

Can you see the  
**mailstream?**

**BILL GEORGE**  
**Leadership**



These are difficult times. Think about not just these leaders but yourself as a leader and what you are going to do as a leader. How can I make a positive impact on the world, what am I going to do to do that, can I stay true to my true north and not be pulled apart. JFK gave a speech in 1966, “*Few will have the greatness to bend history himself.*” Each of us can commit to a small series of actions to make this world a better place, the sum total of these actions will write history. Think about the role you can play to make this world a better place and the world is crying out. In my first book, I was referring to the people who deviated from their values and disappeared, because they didn’t have the leadership. We choose the wrong leaders for the wrong reasons – this is the root cause of the problems with leadership. See the fiscal crisis as a fundamental problem with leadership. Failed institutions failed to have the kind of leaders who understood that each of our jobs was to build institutions for the long term. Particularly here in Wall Street. We lose sight of why we are called to lead. It’s not about us. We’ve chosen people more for charisma, style and image – you fail to get substance.

Authentic Leaders for the 20<sup>th</sup> Century – genuine real, sticks true to purpose and values. Two people: Hank Paulson, Sec. to Treasury. Very humble man, called into the beach, aren’t we fortunate he took that job, here’s a leader that stepped up to an unexpected challenge. Each of you will be faced with unexpected challenges in your lifetime. He has the capacity to adapt, he knew what the nation needed and how to bring people together. The other person we should be looking to is Warren Buffet, he has the vision to see what’s going on, he’s had that long term view. These are the kinds of authentic leaders we need to look at. World is crying for leaders and for you to lead. What do I mean by 20<sup>th</sup> Century leaders? When I grew up we thought of leaders and followers, that notion is gone, dead, at least they should be. We are going through a massive change in this country. I learned from leading, you have to do it yourself, young people are asking for that today, they are looking for meaning and significance. Sure there are people who only want money, but you can have money but not fulfillment and satisfaction. Why shouldn’t we provide that in our organizations, don’t we have a right to it in our lives? I think we do. Story about the Holiday party at Medtronic, it was the most important day of the year, where we bring in 6 patients who tell how they received a Medtronic product. From my book True North, Dave Kroger, “we’ve gained alignment at Kroger ... our objective is to help customer’s lives better ... at the end of our careers we can all look back and say I was really part of something special.”

I propose a new definition of Leaders for the 20<sup>th</sup> Century in 4 words: align, power, serve, collaborate. Alignment: we gain alignment around mission and values. J&J has had 60 yrs. of growth and success because of their credo of mission and values. People don’t know what to do because they don’t know what to do. Empowerment: empower everyone in organization to just step up and lead, wise leaders throughout organization who know how to empower people, even through to the production line. Service: not about serving the shareholder, but the customers and employees and if we do that well we do indeed serve our shareholders. Collaboration: collaborating to solve customer’s problems. Summary: Align around values, serve our customers and employees and then we need to empower them to step up and lead, collaborate inside and within other organizations outside.

Life stories of leaders, found the passion to lead, their guidance, their True North. Howard Schultz story, he thought his father was a failure, but on the day he died he realized his father never had a shot. His dream was to build a company that his father would be proud to work at, he put together investors and he built Starbuck’s. Howard had 2 things driving him: the dream and the fear of failure, he wants to insure Starbuck’s is successful. More than 80% of leaders identify a difficult time. The thing that transformed and helped them learn what leadership is all about, example: leader of Novartis, who at 8 yrs. old contracted Spinal Meningitis, his parents never visited the hospital, a compassionate physician helped him, and later in life said he wanted to do something with compassion, became a physician, then went to Novartis. Both cases, their life stories, searing crucibles are playing out. Another is Oprah Winfrey, who was abused as a child, and until age 36 sitting on the set a woman was playing back the same story of her life, and from then on she changed the message of the show to say that you are responsible for your life. All this came out of searing crucible experiences.

My own story is far less dramatic, raised in upper middle class family in Michigan, father was consultant who thought he was a failure, he was never a leader. He said I should be the CEO of a company to me at 8 yrs. old. I was never the kid selected to be a leader in school, senior year I lost to be Head of the Class. Went to college, ran for office 6 more times and lost all 6 times. One of the best things that happened to me is that the seniors took me aside and said you never take time for people and that’s why no one will want to work for you. I decided to take on leadership roles after college. Two events occurred: my mother died, and I realized that she was the leader I should have been emulating all along, she was head of volunteer organizations. I recovered from her death, and 18 months later I was engaged to be married, 3 weeks before she died with a malignant brain tumor and I was devastated. I couldn’t explain that, and I decided that there are a lot of things in life you can’t explain and life is not always fair. In coming out of these things, I realized all I can do is impact the lives of the people around us today, that’s our role. What can we do to empower and enhance the people around us today, each in our own way. I worked in industries for 10 years, went to Europe for 3 years, got a two-step promotion which was the worst promotion I ever got, ran 3 groups and lots of businesses, finally my third turnaround I am driving home, I’d been married at that point 20 years with 2 sons, and I look at myself and I am miserable. I realized the company was changing me more than I was changing it. I was chasing my ego of being CEO. At that point I turned down 3 times to become President and Chief Operating Officer. The feeling of coming home to where I had never been before – together we have a challenging mission by helping people restore their lives. Gave me an opportunity to bring it all together. Had I not gone through

difficult experiences earlier, I would have not been ready. Trying to make a difference and struggling with my ego. Each of us has that thread that runs through our live.

We talked about how we developed those leaders. We talked about things we have to do as leaders. There are 6 important things for self development, and it's not about competency check. (1) Self awareness – hard to do, gain it through honest feedback and period of reflection, but have to be in the game first. Leadership is a long journey into your own soul. Go inside and say what do I want to be and make of myself. (2) Practicing your values under pressure – only you can determine your values, and until you are under pressure you won't know what they are. Example: Huntsman Chemical Co.) (3) Motivations and Capabilities – balanced by intrinsic motivations, what do you do for the world, what kind of family do you have, work satisfaction do you get from the work you do, put them together with greatest strengths and capabilities. Importance of playing to strengths and capabilities is what I call your sweet spot, where you can be fulfilled with great work. (example: Chuck Schwab). (4) Leadership – lonely thing, have to build a support team, and one person you can be totally honest at a gut level. For me it's my wife, always there to pick me up when I am down and tell me when I am too high on myself. Men's group I meet with every Wednesday morning for over 30 years, they have helped me get through my wife's illness, also great to have mentors. (5) Leading an integrated life – maintain integrity so you are the same person at home, in the community and in your work. (6) Knowing the purpose of your leadership – when you've done these 5 things, why would people be inspired by you? Example: Andrea Jung, CEO of Avon, tremendous discipline and Chinese values. At 35 quit Neiman Marcus, she didn't want to spend rest of her life making luxury goods, and found herself helping empowering women. Someone said to her to “follow your compass and not your clock.” On the course of what's important to you and not on a timetable. She hung in and made CEO, and first thing she did was change the mission of the company to empowering women. She helps people achieve economic sufficiency by selling Avon products. Finally when you know that purpose, you can then be that empowering leader. Example: Ann McKay, Xerox, staved off bankruptcy, rallied people around her and empowered them and the cause of restoring Xerox to a great company. She is one of the most authentic and successful leaders in the U.S.

What kind of leader will you become. JFK: “each of us has a role to play.” You can be like yourself and make a real difference, nothing you can do by hanging back. Nelson Mandel said “don't look at me as your president, but look at me as your servant.” He read and often reads a poem by Marianne Williamson: our greatest fear is not that we are inadequate, that we are powerful ... we ask ourselves who am I to be brilliant, motivated and talented, actually who am I not to be? ... we were born to make manifest the glory of God that is inside us ...” Every person has a calling to lead, but we hang back, we don't engage it, we sit back and become the critics and analysts. Theodore Roosevelt: “it's not the critic that counts, the credit actually belongs to the person in the arena, whose face is covered by tears, blood and dust ...who knows the triumph of achievement ...” Are you the person in the arena, and making a difference in the world?

Think about the end of your life, you are in your 90's, your whole family is gathered around you, and they say what did you do to make a difference in the world? I hope you will tell them what is really important in your life, how you touched and reached people and used your talents to the greatest benefit, there is nothing more fulfilling than leading, taking on a challenge and going into the world, can be large or small. JFKI said: “Each of those challenges adds up.” It's the only way we can restore this world to be a better place, challenge each of you to make a difference in this world. At the end of the day, the only thing we can take with us is what we leave behind.