

## Leadership & Strategy Review

### Upcoming Programs

July 13 on  
"Transformational Leadership" at  
National Association of  
Counties' Annual  
Conference in New  
Orleans

Sept. 16 on  
"Strategic Leadership" at the  
Treasury Executive  
Institute in  
Washington, DC

Sept. 29-Oct. 1 on  
"Strategic Leadership" at  
Federal Executive  
Institute in  
Charlottesville, VA

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*A collection of articles 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.*

### Ten timeless leadership lessons

By Glenn Llopis, *Forbes*

Leaders must take more time to stop, reflect and assess their own thinking, capabilities and aptitudes. The following timeless leadership lessons have served me well throughout my career.

**Opportunities are everywhere, but few have eyes to see them.** You must look beyond the obvious to see the opportunities previously unseen.

Leadership requires you to have circular vision and when you begin to grow complacent, you only see the obvious details before you, rather than those that lie around, beneath and beyond what you seek.

**Without strategy, change is merely substitution, not evolution.**

**An entrepreneurial attitude is the difference between reinvention and complacency.**

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### Five reasons leaders need confidence in the process

By Michelle Kerrigan, *Business Insider*

Every leader has the responsibility to turn vision into reality. Between these two lies the process; the path to success.

You need skills and confidence to stay this course and overcome obstacles. You need confidence not just in your abilities, but in the process itself; to trust that the steps you and your team take are what you need to succeed, so you don't get anxious, frustrated or lost.

Many people don't understand the importance of this, and here's why:

1. **Success is as much about the how as the why.**

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2. Everything important is a process
3. People have no clear direction without it.
4. Process doesn't just impact corporate confidence.
5. Process turns promises into results.

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## Are you really willing to hold people accountable?

By Bob Herbold

Providing clear responsibilities for individuals and then holding them accountable are critically important tools for a successful leader. Accountability is often not well understood, but here is a clear statement from Peter Drucker from his book *The Effective Executive* that is worth revisiting:

*It is the duty of the executive to remove anyone, and especially any manager, who consistently fails to perform with high distinction. To let such a person stay on corrupts the others. It is grossly unfair to the whole organization, and particularly to subordinates.*

To provide an example of what he was talking about, Drucker discussed General George C. Marshall, who was chief of staff of the U.S. Army during World War II. In building up the U.S. Army from a weak force of just 190,000 men, to the almost 8 million at the end of the war, Marshall had to work fast. And did.

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## Successful organizations need leaders at all levels

By Roger Trapp, *Forbes*

The need for "leaders at all levels" is one of the 12 critical issues identified in Deloitte's Global Human Capital Trends 2014 survey.

In a paper examining the findings, Deloitte consultants point out that leadership "remains the No. 1 talent issue facing organizations around the world" with 86% of respondents to the survey rating it "urgent" or "important." However, the fact that only 13% say they do an excellent job of developing leaders at all levels means that this area has the largest "readiness gap" in the survey.

Finding good leaders has always been a crucial issue. This is why the armed forces, for instance, puts so much effort into training their officers and why business schools and other providers of executive development have thrived.

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## Leadership lessons from a kindergartner

By Chris Withrow, *LinkedIn*

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Several years ago, I was observing an elementary school when I noticed a kindergarten class exit their room on the way to the playground. The teacher being the first to leave clearly had a frustrated look on her face. What I saw inside was a little boy curled up in the fetal position under his chair.

I was curious so I entered the room and struck up a conversation. We talked about fishing, his brothers and sisters and sports. At this point I told the boy he had huge muscles. Grinning, he climbed out from under the chair and flexed them, making sure I admired them fully. Oh how I bragged about them, much to his delight, and I said to him, "I bet you are a fantastic basketball player with those arms." "I sure am, was the reply. Do you want to see?" He grabbed me by the hand and led me outside to play.

I then realized leaders exhaust time and energy trying to make their employees change in ways that are just not in their nature. Indeed, we create procedures and plans for improvement to mold our staff into what we believe is the perfect employee. However, as many a spouse will confirm, you really cannot make meaningful and long lasting changes to the personality and character of a person.

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