Leadership in Action:
Insights into Leadership in Civil Society

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Content

➢Facing the Seen and Unforeseen

➢What kind of Leaders for the Party?

➢Self - & Contextually-Aware Leadership

➢Team Leadership & Inspiration

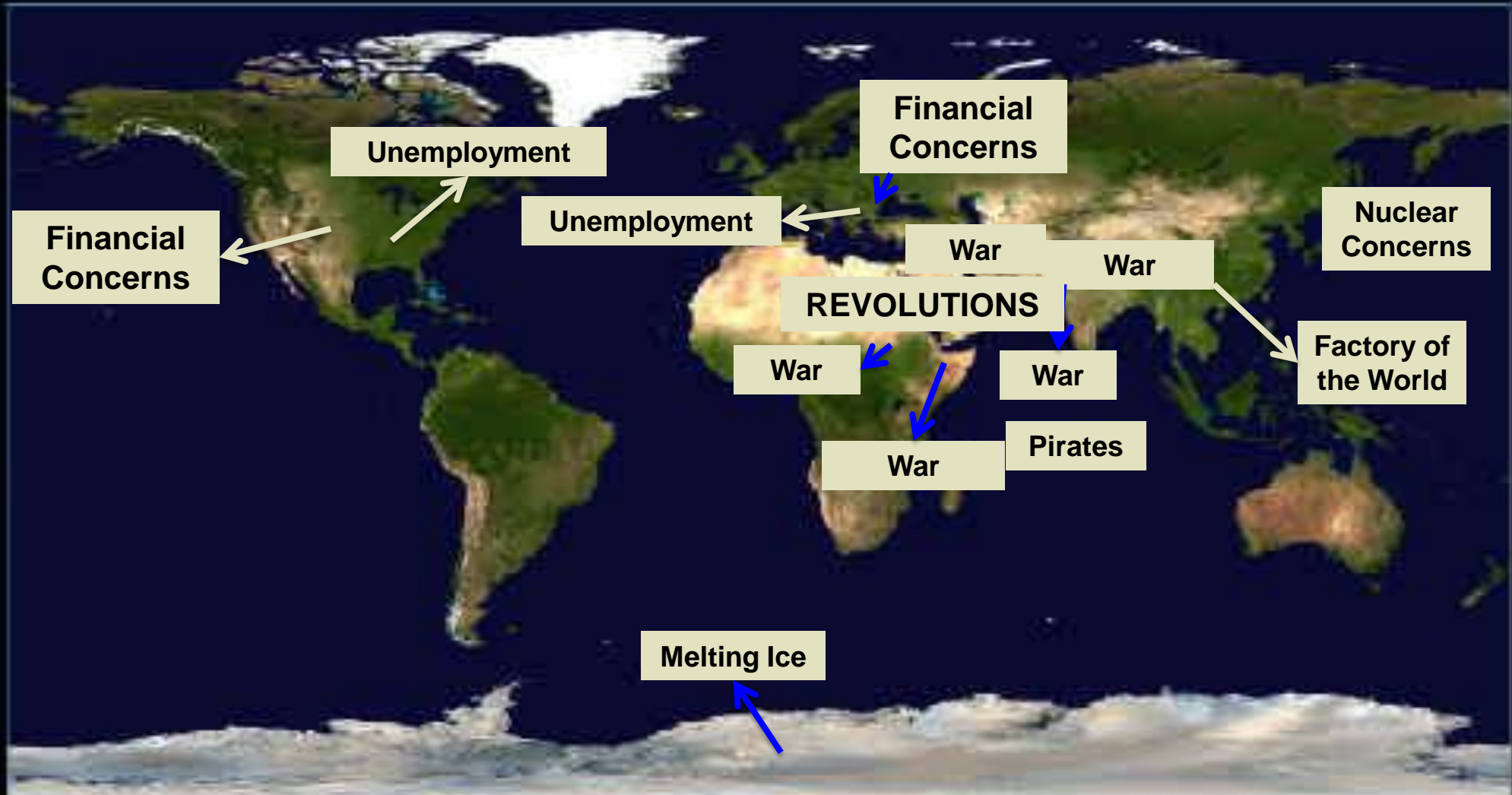➢Party Builders & Promoters

➢Lessons from the Past and the Present

"An effective leader is one who can make ordinary people do extraordinary things, make common people do uncommon things. Leadership is a lifting of a man's sights to a higher vision, the raising of a man's standard to a higher performance, the building of a man's performance beyond its normal limitations"
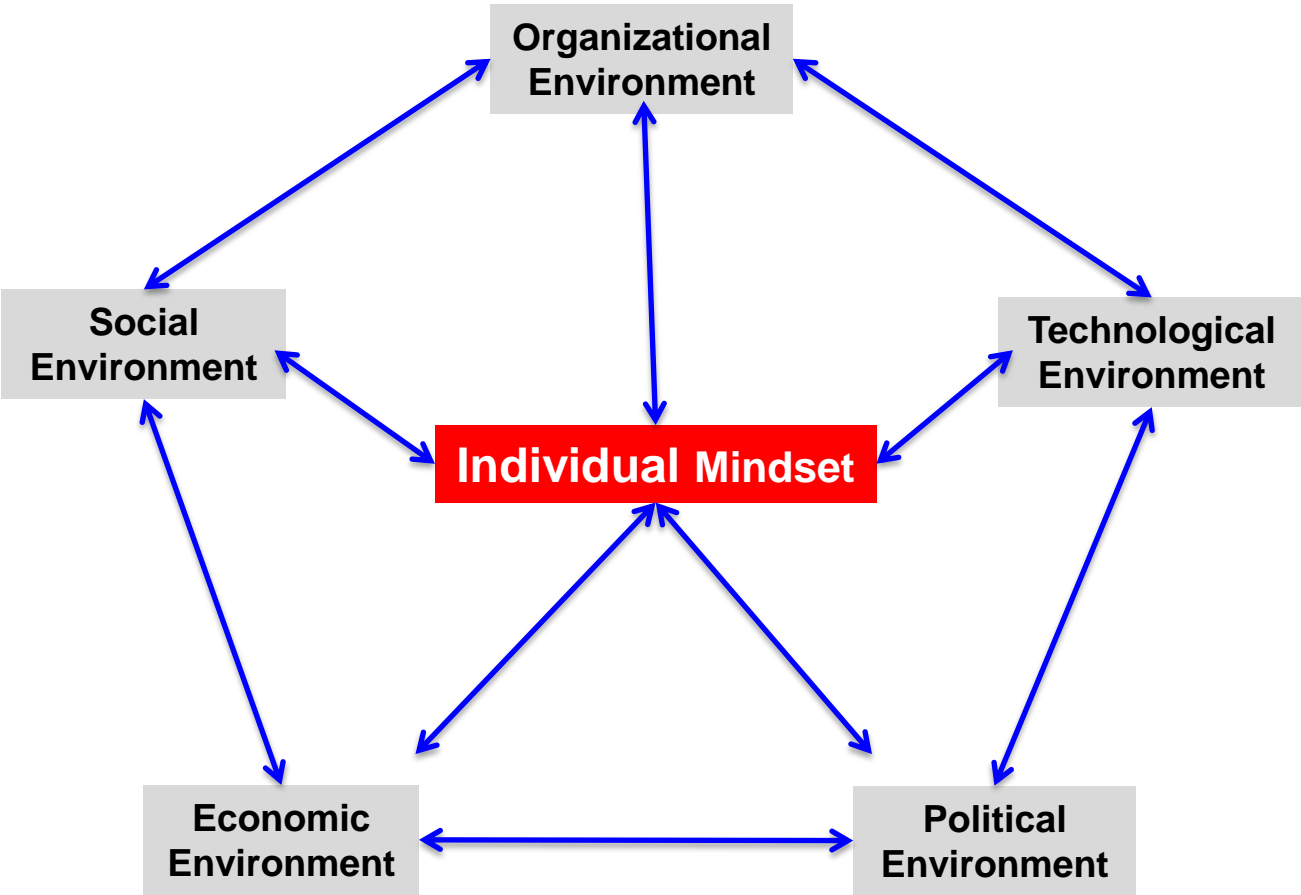
Peter Drucker

What is Happening **IN** the World?
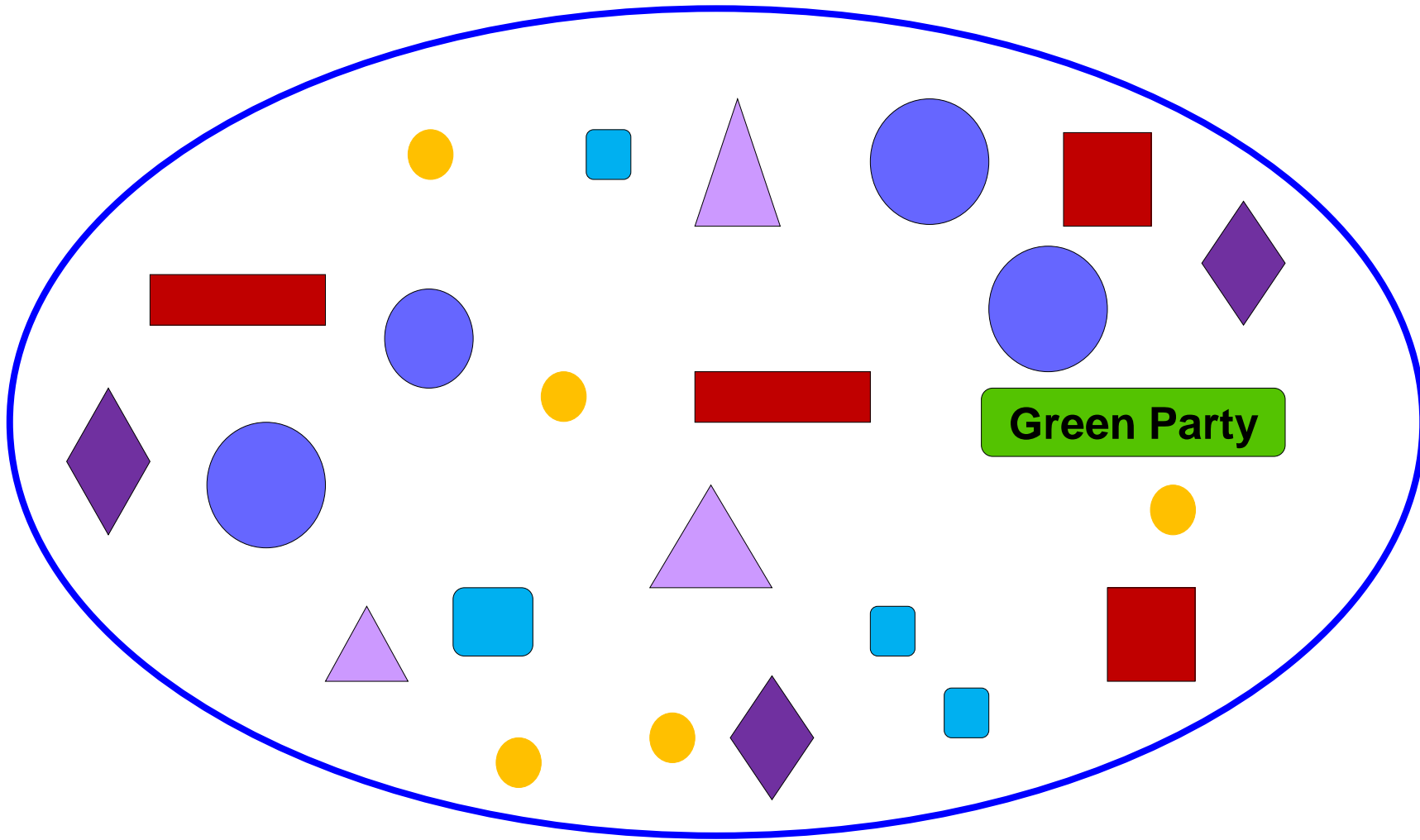
What is Happening **IN** the World?

An Ever- Changing World!

The Party is not isolated from its Environment

Party Environment

Determining what kind of Leaders does the Green Party need requires a clear understanding of the **Context & the Content**

Green Party Leader

Party Context

- Existing Political Paradigms
- Changing Social Values
- Changing Economic and Political Dynamics
- GloCalization
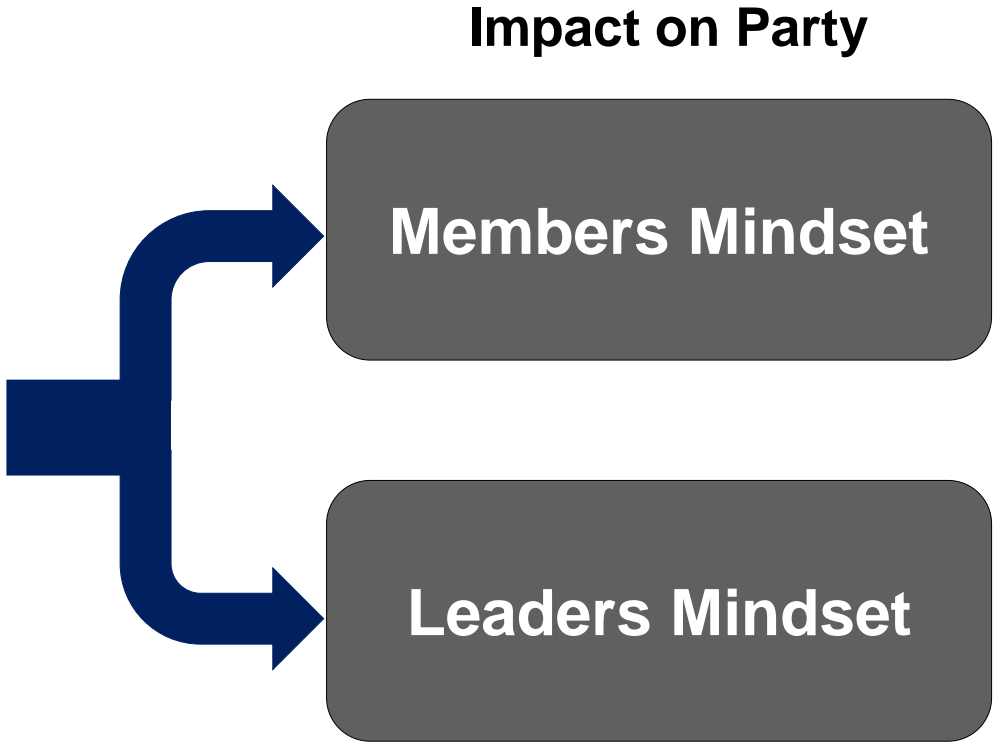
Party Content

- The Party Vision, Agenda, Values
- The Team & Team-to-Be
- General Understanding of Leadership
- Resources (includingTime)

The New Millennium Human Being – Is It That Bad?

New Individual Mindset

- **Individualistic**

- **Shallow**

- **Virtual**

- **Nonconforming**

- **Epicurean (Pleasure Seeker)**

Impact on Party

Members Mindset

Leaders Mindset

Add: the Perils of a severe Leadership Crisis!

- Mutated definitions of: Ethics, Ambition, Innovation, Expansion, Integration, Profit and Wealth.

- Leaders of today seem to have lost sense of what is their goal.

- Success is relative, it is to be measured against a benchmark . What are our benchmarks today?

1 ➤ **What are the Challenges currently facing the Green Party?**

What are the Challenges You are currently facing as Green Party Leaders? ◄ **2**

3 ➤ **How critical it is for the Party's wellness to resolve these challenges?**

First Things First!

Understanding Key Leadership Concepts

Where Exactly Is It?

Vision

Decision Making & Problem Solving

Leadership

Planning & Strategic Management

Interpersonal Relations

Q: Is Leadership in Political Parties any Different than other Types of Organizations?

A: Not Really

Organization	Political Party
Organizational Values	Party Values
Vision, Mission, & Objectives	Vision, Mission, & Objectives
Board & Executive Committee	Political Bureau
Employees	Members
Budget	Budget
Clients	Society
Products	Ideas & Ideals
Profits	Better Nation

Level 5 Leadership

Level 5 Leadership

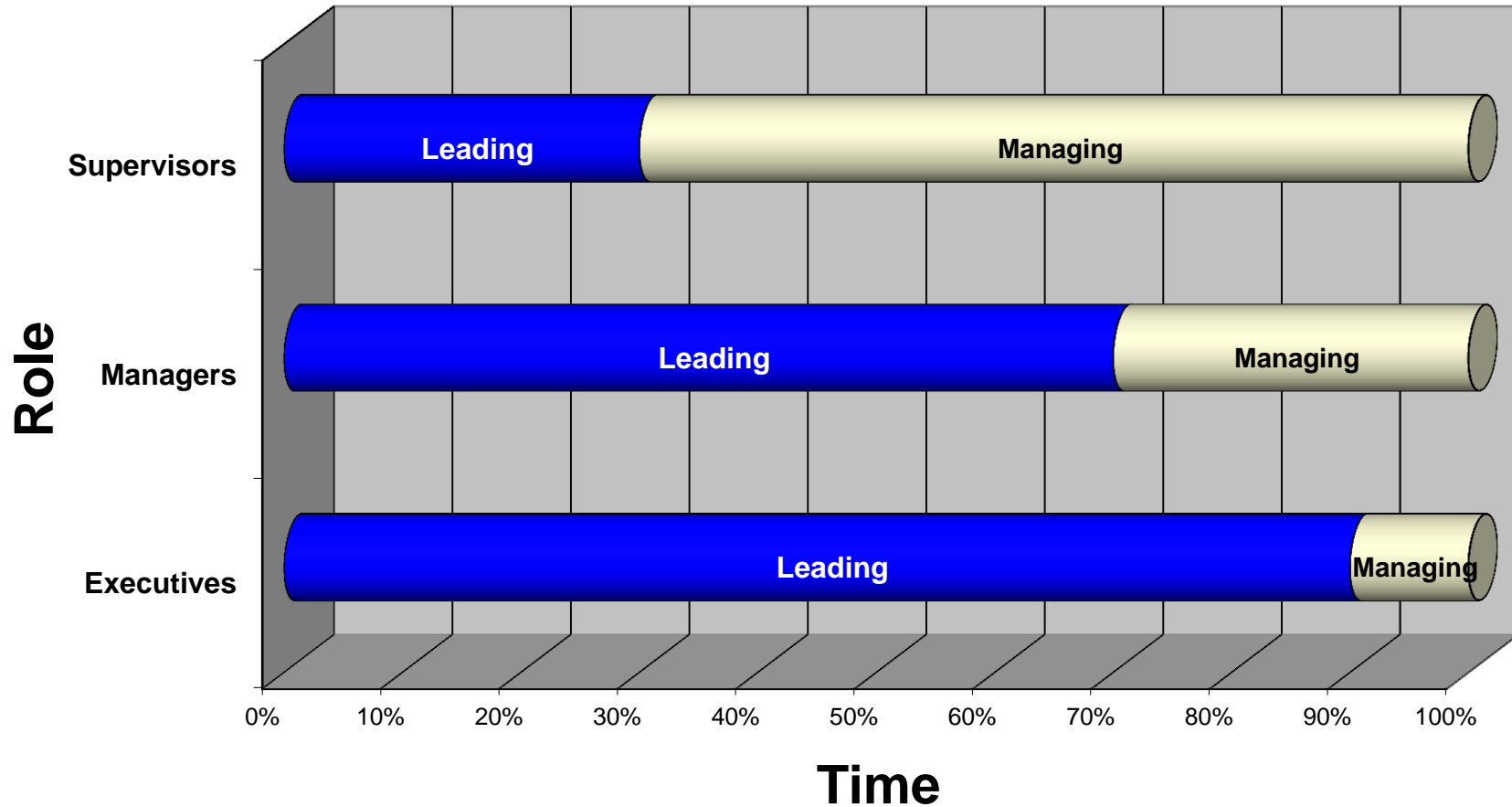|		
Level 5	Executive	Builds enduring greatness through a paradoxical combination of personal humility plus professional will.
Level 4	Effective Leader	Catalyzes commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards.
Level 3	Competent Manager	Organizes people and resources towards the effective and efficient pursuit of predetermined objectives.
Level 2	Contributing Team Member	Contributes to the achievement of group objectives; works effectively with others in a group setting.
Level 1	Highly Capable Individual	Makes productive contributions through talent, knowledge, skills, and good work habits.

The Management-Leadership Continuum

Mind ⇐   ⇒ Heart

Managing

Leading

Managing
- Goals / Objectives
- Control
- Co-ordination
- Calculation
- Planning and Direction
- Managing Risk
- Managing Resources

Leading
- Goals / Vision
- Motivation
- Mobilization
- Passion
- Pace and Direction
- Taking Risk
- Leading Talent

Where At Is Leadership? At every level?

**Activities, resources, time
& events have to be** managed

- often concurrently-

with the energizing, mobilizing &
leading **of the people involved.**

	Leadership	
Strong ↑	**Administratively Sound, but Little Inspiration**	**Well Organized / Motivated Successful Team**
Management	**No Hope & "Death" Imminent**	**Inspired & Motivated, but Disorganized**
Weak	**Weak**	**Strong**

Leadership

The Most Important Leadership Qualities

Source: *The 2010 global IBM CEO Study: 60 countries – 33 industries*

21ˢᵗ Century Leaders Competencies*

INFORMATION ORIENTED COMPETENCIES	TASK ORIENTED COMPETENCIES	PEOPLE MANAGEMENT COMPETENCIES	INTERPERSONAL COMPETENCIES	PERSONAL COMPETENCIES
Strategic thinking	Building the organization	Providing leadership	Influencing	Breadth of awareness
Business understanding	Steering	Directing teams	Relationship building	Achieving objectives
Conceptualizing	Organizing	Building teams	Advising	Self awareness
Innovating	Deciding	Coaching/developing	Team orientation	Taking initiative
Integrating	Problem Solving	Motivating	Service orientation	Showing drive
Analyzing	Structuring work	Guiding people	Cultural awareness	Showing commitment
Processing	Performing tasks	Providing support	Communicating	Adaptability
Comprehending		Transferring knowledge	Openness	

* Source: European Central Bank

The mostly agreed-upon characteristics of a successful Leaders are:

The ability to listen

Most leaders do too much talking but not enough listening. Feedbacks to your brand/stores services or products are important to you as they demonstrate the customers' and employees' needs.

The ability to acknowledge and change

This is probably the hardest part to do. People often refuse to change. They believe their practices are the best, which, there's nothing wrong with that. But when there are feedbacks coming, you have to listen, then acknowledge them and make changes to provide better service.

The ability to form one-on-one relationships

People will need to be able to reach you. It's important for you to be able to spend some time to get to know your customers, and/or employees. If you do that, over time, strong trust is developed.

The ability to know yourself

It is very important to know what you're best at, and what are your weaknesses. A business is a team sport. Often one cannot handle all the aspects of a business. You need to know when to seek for assistance. There's no shame in that.

The ability to communicate

Creating and maintaining communication channels is the key ingredient to sustaining successful relationships.

The ability to display high levels of optimism and confidence

Successful people believe in themselves and they are not afraid of failures. They see every obstacle as a stepping-stone to their success. They turn challenges into motivators and become their advantages.

People who are successful are the ones who are passionate at what they do.

In light of the above Challenges, what kind of Leaders does the Green Party need?

The **Green Party** Leader

1. **Self - & Contextually - Aware**

2. **Inspiring Team Leader**

3. **Party Builder & Promoter**

Self Awareness & Contextual Awareness: the foundation of Professionalism

Knowing your own strengths & limitations and understanding your own emotions & the impact of your behavior on others in diverse situations.

Self

Awareness

Contextual

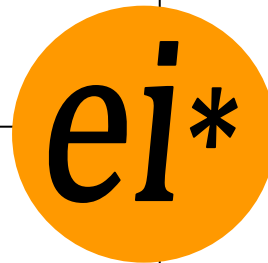Sensing, understanding & reacting to a specific situation as well as the surrounding environment

The Competency Framework

Self –Awareness

Emotional Self-Awareness

Accurate Self-Assessment

Self-Confidence

Social Awareness

Empathy

Organizational Awareness

Service Orientation

ei

Self-Management

Self-Control

Trustworthiness

Conscientiousness

Adaptability

Achievement Orientation

Initiative

Social Skills

Developing others

Leadership

Influence

Communication

Change Catalyst

Conflict Management

Building Bonds

Teamwork & Collaboration

* ei = Emotional Intelligence. A concept developed by Daniel Goleman, Psychologist & Author

Understanding Human Emotional Needs

1. Accepted
2. Accomplished
3. Acknowledged
4. Admired
5. Alive
6. Amused
7. Appreciated
8. approved of
9. Attention
10. capable
11. challenged
12. clear (not confused)
13. competent
14. Confident
15. developed

16. educated
17. empowered
18. Focused
19. Forgiven
20. Fulfilled
21. Growing
22. happy
23. Heard
24. Helped
25. important
26. in control
27. included
28. independent
29. interested
30. Knowledgeable

31. listened to
32. needed
33. noticed
34. Open
35. optimistic
36. powerful
37. privacy
38. productive
39. Protected
40. proud
41. reassured
42. recognized
43. relaxed
44. respected
45. safe

46. satisfied
47. secure
48. significant
49. Successful
50. Supported
51. treated fairly
52. Understanding
53. understood
54. useful
55. valued
56. Worthy

To name a few!

"The Mirror" Exercise

How do you see YOURSELF?
(Define YOURSELF)

How do PEOPLE see YOU?

Mirror of Our Mind

VS

Mirror of Truth

The Journey of your Managerial Leadership starts by Knowing Yourself!

Mirror of Truth

Snow White

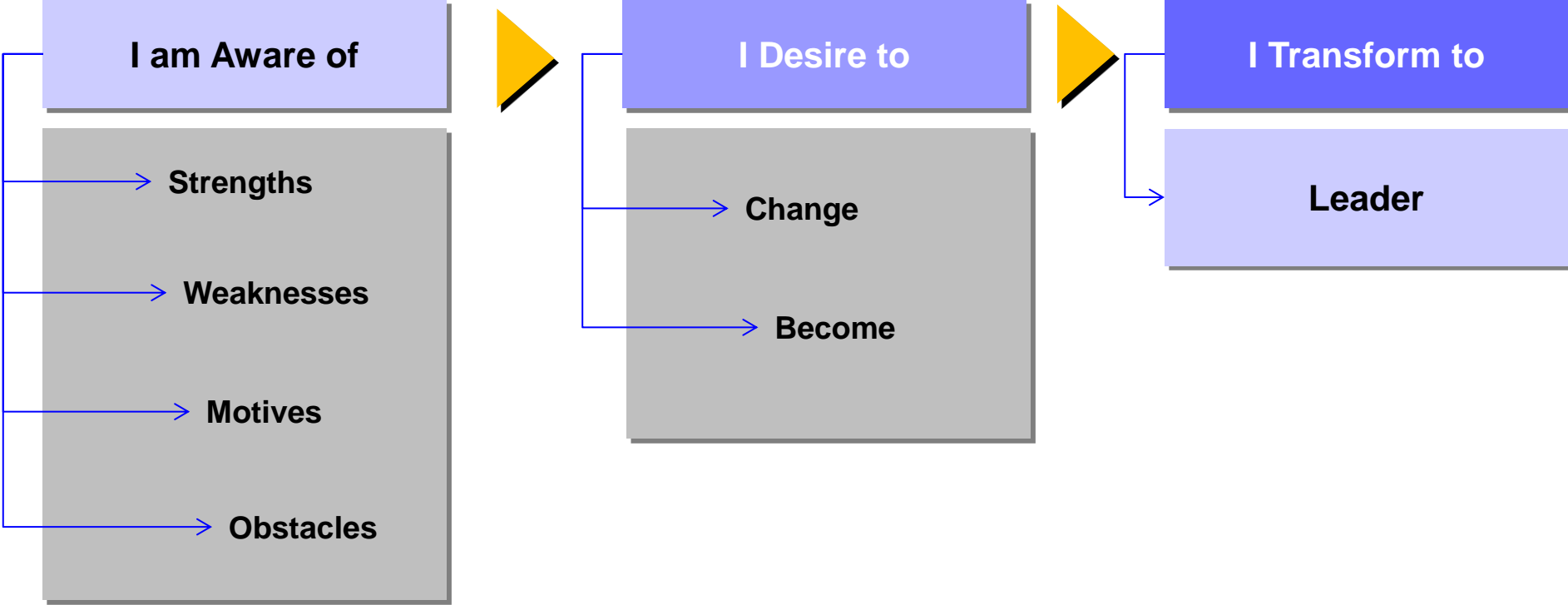*Mirror of Our Mind*

Harry Potter

Do you have the <u>desire</u> to

- **Change, or**
- **Become**

What you believe is right for you and the Party?

Self Awareness is the most important mechanism for becoming a Leader in Action…

I am Aware of		I Desire to		I Transform to
Strengths	▶	**Change**	▶	**Leader**
Weaknesses		**Become**		
Motives				
Obstacles				

Workshop

Identify OBJECTIVELY what are your Strengths & Weaknesses on the personal level, team level and Party level.

	Strengths	Weaknesses
YOU		
With the TEAM		
At the Party Level		

Party Leader

1. **Defining and Assigning work to be done**

2. **Enabling team members to do the work**

3. **Building social contracts**

Member

- Accomplishment of specific tasks as part of a whole

- Course, direction and time of action is determined by Leader

- No need for sophisticated Political Competencies

- Supporter to team members, when needed

- Low involvement in Strategic Decisions

Party Leader

Member

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1. Defining and Assigning work to be done

2. Enabling team members to do the work

Building social contracts

Individual Contributor

Collective Contributor

Making the shift to Collective Contributor…

1   **Defining and assigning work to be done**

▶ Identify clearly your Goals to be achieved

▶ Set a Concrete Plan of Action

▶ Empower properly – Distribute Roles

▶ Attract the right profiles – those who fit the Green Party's Values

You need to focus on three important areas (Cont'd)

1 **Defining and assigning work to be done**

▶ Identify clearly your Goals to be achieved

▶ Set a Concrete Plan of Action

▶ Empower properly – Distribute Roles

▶ Attract the right profiles – those who fit the Green Party's Values

2 **Enabling the Team to do the work**

▶ Monitor the accomplishment of the task, and adjust through continuous improvement

▶ Provide needed support (training and coaching…)

▶ Always be available to offer help and back up the team

- 35 -

You need to focus on three important areas (Cont'd)

1   **Defining and assigning work to be done**

> Identify clearly your Goals to be achieved

> Set a Concrete Plan of Action

> Delegate properly – Distribute Roles

> Hire the right profiles – those who fit Green Party's work values and culture

2   **Enabling team members to do the work**

> Monitor the accomplishment of the task and adjust through continuous improvement

> Provide needed support (training and coaching…)

> Always be available to help and back up the team
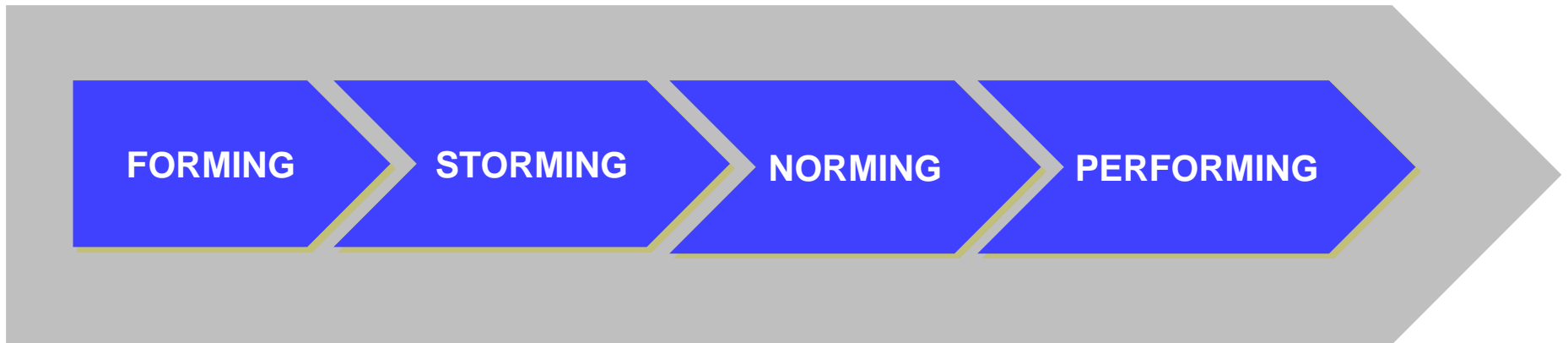
3   **Building social contracts**

> Build trust and open lines of communication vertically and horizontally across the Green Party

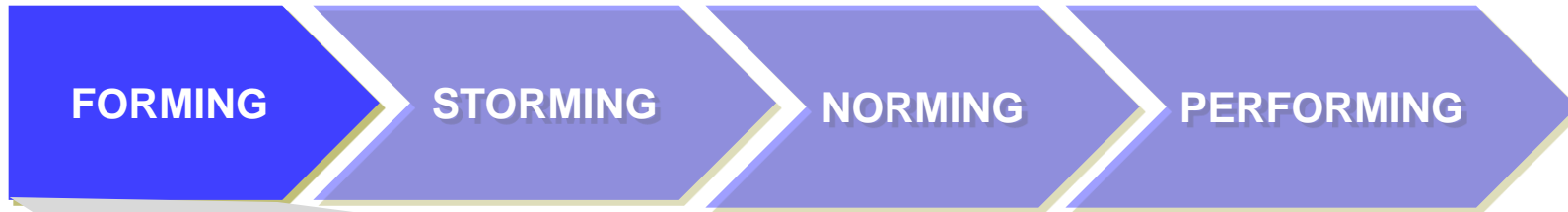> Value and build relationships with Society and Party Stakeholders

Key Roles of Teams

Team

Adviser

Maintainer

Creator

Encourages the search

For more information

Initiates creative ideas

Fights external battles

Controller

Examines details and enforces rules

Linker
Coordinates and integrates

after they're initiated
Champions ideas

Promoter

Provides direction and follow-through

Producer

structure

Provides

Offers insightful analysis of options

Assessor

Organizer

Based on c. Margerison and D. McCann, Team Management: Practical New Approaches (London: Mercury Books, 1990)

The Team: From Forming to Performing

FORMING STORMING NORMING PERFORMING

The Team: From Forming to Performing

FORMING → STORMING → NORMING → PERFORMING

- Involves the introduction of team members.

- Members are likely to be influenced by the expectations and desires they bring with them, and will be keen to understand how the group will operate.

- Members will be keen to understand how the leadership is likely to operate, in terms of style and character.

- This is a stage of transition from a group of individuals to a team.

The Team: From Forming to Performing
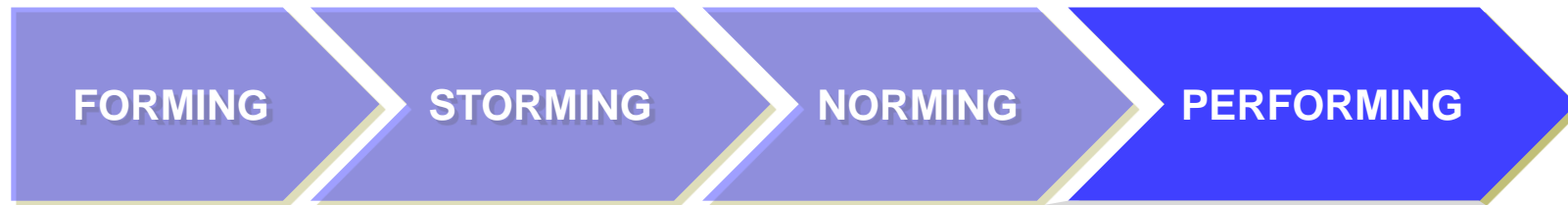
FORMING → **STORMING** → **NORMING** → **PERFORMING**

▶ Team members grow more confident, if this stage is handled properly.

▶ Team members will have different opinions as to how the team should operate.

▶ Team members may be anxious about conflict arising.

▶ The best teams will understand the conflict, actively listen to each other, and navigate an agreed way forwards.

▶ Other teams may disintegrate as they reinforce their own opinions to weather the storms of the group.

The Team: From Forming to Performing
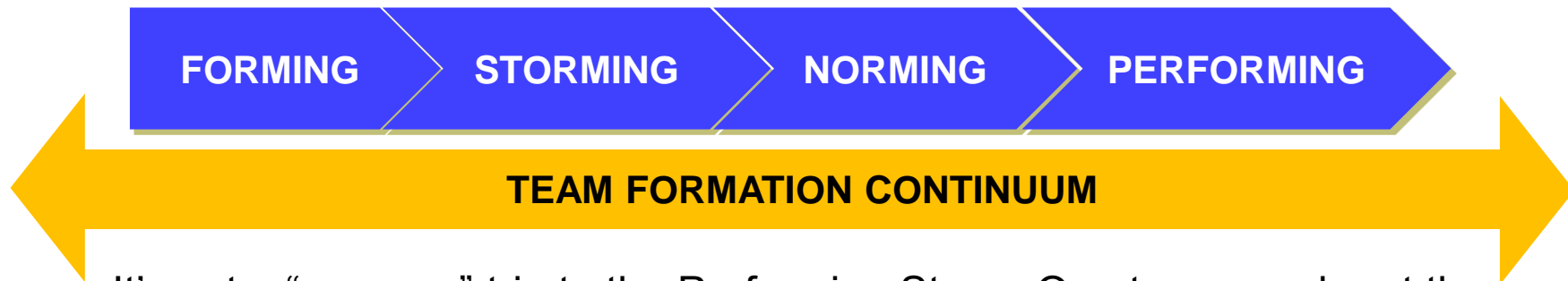
FORMING → **STORMING** → **NORMING** → **PERFORMING**

▶ Teams emerge with an agreed method of operating.

▶ Team members have signed up to a common working method, and everyone is usually willing to share in this.

▶ Team members are able to reconcile their own opinions with the greater needs of the team.

▶ Co-operation and collaboration replace the conflict and mistrust of the previous phase.

The Team: From Forming to Performing

| FORMING | STORMING | NORMING | **PERFORMING** |

- The emphasis is now on reaching the team goals, rather than working on team process.

- Relationships are settled, and team members are likely to build loyalty towards each other.

- The team is able to manage more complex tasks, and cope with greater change.

- The performing stage can either lead onto :
  - a return to the forming stage as group membership changes,
  - an "adjourning" phase as the group successfully reaches its goal and completes its work.

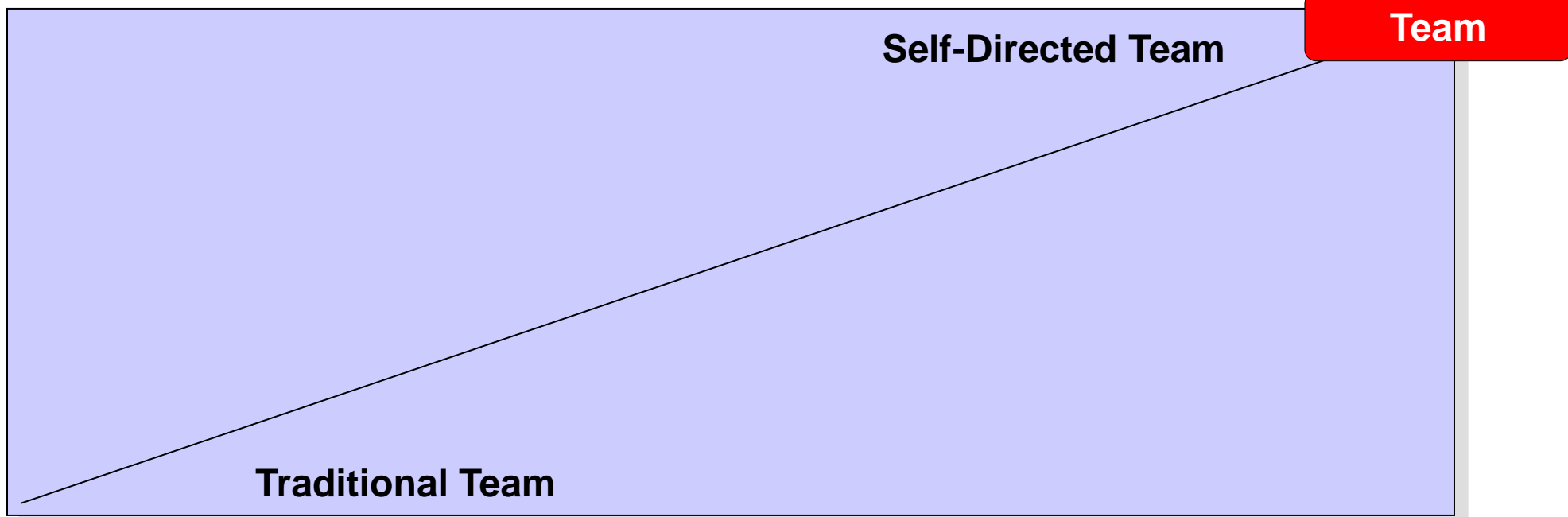# The Team: From Forming to Performing

| FORMING | STORMING | NORMING | PERFORMING |

TEAM FORMATION CONTINUUM

It's not a "one way" trip to the Performing Stage. One team can be at the Performing stage at times and at the Norming stage at others.

The Objective is to stay at the Performing stage for the maximum time…

!

Every time a new member joins the team, he/she will have an impact on the team formation stages depending on his level.

The lower the hierarchal level, the lower the impact : the new member will have to adapt to the team's norms, pace and rules

The higher the hierarchal level, the higher the impact : the team will have to adapt to the new leader's norms, pace & rules

Self-Directed Team

Traditional Team

The leader is responsible for daily operations and makes most decisions that impact the team.	The leader is accountable for team output and quality but the team handles all regular work duties on its own.	The team is responsible both for daily outputs and for organizing and planning work.	The team is responsible for the behavior and productivity of its own members.	The team handles all of its own work duties along with many administrative and HR functions.	The team is fully self-managing: handling its own budget, work assignment, and some personnel functions

Moving in the direction of increasing self-management

How to build Accountability in your Team?

ACCOUNTABILITY

3 **GIVE PRAISE OR INFLICT PAIN**

Could vary between a sincere praise from you, high-fives from the team or dinner out for the top performer to straight to the point questions such as: Why was the objective missed? What can be done better next time? Where do you need help?

If someone has given you a date to complete a task, mark the due date in your calendar. The key to selling is to make the call and ask for the order. It's no different with accountability

DO THE FOLLOW UP **2**

1 **SET CLEAR EXPECTATIONS**

Wrap up your meetings by getting each person to summarize their deliverables. Document and circulate everyone's action items on a single page for review at your next "touch point" with your team
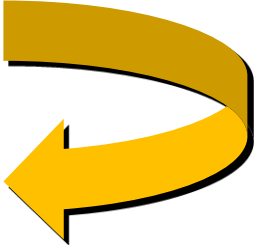
Empowerment and Delegation

**Empowerment is delegation plus authority.
Empowered individuals suffer when their Leaders haven't
prepared them to make wise decisions.**

**Empowering without preparation will most
likely lead to failure in accomplishing tasks.**

**And when the decision made turns out to be the wrong
one, the Leader comes down on the member!!**

**Which will discourage the members from
trying again and discourage you as Leaders
from letting them try again…**

What makes Empowerment Work at Green Party ?

Invest

In your members' knowledge, skills and ability.
Training will not only enable members to handle the work but also contribute to increased self-esteem, which will make members more comfortable with greater responsibility

Believe

In your members' ability to be successful.
You have to **trust** your members to do a job well when you empower. Your team members will know that you have faith in them to make the right decisions

Be Clear

About your expectations
Your team members need insights into your goals, beyond just task completion. Be sure they know about the importance you place on Party Wellness. Your priorities should influence their decisions.

Provide Safety Net

Set up management controls to ensure that you hear about problems before they grow beyond control.
There are limits to what empowered members can do, and they need to know them.

What makes Empowerment Work?

Identify

Those who can and those who can't be empowered.
Those with the capability to be empowered should be asked if they have seen problems they would like to address or decisions they would like to handle.

Put Peer Pressure to Work

Recognition helps ensure that work gets done. It also ensures that members fully utilize the opportunity that comes with empowerment.
Let team members know when their colleagues have dealt successfully with a difficult situation. Demonstrate the respect they have earned, so that their peers would want the same opportunity

People Don't Like to Empower Because of:

They simply don't know how to empower

LACK OF KNOW- HOW

FEAR OF LOSS OF POSITION

Worrying that the team member would show them up & take their role

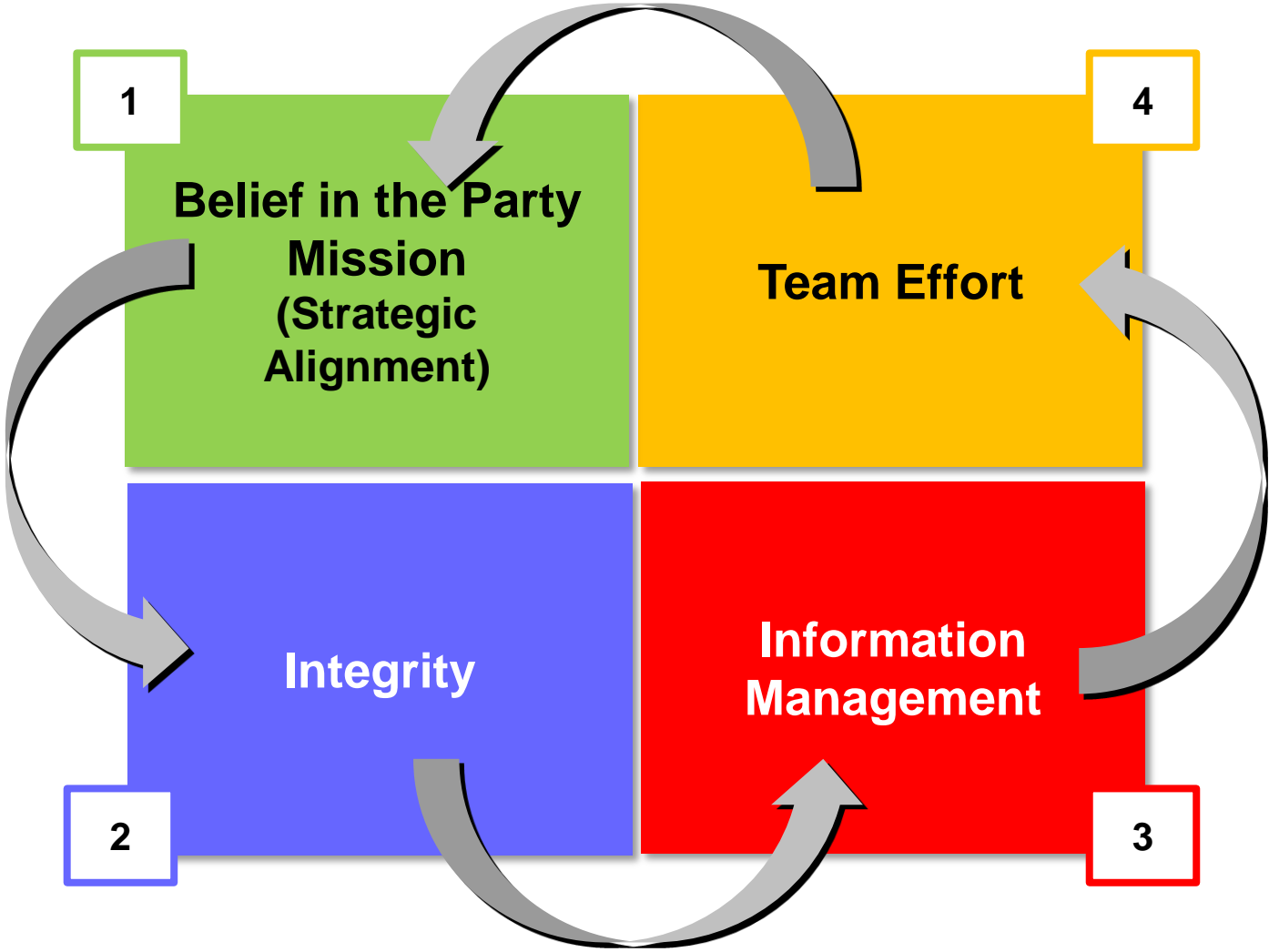Worrying that the team member won't do it they way they would
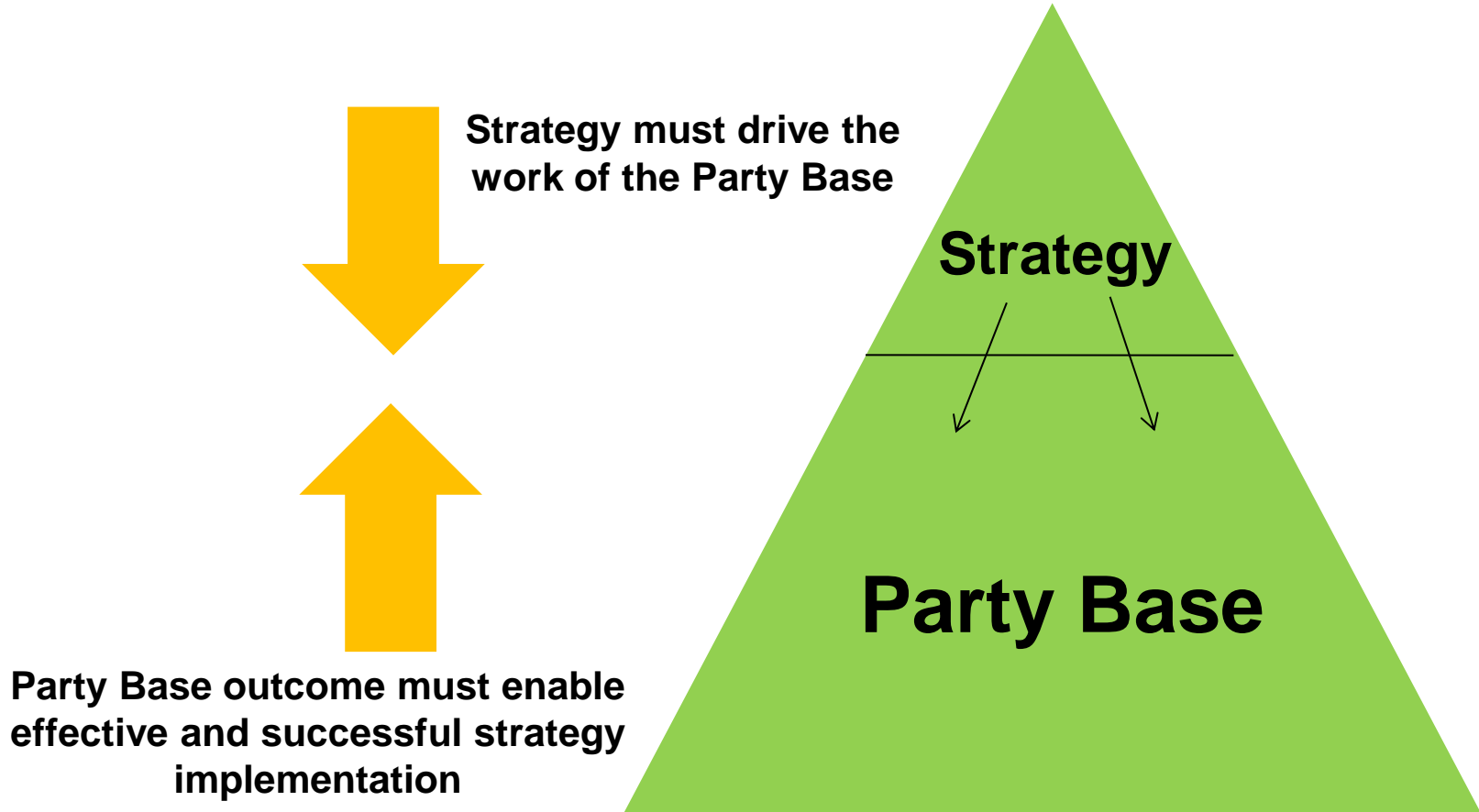
LOSS OF CONTROL

LACK OF TRUST

Worrying that the team member won't be able to do the right job

EMPOWERMENT

Strategic Alignment Process

Strategy must drive the
work of the Party Base

Party Base outcome must enable
effective and successful strategy
implementation

Strategy

Party Base

Strategic Alignment | Team Effort
Integrity | Information Management

Being part of the Leadership team, you play a major role in implementing Green Party's strategy

Support Decisions

As a Leader, you need to make sure that the decision is properly implemented by yourself and your team, even if you do not agree on what has been discussed. You should not reveal to your team members that you are communicating something that you might have disagreed with

Communicate well

To ensure a proper implementation of the decisions, always explain clearly to concerned members the decision, how it was made (the reason behind such decision) and the expected outcome and time for implementation

Prepare an action plan

Meet with members, and after informing them about the decision made, work with them on preparing an action plan while assigning every task to a team member and allocating appropriate time for its completion. Always give yourself time to review and assess improvement

Possible Strategic Alignment Challenges at Political Parties?

➤ **Resistance to Change**

➤ **Scarcity of Members**

➤ **No information sharing with team members**

➤ **Non- competent Party Leaders**

➤ **Rigidity of communicated strategy**

➤ **No follow-up on implemented actions**

➤ **No clear ownership of developed action plans**

What is Integrity?

DEFINITION

Integrity is the personality trait of a person who has **values** and lives by them. It mainly revolves around **not abusing** your personal strengths and power to reach **individual objectives.**

As a Leader at the Party

You

- Have access to more delicate information

- Have more decision-making authority

- Are more powerful than remaining Party members

- Are more aware of the strategic direction than members

- Are closer to the Party Leadership team

Do NOT abuse Your Power

1. **Build healthy relationships**
2. **Don't play favorites**
3. **Remember that your words matter**
4. **Hold yourself to higher standards**

How can you identify Power Abuse?

Speech

The usage of sentences such as:
- Do that!
- Don't argue with me!
- You know nothing!
- I am the boss around here!
- Who gave you the right! …

Isolation

Isolation is illustrated by ignoring your team members when:
- Interrupting their conversation with a third party and taking over the discussion
- Not including a member in a project assigned to the whole team…

Breaking the rules

Breaking the rules is reflected in your actions and decisions when you do something unethical and not according the Party values, rules and regulations (i.e.: conflict of interest…)

Tone

Power abuse is reflected in the tone when your voice ranges from shouting to using offensive language (i.e.: cursing…)

Threats

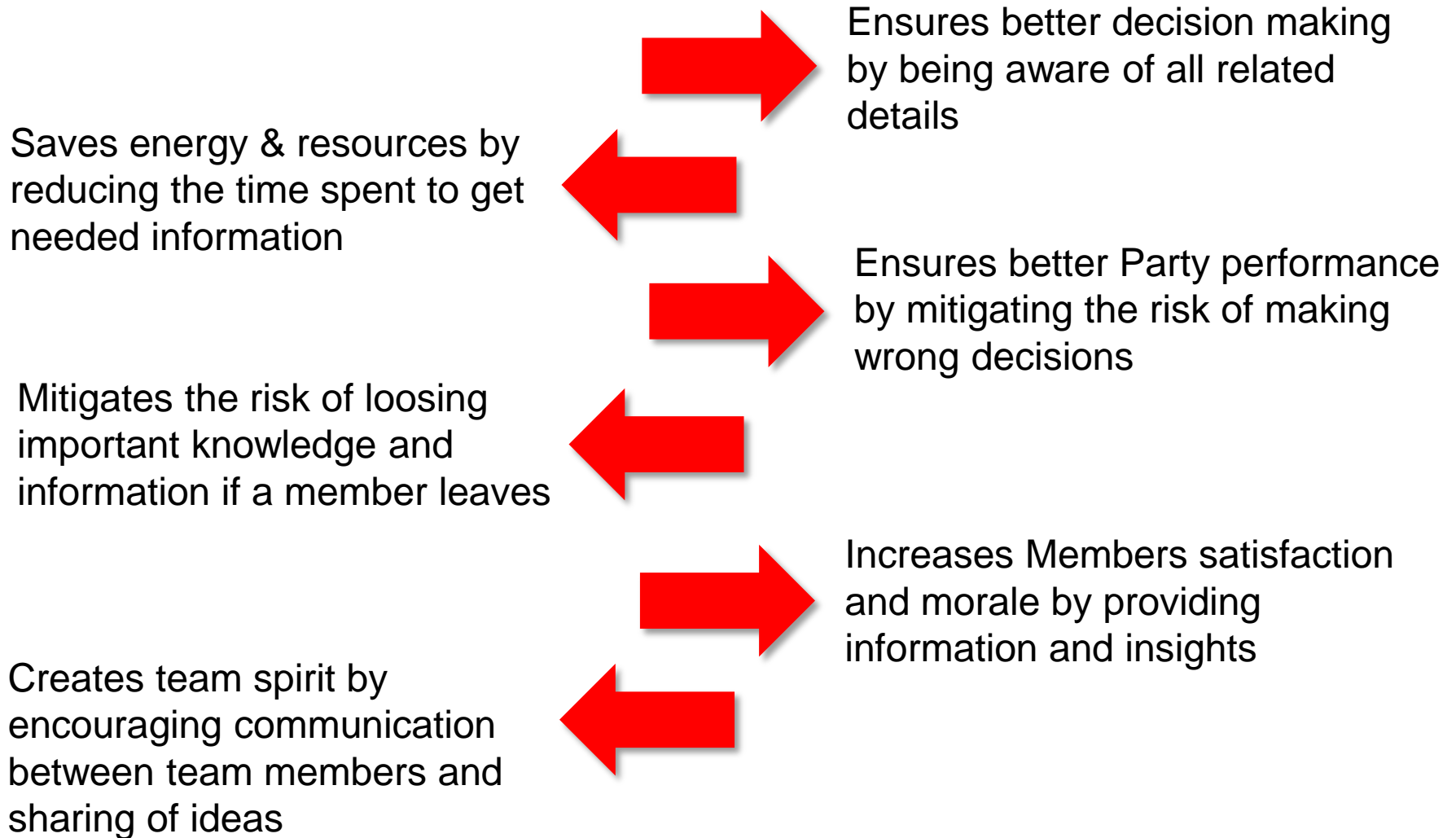Threatening a Party Members to get what you want is also perceived as a Power misuse, i.e.:
- If you don't do what I am asking from you, I will make sure that you will not get further support

What is Information Management?

DEFINITION

Information Management is **collecting** information, **communicating** it within and outside the Party and **processing** it to enable the Company (in general) and team members (specifically) to **make quicker and better decisions**

Importance of Information Sharing

Ensures better decision making by being aware of all related details

Saves energy & resources by reducing the time spent to get needed information

Ensures better Party performance by mitigating the risk of making wrong decisions

Mitigates the risk of loosing important knowledge and information if a member leaves

Increases Members satisfaction and morale by providing information and insights

Creates team spirit by encouraging communication between team members and sharing of ideas

Sharing information is essential for the Green Party…

BUT

Disclosing confidential and critical information can cause serious damage

Highlights on the Art of Information Management

▶ **Information that you have access to by virtue of your position**

is not a Public Property

- You need to know **how** to use it!

- You need to know **when** to use it!

- You need to know **where** to use it!

- You need to know **with whom** you share it!

- You need to know **how much** of it to share!

! **Handling Information is like taking Medication… Too little of it is not enough to heal, too much of it is poisonous, the right dose leads to health restoration!**

Strategic Alignment | Team Effort

Integrity | Information Management

As a Leader, you ensure the strategic alignment of your goals with Green Party Strategy

You share information with your team members to make sure that everyone is aware of the Party's strategic direction and assign tasks to achieve the goals

And to achieve these goals , you need….

TEAM EFFORT

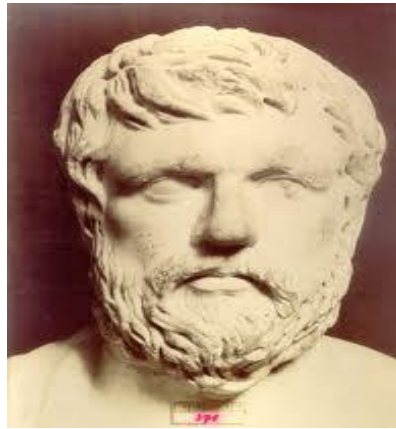**You cannot make it alone!**

A Basic Leadership Principle!

Leadership is NOT a One-Man Show

..it is a TEAM GAME and Leadership is part of that Team!

Any Lessons from Ancient Leaders?

Cyrus The Great
Tolerance & Inclusion

Xenophon
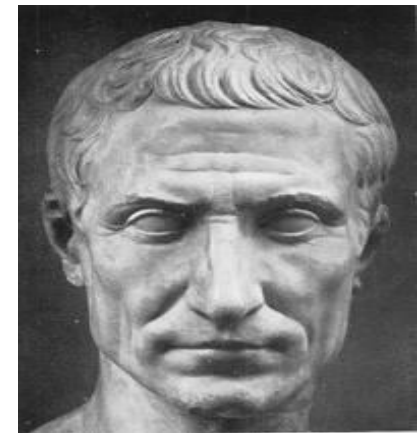Building Consensus & Finding Direction

Alexander The Great:
The Price of Arrogance

Hannibal
Innovation

Julius Caesar
Ego & Ambition

Augustus
Stability & Moderation

Why Go Back to History?

- To remain ignorant of things that happened before you were born is to remain a child.

<div align="right">Cicero</div>

- Those who cannot remember the past are condemned to repeat it.

<div align="right">George Santayana, The Life of Reason</div>

- What experience and history teach is this—that people and governments never have learned anything from history or acted on the principles deduced from it.

<div align="right">G.W.F HEGEL, Philosophy of History</div>

Cyrus The Great

Well known for his "Charter of Human Rights" or "The Cyrus Cylinder".

Cyrus The Great

- Born: 590–580 BC in Media, or Persia (now in Iran).

- Died: 529 BC.

- Conqueror, founded the Achaemenian Empire, centered on Persia and comprising the Near East from the Aegean Sea eastward to the Indus River (from Tibetan Plateau to Karachi in Pakistan).

- He is remembered as a tolerant and ideal monarch who was called the father of his people by the ancient Persians.

- In the Bible he is the liberator of the Jews who were captive in Babylonia.
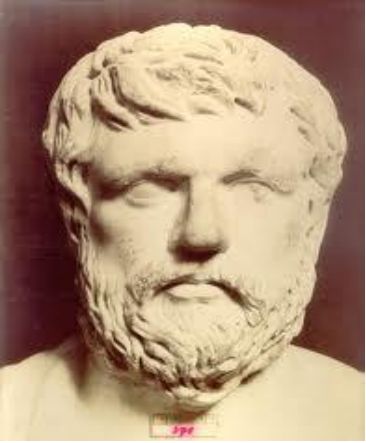
Cyrus The Great: Tolerance & Inclusion.

- Ability to Transform Vision into Action.

- Methodical expansion, holding empire together.

- Forward looking, struck the right balance between centralized and local control.

- Uniting acquisitions and tolerance policy to administer them.

- At the end of his life Cyrus lost his sense of direction. He became less cautious with his moves till he was killed by the 'Massagetae'.

Xenophon

"In life a man must resign himself to expect anything and never count on anyone but himself"

Xenophon

- Born: No accurate date, range 430 – 354 BC.

- Son of Gryllus, of the Deme Erchia of Athens, also known as Xenophon of Athens.

- Was a Greek historian, soldier, mercenary, and a contemporary and admirer of Socrates.

- He is known for his writings on the history of his own times, the 4th century BC, preserving the sayings of Socrates, and descriptions of life in ancient Greece and the Persian Empire.

- The leader of the retreat of 10,000 mercenaries from the desert of Persia back home.

Who makes the best Leader?

Socrates (*Xenophon's Mentor*) defined the Leader as:

"The man who steps forward in a time of need – motivated not by ego or financial gain but by a sense of duty to benefit the society to which he belongs – then, when the task is completed, returns to his former life, no wealthier than when he began".
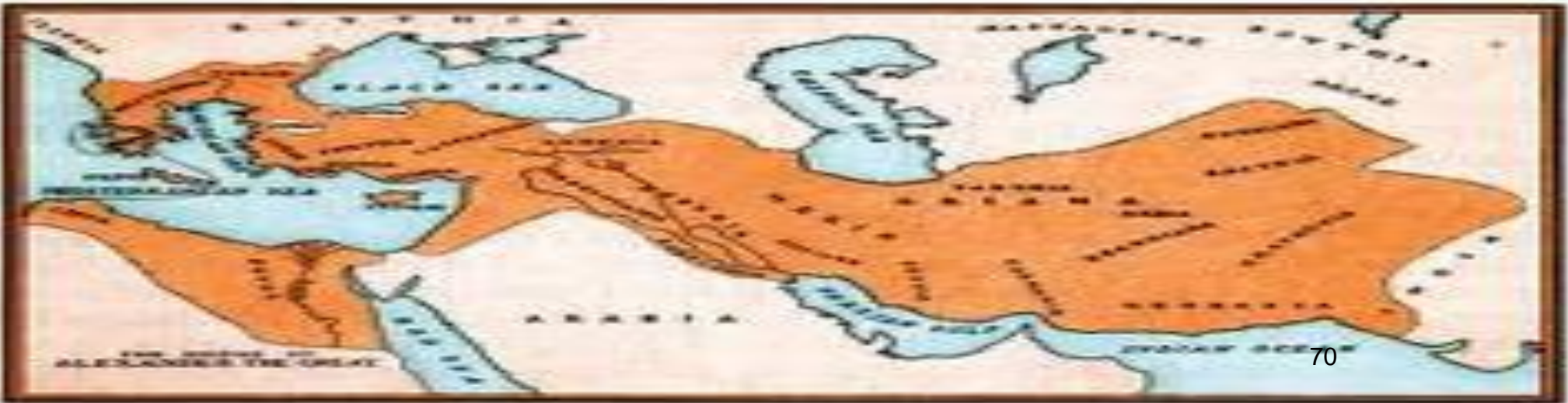
Xenophon Experience

- Turn a bad situation around by working with what you have rather than complaining about what you lack.

- The Value of decisive action when initial objectives fail.

- Retreat, done correctly, does not always mean failure.

- Effective communication can transform despair into hope and failure into success.

- Effectively led and strongly motivated group can accomplish amazing things.

Alexander the Great

"I set no limits to what a man of ability can accomplish"

Alexander

Alexander The Great

- Born: July 356 BC.

- Died: June 323 BC.

- Was a king of Macedon or Macedonia, a state in the north eastern region of Greece.

- By the age of thirty was the creator of one of the largest empires in ancient history, stretching from the Ionian sea (an arm of the Mediterranean sea between south Italy and Greece) to the Himalaya.
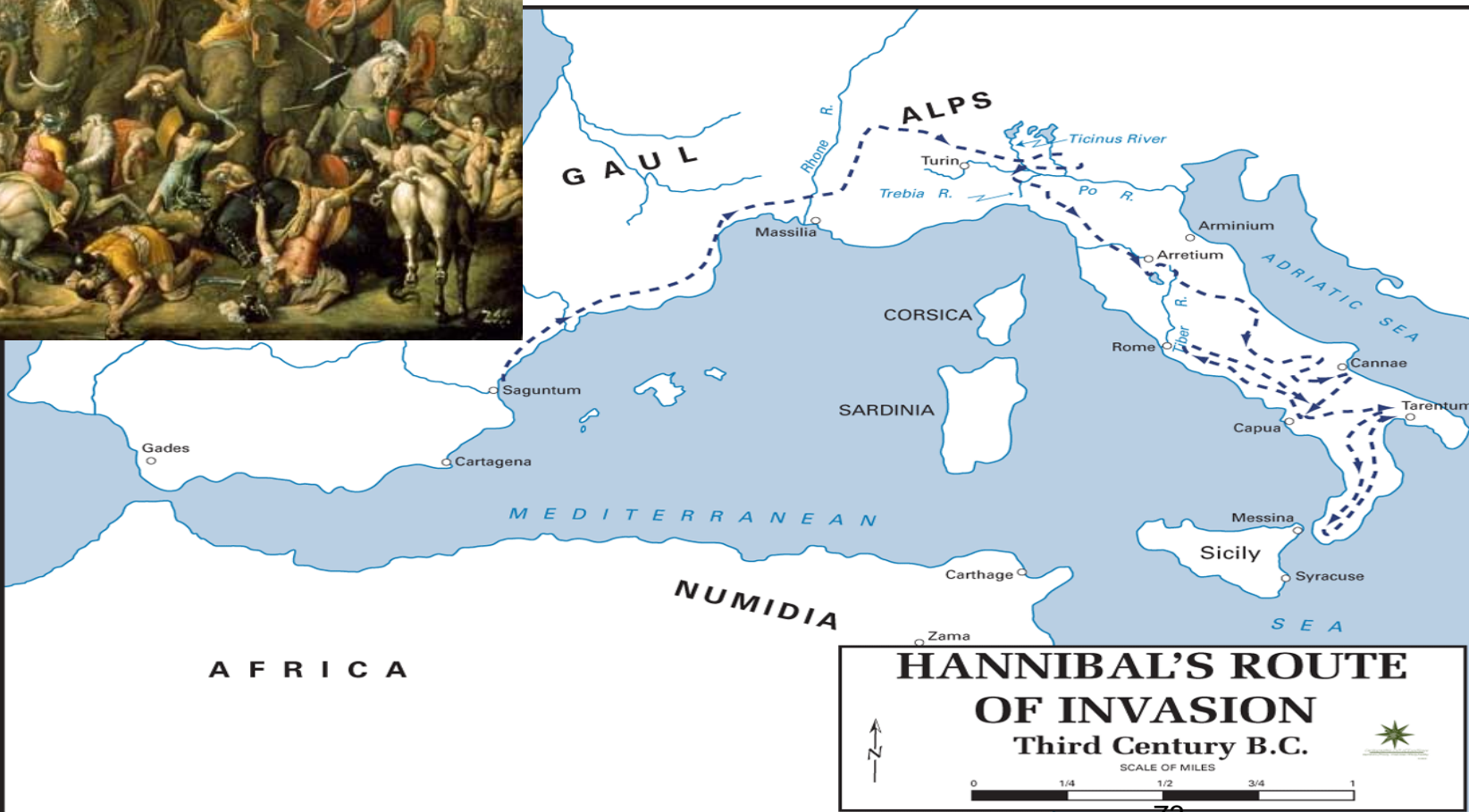
Alexander Leadership Style

- Ability, focus, and determination in a leader could inspire others to accomplish anything he set his mind to.

- It is all about " acquisitions".

- He was intensely involved in operations at every level; he believed in leadership by example.

- Never asking more from those he led than he himself was willing to give.

Alexander's Destruction Material

- Out-of-control behavior.

- Arrogance.

- Lack of self-discipline.

- Ego-driven attitude.

Hannibal of Carthage: Radical Methods Doing what others didn't dare to do

HANNIBAL'S ROUTE OF INVASION
Third Century B.C.

Hannibal

- Son of Hamilcar Barca.
- Born: 248 BC.
- Died: 183 or 182 BC.
- Was a Carthaginian military commander and tactician who is popularly credited as one of the most talented commanders in history.
- He marched an army, which included war elephants, from Iberia (Southwest Europe including Spain, Portugal, Gibraltar…) over the Pyrenees (Southwest Europe, natural border between France and Spain) and the Alps into northern Italy.

Hannibal's Leadership

- Innovation.

- Radical Methods.

- Ability, discipline, motivation, dash of self-interest will inspire your people and make them do anything for you.
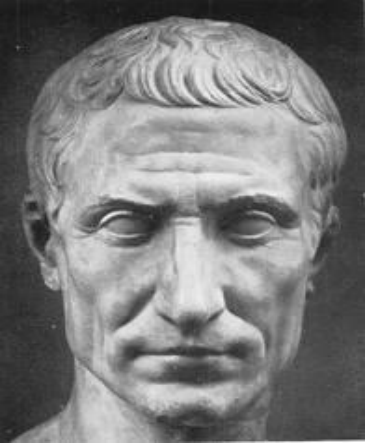

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Julius Caesar

"When the gods wish to take vengeance on a man for his crimes they usually grant him considerable success and a period of impunity, so that when his fortune is reversed he will feel it all the more bitterly"

Julius Caesar

Julius Caesar

- Born: July 100 BC.

- Died: March 44 BC.

- Was a Roman general and statesman.

- He played a critical role in the gradual transformation of the Roman Republic into the Roman Empire.

- The assassination of Julius Caesar was the result of a strange conspiracy by forty or so Roman senators, he died from 23 stabs.

Augustus: Stability & Moderation

- Born: September 63 BC

- Died: August 14 AD

- Considered the first emperor of the Roman Empire, which he ruled alone from 27 BC until his death in AD 14.

- Born Gaius Octavius Thurinus, he was adopted posthumously by his great-uncle Gaius Julius Caesar. In 27 BC the Senate awarded him the honorific Augustus ("the revered one"), and thus consequently he was Gaius Julius Caesar Augustus.

- Augustus enlarged the empire dramatically, annexing Egypt, Dalmatia (Croatia), Pannonia (western half of Hungary), and Raetia (eastern and central Switzerland), expanded possessions in Africa, and completed the conquest of Hispania (Spain or Iberian Peninsula).

Augustus Leadership Style

- He had a vision.

- Knew how to inspire.

- Possessed enormous energy.

- Never lost his appetite for managing detail.

- He had a managerial rarity, never let success wrap judgment or control behavior.

- Had a practical sense of limits.

The Outcome of Great Leadership – Lessons of Today

10 things to learn from Japan's recent disaster

1. THE CALM
Not a single visual of chest-beating or wild grief. Sorrow itself has been elevated.

2. THE DIGNITY
Disciplined queues for water and groceries. Not a rough word or a rude gesture.

3. THE ABILITY
The incredible architects, for instance. Buildings swayed but didn't fall.

The Outcome of Great Leadership

10 things to learn from Japan

4. THE GRACE
People bought only what they needed for the present, so everybody could get something.

5. THE ORDER
No looting in shops. No honking and no overtaking on the roads. Just understanding.

The Outcome of Great Leadership

10 things to learn from Japan

6. THE SACRIFICE
Fifty workers stayed back to pump sea water in the N-reactors. How will they ever be repaid?

7. THE TENDERNESS
Restaurants cut prices. An unguarded ATM is left alone. The strong cared for the weak.

8. THE TRAINING
The old and the children, everyone knew exactly what to do. And they did just that.

The Outcome of Great Leadership

10 things to learn from Japan

9. THE MEDIA
They showed magnificent restraint in the bulletins. No silly reporters. Only calm reportage

10. THE CONSCIENCE
When the power went off in a store, people put things back on the shelves and left quietly.

Thank You

Questions?

Answers?

Comments?

Suggestions?