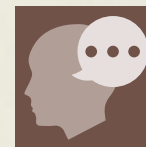


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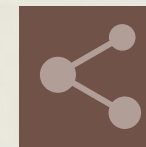
LEADERSHIP NOTES ON THE ROAD

LEANDRO HERRERO

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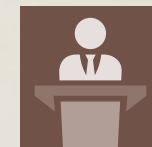
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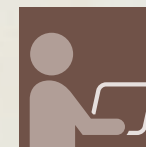
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CAMINO

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- 124 The most powerful leadership instructions are the ones that are unsaid
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- 132 Your mental frame, as defined by words, will dictate your actions. Even your values. Words are dictators.
- 134 Bold leadership pays off. It can also be killed by those who are highly paid to be professionally afraid.

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- 148 Imperfect data, imperfect instructions, low predictability, high trust: just a model for business (from boat racing)
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- 151 Three ways to get approval from your CEO or your leadership team
- 152 The indecision is final. Keep calm and wait for the next.
- 154 The leader who said, 'make your numbers' instead of, 'have a good trip back'
- 156 History is constructed the leader's legacy is not retrospective. We build it daily, so we'd better test it.
- 158 Management is political campaigning inside. Leadership is winning campaigns. Warning: this statement will be dismissed.
- 160 Top leadership needs to role model, lead by example and live the values. Now that we have said it, can we please stop talking about it?

- 162 Shifting the narrative: one of the finest roles of leadership
- 164 Thinking leadership in terms of legacy. There will be one.
- 166 Where there is too much vision, people perish faster
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- 170 Iconic leadership: the illusion of copying a one-off
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- 174 Manage the inevitable, lead the unpredictable, allow yourself to do both
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- 178 A 3-point leadership strategy for your transformation, small T, big T
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- 182 'Getting out of the way', as a leadership strategy
- 183 If you need to parachute help, send builders, not problem solvers
- 184 Have your big white board of distractions in front. Keep your list very fresh. Then, execute the strategy.
- 186 When your organisation not only has good leadership but is a leadership lab, a live school for leaders, we are talking serious cutting edge

- 188 Thought leadership is making people think, or there is not much thought or leadership. Maybe journalistic leadership?
- 190 Write a script, not a strategic plan
- 192 If you have two guys who think the same, fire one of them
- 194 The journey: for a Himalayan trip, trust a few good shepherds. Including your company Himalayas.
- 196 All the roads lead to Rome, but mind the axle of the car
- 197 5 Questions robots ask (how to spot a robot, since they are coming)
- 198 Organizational decluttering: a crusade in waiting that may need you as leader

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- 210 The tragedy of the obvious, part 2. The obvious things in 'management of change' (and still we can't see the donkeys)
- 212 3 Inconvenient truths about leadership and change
- 214 No hiding leadership: 'we are the ones we've been waiting for. We are the change that we seek'.

- 215 Prolonged agony in reorganizations is simply bad management
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- 218 I'm now of an age when I only want to work with people who want to change the world
- 220 Framing is a leadership must
- 226 Management technique: the transplant
- 228 We need the aliens. Everybody needs aliens. Smart aliens who can ask questions and open pandora boxes for us.
- 230 Have you heard the one about the three envelopes? There is a whole theory of management behind it.
- 232 The soft stuff and the hard stuff. Convenient split, but unreal. Leadership is neither hard nor soft.
- 234 Leaders, dealers and dreamers
- 236 Oh, mental frames! How easy to create misery!
- 237 Leadership: the way of the cat and the way of the monkey
- 238 Leadership is an amoral praxis. How about this to start a conversation?
- 240 Management upside down: global is local, leadership goes grassroots, top is at the bottom and traditional management needs a retirement party.
- 242 Within us, between us and around us. The only 3 chapters of psychology and the only 3 modules of leadership development.

- 244 The pilgrimage to the top of the leadership mountain to ask for permission, blessings and a bit of gratification
- 246 20 Rules of leadership
- 248 Leadership scaffolding. Let's try this mental model.
- 250 The leader is not an answerphone. Or a help desk.
- 251 When necessary use words
- 252 The inevitability principle is inevitably wrong. Leaders must avoid it.
- 254 Reinventing management is reinventing the skill set. It's urgent, and the answers are elsewhere, not in traditional management practices.
- 256 The 'research' for the real-real unique attributes of world class leadership is embarrassing

SANTIAGO DE COMPOSTELA, PRAZA DO OBRADOIRO

- 264 When management is overweight, leadership may be starving
- 266 Backstage Leadership™ is key to collective leadership, a cornerstone of the modern organization
- 267 Leadership is not an HR topic. It's also not outsourceable. You are stuck with it.
- 268 All teams with a 'sell-by-date'
- 270 Intolerance, Diversity and Exclusion: It's behavioural!

- 272 Top Influencers 2, Top Leadership 1 (Hierarchical power in the organization is half of the 'peer-to-peer' power)
- 274 'It's about you, and between you (not us at the top, not the leadership team)'
- 276 Great players, great training, wrong game
- 278 'Paths, not works'. A philosopher's metaphor that explains our leadership challenges well.
- 280 Pope Francis' description of the 15 diseases of the Catholic Church administration apparatus (Curia) says a lot about the universal traps of human organizations
- 284 But what do they think? What do they want us to do? Why don't they just tell us?
- 286 The Twenty Percenters
- 287 The organization's collective self-belief is often hidden. Leaders need to hear the unsaid.
- 288 From 'us and them' to 'us with them'. Don't kill the 'us' on behalf of a fictitious 'global'
- 290 Blasting middle management is a sign of leadership incompetence
- 292 Navel-gazing (Nombrilisme in French, sounds much better) is constant in the organization. The issue is not to deny it, but to fight it.
- 294 Management: by invitation. Unbundle reporting lines and management teams.

- 297 The problem with too many decisions pushed up to the top of the organization usually lies with those at the top who complain most
- 298 10 reasons why you should retire 'Passion' from your value system
- 300 I wouldn't hire anybody who is likely to follow the job description
- 302 Employee loyalty is a plural. Leadership is the host of that plurality, always an irrational mix.
- 304 Reclaiming the human values language for the corporate world
- 306 If leadership in organizations followed some 'activism rules'; not standard management logic. Here is one rule.
- 308 'The conference': Tribes talking to themselves
- 310 The 7 Habits of Highly Effective Killers (in the organization)
- 312 Do competence-based management and leadership systems create better managers or leaders? (Sorry for the inconvenient question)
- 314 Archaeologists usually don't build houses. We have lots of archaeologists on the payroll.
- 316 An enlightened top leadership is sometimes a fantastic alibi for a non-enlightened management to do whatever they want
- 318 How many people on your payroll have never licked a stamp?
- 320 Some workplaces are 'non-places' and as inspiring as Clinical Isolation Units

- 322 Some company cultures are works of fiction. Some leadership teams 'harrypotter' a narrative that nobody else recognises.

LA HABANA, PARQUE CENTRAL

- 330 Don't let the expression 'this is just business' be synonymous for inhuman. Business? Not in my name.
- 332 Could the 'global teenager' teach us about 'global leadership'?
- 333 Don't trust armchair critics, reformers and broadcasters of leadership who don't know what a dry cleaners is
- 334 Competition glorified: you are not a student, employee or citizen, you are a contestant
- 336 The video and the audio of empowerment are out of sync
- 337 Saturday poem for leaders who don't read poems
- 338 'If you put the federal government in charge of the Sahara Desert, in 5 years there'd be a shortage of sand'
- 339 I make my best clients restless. I make the others comfortable.
- 340 There are off-the-shelf accounting packages to buy and use. There can't be such a thing as an off-the-shelf Leadership Development Programme.
- 342 My friends, the monks', secret weapon: the asterisk. I want Leadership with tons of them

- 344 'We have no time' people and 'there is plenty of time' people, share the same sixty-minute hour
- 345 It's still Day One: the winning philosophy of Day Two and Day Two Thousand
- 346 My top 5 Leadership questions at the top of the agenda
- 348 The 'Call me Peter' School of Leadership
- 350 The leadership team tipping point: the arrow points South
- 352 The 'Great Man' model of leadership is alive and well, despite largely exaggerated accounts of its death
- 354 The world is flat, leadership is global, and I want to go home
- 356 The Leader with Seven Faces. A model of leadership that requires a mirror.
- 358 May I introduce you to our worst enemy? The word average.
- 360 Stop press: The C-suite people, and top leadership, major problem revealed
- 362 The formula about what to do when 'leadership does not get it', finally revealed
- 364 'You can have any colour of leadership as long as it is white'. This is our 'Ford translation' in organizations.
- 366 A tsunami of navel-gazing, force 11, is impacting business, society and politics. And individual identity
- 368 Is leadership so elusive? Or only in the hands of academics?

- 370 Corporate grammar could learn from Obama's spelling guidelines
- 371 Martin Luther King's 'I have a dream' was not in the script
- 372 7 Rules to negotiate and lead (and control your destiny). Number 5 is the tricky one.
- 373 The best question is the one which has no answer
- 374 'Our best days are yet to come. Our proudest moments are yet to be. Our most glorious achievements are just ahead'.
- 376 Good leaders are a bit like corporate anthropologists, without the six months in Tanzania
- 377 Three magic questions for leaders
- 378 'What is in it for me?' Don't answer that for anybody
- 379 The tragedy of corporate shallowness. A call to wake up
- 380 The arithmetic of suffering is flawed. Leave the tape measure at the door.
- 382 Going back to normal post Covid-19, when normal is not waiting for us
- 384 Solidarity as a form of organizational culture is both a soft label and a secret weapon
- 386 The 6 stages of management teams. The origin and evolution of these species on one page.
- 388 No milk, no honey, enjoy the journey
- 390 What I learnt from the monks: a little anthropology of leadership and space on one page
- 396 PLACES

BASE CAMP

Philosopher Martin Heidegger requested before his death that the collection of his writings be called 'paths, not works'. He had used the word 'paths' several times. It provides, according to some interpreters of his 'works', an image of 'leading' but not necessarily to anywhere in particular; like many paths do in the woods.

The great Spanish poet Antonio Machado said it well in one of his most acclaimed poems. It would read in English something like this: 'Walker, there is no path, you make the path by walking'.

The allegory of the path, whether Machado's path making or Heidegger's 'paths, not works', is a good metaphor for leadership. I really believe that cartography and leadership are twin sisters.

Pilgrimage is also another good metaphor for the leadership journey, a journey that can be done in solitude but also accompanied by followers. The pilgrimage has both the personal and the collective, all in one. The journey contains all sorts of challenges and discoveries for the pilgrim, as it does for the leader. The difference in the pilgrimage is that it has a fixed destination. But arriving is never landing by helicopter. You have to walk, to go, to move, bit by bit, and then sense, learn, live.

Every year, about 300,000 people walk the Camino de Santiago (The Way of St James) a network of routes starting in France or Portugal, or Spain itself, and that ends in Santiago de Compostela, in Galicia, Spain. Probably a minority will walk the 'required' last 100 km on pure religious grounds. But most will talk later about the transformative effects of the Camino, the route, the pilgrimage.

Constantine P. Cavafy is one of my favourite poets, and *Ithaca* my favourite one. He describes the perils of the journey to the mythical Ithaca. A destination. 'Keep Ithaca always in your mind. Arriving there is what you're destined for'. But he says that most of those perils may be in your head. And then he recommends to take your time, not to rush, go slowly, stop in all the ports, learn from the locals, and buy their perfumes. And he warns, maybe when you finally get to Ithaca, you'll be disappointed. It has nothing to offer compared with all you've learnt and lived and changed. 'Wise as you will have become, so full of experience, you will have understood by then what these Ithacas mean'.

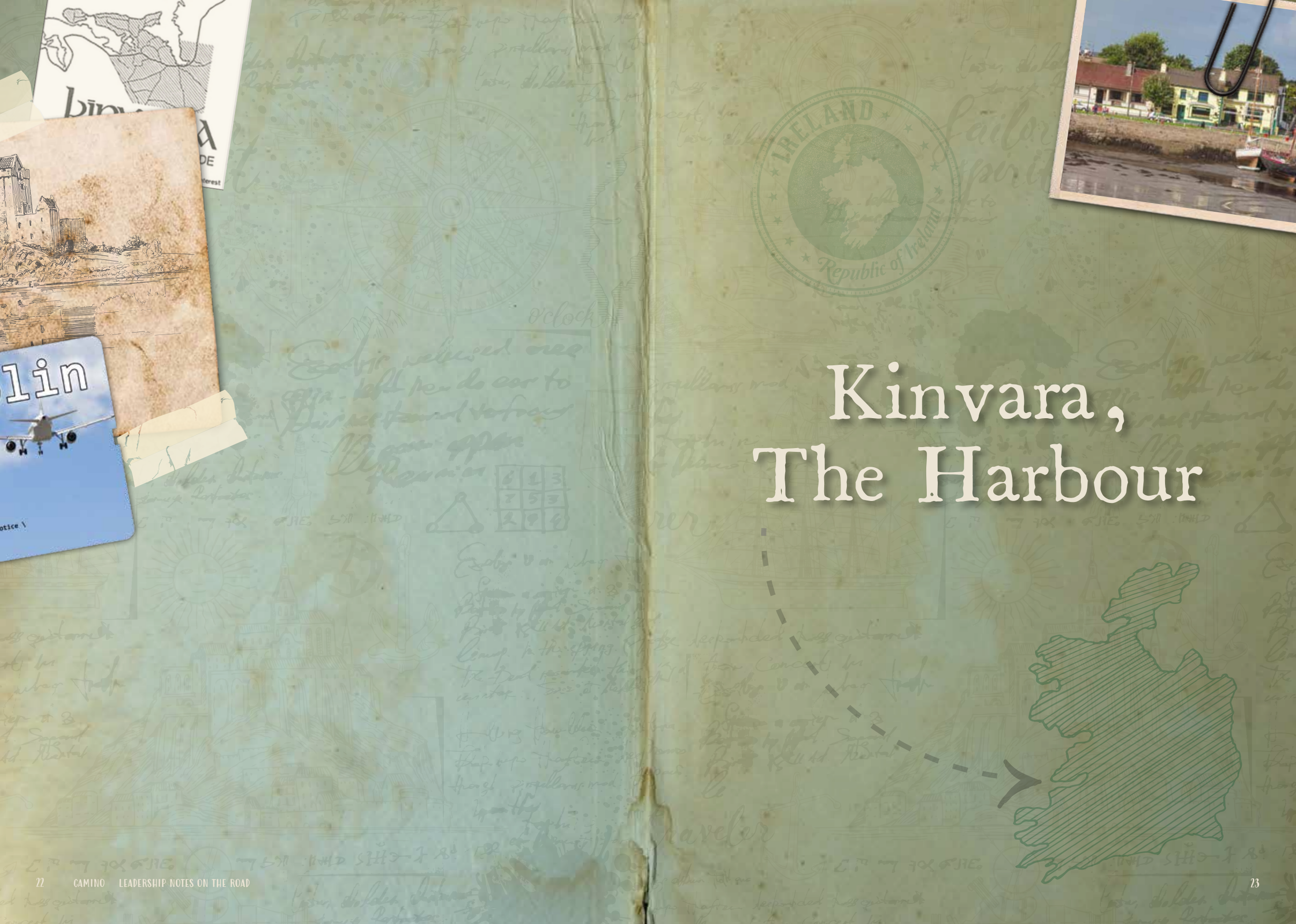
Good leaders are good path makers. Sometimes the journey is not clear. The destination may still be ambiguous. Again, it's all about cartography. For me, a leader is the cartographer in chief who, whilst walking with others, also becomes an architect and a builder. If this is about journeys, and maps, and building, and Cavafy's 'enter (ing) harbours you're seeing for the first time and stopping at Phoenician trading stations, to buy fine things', then there is almost no end to it.

On my imaginary journey inside my head, I took notes and articulated ideas. Most became a Daily Thought, a blog I have been running for years. This is a collection of those notes. Don't look for Harvard here, there are only harbours and other places that have generously adopted the content between them.

In this Camino of mine, I have also learnt to spot the real things, the fundamentals, the rocks. These are my Rules. A small collection of warnings, strong views and discoveries that I do not intend to be transferable. After all, the journey is not transferable, nobody can walk the Camino for you. Liberated by the idea that I don't need to impart universal wisdom to end in a sterile case study and that I can share these rules like one shares a meal without having to explain the chemistry of the ingredients, here they are, still full of dust from my journey. The one I have only just begun.

1. Earn credibility all the time. Stocks deplete easily.
2. Act as if you do not have anything to lose.
3. Be unreasonable in your demands, the reasonable ones are taken.
4. Detect bullshit and become proficient at detecting it. Then, protect yourself and others.
5. Exercise provocation with panache and respect. Aim at being appreciated, not hated, for it.
6. Don't be a provocateur, rebel, maverick, contrarian or challenger for the sake of it. Have a good 'because' ready.
7. Infect others, don't do it alone.
8. Be restless, be uncomfortable (and foolish and hungry and the rest...). They're the only things that confirm that you are alive.
9. Watch your ego. Most of the time it is not your friend. Rule of thumb, most of the time it's not about you.
10. Never settle for one possibility only.
11. Don't waste your time managing the 'inevitable'. There is a lot of 'possible' waiting for a leader. Look for what would not happen without you.
12. Seek unpredictable answers. The predictable ones are already seeking you.
13. Don't be against anything. Don't create enemies. The exceptions are mediocrity and dishonesty.
14. Write down your little bit of daily legacy in a secret little book.
15. There is only one test: what will you tell the children? (that you do, you did, you didn't do).
16. More important than what you say is what people hear when you are saying it.
17. Practice 'I don't know', possibly followed by 'and I don't think you know either, so let's figure it out'.
18. Make things happen first, then clean up the process for the next time. In that order.
19. The unexamined leadership, like the unexamined life, is not worth living.
20. Play as many roles as you want, but never a victim or an enemy. Both being 'victim' or 'enemy', requires your full consent.

Off to the next harbour.



Kinvara, The Harbour

‘What if the problem is me?’

An uncomfortable, key question for leaders

Reflective leadership has gone into progressively short supply. In an era where prescriptive answers seem to dominate reflective ones, it has become more difficult to stop and think, to question, to wonder. After all, we have ready made 7 Habits for This and 8 Attributes for That, which seem to provide universal answers. Introspection has never been favoured by traditional management, or at least, not by ‘mass management’. Granted, some elites that have been given access to some forms of executive development may have had the opportunity. Even in that territory, however, self-reflection is rarely, if ever, at the top of the agenda.

An old psychological concept from the 60s may help to understand why leaders differ in their ability to self-reflect on their leadership and the impact of their actions. It’s called ‘external vs internal locus of control’. People with a predominant ‘external locus of control’ tend to attribute events to external forces. In the opposite extreme, people with a predominant ‘internal locus of control’ will see themselves more in charge or as protagonists of the events in their lives. It follows that the external people will end up blaming other people more, whilst internal people will look more at themselves first.

This crude distinction is particularly important in areas such as Safety. In our Viral Safety™ programmes we use this unsophisticated parameter a lot. Safety professionals, or simply employees, with high ‘external locus of control’ will tend to see safety problems as something

produced mainly by others and will focus more on somebody else’s behaviours, versus considering that the safety is of their own making.

Leadership can be seen through similar lenses. Some leaders seem to never contemplate the possibility that they are the problem, it’s always somebody else’s fault. If there is any reflection, it’s certainly outwards. You need a good dose of ‘internal locus of control’ to realise that maybe the problem is you.

In my consulting practice I find this leadership problem one of the hardest to solve. ‘Internal vs external locus of control’ is very entrenched in personality. It’s hard, but not impossible through good coaching, for example, to turn a high external individual around.

My behavioural hat however, has a clear, if not answered, guidance for this: create a habit of asking the question ‘what if (this problem, what is happening, what I see) has to do with me? What if the issue is me?’

THE HABIT OF REPEATED QUESTIONING IS A GOOD WAY TO OPEN THE DOOR TO BETTER REFLECTION, AND, WHO KNOWS, THE DISCOVERY OF A NEW WORLD INSIDE OF YOU!

Emotional Ignorance needs a book

EMOTIONAL INTELLIGENCE WAS A PARAGRAPH-LENGTH CONCEPT EXPRESSED IN A LIBRARY OF PUBLICATIONS. AT THE TIME IT WAS A SHOCK TO THE SYSTEM. DO YOU REALLY MEAN EMOTIONS COUNT IN HARD MANAGEMENT AND LEADERSHIP? WOW!

The Emotional Intelligence industry (that created subsequent sequels in the form of social intelligence, even spiritual intelligence) has continued to warn about the need for 'broader intelligences', in plural. And there is a place for this! But what really needs a book is Emotional Ignorance. Or two books, or... errr. Day after

day we see people in high places oblivious to what is happening on the human side of the enterprise: too complex, too soft (soft and hard are still used as terms), too distracting. They are the ones who think they have a high emotional score but behave like blind men in the land of people dynamics.

It's this Ignorance that worries me: robotic management, robotic processes, robotic systems managed by people who want ... innovation, entrepreneurship and risk taking.

20 Reasons why I trust you

1. I trust you because I can say 'I haven't got a clue' and you don't think I am an idiot
2. I can be vulnerable and won't be penalised
3. I can be emotional and you won't think I am weak
4. I made a mistake and you said you did as well
5. I opened my heart and I did not regret it
6. I told you something in confidence and you kept it private
7. I shared my doubts and I did not go down the ranking
8. I showed you my tiredness and you didn't think I wasn't capable
9. I am not as strong as you think, but you could see strengths in me that I didn't
10. You said that you'll help me and you did
11. You said I could call you and you meant it
12. I felt overwhelmed and you did not broadcast it
13. When I screwed up, you could have avoided me, but you gave me your public hand
14. You knew how much I depended on that piece of work and you delivered it to me earlier
15. I got mad and you didn't
16. You always keep your promises
17. You represent me and I can sleep
18. You protected me and did not send the bill
19. You always tell me the truth even when I don't want to hear it
20. You never grow at the expense of my shrinking

Bring 'character' back

We call it character assassination for a reason. It's the ultimate attack. The attack on the uniqueness of an individual, to the moral scaffolding of the person, to the sum of his qualities, a sum which has a unique blend of components that makes that character so distinctive. Stripped from anything else, character remains. The Greek and Latin etymology of the word links character to a set of qualities, which mark or design (like the characters of a text), 'an imprint on the soul'.

When politicians run out of policy arguments against opponents, they may resort to character. In fact, this is always a flag, a sign of desperation and weakness, not a strength, on the part of the assassin.

Character is often translated into a set of words including trust, courage, honesty, respect, moral integrity etc. A solid set of values seem to be at the core of the DNA of character.

We need to bring character back to the table of Leadership. Why back? I seem to imply it has gone. Not quite, but it's gone for long sabbaticals. The organizational airtime for character has been taken over by other more prosaic and often neon-like visible flashes of 'what the leader does', and even more, by 'the 10 things successful leaders do' and the 'so many habits'. This is not bad in itself. Mirrors and examples and models are welcome, provided they are taken with a pinch of salt. However, these are shortcuts that avoid a deeper discussion.

But, it's easier to talk about how good leaders empower, delegate, communicate well and set expectations, than to get down to the cave and look for the soul. In the choice between soul and the '10 traits of

successful leaders', the latter sells much more. Also, we are told, C level business people don't do soul.

I believe that the ultimate discussion about leadership is about character. Not even about personality. After all, personality has to do with the persona, the exterior, the mask, still not deep enough. Abraham Lincoln said that 'Character is like a tree and reputation like its shadow. The shadow is what we think of it; the tree is the real thing'. Instead of reputation we could also say the visible persona, the external behavioural 'presentations in everyday life', as Erving Goffman would have said.

The main challenge I see is that, as I said before, character has been evicted from the organizational/business/people conversation and now we tend to find it dwelling in the Self Help, New Age or Spiritual shelves. Even Western educational systems seem to be shy of the word these days.

I could picture an entire Leadership Development Programme devoted to Character, including its corrosion, to use Richard Sennett's 1998 title of his book.

**THOSE OF US WHO OCCUPY THIS TERRITORY
(YOU, ME, MANAGERS, PRACTITIONERS, CONSULTANTS)
SHOULD BE BOLD ENOUGH TO UNAPOLOGETICALLY
RESCUE CHARACTER FROM ITS TRAVELS TO OTHER
LANDS, SO THAT IT OCCUPIES AGAIN THE CENTRE OF
THE DIALOGUE, A CENTRE THAT IT SHOULDN'T HAVE LEFT.**

Pilot or pastor ?

From the No Nonsense Francis School of Leadership

**POPE FRANCIS HAS DONE IT AGAIN. I MEAN, HIS PROBABLY
WEEKLY, PLAIN ENGLISH (WELL, ITALIAN OR SPANISH),
BIT OF NUDGING TO HIS TROOPS. AND, AS IT IS NOW NORMAL,
A NEW PIECE OF WISDOM AND UNSOPHISTICATED,
UNCOMPLICATED GUIDANCE, IS OUT FOR COLLECTION.**

This plain, off-the-cuff talking drives his holy apparatus nuts and is often seen (mostly heard) with horror by the ones who expect the Catholic Pope to speak nothing other than extremely complicated and theologically unintelligible language. But many people, even those not close to the Catholic Church, also systematically receive it as fresh air.

Francis' authenticity is such raw material that many people think of it as calculated spin of a 'super-skilled politician'. We have come to believe that authenticity is suspicious. Who could blame the thinkers? After all, we are short of that authenticity, so seeing a real Endangered Species live next to us, shocks us.

Francis was this time talking to the Italian Bishops about the importance of the laity. Read normal people not in the church hierarchy. He told them that they did not need a bishop-pilot ('to assume their responsibilities at all levels, political, social, economic or legislative') but a bishop-pastor. The implication was: you are piloting too much. So, pilot or pastor?

Everybody knows what a pilot is. The ones who do the job, take you to places, whilst you sit behind in comfortable seats (of some sort), often going off to sleep. Pilot-leadership style is similar. 'They' at the top will do, decide, will tell us what to do. The CEO is the pilot, the COO the co-pilot, the CFO the second co-pilot and so on.

Pastor and pastoral care not only has a religious connotation in itself, but a broader meaning of 'emotional and spiritual support'. In the UK, in particular, the term 'pastoral care' is used in education in a non-religious way, to refer to 'the practice of looking after the personal and social well-being of children or students under the care of a teacher or rabbi'. It can encompass a wide variety of issues including health, social and moral education, behaviour management and emotional support.

Pastor-leadership is therefore more about creating the conditions, the environment, the space. It's about care (same root as cure, and in other languages as dear or loved).

**MANY WELL-MEANING LEADERSHIP TEAMS EMBRACE
PROGRESSIVELY INCREASING LEVELS OF PILOTING
WITHOUT EVEN BEING CONSCIOUS OF IT. THE PILOT MODEL
IS VERY VISIBLE IN ORGANIZATIONAL CULTURES WHERE
TOP LEADERSHIP OR TOP MANAGEMENT TEAMS HAVE
A DISPROPORTIONATE AMOUNT OF TOPICS TO 'APPROVE
AND DECIDE' ON THEIR AGENDA. THESE GROUPS AND
TEAMS ARE SO BUSY PILOTING FROM THE FIFTH OR TENTH
FLOOR HQ COCKPIT THEY HAVE NO TIME TO COME DOWN
TO THE PASTURES AND DO SOME PASTORAL STUFF.**



