

## GEORGE C. MARSHALL FOUNDATION

# Leadership & Strategy Review

### Quick Links

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Marshall's Leadership Principles

### Upcoming Leadership Education Programs

April 14-16,  
Marshall Army ROTC Award and Leadership Seminar, Lexington

April 17, Treasury Executive Institute, legacy leadership, Washington, DC

June 6-7,  
Presidential Management Fellows emerging leaders program,

*A biweekly 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.*

### The knowledge network

Harvard Professor Rosabeth Moss Kanter is a world-renowned expert on strategy, innovation and leadership for change. Her visionary work on change delves into the core behaviors which are needed to lead change well. She argues that effective leaders of change can demonstrate:

- The imagination to innovate: leaders must be able to encourage innovation.
- The professionalism to perform: leaders lead by example, setting out impeccable behavior and competencies for the rest of the organization to follow.
- The openness to collaborate: leaders network, forming relationships with other stakeholders.

These attributes reflect behaviors as opposed to processes. This means that they are more difficult to learn. Moss Kanter argues that in their absence, change will prove awkward, particularly if staff feel that it is compelled by crisis.

### The no.1 leadership trait you need to be successful

By Mark Toth

Most workplace disputes and disasters can be traced back to one thing: a lack of leadership. So, what's the absolute No. 1 most important leadership trait in the history of the universe?

Believe it or not, it's all about humility.

Leaders who are truly (1) servant-hearted, (2) able to put others and the organization first and (3) willing to listen with humility to other points of view are the ones people will follow.

Washington, DC

If you want to win in today's hypercompetitive world of work, you should (1) hire, promote and retain people who fit that description and (2) strive to fit it yourself.

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## Three fundamentals of effective leadership

By John Ryan in *Forbes*

All the true leaders I've known have shared these essential qualities.

Through more than 40 years of service in the military, in higher education and with nonprofits, I've been privileged to work with and learn from superb leaders, from the young instructors who taught me how to fly airplanes for the U.S. Navy to the very smart group of corporate chief executive officers I met during a recent business trip to Asia.

These talented people have differed widely in the personality traits and life stories. Some have been charismatic, some very modest. Some came from poor backgrounds, others grew up amid great wealth. Some of them came by their leadership abilities naturally, and many others worked hard at developing them.

But all of these men and women have shared three critically important skills:

- They have been driven by an inspiring vision of success.
- They have excelled at communication.
- And they have exercised superior judgment.

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## How to leverage leadership competencies ...

By Jason Miller

Improved leadership can be promoted by increasing the focus on leadership competencies and the development of skill. However, the skills required for a specific position are likely to change depending on the particular level of leadership within the structure of the company. A competency approach might help organizations to establish the positions at which levels need specific competencies.

When choosing and developing leaders, companies should take into account the competencies that the person possesses and compare them alongside the ones that require increased development for success in the position of a leader. The current competencies of an individual when compared to the skills required to fill the position of a leader, assist organizations in making better informed choices in hiring, maintaining and promoting leaders.

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## Military brain drain

By David Barno

During any military drawdown, equipment, training, force structure, and end-strength will inevitably be sacrificed. But the "crown jewel" that must be preserved in order to be able to fight and win in the years ahead is human capital. Recruiting and retaining highly talented people remains the best guarantor of success in future conflicts. No distant campaign against a wily and unpredictable enemy in the 21st century will be won without innovative and creative military leadership. And that leadership is most at risk in the coming thinning of the military's rolls. And the officer corps most of all.

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The non-profit, independent George C. Marshall Foundation, located in Lexington, Virginia, prepares emerging leaders in military service, foreign service, public administration and business in the essentials of vision, strategy and leadership. If you'd like to contribute in support of the Marshall Foundation's leadership education programs, call Rick Drake at 540-463-7103 or go online to [www.marshallfoundation.org](http://www.marshallfoundation.org).

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