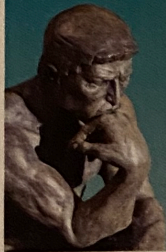


Bringing diversity to the organizational world. Carlos Ghosn, CEO of Nissan, says one of its competitors is its highly diverse culture and workforce.³⁰ Two business school graduates in their twenties discovered the importance of diversity when they started a specialized advertising firm. They worked hard, and as the firm grew, they hired more people just like themselves—bright, young, intense college graduates who were committed and hard working. The firm grew to about 20 employees over two and a half years, but the expected profits never materialized. The two entrepreneurs could never get a handle on what was wrong, and the firm slid into bankruptcy. Convinced the idea was still valid, they started over, but with a new philosophy. They sought employees with different ages, values, ethnic backgrounds, and work experience. People had different styles, yet the organization seemed to work better. People played different roles, and the diverse experiences of the group enabled the firm to respond to unique situations and handle a variety of organizational and personal needs. The advertising firm is growing again, and this time it is also making a profit.



Consider **This!**

Should Leaders Live by the Cowboy Code?

1. A cowboy never takes unfair advantage—even of an enemy.
2. A cowboy never goes back on his word or betrays a trust.
3. A cowboy always tells the truth.
4. A cowboy is kind and gentle with children, the elderly, and animals.
5. A cowboy is free from racial or religious prejudice.
6. A cowboy is always helpful and lends a hand when anyone is in trouble.
7. A cowboy is a good worker.
8. A cowboy stays clean in thought, speech, action, and personal habits.
9. A cowboy respects womanhood, parents, and the laws of his nation.
10. A cowboy is a patriot to his country.

Source: Gene Autry's Cowboy Commandments are reported, with some variations in wording, in multiple sources.

1-2e From Hero to Humble

Another shift is the move from celebrating the “leader-as-hero” to recognizing the hard-working behind-the-scenes leader who quietly builds a strong, enduring company by supporting and developing others rather than touting his or her own abilities and successes.³¹ Recall from this chapter's opening example how Abraham Lincoln made an intentional choice early in his political career to use his abilities to serve the interests of the American people rather than to feed his own ego. This chapter's *Consider This* box presents 10 commandments based on 1950s western film star Gene Autry's Cowboy Code that can be regarded as applicable to new-paradigm leaders even today.

One reason for the shift from hero to humble is that it is less and less realistic for an individual leader to meet all the challenges a team or organization faces in a complex and rapidly changing world. Another is that ambitious, highly self-confident, charismatic leaders have been at the forefront of some of the ethical scandals and business failures of recent years. The hero leader may make more risky and daring decisions, often without considering the greater good, whereas a humble leader will seek advice and take time to think through the possible consequences of his or her actions.³² A recent study from the W.P. Carey School of Business at Arizona State University found that the most effective CEOs, for example, were those who led with humility by empowering and appreciating their employees, being open to feedback, and putting the greater good above their own self-interest.³³

Jim Collins, author of *Good to Great* and *Great by Choice*, calls this new breed “Level 5 leaders.”³⁴ In contrast to the view of great leaders as larger-than-life personalities with strong egos and big ambitions, Level 5 leaders often seem shy and unpretentious and have no need to be in the limelight. They are more concerned with the success of the team or company than with their own success.

These leaders are characterized by an almost complete lack of ego, coupled with a fierce resolve to do what is best for the organization. They accept full responsibility for mistakes, poor results, or failures, but they typically give credit for successes to other people. One corporate example is Sir Terry Leahy, who recently retired after more than a decade leading Britain’s Tesco. That is a long and successful tenure for a leader whom most people know little about. Leahy didn’t court personal publicity, much to the chagrin of journalists, and he put his energies into promoting Tesco and its employees rather than himself.³⁵ Although most research regarding the new type of leader has been on corporate CEOs like Sir Terry Leahy, it is important to remember that new-paradigm or Level 5 leaders are in all positions in all types of organizations. Perhaps not surprisingly, Pope Francis is an excellent example of a humble leader. He chose to be named after St. Francis of Assisi to illustrate that humility and service come first. But the popular pope also illustrates many other qualities of the new-paradigm leader.

“Humility is not weakness. Humility has its effect across levels of an organization in an empowered uplifting way. You can’t browbeat people into performance.”

Angelo Kinicki,
Management Professor,
Author, and Consultant

IN THE LEAD

Pope Francis, Roman Catholic Church

He was chosen as *Time* magazine’s 2013 “Person of the Year,” is a leader in Google searches, has tripled attendance at papal events with his humility, empathy, and commitment to the disenfranchised, and created a huge stir when he visited the United States for the first time in September 2015. The leader considered “everyone’s pope” has become a celebrity among managers, leadership coaches, entrepreneurs, and CEOs, too.

In a short period of time, Francis has brought about tremendous change and revival in a huge, global organization that has suffered devastating scandals in recent years and, not so long ago, seemed on the verge of becoming irrelevant. He did it by using not only his personal charisma and character but also leadership skills that anyone can apply. For example, Francis doesn’t fear change and is willing to take risks. He has reached out to atheists and agnostics, proclaimed a year of jubilee for women who have had abortions but have since chosen to reflect on the Church’s teachings on the subject, and declared that God has redeemed all of us, not just Catholics. Francis has also demonstrated the importance