

## Leadership & Strategy Review

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*A collection of articles, comments and opinion pieces from popular media and the blogosphere thematically reflecting the spirit of George C. Marshall's enduring legacy of leadership and strategic vision.*

### Six creative leadership lessons from the military

By David Slocum, *Forbes*

The boundaries between military and creative leadership are not nearly as clear-cut as many imagine. In fact, while perhaps more easily associated with military practice, at least a handful of shared priorities would serve those who want to lead more successful creative talent, teams and organizations. These include:

1. Appreciating and engaging diversity. To solve the most complex problems, leaders need to engage multiple, diverse perspectives. The assumption here, essential to the successful operation of learning organizations, is that we have the most to learn from those who are least like us.
2. Appreciating generalists. The diversity of perspectives brought by generalists in mixing with specialists can spur creativity. More fundamentally, awareness of core values and priorities remains a touchstone for effective leaders.
3. Decision-making. As a basis for fostering collaboration and creative excellence, leaders should be deliberate about making value-based and well-communicated decisions.
4. Practicing discipline. This is not restrictive and rule-based authority. It's personal, team and organizational discipline, ranging from personal routines, sleep habits and consistency of interactions with subordinates.
5. Managing and processing information systematically. With so much data and information readily available, there is an imperative to be deliberate and systematic about deciding how to manage conflicting and often overlapping information.
6. Role modeling behavior and integrity. The expectation that military leaders need, through their integrity and actions, to serve as role models to their subordinates is fundamental. It may mean having a culture where people can ask leaders simple questions such as "What do you read?" or "How do you decide what to read." Particularly in creative organizations where successful creatives have been promoted into leadership positions, such role modeling can be extremely inspiring and powerful.

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## Social intelligence and the biology of leadership

By Daniel Goleman and Richard Boyatzis, *HBR.org*

The concept of emotional intelligence continues to occupy a prominent space in the leadership literature and in everyday coaching practices. But in the past five years, research in the emerging field of social neuroscience, the study of what happens in the brain while people interact, is beginning to reveal subtle new truths about what makes a good leader.

The salient discovery is that certain things leaders do, specifically, exhibit empathy and become attuned to others' moods, literally affect both their own brain chemistry and that of their followers. Indeed, researchers have found that the leader-follower dynamic is not a case of two (or more) independent brains reacting consciously or unconsciously to each other. Rather, the individual minds become, in a sense, fused into a single system. We believe that great leaders are those whose behavior powerfully leverages the system of brain interconnectedness. We place them on the opposite end of the neural continuum from people with serious social disorders, such as autism or Asperger's syndrome, that are characterized by underdevelopment in the areas of the brain associated with social interactions. If we are correct, it follows that a potent way of becoming a better leader is to find authentic contexts in which to learn the kinds of social behavior that reinforce the brain's social circuitry. Leading effectively is, in other words, less about mastering situations, or even mastering social skill sets, than about developing a genuine interest in and talent for fostering positive feelings in the people whose cooperation and support you need.

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## How to find your leadership voice

by Rachel Braun Scherl, *Inc.*

As the leader of your business, you establish the voice of the company. You are often the face of the business, and you drive the energy that will represent the gestalt of the business. So it's no surprise that you will be up days and nights and days planning the important strategic issues about the company—the business model, the launch strategy, the funding, the board, the people, the culture. And somehow, you have to be building your business, and hopefully generating revenue, at the same time. But few take that same active, strategic approach to defining and cultivating their leadership voice. As a result, they stumble blindly into some version of leadership because it seems easy.

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