

Leadership & Strategy Review

Upcoming Leadership Education Programs

July 27, Federal Executive Institute, Lexington, VA

August 19, Council of State Governments, Toll Fellows Program, Frankfort, KY

Sept. 18, Treasury Executive Institute, Washington, DC

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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.

Five transitions great leaders make

By Mike Myatt, Contributor, *Forbes*

The secret to leadership is there aren't any real secrets. The best leaders have just learned to make certain transitions that less effective leaders do not. Following are five key transitions great leaders make.

Find Purpose. Purpose is the one thing all great leaders have in common. The best leaders recognize a common purpose, shared values, and aligned vision are the hallmarks of any great organization.

People First. People will make or break you as a leader. You'll either treat them well, earn their trust, respect and loyalty, or you won't. The best leaders don't put people in a box; they free them from boxes.

Develop Awareness. Great leaders are self aware, organizationally aware, culturally aware, contextually aware, and emotionally aware. They value listening, engaging, observing, and learning over pontification.

Shun Complexity. Complexity is a leader's enemy not their friend. Great leaders live to eliminate or simplify the complex, while average leaders allow themselves and those they lead to be consumed by it.

Get Personal. Great leaders understand nothing is more personal than leadership, and they engage accordingly.

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Lessons for CEOs to deploy military leadership principles

By David Morken in *CEO Briefing*

Marines understand that leaders are made, not born. So they take whatever

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rough stuff families and schools provide and put them through a leadership crucible. Here are three indispensable rules for combat leadership that translates well at our company of 300.

First: Be mission focused. Be what? Be focused. See one thing as your goal. Words fail to encompass the richness and texture of a "mission," but that's what a business must have to drive it relentlessly forward, in unity, and in the face of fog and friction. Mission is what unleashes talent, motivates, and binds us together.

Second: Take care of your people. Mission comes first, but the health and creativity of people for the long haul comes second.

Third: Distinguish between strategy and tactics. One of the great lessons the military teaches is the ability to differentiate near-term tactics and long-term strategies. Acting with a strategic perspective in mind helps you to discover tactics that make sense.

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How to lead a team to greatness, from the man who sequenced the human genome

By Mark Micheli in *Government Executive*

From sequencing the human genome to running the largest biomedical research agency in the world, Dr. Francis Collins, Director of the National Institutes of Health, has a record of harnessing complex public institutions to get things done. Looking back on his successes as a federal leader, Collins offered these seven leadership tips to federal managers looking to make a difference:

- 1. Have the right team.**
- 2. Allow people to grow and they'll surprise you.**
- 3. Encourage risk taking.**
- 4. Connect everyone to the mission.**
- 5. Pursue a calling, not just a job.**
- 6. Be realistic about government service.**
- 7. Never forget you have the opportunity to change the world.**

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Five keys to inspiring leadership

By Gwen Moran, *Entrepreneur*

Forget the stereotypical leadership image of a buttoned-up person in a gray suit hauling around a hefty briefcase. "Our research indicates that what really matters is that leaders are able to create enthusiasm, empower their people, instill confidence and be inspiring to the people around them," says Peter Handal, chief executive of New York City-based Carnegie Training, a leadership-training company.

That's a tall order. However, as different as leaders are today, there are some things great leaders do every day. Here are five keys for effective leadership:

- 1. Face challenges.**
- 2. Win trust.**
- 3. Be authentic.**
- 4. Earn respect.**
- 5. Stay curious.**

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