Praise for *The Leader Within*

"To see yourself as others see you is an invaluable gift that comes from thoughtful reflection of one's behavior and its effectiveness. To expand one's ability to be more versatile in adapting different styles of behavior as needed to enhance one's effectiveness is a hallmark of great leadership. *The Leader Within: Learning Enough About Yourself to Lead Others* provides the blueprint for both reflection and learning that can help any manager to be a better leader. It is an essential resource for any manager's development and growth!"

Bob Nelson, Ph.D., President, Nelson Motivation, Inc., and author of *1001 Ways to Reward Employees* and *The 1001 Rewards & Recognition Fieldbook*

"Having an understanding of how beliefs, feelings, and values motivate behavior has made a significant impact on the process of change at the WD-40 Company. A different culture has evolved. The learnings in this book helped that process add value to the 'new' WD-40 Company culture."

Gary Ridge, President and CEO, WD-40 Company

"The authors have written an absolute must-read book for present and future leaders who are focused on serving their organizations and staff. It challenges your thoughts and views about yourself and the method in which you lead. If you truly want to succeed at the highest level, you owe it to yourself and those around you to read this incredible insight on leadership."

Nicolas de Segonzac, CEO, Debtco, Inc.

"Finally someone has written a definitive work on the inner psychic aspects of leadership. Read this book and your leadership approach will be positively changed forever!"

Dick Lyles, author of *Winning Ways* and *Winning Ways*

"In our training, coaching, and development work with leaders, we have found that many lack sufficient understanding of both themselves and others to effectively influence people and situations. We have found this unique book an invaluable resource, like no other, for providing vital insights to help leaders become more effective."

Bret Skousen, Director—Training and Development, Black & Decker

"I've personally benefitted immensely and make daily use of the practical wisdom about understanding and managing people—including ourselves—and situations that are essential to successful leadership of organizations. The valuable 'know-how' contained in this book continues to be a key resource for our ongoing business success. I strongly recommend it as a 'MUST READ AND TAKE ACTION ON' to anyone charged with responsibility for managing people and organizations."

Jeffrey Mitchell , Executive Vice-President and General Manager, H.O. Penn Machinery Company, Inc.

"I found this book not only an excellent, comprehensive guide on leadership, but it was also very thought provoking. Our world needs a breakthrough in the improvement of our leadership—the kind of leadership this book teaches and inspires. In the meantime, you can learn from this book and make your world better for yourself and those around you."

Tom Cleveland, President, H.O. Penn Machinery Company, Inc.

"This book helps us have a more positive impact for all our stakeholders. It's a powerful resource on our lifelong journey as learning, growing leader/managers. It's full of insights gleaned from decades of research and practical experience by Michael O'Connor and the other contributing authors—insights that can help the reader deliver more leadership and management results at both the strategic and tactical levels, help all our stakeholders achieve more success, and yield a much greater personal sense of accomplishment for all of us in our organizations and business ventures. If you are going to read one book and take action on it starting *now*, this is the one I'd recommend."

Nick Betzold, Chairperson, President & CEO, The Betzold Companies

"As a manager, business owner, board member, and advisor to executives/managers throughout my career I've made great practical use of the knowledge about our human "wiring" that is a tremendous resource for effectively managing ourselves and leading others and organizations to greater success. If you're serious and committed to your ongoing career success and growth, this is an essential resource for achieving great results and personal fulfillment along the way."

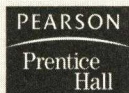**Pete Refakis, Prinicipal & General Manager, Holt-Refakis Equipment Company**

The Leader Within

Learning Enough About Yourself to Lead Others

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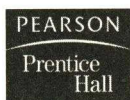
Drea Zigarmi

Ken Blanchard

Michael O'Connor

Carl Edeburn

*To Susan, who has helped me to understand
these ideas and concepts with my heart.*
— Drea Zigarmi

*To Margie, my best friend and partner,
who has been with me every step of the way.*
— Ken Blanchard

*To my wife Mary Ann, my family, friends, co-authors,
and leaders, whose unique talents have enabled me to
contribute to this much-needed book.*
— Michael O'Connor

*To Cleo Ann, who has inspired and
supported me for thirty-five years.*
— Carl Edeburn

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Preface

THE BOOK'S ORIGIN

The Leader Within is the result of our many years of experience training, consulting, coaching, and researching American business managers and leaders. At the heart of this book is a seven-year, in-depth, statistical study of the influence behaviors used by American corporate executives. Although the report's statistics are not included (to reduce reading time and save space), the conclusions presented in this book are sound and substantiated.

THE BOOK'S PURPOSE

This book is a self-development resource; its purpose is to help you learn more about yourself so that you can change, grow, and become a better leader. Its primary objective is to present some well-developed models that help you re-create or reinvent your leadership approach so that you can bring about better organizational results and greater human satisfaction.

Knowing yourself is key to being an effective leader. The models explained in this book can help you examine the inner self that you bring to your organizational life's frequent "moments of influence." Examining how you presently behave as a leader, and then contrasting and comparing those behaviors with possible alternatives, can provide you with invaluable insights for becoming a more effective leader.

THE BOOK'S INTENDED AUDIENCE

We wrote this book for managers and leaders—people who earn a living by influencing others within organizational settings. However, other audiences will also find it informative and helpful. Consultants can utilize the information within this book to better understand the executives they coach. Human resource professionals can use this book as a tool for broadening and refining their executive development programs. College and university faculty can use this book as a challenging and stimulating text for their own leadership teaching or research, and the research formulated by the students they advise.

THE AUTHORS' FRAME OF REFERENCE

The working definition of leadership used in this book is, of course, values based, as is any definition of worth. We define a leader as anyone who acts to arouse, engage, and satisfy the motives of the follower—within an environment of conflict, competition, or change—that results in the follower taking action toward a mutually shared outcome or vision.

As you will see, that vision must be growthful for the follower, ultimately societal, and also contribute to the well-being of all involved. The values inherent in this definition involve the follower's growth and development; they imply the follower's eventual independence and autonomy of action when serving the (organizational) outcome or vision.

The term *servant leader* might come to mind. The leader who is a servant judges his or her success not only in the accomplishment of the outcome, but also by the effects the accomplishment has on those who do the accomplishing. Are those who are led healthier, happier, committed, and more apt to become leaders themselves? The true intent of the servant leader is to serve both the vision *and* all those who seek to achieve that vision. The servant leader's inner intent is not self-oriented, but other-oriented. Such a leader ensures that other people's high-priority needs are being served.[1]

THE BOOK'S ORGANIZATION

The book is organized into seven chapters, which move from a discussion of an individual's inner makeup or personality dimensions, to the role of a leader, to the implications inner personality has on an individual's potential to carry out the leader role. Each chapter is divided into two sections that help organize the seven key chapters.

- Chapter 1 discusses the leadership challenge of self-change.
- Chapter 2 defines the parameters of personality and leadership.
- Chapters 3, 4, and 5 present in-depth discussions and models for understanding the three key aspects of personality: disposition, values, and persona.
- Chapter 6 discusses leader behaviors in a one-to-one context.
- Chapter 7 makes the important connection among disposition, values, and leadership behaviors. This chapter examines the relationship between personality and leadership behaviors that may help you become a more effective leader.

THE AUTHORS' HOPES

We wrote this book with the hope that increased self-awareness would result in better leadership and fewer negative personalities in organizations. We hope for less ego, politics, personal hurt, and psychological turn

off on the part of all people in organizations; and we hope for more organizational *go*, action, personal joy, and liberation of personal energy and motivation for organizational purpose. Our dream of healthier organizations will happen more readily if leaders become more self-aware and elicit more self-awareness from their followers.

Discovering who you are and what you can be is a lifelong challenge. Connecting to the "lost" or as yet undiscovered facets of your humanness will make you a better leader and will go far to rekindle the spirit of the people you lead.

D.Z., K.B., M.O., C.E.
March 2004

Endnotes

1. Greenleaf 1991.

Acknowledgments

No good work, especially one of this scope and magnitude, can be done alone. We wish to thank the colleagues and friends who, in the early days of this project, gave their time, expertise, and love. They are Renata Zenner, Patrice DeVeau Simpson, Tara Wallace, Margie Blanchard, Eunice Parisi-Carew, Don Carew, Laurence Hawkins, Pat Zigarmi, and Warren Bennis.

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Finally, we are deeply grateful to Maril Blanchard, who coordinated, edited, and nurtured the manuscript through the days of discouragement as well as the final days of optimism and accomplishment.

Leaders and Change

"One's self is at the base of everything. Every action is a manifestation of the self. A person who doesn't know himself can do nothing for others."

— EIJI YOSHIKAWA[1]

LEADERS

The Importance of Leadership

We all know the importance of effective leadership. Leaders not only make a difference in the results of their organizations, they also make a difference in the satisfaction levels of the people working within the organizations.[2] The relationship between follower satisfaction and lower absenteeism, lower turnover, and higher productivity has been clearly substantiated.[3]

Getting along with the boss is the number one factor affecting job happiness, according to a recent national survey.[4] All we need to do is think about our *own* experiences with people who managed us to understand how important the leader–follower relationship is to our organizational well-being, and therefore, how crucial a good leader is to follower satisfaction.

The Conundrum

If it is so important, why don't more people lead others more effectively? There are several reasons. Lack of know-how and lack of commitment to use that know-how are the two primary reasons for lack of effective leadership. However, we do not believe that leaders get up in the morning and go to work with the intent to mismanage or mislead those with whom they are charged to work. Instead, we are optimistic that the intent to effectively lead others is behind most leaders' behavior. Therefore, let's look at two examples to better understand the problem.

Two Examples

Consider Bob and Antonio, the two male executives described in the pages that follow. These men are *incredibly typical* of the leaders we encounter within the many organizations in which we work. It is not that there are villainous people in leadership positions, but, sadly, there seem to be few heroes to follow. Instead, the visionless, myopic, self-oriented Bobs and Antonios who do not inspire others toward meaningful work *are the norm*. The tragic part is that these negative leader descriptions come to us through the words of those being led.

Questions to Ponder

As you read the descriptions of these far too typical leaders, ask yourself the following questions:

- Are the leaders in my organization like those described here?
- What effect do they have on the motivation of their followers?
- What is the intent, never mind the effect, of such leaders?
- Is there something of them in me?
- What prevents leaders such as these from growing, learning, and changing?

- What is the long-term effect of this type of leadership on the output and well-being of the organization?
- How can the organization afford to have these leaders continue to lead others?

In short, we believe that those who are being led deserve better. Organizations will not prosper, change, and grow if better leadership is not forthcoming. However reluctant you may be to admit it, if you see something of yourself in these examples, then you must commit yourself to change and growth. If people such as Bob and Antonio lead others in your organization, then you must find ways to help them change before your organization can become truly functional.

If your leadership is not perceived the way you had intended or expected, then it is in your best interest to change. If the people you seek to lead are either not productive or seem skeptical of your leader behaviors, then you need to explore other ways of leading and becoming more effective.

Bob's Self-Perceptions

Bob is a 42-year-old chief financial officer for a $30-million, privately owned company. He manages the accounting department, which includes numerous direct and indirect reports. Bob relishes the processes and procedures of accounting, and believes that similar rational lines of thinking can and should be applied to all parts of the company. As CFO, Bob is called into several high-level meetings with other VPs of service, product development, sales, and marketing.

Although an introvert by nature, Bob would say that he is flexible enough to present a social exterior of *distant* informality. His main strength, as he sees it, lies in helping others apply rational thinking to daily events and problems. This process will take time. He believes that "haste makes waste," and urgency must take its place in line behind thoroughness. For Bob, making a decision without due consideration of all the risks signifies poor judgment.

Good team meetings, in Bob's opinion, are ones in which a leader guides the process so that everyone can speak, agendas are followed, and risks are noted. He believes that "passionate conflict" between team members should be kept to a minimum. When unresolved issues do arise, they should be dealt with offline. The conflicting parties should observe proper decorum, stick to the issues, and be tactful. If Bob has differences with either his boss or peers, he mentions these differences in team meetings as issues to be considered. If his perspective is not heeded, then he feels underappreciated and disrespects those who disagree with his warnings and wisdom.

Bob sees himself as a serious, hard-working company man who performs all tasks, even charity work, with a certain efficiency and industry. In team meetings with those who report directly to him, he wants the meeting to move along quickly. He displays little tolerance for what he considers "petty interpersonal" issues between his people. He sees "channels of communication," procedures, and policies as extremely important to solving problems.

Others' Perceptions of Bob

Bob's people see him as coming to meetings with his mind made up and emphasizing process to minimize resistance. The employees on "his team" view him as reaching decisions by using the group to examine possible risks to his own ideas, downplaying alternatives, and moving to closure around his position. Then, the decision is represented upward as a team decision.

Bob is seen as evading both open-ended discussions that entail conflict and free-flowing dialogue in which other ideas may gather momentum. Others' ideas are regarded as combative. Both direct reports and peers view him as becoming tense at the possibility of values or interpersonal issues overtaking the business at hand. Direct reports feel Bob would be uneasy if the group met without him.

Most of his direct reports say that Bob is unreceptive, tactful, critical, and political. In tense situations, Bob gets angry, attacks, and shuts down what little alternative thinking he may do in favor of avoiding risk. He is seen as following process to minimize even healthy differences of opinion, lessen possible conflicts, make the outcomes more efficient, and improve the bottom line.

Bob is perceived as someone who is not having much fun. His people think he has extremely poor "people skills." He garners little loyalty from his people, partially because they do not know him as a *person*. They see him as someone who tries to fulfill a role without engaging either his heart or theirs. They see his work pace as slow, methodical, thoughtful, and controlling. He delegates very little and tells his people that he wants to see "final" products or reports "for an information check" before they go out. He is seen as task focused, not people focused. People matters seem to be somewhat of an energy drain to him. He tends to be seen as pessimistic about life events.

Bob is perceived as an uncommunicative soul who "suffers in silence" to all but a few. He tends to avoid most conflict until he can't take it anymore, then he explodes with his own brand of attacking diplomacy. Using tactful accusations, he will try to gain some control over others through procedure and process. He is seen as choosing to block or avoid the expression of his own passion and humanness in favor of a self-alienating compliance to procedure and rational process.

Bob's effect on direct reports produces a stultifying, boring, initiative-draining environment where emotionless, bureaucratic procedures replace the passion and enjoyment possible in a work setting. As a result, in spite of stable departmental performance and growth, many of his employees leave for greener pastures.

Antonio's Self-Perceptions

Antonio is a 36-year-old vice president of research and development for a large, $700-million health-care company. He heads a group of people

responsible for researching and documenting the relationship between health-care costs, effective medical treatments, and customer perceptions of health care. He serves as the HMO's spokesman to legislative groups, customer organizations, and physician groups. Antonio has published extensively, gained industry-wide recognition, and "caught the eye" of those who run the corporate holding company that owns the HMO.

Antonio sees himself as someone who can give a good presentation and make a favorable impression. He is well dressed and plays golf in the low 80s. He views himself as the head of a proud Hispanic family and is proud of his eight- and ten-year-old sons, who attend private schools. He travels incessantly, enjoys his work, appreciates the power and status of his role, and has adjusted well to the changing face of the health-care industry.

In extended conversations with Antonio, we heard him rationalize that those who left his unit were incompetent workers whose previous leader had not addressed their performance issues. The interesting thing about Antonio is that this bright, articulate man mostly agreed with much that his direct reports and peers said about him, after first giving some face-saving rationale. Antonio's reaction to hearing these perceptions was to offer extensive support of his own perceptions, followed by avoidance of further dialogue and promises to do what he could in the future.

Others' Perceptions of Antonio

Antonio's peers, direct reports, and boss describe him as incredibly bright and energetic. He is seen as a competent researcher who is ambitious and articulate, with an excellent grasp of health-care industry issues.

Although his direct reports appreciate his brightness, almost all of them describe him as arrogant, disrespectful, and demeaning. They say he communicates a know-it-all attitude and conveys an air that everyone else has inferior skills and knowledge. Employees describe Antonio as someone who says he wants directness and honesty, yet becomes irate when they suggest alternatives to his ideas or even ask for the rationale behind his decisions.

Most of Antonio's peers see him as self-centered. They say that he does only what he wants to do. He keeps his image intact by silence, diplomacy, avoidance, and, when all else fails, attacks and public beratings. Antonio is perceived as an intimidating, smooth, political, dishonest, unethical, results-oriented man who creates a stressful work environment for both direct reports and peers. They believe Antonio keeps only the promises and appointments that serve his personal agenda, and operates on a plan unknown to those who are responsible for supporting it.

In the seven months that Antonio has led the research and development unit, seven of his thirteen direct reports left. In doing background interviews with his direct reports (some who had left as well as those still working for him) prior to our discussions with Antonio, we found that some would not talk to us for fear of reprisal. Antonio's boss sought our help because it was time to either help Antonio improve or let him go. His boss understood that Antonio could not stand alone, but must succeed within the context of others. Antonio's peers were beginning to work around him, thus stretching already overextended organizational resources.

Antonio's effect on others was easily seen in the disdain, disrespect, and anger expressed by his direct reports and peers. In his short seven months as VP of research and development, Antonio hit some home runs by publicizing the organization's output and "catching the eye" of the holding company's top brass. But, because of his effect on others around him, it is just a matter of time before this interpersonal "time bomb" goes off and Antonio self-destructs.

The Four Tragedies

The situations with Bob and Antonio are variations on a theme. Each man, as described by direct reports, is ineffective. Antonio views himself as others do and knows that people consider him ineffective. In fact, the questionnaires given to both Antonio and his people revealed the same profile. Bob, on the other hand, views himself as an effective leader and was surprised to receive feedback contrary to his own view. Bob's and Antonio's ineffectiveness results in at least four tragedies.

The first tragedy lies in the fact that Bob is not aware of the effect he is having on his direct reports. What creates his *myopia*? What causes him to misunderstand the effect he is having on people? Does he know what to do to change his behavior?

The second, even more apparent tragedy, lies in Antonio's knowing how he is viewed by his people, yet choosing not to change. Antonio certainly lacks the *will* to change, regardless of whether he has the knowledge and skill to change.

Both Bob and Antonio, like the executives they typify, lack knowledge. They lack an understanding of the true meaning of leadership. They lack the self-knowledge necessary to clearly see why they act the way they do. They have little understanding of their impact on others, and they have few ideas about possible alternatives that could be used. However, even if they considered the possible alternatives, they do not show the courage or self-discipline to use them.

The third tragedy is found in the impact these men have on those they are supposed to lead. Their leadership does not help others be more productive and energized. Instead, they create anger, fear, resentment, frustration, and flight. Their direct reports hate coming to work each day. In some instances, their direct reports refused to describe their perceptions to us and blamed the organization for letting this happen.

The fourth tragedy lies in the loss these typical leaders create for the organization they are supposed to serve. The organization's resources are not well spent supporting this type of leadership. Additionally, the organization loses employee creativity, energy, efficiency, commitment, and productivity. In some cases, this type of leader garners employee resentment and ill will to the point of employee sabotage.

These tragedies are typical, but not exhaustive, of the leadership problems existing in today's organizations. In most cases, individuals in leadership positions are well meaning. However, because of a general lack of individual and organizational awareness concerning what effective leadership behaviors could and should be used, these problems persist.

The Abetting System

Such "leaders" work and act within organizations that permit or even foster this kind of ineffective behavior. Organizations, through the individuals that head them, too often promote the Bobs and Antonios into positions of power and control. Thus, poor leadership begets more poor leadership because poor leaders often select managers who possess the same traits they themselves demonstrate. Because human issues are not valued as much as the bottom line, effective corporate leadership continues to be evaluated solely on how it appears to affect shareholder value. Human issues take longer to "fix," and thus the Bobs and Antonios of corporate America continue to be in charge of others.

From our vantage point as corporate consultants, there is more competition than collaboration among executives. Too often, short-term issues displace long-term future considerations. Too often, focus on profits supersedes the relationship with employees and customers, efficiency is substituted for genuine quality, and rationality drives out joy in the workplace. This lack of leadership is exacting a dreadful toll.

Kissing Off the Organization

The fallout created by a pyramid of ineffective executives, as typified by Bob and Antonio, is devastating and pervasive. Our observations lead us to believe that people in organizations *feel* sad and dissociated from their organizations. Too many employees have long since moved from skepticism to cynicism with regard to their leaders and their organizations. The incidence of truly loyal employees (employees committed to the organization and planning to stay at least two years) remains at just 24 percent nationally, the same as in 1999. Thirty-four percent of U.S. employees are at risk (employees neither committed to the organization nor planning to stay), as compared to 33 percent in 1999.[5]

Too many of those who work in organizations do so merely to make a living, not to make a meaningful, fulfilling contribution to their organizations. Instead, they are merely spending time on the job to make enough

money to do what they really want to do off the job. In short, many employees don't *nurture their organization*; they merely meet the job requirements.

People go to their place of employment, but aren't fully engaged with either their minds or hearts. Too many employees seem to lead stressful organizational lives because they choose or are forced to abandon their personal beliefs, values, and hopes "at the organization's doorstep." They go to work simply to lay bricks, rather than envisioning the creation of a cathedral.

A recent *Fortune* article[6] documented how the "best and brightest" don't want to be part of corporations due to the organization's lack of creativity, autonomy, and vision. Instead, the more talented among the younger generation are looking for alternatives to corporate life. If they do become part of a corporation, then it is only to learn and earn enough to get out, be on their own, and create their own vision, independence, and freedom. Younger workers have little interest in building their organization's future and show little interest in their organization's health or well-being. Today's workers feel owned instead of having a sense of psychological ownership in their organization's purpose. They feel weak, not strong; they are cynical, not hopeful; they feel despair, not commitment. Instead of viewing themselves as a partner, they feel apart, separated from their organization's purpose, the possibility of meaningful work, and the joy of mutual effort. They have no commitment to something greater than their own self-interest or reward for their own individual efforts.

The Leadership Vacuum

A great deal of fault lies at the feet of the leaders. Poor leadership results not from conscious malice, but from inadequate leadership knowledge, values, and behaviors. Many leaders we encounter do not fully realize that the biggest competitive edge they have lies more in the people they lead and less in technology, capitalization, or market share.

People in leadership positions do not know themselves well enough to escape the "disease of me."[7] This lack of leader self-knowledge results in organizational systems, policies, practices, and stories that do not create energizing environments of true hope and worth for those who work in them. Just over one-half (54 percent) of the employees surveyed believe their organizations treat employees fairly. Additionally, an atmosphere of genuine care and concern for employees was only experienced by 44 percent of the surveyed population.[8]

Those in positions of authority are the products of the very systems that need to be changed. Too often, those who are technically proficient, politically astute, or have a strong desire for power or wealth are in charge. The succession processes of many corporations seem to sift out those who are not politically aware and driven toward power and bottom-line results. The process of natural selection reinforces a culture of "self"-oriented individuals. A 1999 National Business Ethics Study reported that only 47 percent of the employees surveyed thought their leaders were highly ethical. Additionally, 56 percent of the population surveyed felt that expectations of ethical behavior had been well communicated within the organization. Yet, only a third of the employees surveyed felt comfortable reporting ethical misconduct.[9]

Those who usually rise to the top of the many organizations with which we are acquainted sacrificed much of their joy and compassion to get there. They have neither the sense nor desire to produce an energizing work environment that includes both a social vision and values for others they may lead. Instead, these individuals are caught up in their own personal quest to climb the corporate ladder. There seems to be a profound lack of purposefulness, except to make it to the top.

More often than not, we see leaders who do not have a vision that manifests a clear set of beliefs for leading their organizations into the future. Instead, many in management or leadership positions find themselves shaped by corporate culture, rather than shaping or changing the culture to emotionally ignite the minds *and* hearts of those who carry out the organization's purpose. Thus, it is understandable that leaders have little

or no vision. They are followers who are promoted to leadership positions with no precedents for what leadership could be.

Not knowing what to do to move their organizations toward an energizing work environment with social vision and values is understandable. What is disturbing is that many of those in leadership positions do not have the energy, tolerance, or perspective to *want* to lead their organizations into the future.

Corporate leaders often lack the self-knowledge necessary to act effectively for themselves, their followers, or the long-term, overall positive welfare of their organizations. Those in authority lack an appreciation of the nature of leadership. They often dwell on concepts that divide and separate people, rather than on concepts that reflect the interconnectedness and commonality of people. They become forgetful of purpose and values that explain *why* and *what for*. They have very little awareness of the context of their office or the external environment that frames whatever it is they are responsible for. They seldom see themselves as learners who are creating new realities for themselves and others.

Corporate leaders are often physically out of shape and emotionally blocked. In the worst cases, they are spiritually starved executives who live terribly imbalanced lives chained to corporate titles, responsibility, and, of course, large financial payoffs. These executives are workaholics. They are the "respectable addicts" of an imbalanced system and, more often than not, they create or allow environments that produce dysfunctional employees.

Executives are often driven by personal aims. From executive boardrooms to the small entrepreneurial offices of most organizations, there can be found a group of ego-driven, personally myopic, provincially interested people competing for power and energy with almost everyone else. In most instances, that drive results in pain, dissatisfaction, broken marriages, dissolved partnerships, and disintegrated personal relationships. For many, the "road to the top" is a relentless grind in which an individual must choose to make the supreme sacrifice of personal fulfillment on an altar of organizational power and influence.

We could provide extensive economic, sociological, and medical data to verify the need for better leadership in organizations. Instead, we ask you to ponder these questions:

- Does the leadership of your organization promote the healthy, integrated growth of *all* key stakeholders (employees, owners, and customers)?
- Are the organization's members becoming physically, emotionally, and spiritually healthier?
- If you were the leader, how would organizational members honestly answer these questions about you and your organization?

Leaders are not independent beings merely attaining personal financial goals and greater career opportunities. They must, as Socrates advocates, "See their office as a social responsibility, a trust, a duty, and not as a symbol of their personal identity, prestige and lofty status."[10]

It's as if leaders forget that what is done to others, is done to self. They overlook the interconnectedness of humanity. The leaders' aim should be to build energy among those who share the same business purpose and values, because business purpose and values represent the key to individual commitment. Without clarity and agreement around these elements, everyone's energy is limited. The leaders' aim should also be to create integrity in the treatment of the customer, as well as integrity in the treatment of organizational members who serve the customer. It is vital for leaders to understand that *how* employees are treated by the organization is *how* the employee is likely to treat the customer.[11] Without this understanding, individual and organizational wholeness is unfeasible or improbable.

The Covenant

Leaders must understand that a covenant is established between each employee and the organization—a covenant in which the employee decides whether to give more or take more. Some research indicates that approximately 26 percent of a company's workforce is engaged (loyal and productive), 55 percent is not engaged (putting in time), and 19 percent is

actively disengaged (unhappy and spreading discontent).[12] What kind of a covenant is established within your organization?

What kind of covenant do you establish if the company continually communicates messages that workers are expendable, interchangeable, dispensable, or second-class? What kind of covenant do you establish if the organization has no vision or values, or the stated vision and values are not actually in use? The data is clear and obvious. Because of the perceived low ethical standards of executives, employees feel justified in responding in a like manner. They retaliate through absenteeism, sabotage, theft, indifference, or poor productivity.[13]

By now you might think we have little faith in humanity. We do not think people are inherently self-serving, uncaring, or socially irresponsible. In fact, we believe just the opposite is possible. With the right leadership, most people are capable of a great deal of human connectedness, organizational productivity, and self-integration. However, the naturally striving and growing individual is vulnerable to being controlled and made to feel ineffective in corporate settings. The organizational context can either be nurturing or antagonistic toward the individual's integrated sense of self, and therefore the covenant formed between the individual and the organization is influenced positively or negatively.

This covenant is profoundly shaped by the leaders who represent and embody the "organization" in the mind of the employees. Leaders who do not possess self-awareness, integrity, and character, or do not recognize the value in social purpose and connectedness, negatively influence employees to become takers. Such employees learn to act in compliance or defiance with the organization's policies and procedures. They take as much as possible and give as little as possible.

It is up to leaders to embody sharing, connectedness, and self-integration so they can help others develop the same qualities. Good leadership starts from the inside of an individual leader, and then is demonstrated outwardly. Good leadership is founded in a state of being, not just doing. Good leadership is about *your* outlook, *your* orientation, *your* character, and *your* inner thoughts and emotions.

Good leadership results in creating new realities for others to follow, or for others to be allowed to create. However, if you are to do that for others, then you must do it for yourself first! You cannot expect your organization, team, or direct reports to change if you are not willing to change. The ideas in this book can help you in your lifelong quest to become a better leader and produce an environment that fosters the well-being of others.

ONIONS

What do onions have to do with leadership? It is a metaphor that can help you understand yourself, the leader you are, and the leader you wish to become. Think of the qualities and characteristics of an onion. The main characteristics of the onion are its layers, strong and undeniable aroma, and striking taste that enhances the flavor of other foods. In most cases, the onion is commonly used to spice up the main course.

The Layered Self

Like an onion, there are "layers" of the self. The layers, in the form of your disposition, values, and resultant leadership "skin," give shape and substance to you as a leader. Each layer can and must be clearly understood before you can "transform" your leadership character.

A journey of self-understanding begins at the inner layers, and then moves outward to the layer of observable leader behaviors. Your leader behaviors rest on the often less visible and less examined inner layers of self, which are formed through the self's evolutionary interaction with your life's events. The development and expansion of your leadership character will come from understanding each important layer.

The Leadership Onion

The self consists of multiple layers, from complex inner layers to more simple outer layers. The layers of importance are: (1) the core unconscious self, (2) the dispositional layer, (3) the values layer, (4) the persona,