



A Leader's Call to Action

Introduction

Why do leader's lead? Leadership has many definitions, but one call.

Do you see new possibilities?

Do you envision new ways of doing things?

Are you open to new transformations in the face of seemingly few solutions?

Do you hear the call? Does it make sense to get going?

Don't follow the leader. Become the leader.

Notice: some quotes may have been edited for purposes of brevity and style.

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- 1.6 Even if you encounter opposition, have conviction and finish what you start. In the end the people will understand.
Kotaku Wamura
Former Mayor of Fudia, Japan
- 1.7 One who actually gets things done is worth a dozen good-intentioned can-do attitudes.
Steven Tobak
- 1.8 It's not what you know, it's the way you do it.
- 1.9 It's all about attitude . . . and action.

Tools are better than words.

Norris L. Beren



Take for example a hammer; it is ready to use without theorizing.

Martin Heidegger

2. Do

2.0 Do work that matters.

2.1 Preparation means doing what I call the lonely work: the unglamorous tasks that no one tells you to do and the hard work that no one will notice.

Kevin Carroll

2.2 Of all work that produces results, nine-tenths must be drudgery.

Bishop of Exeter

2.3 Do it Right, not over.

2.4 Don't do something just because you can. Suppress the tendency to address the urgent, rather than important issues.

2.5 NEVER FORGET.

The ice is telling you what to do – not you telling the ice what to do.

Capt. Ewald Brune, The Ice Book

- 2.6 “People do not enquire of a stranger,
What is he? But rather, What can
he do?”
Benjamin Franklin
- 2.7 Nobody made a greater mistake than
he who did nothing because he could
only do a little.
Edmund Burke
- 2.8 It is not the length of the step,
but the direction which counts.
President Benjamin Harrison
- 2.9 I am not a leader in all things, but I am
a leader in the things I do.
Mark Levin
- 2.10 Effective Leadership is about behavior
– not Rhetoric. It’s about what you do –
not just what you say.
Douglas Conant

- 2.11 There can be no happiness if the things we believe in are different than the things we do.
Freya Madeline Stark
- 2.12 Those who criticize you for trying to do your best, confess their own intent to do less than theirs.
Godfrey M. Lebhar
- 2.13 Do nothing. Get nothing.
The rewards for excellence are too great to waste time doing anything “half-right.”
Michael Nischam
Motto on Facebook
- 2.14 Keep doing the stuff that matters.

3. Listen

3.0 Only one in 10,000 has “perfect pitch.”

3.1 Be someone who is more “interested” than interesting. The person who will amplify me: if I say I have a problem, they lean in. They want to know what you want to know. What is bothering you?

Randy Nelson, Pixar U

3.2 Pause between your reaction and your response.

Angela Ahrendts

3.3 Let results do most of the talking.

Jim Collins

3.4 The action is in the interaction.

Doug Conant

Nobody made a
greater mistake than
he who did nothing
because he could
only do a little.

Edmund Burke



**An “idler” spins,
but does no work.**

4. Power

- 4.1 Power versus Force, know the difference. Power always triumphs over the long term.

Power is about exercising control over events that impact your day-to-day life. Personal power is an internal resource.

Robert Ringer

- 4.2 Never go backward. Attempt and do it with all your might. Determination is power.

Charles Simmons

- 4.3 Tendencies of Power:
- To drive intelligence underground;
 - To become a theology, admitting no other gods before it;
 - To distort and damage the traditions and institutions it was designed to protect;
 - To create a language of its own making other forms of communication incoherent and irrelevant;
 - To set the stage for its own use.

Norman Cousins

4.4

Perks lead to:

- Arrogance;
- Tunnel vision;
- Disrespectful behavior;
- Blind-spots.

Judy MacKenzie
Tevo Consulting

5. Communicate

- 5.1 Use the Rule of Three:
'On one hand, on the other hand, on balance.' Like Hegel's dialectic: thesis, antithesis and synthesis.
Contain ideas in simple structures and patterns – like how the brain works.
Ken Everett
- 5.2 Three Ways to Persuade:
Head: facts, data and logic. Provide thought provoking questions.
Heart: tell compelling stories and ask others to imagine a vivid scene. Discuss how you feel.
Hands: What do you want them to do? Model the behavior or show what not to do. Encourage practice.
Paul Hellman
- 5.3 Communication is the heart of Leadership. Without people giving discretionary efforts, the organization is not going to grow. What they do counts. You cannot make it on your own. Connect to people, thank them.
Terry Pearce

5.4 If you are not willing to see it on the bulletin board or in an e-mail, don't say it, don't write it.

Michael Feiner

5.5 Share a hypothesis instead of a direction with "Here's my tentative view of the path we should take . . ."
Encourage debate and give people permission to voice concerns.

Robert C. Pozen

5.6 Rather than ignoring a problem, keep the customer informed because the customer is human and will understand if something is wrong. But if kept in the dark, he will have no choice but to go somewhere else.

Boris Miksic

5.7 The 4-Way Test

1. Is it the TRUTH?
2. Is it FAIR to all concerned?
3. Will it BUILD goodwill and better friendships?
4. Will it be BENEFICIAL to all concerned?

4waytest.com

6. Lead

6.0 Decades of study have resulted in the discovery of more than 350 definitions of leadership, according to researchers Warren Bennis and Burt Nanus.

6.1 Leaders convince their people that they are building a cathedral, not cutting stone.

Michael Feiner

6.2 Do your job descriptions tell employees how they can become more valuable to the company?

Explain, in addition to the tasks they must perform, how their efforts fit in with the big picture: Why, at the first sign of any trouble, they need to call in or communicate to the company or a customer? Where to go for help? How they can contribute to the success of your specific company and help create more value?

- 6.3 Be willing to fail.
Be willing to think long-term.
Being willing to be misunderstood for long periods of time.
Jeff Bezos on leading innovation
- 6.4 There is no such thing as *normal* in the business world . . . only changing customer wants and needs, new competitive threats, and changes in the capabilities of your organization. Learn to anticipate the needs of your business - rather than dealing with the issues and challenges you encounter.
David L. Sullivan
Shamrock Group
- 6.5 It's a paradox: to achieve continuity we have to be willing to change.
William Bridges, Ph.D
- 6.6 The idea is balance, knowing the market, the customer and perfectly anticipating demand.
Angela Ahrendts



6.7 Change is inevitable; growth is optional.

7. Decide

7.0 Often the very first solution to a problem is treatment of the symptoms – rather than a solution that results in the removal of the symptoms.

7.1 If you treat a complex problem like a simple problem, you may become caught in a loop where every solution creates another problem.

Ed Muzio

7.2 There are times to study and analyze and times to act decisively; the key is to know the difference.

Steven Tobak

7.3 Develop concepts over long periods of time; implement specific projects very fast. The greater the time to build, the greater the exposure to risk a project has.

Matt Taylor
matttaylor.com

7.4 Parsons' Rule #8: Be quick to Decide

Doing what's right isn't the problem; it's knowing what is right. LBJ

Perfect decisions are rare indeed. Make it your goal to make the best decision you can and then march – change is constant. Make decisions with the facts you have on hand and then change course as results or new information warrant.

Bob Parsons
GoDaddy.com

7.5 Culture is having a decision making process that everyone trusts:

- How decisions are made;
- What the priorities are that shape those decisions.

Doug Tatum

7.6 Take and live with decisions.

8. Toxic Assumptions

- 8.1 Fallacy: a misleading or limiting belief that limits your potential ability to move forward, limits your possibilities and holds you back.
Mike Brenhaug
- 8.2 An excuse is worse and more terrible than a lie – for an excuse is a lie guarded.
Alexander Pope
- 8.3 When a leader blinks, the entire organization shuts its eyes.
Dave Brown
Owens Corning
- 8.4 Derailers:
Defensiveness – not open to feedback;
Depending on a single skill – using the same set of skills/strategies;
Political missteps – alienating key staff;
A blocked learner – has nothing new to learn; lives in the past.
Judy MacKenzie
Tevo Consulting

9. Final Thoughts

Be afraid of the customers as those are the folks who have the money. Our competitors are never going to send us money.

Having a culture that is customer focused – makes a company more resilient to external influences.

Jeff Bezos

Anything you need and ought to have – you pay for, whether you buy it or not.

Edward H. Doyle

Demonstrating trust elicits trust.

Micheal Feiner
Feinerpoints.com

Keep learning.

TRUST

Demonstrating trust
elicits trust.

Micheal Feiner