

What Kind of Leader Are You?

A leader can be an executive, but an executive is not necessarily a leader. The truly great executives, throughout the history of Corporate America, have been great leaders.

SLS Global

**Leadership Solutions
that Power
Organizational
Excellence**

4501 Connecticut Avenue, NW
Suite 215
Washington, DC 20008

Phone: 202-237-7179
Fax: 202-237-7177
E-mail: info@slsglobal.com



September 17, 2010
By: Sue Daoulas

Leadership is Not About You

A leader can be an executive, but an executive is not necessarily a leader. The truly great executives, throughout the history of Corporate America, have been great leaders. What do these men and women have in common? All great leaders have a vision and they drive hard toward that vision honestly and ethically. They have strong principles and genuinely value others (employees, their families and customers). They develop and inspire others to grow and meet their full potential. They build a sense of shared purpose within their organization. The result?

The creation of thriving, cohesive, mission-oriented organizations, filled with committed and hard-working team players, that are prepared to respond to changing internal and external demands.

So, what kind of leader are you? A leader's model is built from the sum of their experiences, knowledge, successes and failures. Three leadership styles are most often used by Great Leaders: Servant Leader, Transformational Leader, Visionary Leader.

| TYPE | PERSONAL MOTIVATION | PERSONAL BEHAVIOR | FOLLOWER RELATIONSHIP | FOLLOWER VALUE | WORK ENVIRONMENT |
|--|--|---|---|---|---|
| Servant "Heart power is stronger than horsepower". ~ Henry Heinz | Servant first. Defines the vision based on the needs of the followers. | Displays authenticity: honest, genuine, high level of trust with followers. | Supports & empowers followers to act proactively. Inspires them to perform at high level. Shares leadership. | Values people for their unique contributions/ talents (listens, understands & empathizes). | Builds communities -- develops of sense of "community" within organization, shared purpose/ common goals. |
| Transformational "Our real accomplishment is to have inspired our people to buy into a concept, to share a feeling & an attitude, to identify with the company -- & then to execute". ~ Herb Kelleher | Leader first. Has a vision & inspires others to embrace the vision & act accordingly. | Idealized influence -- high standards of moral & ethical conduct. | Leader & follower raise one another to a high level of motivation & morality. | Recognizes the unique growth & developmental needs of followers as well as coaching followers & consulting with them. | Challenge organizational norms, encourage divergent thinking & push followers to develop innovative strategies. |
| Visionary "I've never run into a guy who could win at the top level in anything today & didn't have the right attitude, didn't give it everything he had, at least while he was doing it; wasn't prepared & didn't have the whole program worked out". ~ Ted Turner | Partner first. Social innovators & change agents, sees the big picture & thinks strategically. | Leads by example. Sets high standards of excellence, effective communication, ethical/moral behavior, authenticity. | More interested in being respected for their skills, integrity, & work ethic than they are about being liked. | Inspires people to better themselves & gives them the confidence to do so. | Takes a partnership approach to create a shared sense of vision. Fosters teamwork & team spirit to emphasize win/win opportunities. |

Henry J. Heinz -- Servant Leader

Heinz is a servant leader. At a time when vast wealth was amassed by notorious robber barons, Henry Heinz was well known for his humane treatment of his employees, customers, and suppliers. He considered himself a fellow employee and treated his employees as if they were family; paying top salaries and ensuring industry-leading working conditions. In fact, the working conditions for some employees were better than they had at home. He revolutionized employee treatment: among the first to provide employee dining rooms, locker rooms and dressing rooms; created first aid stations and offered a trained nurse, doctor and dentist; offered company-paid life insurance; built roof gardens, a gymnasium, swimming pool, library and an auditorium for lectures and concerts; decorated the workplace with paintings and flowers; developed annual employee picnics and social clubs; and, gave each employee a holiday gift. He was one of the first corporate advocates of the 5-day work week and an outspoken supporter of food quality regulations. Because of his insistence on cleanliness and food purity, Heinz instituted programs to help his employees. Employees would change into uniforms from their street clothes when they arrived a work; Heinz provided clean clothes and indoor washing facilities, a place for employees to bathe before leaving work and provided weekly manicures for any employee who handled food. As a leader, Heinz, an astute business man with a natural flair for advertising, showed that common sense, decency and social justice combined with business savvy is a proven recipe for enduring business success. The Heinz vision has always been to be the trusted leader in nutrition and wellness, dedicated to sustainable health of people, the plant and the Company.



By age 8, Henry Heinz showed his entrepreneurial spirit when he began selling produce from his home garden to neighbors and later to local grocers. By age 12, Heinz owned his own plot (where he raised produce), a horse, a cart and a growing list of customers. At 14, he joined his father's brick-manufacturing business and continued to built his produce business. At the age of 25, Heinz began the Heinz and Nobel company to produce and sell horseradish and other products. This company went bankrupt due to a fall in the price of the horseradish root, but he opened what is today the H.J. Heinz Company a year later (1876). Heinz grew the business until it has become the largest US food processing and distribution companies, owning such subsidiaries as Star-Kist and Ore-Ida, and producing more than 6,000 varieties in over 200 countries.



Disadvantage of Servant Leadership:

The servant leader can be derailed when their ideals go unfilled and become discouraged when others do not appreciate and embrace their values.



The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it.
 ~ Theodore Roosevelt

Herb Kelleher -- Transformational Leader

Kelleher is a transformational leader. He built a company - based on a culture of commitment, performance and loyalty (to customers, employees and employers) - that transformed the way the American flying public thought about air travel. Kelleher has described Southwest employees as, " people who on their own initiative want to be doing what they're doing because they consider it to be a worthy objective." As a leader, Kelleher made decisions based on values and their impact on people while remaining focused on the big picture and long-term vision for the organization. He projected inspiration and graciousness with a constant yet gentle nudge toward his goals and vision. He was fiercely determined and not afraid to take risks. Kelleher exhibited a sense of duty, loyalty, and ethical commitment to Southwest. He genuinely believed that his employees were the company's greatest asset -- "We take good care of our people, our people take good care of our customers, and our customers take good care of our investors."



Herb Kelleher was educated and trained as a trial lawyer and only entered Corporate America at the age of 36 when he and a client founded Southwest Airlines. Their vision for the company was revolutionary at the time: eliminating unnecessary services and utilizing secondary airports in order to offer the lowest fares in the industry. Southwest Airlines began service in 1971 with 3 planes operating in Texas and gradually expanded in the south over the next several years. In 1982, Kelleher took over as President, CEO and Chairman of the Board. Under his leadership Southwest experienced explosive growth and was transformed into the new industry standard; showing a profit for 37 consecutive years. Today, Southwest Airlines flies over 100 million passengers a year in over 500 planes to 66 cities.



Disadvantage of Transformational Leadership:
When day-to-day conflict arises, the charismatic transformational leader may avoid confronting the problem so as not to appear as losing control.

By definition, a leader is someone who rules, guides or inspires others. However, a leader needs followers and how a leader gains and treats his follows is an indication of what kind of leader he is. Servant leaders, transformational leaders, and visionary leaders value others and the contributions they make to the success of the organization.



*People who work together will win, whether it be against complex football defenses, or the problems of modern society.
~ Vince Lombardi*

Ted Turner -- Visionary Leader

Turner is the epitome of a visionary leader. Characterized by his adherence to the old US Army adage, "Lead, follow or get out of the way," Ted Turner knew what he wanted and made it happen. He was more concerned with being respected for his skills, integrity, work ethic, and achievement than with being liked. Turner's career skyrocketed from running a family billboard company to building a media empire. He was most successful when conceptualizing a new vision and bringing about radical change. He was a leader who made mistakes, but was always ready to work harder than the next guy and turn a crazy idea into a successful organization. He empowered himself and others by challenging, confronting and, when necessary, taking an opposing point of view, to enhance the contribution of individuals. As a leader, he had good people skills, could communicate effectively, maintained a positive attitude, exuded self-confidence and charisma, had the strength of character that gave him the ability to overcome adversity, and the drive and determination to succeed.



Ted Turner became president of Turner Advertising at the age of 24 after the death of his father. He bought his first television channel in 1970. He revolutionized cable television by launching TBS Superstation via satellite in 1976 and television news by launching a 24-hour news station (CNN) in 1980. By the age of 50 he had formed his own television network (TNT) and continued to create specialize cable channels such as Turner Classic Movies and the Cartoon Network.

Disadvantage of Visionary Leadership:

Once the idea is realized, the charismatic visionary can be out of place.



*You get the best out of others when you give the best of yourself.
~ Harvey Firestone*

So, what kind of leader are you? If you are a great leader, it is likely that you embody the commonalities of Servant Leader, Transformational Leader and Visionary Leader. All great leaders share five essential characteristics. You:

- Have a vision and are passionate about achieving the vision;
- Not afraid of taking risks, thinking "outside the box" or being revolutionary in your chosen endeavor;
- Seek and value the contributions of others;
- Encourage teamwork and foster a team spirit; and,
- Have strong personal character (morals, values, and ethics).

Leaders are made, not born. The great leaders of Corporate America have built on their innate talents and interests, learned from their experiences (successes and failures), made the most of the opportunities presented, and ultimately been successful. Today's leaders have the opportunity to stand on the shoulder of giants to build their own future and shape their own destiny.



The best way to predict the future is to create it.

~ Dr. Carole Stovall