

Contents

Foreword	ix	Self-Knowledge Through Interaction With Others.....	39
Preface	xi	The Undeniable Link: Lifelong Self-Learning and Leadership.....	40
Acknowledgments	xv	Self-Knowledge for a Fulfilled Life.....	41
About the Author	xvii	Conclusion	42
Chapter 1—Why Leadership Matters 1			
Leading the Brightest of the Bright	2	Trust Is a Competitive Advantage	45
Leading the Organization.....	5	Inside and Out	45
The Leader's Role—Influencing Mission, Vision, and Values.....	6	Dimensions of Trustworthiness	48
Losing Focus.....	7	Consulting Experiences	49
A Sad Tale (Tail).....	8	Delegation	49
Leading Versus Managing.....	8	A Healthy Meeting Among Toxic Ones	49
You Need Both	9	Integrity	50
New Skills	9	Group Dynamics	50
Are Leaders Born or Are They Built? ..	10	Intent	50
Types of Leaders.....	11	Invested in Trust	50
Effective Leaders Must Be Humble.....	12	Rebuilding Trust Takes Time	50
Challenges of Leadership.....	13	Lessons From Consulting Experiences	50
The Measure of a Leader.....	14	Levels of Trust Development	51
Conclusion	18	Building Trust	54
Section 1—Leading Self.....	19	Building Organizational Trust	55
Chapter 2—Self-Knowledge: The Inner Accelerator 25			
Your Leadership Style.....	26	When Trust Is Broken	58
The Value of Self-Knowledge	28	Rebuilding Trust	58
Characteristics of Good Leaders	29	Conclusion	62
The Crisis of Success.....	32	 Chapter 4—Critical Thinking: Creating Your Future..... 63	
Building Leadership Ability for Better Effectiveness.....	33	What Is Critical Thinking?	65
Commit to the Process.....	34	Thinking Standards	66
Opening Up for Growth	34	Critical Thinking Applied: Phil Holthouse	68
Build on Strengths or Improve Your Weaknesses?	36	Depth and Breadth	68
Experience Matters	37	Logic	69
Building Self-Knowledge	39	Significance	69
		Fairness	69
		Applying Critical Thinking	70
		Myths About Thinking	71

Learning to Think Critically—Like a Leader	72
Purpose	72
Question	73
Information	73
Concepts	74
Inference	75
Assumption.....	75
Point of View	75
Implications	76
Relationship of the Elements	76
Conclusion	77
Chapter 5—Preparation: Ready for Seizing Opportunity	79
Preparation, Preparation, Preparation....	82
Developing Your Leadership Skills	84
Laying the Groundwork by Seeking Input From Others	84
Preparing to Lead Strategic Initiatives ..	85
Step 1—Prepare a High-Resolution Picture of the End Game.....	86
Step 2—Clarify Each Staff Member’s Role	88
Step 3—Assessing Potential Opportunities	88
Step 4—Understanding Possible Threats.....	88
Step 5—Gather and Review Relevant Research	89
Step 6—Budgeting Time, People, and Money	89
Step 7—Develop the Initiative Game Plan	90
Step 8—Launch the Initiative With Overwhelming Power	90
Preparation Is for Action	91
Getting Started.....	92
Conclusion	93
Chapter 6—Self-Discipline: Be the Master, Not the Victim	97
Leadership Demands Sacrifice	99
Self-Discipline Makes You the Best You Can Be	101
Your Inner Circle Values.....	102
Delay of Gratification.....	102
Five Qualities of Self-Discipline	103
Self-Knowledge	103
Strong Relationships.....	104
Commitment.....	105
Living Your Values	105
Self-Coaching.....	106
What Are We Leading <i>Toward</i> ?	108
Focused Growth Is a Priority	109
Using Self-Discipline to Focus	110
Building Habits of Self-Discipline	111
Invest Five Minutes Each Morning to Meditate on the Major Areas of Your Life.....	112
Make Self-Discipline a Part of Your Daily Ritual.....	112
Dedicate Yourself to Lifelong Learning	113
Accept Responsibility	113
Face Your Fear to Develop Courage.....	113
The Truth About Self-Discipline	114
Conclusion	114
Section 2—Leading Staff	115
Chapter 7—Teaching, Coaching, and Mentoring: Multiplying Your Leadership	121
Developing Skills Over a Career.....	123
Training Begins One on One	125
Teaching	126
Training Programs	
Demonstrate Your Commitment to People.....	126
A Plan for Adult Learners	127
Creating Purposeful Training....	130
Coaching	133

Working One-on-One Raises Your Commitment and Retention	133	Frequent Feedback.....	161
On-the-Job Training Helps Coaches and Mentors.....	134	Coaching.....	162
The Leap From Coaching to Mentoring.....	136	Performance Scorecard.....	163
Great Leaders Mentor	137	Performance Pay	165
Mentoring: Benefits for the Firm	139	Keeping a Well-Rounded Perspective	165
Conclusion: The Impact of Training	143	Conclusion	166
Chapter 8—Accountability:			
Trust but Verify	145	Chapter 9—Challenging Personal Growth: Leading the Whole Person	167
Why Is Accountability So Important in Business?	146	A Path to a Better Person	169
Accountability Is the Opposite of Permissiveness	148	Personal Growth, Firm Growth	170
Increasing Accountability	148	Growing Pains.....	170
Measuring Accountability	151	Intentional Success	173
How Does Individual Responsibility Factor Into a Group Setting?	152	Barriers to Personal Growth	174
What Should Partners Know About Performance Measurement?	153	Dealing With Change.....	176
Positive Results of Performance Measurement	154	Overcoming Barriers.....	177
Implementing Accountability for Positive Results	154	Rule 1: Believe in the Meaning of Your Work	177
Accountability Through Measurement: Scorecards and Performance Pay.....	155	Rule 2: Communicate Regularly and Honestly With Team Members.....	178
Ways to Establish Staff Member Accountability	156	Rule 3: Leaders Must Always Be Moving Toward the Larger Goals	178
Establish Accountability Through Communication—Set Expectations and Reinforce Success	157	Rule 4: Recognize Your Team Members	178
Accountability Through Measurement.....	158	Finding Balance	179
An Introduction to Measuring Performance.....	158	Tips for Achieving Personal Growth	180
After Measuring, Now What?	161	Conclusion	183
Setting Goals	161	Chapter 10—Empowerment: The Secret to Exponential Growth	185
		What Is Empowerment Really?.....	186
		Keys to Effective Empowerment	187
		Existing Leadership Philosophies	190
		Mistakes: Both Risky and Rewarding	190
		Empowering Members of a Team	191
		Principles of Empowerment	192

Develop a Rational Shared Vision	192	Strategy	211
Provide Training and Information for Good Decisions	193	Goal	211
Raise the Level of Conflict	193	Objective.....	211
Allocate Proper Resources	193	Action Plan.....	211
Reward Staff Members for Empowered Behavior	194		
Trust People	194		
Working With Teams	196	Chapter 11—Vision: Reality in the Future.....	213
Shared Mission	198	Vision: What It Is and Why You Need One	214
Mutual Respect and Trust	198	Making the Vision Real for Your Staff Members	217
Frequent Substantive Communication.....	198	Our Vision Shapes Our Future	219
Shared Processes	198	The First Vision.....	219
Different Talents.....	198	The Value of a Vision.....	220
Adaptability and Flexibility	198	Building Your Vision	223
Continuous Improvement.....	198	Get a Mental Start	223
Building Highly Empowered Teams and Firms	199	Developing a Vision Statement	224
The Seven Elements of Empowerment for Teams	199	Things to Keep in Mind as You Begin...224	
Communication	200	Bake In the Buy-In	225
Conflict Engagement	200	Communicating Your Vision	227
Contribution	201	Don't Limit Your Vision.....	227
Connections	201	Common Stumbling Blocks	228
Cooperation	202	Strategies for Success.....	230
Change Initiators	203	Conclusion	231
Commitment	203		
Conclusion	203		
Section 3—Leading Strategy.....	205		
Vision (Chapter 11)	206	Chapter 12—Values: The Character, Actions, and Outcomes	233
Mission (Chapter 13)	207	The Purpose of Core Values	235
Values (Chapter 12).....	207	Core Values as Standards or Aspirations	236
Next Steps: Goals and Objectives.....	209	Core Values Are Worthless Unless They Govern.....	237
Goals	209	Finding Your Values	238
Objectives.....	210	The Elements of Core Values.....	241
The Role of Strategies and Initiatives.....	210	Our Principles of Service and Communication	241
Example Plan.....	211	Go Deep	241
Vision.....	211	Be Responsible.....	242
Mission.....	211	Understand First	242
		Deliver Excellence	242
		Never Assume.....	242
		Make Their Day.....	242

Invest in Myself	242	Conclusion	268
Are Strong Values Realistic?.....	243		
Leading by Example.....	244		
Core Values Help Frame Our Behavior.....	245	Section 4—Leading Systems.....	269
Sustaining Core Values.....	245		
Conclusion	247	Chapter 14—Managing Processes for Your Future Firm	273
Chapter 13—Mission: Making a Difference.....	249	Setting up Business Processes.....	274
The Benefits of a Mission.....	252	Advantages to Structured Procedures...	277
Clarifying <i>Your</i> Mission.....	254	More Consistent Results.....	277
What Do We Do?	254	Measurable Outcomes	277
How Do We Do It?	254	Training for Team Members Improves	278
For Whom Do We Do It?	255	Benefits of Creating the Process	278
More Than One Mission?		Establish Standards, Policies, and Procedures.....	278
Maybe So	255	Improve the Consistency of the Client Experience	279
Six Steps to Developing a Mission		Standardizing Work-Flow Management	279
Statement	256	Process Should Follow Strategy	280
Exercise 13-1: Client Statement	257	Manage to a Written Strategic Plan....	281
Exercise 13-2: Problem Statement.....	258	Management for the Future.....	282
Exercise 13-3: Statement of Purpose	259	The Balanced Scorecard Framework	283
Exercise 13-4: Business Statement.....	260	Selecting the Right KPIs.....	284
Exercise 13-5: Value Statement	261	Standardizing KPIs	285
Exercise 13-6: Writing a Mission Statement.....	262	Business Process Management Overview	286
Problems to Keep in Mind	263	BPM Activities	287
Developing a Personal Mission		Design	287
Statement	265	Modeling.....	287
Exercise 13-7: Personal Mission Statement.....	265	Execution	288
Sample Personal Mission Statement		Measuring	288
Development.....	266	Optimization	288
Past Successes	266	Issues to Look Out For	289
Core Values	266	Conclusion	289
Identify Contributions	266		
Identify Goals	266		
Mission Statement	266		
Final Thoughts	267		

Building a System to Manage Change and Improve Processes	296
Six Sigma.....	297
Lean Processes.....	298
Kaizen	299
Flowcharts for Seeing and Improving Processes	302
The Benefits of Continuous Improvement.....	304
Conclusion	305
Section 5—Leading Synergy	307
Strategic Alignment.....	308
Objectives Alignment.....	308
Internal Alignment	308
Chapter 16—Synergy and Alignment: One Plus One Equals Three	313
Building a Shared Purpose	315
Leadership in Tough Times.....	317
Crisis: Realities and Constructions ...	319
Understanding	321
Decision Making and Coordinating	321
Terminating.....	322
Accounting.....	322
Learning.....	322
Teamwork.....	323
Leading Teams for Synergy	324
Team Development.....	325
Forming	325
Storming	327
Norming	327
Performing	328
Conclusion	328
Chapter 17—Sustaining Leadership: The Ultimate Succession Plan	331
Developing Your Leaders From Within	335
Approaches to Succession Planning....	336
Top Down	337
Bottom Up.....	338
Futuring	339
Targeting Approach.....	340
Succession Planning Versus the Traditional Replacement Method	342
Potential Labor Crisis	343
Challenges of Implementation.....	343
Why Succession Plans Fail.....	344
Your Leadership Development Program	345
Overall Approach	345
Define the Leadership Competencies for Each Level ...	346
Assess Potential Candidates	347
Measure Leadership Styles.....	347
Refer to Your Developmental Process	347
Build the Next Generation of Leaders	348
Prepare a Nomination and Application Process for the Program.....	349
Selecting Partner Leaders	351
Rename Your Next CEO as the Leading Partner	351
Choosing the Lead Partner.....	352
More of Choosing a Leader.....	354
Can a Leader Serve Clients?	356
Conclusion	356
Appendix A:.....	357
Appendix B:.....	359
Appendix C:.....	363
Appendix D:.....	367
Appendix E:.....	369
Appendix F:.....	377