOUS

We're living with the most complex issues since time began. There are no simple answers. It is critical to draw on well-thought-out

questions to lay the groundwork for new solutions. Having all the answers is far less important to you than knowing what to ask. Both the questions and the answers will be invaluable guides for your new leadership effort and results.

The person who knows how will always find a place in life. The person who knows why will inevitably be the leader.

Insightful questions open doors and throw light on unresolved problems. They give you an astute understanding of how to be a better leader. They free you from entrenched ideas and outdated procedures.

A four-year-old child may drive a parent crazy asking questions. But if you take a clue from the little ones and apply that same kind of inquisitiveness in your leadership quest, you will be greatly expanding as A New Breed Leader.

Use the “Five W’s” we learned in school (who, what, when, where, and why) and add the question “how?” But of the six questions, “why” is most powerful. Many organizations and individuals have gone completely off course because they first asked *how* to do something instead of first asking *why* they should do it.

Truly successful leaders have the courage to pause and ask “why.” They understand that “why” comes first because it’s the foundation for making things happen.

They understand:

Why *competence*—intellectual, emotional, strategic, and instinctive—tops the list of effective leadership, giving birth to powerful visions and purpose.

Why being *accountable* for your actions and all that happens on your watch is the key to building credibility and trust.

Why *openness*, being direct and truthful, is the finest way to build leadership integrity.

Why *language* can tear down a person or an organization or build bridges as strong as steel between people and groups.

Why *values* bind us together in our shared purpose and common ideals.

Why *perspective*, the ability to help people keep life and business in balance in times of great change, is a critical leadership skill for moving into the future.

Why the *power* inherent in the charter between the leader and the led must be protected against all of our basest human instincts.

Why *humility* builds authenticity and why arrogance destroys it.

Asking *why* is one of the most significant contributions you can make to your organization.

The New Breed Leadership Pyramid

*We're just getting started. We're just beginning
to meet what will be the future . . .*

—GRACE MURRAY HOOPER, mathematician and first female U.S. Navy Admiral

Many leaders who qualify as role models of the New Breed Leader already exist. They are in responsible positions in every sector of business; in local, state, and federal government; and in every

SALESFORCE.COM

Marc Benioff smiles with pride when he talks about the fact that 85 percent of his employees are now active in some sort of philanthropic activity. “People are here to do more than just make money,” he says. “They want to make the world a better place.”

Asking penetrating, well-thought-out questions is a leadership quality Benioff used in 1977 when he was an executive with Oracle Corporation and began the company’s first major philanthropic initiative. As successful as his work had been, he felt it could have made a much bigger impact. He began questioning what was done in the past, what the firm was currently doing, and what could be done better in the future.

As he found answers, he also began to develop his personal philosophy of what he calls “integrated philanthropy.” To be most effective, he says, a firm’s philanthropy must have the idea woven into its fabric from the very beginning, woven into the organization’s DNA.

After leaving Oracle in 1999, he launched *Salesforce.com* and put his idea into action. He committed 1 percent of the company’s stock, 1 percent of the company profits, and 1 percent of employee working hours to community service. He calls this his 1-1-1 model.

Building *Salesforce.com* and the *Salesforce* Foundation have been the most exciting and rewarding experiences of his life, Benioff says. And it all started when he began asking himself: How can we do better?

He is one of the New Breed Leaders who values the power of inquisitiveness to find bold, long-term solutions to help both the success of the company and the success of the community.

enterprise and part of the country. Some are working in quiet, unnoticed ways and not yet getting the recognition they deserve.

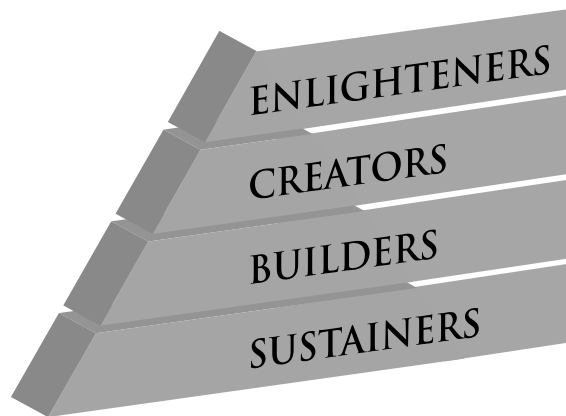
Others are the “new breed in training,” preparing for positions of leadership. Some are young idealists just entering universities and the workforce.

Then there is the old breed of leaders who, if they have not already crashed and burned, soon will. Among them will be those who, like the mythical phoenix, will rise out of the dust of failure, having gained invaluable lessons and wisdom with which to continue their leadership.

Who will be our New Breed Leaders of the twenty-first century? Who will take the world to better places than we have ever been? Who will be the new stewards of civilization?

We don’t know yet. Renaissance men and women are rare. But one thing is for sure: they are emerging.

We’ve always been blessed with rare people who have the gift of leading us in ways that solve our problems and change the world for the better. They fall into four categories:



THE ENLIGHTENERS

The *Enlighteners* are the icons of humanity's greatest progress. Their personal commitment to a cause, to a movement, or to righting a social wrong has always been their greatest strength, their vision, and their goal. Their personal power gives them the inner strength to overcome adversity that would crush most people. That is why they have always stood above the other three categories of leaders.

In the twentieth century, Dr. Martin Luther King Jr., Moshe Dayan, Golda Meir, Nelson Mandela, Mahatma Gandhi, the Dalai Lama, and Mother Teresa embodied the very essence of leadership that can move mountains. FDR and Churchill inspired and led the world through World War II. All of their examples remind us of our need to truly be "*our brother's keeper*."

THE CREATORS

The *Creators* are inspired geniuses. They are the men and women who create the new industries and organizations, cultures, theories, lifestyles, and ways of thinking and living. They're the change masters who see opportunities others do not. They take action while others wait for a better or safer time.

Creators in science, medicine, and aeronautics gave us the visionaries who imagined what no one else could; Einstein, Hubble, and Edison moved accepted science into dramatic new dimensions. Doctors Denton Cooley and Michael DeBakey changed heart disease treatment forever with the first successful heart transplant. The Wright Brothers, Amelia Earhart, and Charles Lindbergh shaped a newer, smaller world and set the stage that

launched our first astronauts, who helped us better understand our beautiful and fragile planet.

The writers who expanded our thinking and challenged our perceptions through literature comprise a huge list that includes Phillip Roth, Toni Morrison, Maya Angelou, J. K. Rowling, Tom Peters, Peter Drucker, Stephen Ambrose, and that powerful husband-and-wife team of historians, Will and Ariel Durant.

Classical music in the twentieth century gave us opera greats such as Luciano Pavarotti, José Carreras, and Plácido Domingo, Maria Callas and Beverly Sills. The social-dance genius of Fred Astaire and Ginger Rogers, John Travolta and Karen Gorney, and Patrick Swayze and Jennifer Grey kept us glued to the movie screen. The innovative style of Bob Fosse startled us and opened a door of creativity still being expanded upon today. Russian ballet geniuses Rudolf Nureyev and Mikhail Baryshnikov hypnotized us with their innovation and power. George Gershwin, Cole Porter, Steven Sondheim, Andrew Lloyd Webber, Leonard Bernstein, the Beatles, Elvis Presley, Louis Armstrong, Barbra Streisand, and Ella Fitzgerald made the twentieth century a veritable wellspring of musical creativity.

Spiritual and religious leaders came in the form of Pope John Paul II, Billy Graham, Rick Warren, and Deepak Chopra.

The brilliance of *Creators* in business is embodied by Henry Ford, John D. Rockefeller Jr., Steve Wozniak, Meg Whitman, Bill Gates, and Andrew Carnegie, just to name a very small number of those who have made this country an economic giant.

THE BUILDERS

The *Builders* are the executives and CEOs who will take the work done by the *Enlighteners* and *Creators* and fashion existing orga-

nizations into long-term successful entities. They add new meaning to the old. Among the outstanding business executives in the last half of the twentieth century were Jack Welch, Ann Moore, Warren Buffett, Lee Iacocca, Andy Grove, Bill Marriott, Alfred Sloan, Andrea Jung, Indra Nooyi, and Steve Jobs.

When Dr. Jonas Salk invented the polio vaccine, he led the way by building on all the medical research that came before. Margaret Mead and Jane Goodall dramatically increased our understanding of anthropology. Explorers Sir Edmund Hillary, Sherpa mountaineer Tenzing Norgay, and Jacques Cousteau took us to new heights and depths of understanding of the symbiotic relationship between mountains, oceans, and human life.

We had athletic leaders who gave us a new view of our human capabilities. Champions Wilma Rudolph, Jessie Owens, and Jackie Robinson broke the race barriers, and Roger Bannister broke the four-minute mile. All of them drew on personal and collective past experiences to qualify as *Builder* leaders.

THE SUSTAINERS

Last but not least are the *Sustainers*. They're the team builders, consensus experts who have the special gift of making the organizational vision something in which everyone can take ownership. They lead by their skills of exceptional follow-through. Without them, nothing will hold up under the pressures and challenges of everyday life. They're the anchors who hold it all together so that the other three categories of leaders can continue their work. They are the long-haul-big-picture men and women.

In government, we can look to Senator Jim Sasser, former ambassador to China, Secretary of Health and Human Services

Donna Shalala, former Senator Bob Dole, former Secretary of the Navy Richard Danzig, Reagan Administration Chief of Staff James Baker, and journalist and former consultant to four presidents, David Gergen.

In business, insight comes from General Electric's CEO Jeff Immelt and Peter Ueberroth, chairman of the Contrarian Group and the U.S. Olympic Committee. In the nonprofit world, ACCIO, a lending and support organization for entrepreneurs, is being led by Maria Otero. Drew Gilpin Faust, the first female president of Harvard University, is another who is leading the way. The list is long, and I have left out so many who deserve mention. The ones I have included are simply to remind us that we have had great leaders do great things and we will have them again. We have not lost our genius for change, innovation, and creativity.

Chances are that you see yourself in one of the pyramid categories or you are aiming to enter a category. As you read about the eight qualities, think about role models who can help you clarify and define what you need to be in the pyramid. All of the questions throughout the book are designed to give you fodder for exploration and inspiration to identify whichever category you see for yourself and help you grow into it. Most of us agree the nation is headed in the wrong direction and collectively we have said, "That's enough." The exciting part is that we are on the move, and we are ready for the changes we need to make.

A Call to Action

If not you, who? If not now, when?

—THE TALMUD

Now is the time to redefine leadership, combining the best of the past with the best of a new model that fits the needs of our new century. Our new model needs to reflect the courage of our forefathers, who set the gold standard of leadership for our fledgling country and for nations everywhere. They created our democracy, our freedom, our promise, and our future. Let's revisit these powerful basics and enlarge them by taking risks, digging in, and getting to work asking the hard questions and doing the hard work of forging new beginnings.

One of our biggest leadership problems currently in the United States is the lack of knowledge, awareness, or even interest in life beyond our country's borders. It is a huge limitation of growing importance as the global economy expands. Our boards of directors in all sectors include few members who are from other cultures. We must expand, not limit, our horizons, vistas, and visions.

Now is our opportunity to go boldly forward to remake our world. As Martin Luther King said, "... the fierce urgency of now" is upon us. We need smart, world-traveled, multilingual, geopolitically adept men and women who can see past borders and boundaries to prospects that can benefit everyone.

We have always been doers, innovators, and change masters who have the tenacity to commit to long-term actions. It's time to put aside personal gain, profits, allegiances, or party in order

to serve the best interests of all the people while concentrating on what really *matters most* in all segments of our lives.

Let This Book Be Your Road Map

As you read, keep a highlighter and pen handy for those “a-ha!” moments or for a fresh insight. Write your own thoughts or ideas in the margins. Turn this book into your personal road map for growth and inspiration.

Keep some colored sticky notes handy to copy some of the ideas you like from the book. Or create your own to remind you of important thoughts. Visit my website www.anewbreedofleader.com, for free articles and the leadership action plans you will read about in the chapters.

Enjoy the quizzes, assessments, and questions in the chapters. I think you’ll be inspired and encouraged by the stories and examples of our senior leaders who have so much wisdom to share, our current leaders who are showing us new ways to solve our problems, and our youngest leaders who are our future.

You’ll gain insights and wisdom from leaders I interviewed:

- Arnold Palmer, golf legend
- General Colin Powell (U.S. Army, ret.), Former Secretary of State
- Bruce Gordon, former president, Retail Markets Group Verizon, former CEO, NAACP
- Dr. Donna Shalala, president, University of Miami

- Colonel Bill Smullen (U.S. Army, ret.), Army Hall of Fame and Chief of Staff to General Colin Powell in the White House and at the State Department
- Frank Keating, Former Governor of Oklahoma and current CEO of the American Council of Life Insurers
- Lieutenant Colonel Mary Lou Smullen (U.S. Army, ret.)
- Joe Driscoll, CEO of several highly successful health-care organizations
- Jim Sasser, former Ambassador to China and three-term senator from Tennessee
- Cathy Keating, Former First Lady of Oklahoma, member of the BOD, Express Professional Employment
- Graham Kerr, formerly the Galloping Gourmet, now a leader of the Healthy Eating Movement
- Susan RoAne, bestselling author
- Jeffrey Sheldon, Sheldon Consulting Group

Lifelong Learning

True leadership is not something you learn once; it is an ever-evolving pattern of skills, talents, and abilities that you craft and seek to perfect over a lifetime. Your leadership journey will never be finished. You are a wondrous work in progress as you become A New Breed Leader.

From today on, you will never be the same because you have

allowed new thoughts and ideas into your mind. When you stretch a rubber band, it will either go back to its former shape or break. You are different. When you stretch your mind and absorb new or different information, you never return to your former self and you certainly don't break . . . You grow, change, and become better and wiser.

A Ship to Guide You

The person without a purpose is like a ship without a rudder.

—THOMAS CARLYLE, Scottish essayist and historian

We live in new times that demand a new feeling of purpose, new actions, and yet-unseen solutions. Technology, globalization, fanaticism, immigration, environmental issues, energy concerns, emerging nations, new economic alliances, and political realignment all call for a new breed of authentic men and women who are physically strong, mentally quick, politically limber, emotionally stable, intellectually superior, and unselfish consensus builders to lead us.

A New Breed of Leader gives you a ship to sail on, a compass to guide by, and a rudder to steer your way through the stormy leadership seas and uncharted waters of the twenty-first century.

I wish you the best in your leadership development, for the benefit of your organization, your community, and your personal life. Because that is where it all begins . . . within you.