

CHAPTER 13

Leadership Is Everyone's Business

THROUGHOUT THIS BOOK we've told stories of ordinary people who've made extraordinary things happen. They are from all over the globe, from all age groups and walks of life. They represent a wide variety of organizations, public and private, government and nongovernmental, high-tech and low-tech, small and large, educational and professional services. Chances are you haven't heard of them. They're not public figures, celebrities, or mega-stars. They're people who might live next door or work in the next cubicle over. They are people just like you.

We've focused on everyday leaders because leadership is not about position or title. It's not about organizational power or authority. It's not about celebrity or wealth. It's not about the family you are born into. It's not about being at the organization's apex, as CEO, president, general, or prime minister. And it's *definitely* not about being some sort of hero. Leadership is about relationships, about credibility, about passion and conviction, and ultimately about what you *do*.

You don't have to *look up* for leadership. You don't have to *look out* for leadership. You only have to *look inward*. You have the potential to lead others to places they have never been. But before you can lead others, you

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have to believe that you can have a positive impact on others. You have to believe that your values are worthy and that what you do matters. You have to believe that your words can inspire and your actions can move others. Moreover, you have to be able to convince others that the same is true for them. In these turbulent times, the world needs more people who believe they can make a difference and who are willing to act on that belief. As Natraj Iyer, product manager at eBay, told us,

We often think of leadership as something big and grand, but based on my experiences, I think real leadership is everywhere and in the daily moments. We all have several opportunities in our daily lives to seize the moment and be the leaders we can be. Each and every one of us has a choice to be that leader.

At this very moment, leadership is in you and in where you are. The question is: What are you going to do to put it into practice?

Exemplary Leadership Is Local

For a long time, we've been asking people of all ages and backgrounds about the people in their own lives who are role models for leadership—not well-known historical leaders, but leaders with whom they've had personal experience. We ask them to identify the person they'd select as their most important leadership role model, and select from a list of eight possible categories from which these leaders might come.¹ Is their role model a business leader, community or religious leader, entertainer or movie star, family member, political leader, professional athlete, teacher or coach, or other/none/not sure? Think about whom you would choose before looking at the results in Table 13.1.

Regardless of age, when thinking back over their lives and selecting their most important leadership role models, people are more likely to choose a family member than anyone else. In second place, for

Table 13.1 Who Are Role Models for Leadership?

Role Model Category	Respondent Age Category	
	18-30 Years Old	Over 30 Years Old
Family Member	40%	46%
Teacher Or Coach	26%	14%
Community Or Religious Leader	11%	8%
Business Leader	7%	23%
Political Leader	4%	4%
Professional Athlete	3%	0%
Entertainer / Movie Star	2%	0%
None / Not Sure / Other	7%	4%

respondents thirty years of age and under, is a teacher or coach. For the over-thirty crowd, business leader is number two; and upon probing further, people tell us that "business leader" really means an individual who was an immediate supervisor who essentially served as a teacher and coach in the workplace.

What do you notice about the top groups on the list? Who are these people? Most likely, you notice that they are the people you know well, and who know you well. They're the leaders you are closest to, and who are closest to you. They're the ones with whom you have the most frequent contact. Leadership role models are local.

This finding has extremely important implications. As a parent, teacher, or coach, *you* are the person who's setting the leadership example for young people. It's not hip-hop artists, movie stars, professional athletes, or others making news on social media who inspire them about leadership. *You* are the one they are most likely going to look to for the example of how a leader responds to competitive situations, handles

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crises, deals with loss, or resolves ethical dilemmas. It's not someone else. It's you.

The data also reveals that if you're a manager in an organization, to *your* direct reports *you are the most important* leader in your organization. *You* are their teacher and coach, and more likely than any other person in the organization to influence their desire to stay or leave, the trajectory of their careers, their ethical behavior, their ability to perform at their best, their drive to wow customers, and their motivation to share the organization's vision and values.

There's no escape. You are now on notice that regardless of title or position, be it at home, in school, the community, or workplace, you must take responsibility for the quality of leadership the people around you observe and receive. You are accountable for the leadership you demonstrate. You set an example, whether you like it or not, whether intentional or not. The conscious decision you must make is how good a leader and role model you want to be. People are watching you, regardless of whether you know it or not. You are having an impact on them, regardless of whether you intend to or not.

Everyone—and that literally means every person—is potentially a role model for someone, and this means that *leadership must be everyone's business*. The most lasting test of your leadership effectiveness is the extent to which you bring forth and develop the leadership abilities in others, not just in yourself. You have the capacity to liberate the leader within everyone.

Exemplary Leadership Matters

Debi Coleman is one of the first leaders we ever interviewed about Personal-Best Leadership Practices and the first leader we quoted in the original edition of *The Leadership Challenge*. At that time, Debi was vice president of worldwide manufacturing for Apple. When we caught up with her recently as managing partner of SmartForest, a venture capital firm, she told us that her perspective on leadership hasn't changed over the years from what she originally said: "I think good people deserve

good leadership. The people I manage deserve the best leadership in the world.”

Debi expresses the sentiments of all exemplary leaders. They strive mightily to deliver the best leadership in the world because they firmly believe that people deserve it. Most likely that's exactly what you want from your leaders and what your constituents want from you: nothing less than the best. No doubt, you're reading this book for the same reason!

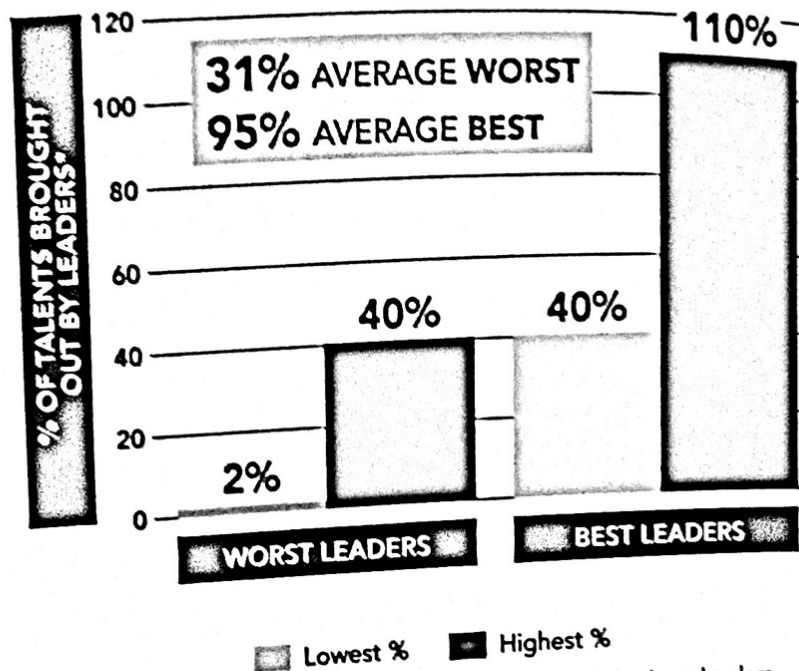
Debi's commitment to exemplary leadership matters. Yours does, too. It matters because great leadership creates great workplaces. Not-so-great leadership creates not-so-great workplaces. You know this from your own experience. We know this because we've continued to find evidence that leadership has a significant impact on people's engagement levels and their performance. You've seen data for this in every chapter. Let's look at one more study that underscores this point.

We've asked thousands of people to think about the worst leader and the best leader they've ever worked with. We then posed this question: What percentage, from 1 to 100, of your talents (skills and ability plus time and energy) would you say each of these leaders used? Figure 13.1 shows the results.

When people think about their experience with their *worst* leaders, the percentage of talent utilized typically ranges between 2 percent and 40 percent, with an average of 31 percent. In other words, people report that they expended less than a third of their available talents in their experiences with their worst leaders. Many continued to work hard, but few put all that they were capable of delivering into their work. Exit interviews reveal a similar phenomenon: people aren't quitting their companies as much as they are quitting the relationship with their manager. Surveys show that one in two people at some point in their careers have left their job to get away from their managers.²

This dismal situation is in sharp contrast to what people report when they think about their experience with their best leaders. These leaders bring out a minimum of 40 percent of their talent, and note that this *bottom* was the *top* of the range for the *worst* leaders. In fact, many claim that their best leaders actually got more than 100 percent of their talent! You know that it's mathematically impossible to get more than 100 percent

Figure 13.1 The Range of Their Talents People Report Being Utilized by Their Worst and Best Leaders—A 3x Difference!



* Totals more than 100% because people said the best leaders enabled them to do more than they thought they were capable of

of an individual's talent, and yet people shake their heads and say, "No, that leader really did get me to do more than I thought I was capable of doing or that it was even possible to do." The average percentage of talent utilized by people's best leaders is a whopping 95 percent.

The performance difference between people's worst and best leaders is huge. The best leaders bring out more than three times the amount of talent, energy, and motivation from their people compared with their counterparts at the other end of the spectrum.

This data, and other evidence presented throughout this book, confirms that *leadership makes a difference*. That difference can be negative or it can be positive, but it does matter. Leadership has an impact on people's commitment, their willingness to put forth discretionary effort, to take personal initiative and responsibility, and to perform beyond the ordinary. Bad leaders have a dampening effect on these

behaviors, and exemplary leaders have just the opposite effect. What sort of difference do you want to achieve through your leadership? The choice is yours.

We're confident that you want to become the best leader you can be—and not just for your own sake, but also for the sake of others and for the success of the endeavors you are pursuing. After all, it's unlikely you'd be reading this book if you didn't have this aspiration. How can you learn to lead better than you do now?

Learning Leadership Takes Practice

Nearly every time we give a speech or conduct a workshop, someone asks, "Are leaders born or made?" Whenever we're asked this question, our answer, always offered with a smile, is this: "We've never met a leader who wasn't born. We've also never met an accountant, artist, athlete, engineer, lawyer, physician, writer, or zoologist who wasn't born. We're all born. That's a given."

You might be thinking, "Well, that's not fair. That's a trick answer. Everyone is born." That's precisely our point. Every one of us is born, and every one of us has the necessary material to become a leader—including you. The question you should be asking yourself is not "Am I born to be a leader?" In becoming a better leader, the more demanding and significant question you should be asking is: "Can I become a better leader tomorrow than I am today?" To that question, our answer is a resounding "YES!"

Let's get something straight. Leadership is not some mystical quality that only a few people have and everyone else doesn't. Leadership is not preordained. It is not a gene, and it is not a trait. There is no hard evidence to support the assertion that leadership is imprinted in the DNA of only some individuals, and that everyone else missed out and are doomed to be clueless.

We've collected assessment data from millions of people around the world. We can tell you without a doubt that there are leaders in every

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profession, every type of organization, every religion, and every country, from young to old, male and female. It's a myth that leadership can't be learned—that you either have it or you don't. There is leadership potential everywhere we look. As Ian McCamey, senior content producer for the OZO product suite at Nokia Technologies, commented, "By examining the behaviors that all leaders engage in, the concept of leadership becomes an attainable skill rather than a mysterious power."

Leadership is an *observable pattern of practices and behaviors*, and a *definable set of skills and abilities*. And any skill can be learned, strengthened, honed, and enhanced, given the motivation and desire, along with practice, feedback, role models, and coaching. When we track the progress of people who participate in leadership development programs, for example, the research demonstrates that they improve over time.³ They learn to be better leaders.

Here's the rub. Leadership can be learned; however, not everyone wants to learn it, and not all those who learn about leadership master it. Why? Because becoming the very best requires a strong belief that you can learn and grow, an intense aspiration to excel, the determination to challenge yourself constantly, the recognition that you must engage the support of others, and the devotion to practice deliberately. Moreover, the best leaders realize that no matter how good they might be, they always can be even better, and are open to learning how to do so.⁴

This is music to Don Schalk. Don has served as the chief executive officer of several companies in his career and is now on the faculty at Alvernia University (Reading, Pennsylvania). He shared with us a personal experience that exemplifies the point that the best performers always strive to improve. Don was a highly skilled baseball player, and he related how his collegiate coach and mentor, Dick Rockwell, regularly told him and his fellow players: "Practice begins at 3:00 p.m. and ends at 5:00 p.m. If that's all you do, we won't win and you won't play." The message was very clear. Getting to play on the team required more than just showing up for two hours of practice each day. Winning ball games meant that everyone on the team had to do more, not just one player. That's the attitude of champions, and it applies to leadership as much as it does athletics. If you want to become exemplary, you have to train hard

and put in extra effort to practice and hone your skills. As the old saying goes: *Hard work beats talent when talent doesn't work hard.*

Florida State University professor and noted authority on expertise K. Anders Ericsson made this same point when he said:

Until most individuals recognize that sustained training and effort is a prerequisite for reaching expert levels of performance, they will continue to misattribute lesser achievement to the lack of natural gifts, and will thus fail to reach their own potential.⁵

Anders and his colleagues have found, over the decades of their research, that raw talent is not all there is to becoming a top performer. It doesn't matter whether it's in sports, music, medicine, computer programming, mathematics, or other fields. Talent is not the key that unlocks excellence.

Staggeringly high IQs don't characterize the great performers, either. Sometimes world-class performers are really brilliant, but in many cases they possess just average intelligence. Similarly, years of experience don't necessarily make someone a high-performer, let alone the greatest performer. And, as startling as it might sound, sometimes more years of experience can mean poorer performance compared to those newly graduated in a specialty because people can get trapped into old paradigms that are no longer relevant.

You must have a passion for learning in order to become the best leader you can be. What truly differentiates the expert performers from the good performers is devotion to *deliberate* practice. Practicing *deliberately* doesn't mean you engage in just any activity. Instead, you engage in experiences designed specifically to improve performance. *Designed* is the key idea, meaning there is a methodology, and there is a very specific goal. Second, practice is not a one-time event. Engaging in a designed learning experience just once or twice doesn't cut it. It has to be done over and over, and over again, until it's automatic, and that takes hours of repetition.

Another important characteristic of deliberate practice is the availability of feedback. Without knowing how you are doing, it's difficult to

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gauge whether you're getting close to your goal and whether you're executing correctly. While there may come a time when you're accomplished enough to assess your performance, you need a coach, mentor, or some other third party to help analyze how you did.

Furthermore, and let's be realistic, deliberate practice isn't much fun. What keeps the top performers going during the often-grueling practice sessions is not the enjoyment that they are having in that activity, but the knowledge that they are improving and getting closer to their dream of superior performance when it counts.

Finally, there's just no getting around the fact that practice takes time. You may be familiar with the popularized notion that it takes "10,000 hours of practice" if you want to become an expert,⁶ but the truth is there is no specific number. You have to put the time in, but don't make a big deal about the number of hours required. For some, it will take more than 10,000 hours to master the art of leadership; for others, it will be less. What is true of all champions, however, is that mastery is a lifelong pursuit.

The most meaningful and important way that you can take charge of becoming an exemplary leader is to make learning leadership a daily habit. Learning leadership is not something that you add on to your already busy schedule when you get around to it. It's not something that you do on a weekend or once a month at a retreat. It's not something that gets cut from the calendar when times are tough. It's something you do as automatically and instinctively as your other important priorities in the day. It's something that happens as routinely as checking your email, texting a colleague, or conducting a meeting. It's something you consider essential to your personal success. Just like physical exercise, you must do it daily to get fit, and stay in shape. The "aha" moment for Tommy Baldacci, sales associate with Rhumbix, was when he realized the importance of daily practice:

I had to learn how to be a leader before I could be one. I had to make a decision that I was going to be a leader. Once I decided what I wanted and made it a part of every thought of my waking day, it began to consume me. Every action that I took was a

contributor to the goal of being a leader. This is the same with every path to being successful. You have to make a decision that practicing leadership will take conscious effort.

Contrasts and Contradictions

In our research, we learned that in performing at their personal bests leaders Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. And we found that leaders who most frequently engage in The Five Practices are significantly more likely to achieve extraordinary results than leaders who don't make much use of these practices.

But there's a catch. *You can learn to do all of this perfectly and still get fired!* Maybe we should have told you this sooner, but no doubt you knew it already. There's absolutely no way that we can say that any of these leadership practices will always work all the time with all people. We know for certain that there's a much greater probability that they will, and there's no ironclad, money-back guarantee. And if anyone ever stands in front of you and claims that they have *the* three, five, seven, or nine-factor theory that's 100 percent certain to get you results and rewards, then grab onto your wallet and run. There's no get-rich-quick, instant weight-loss program for leadership.

There's still another catch. Any leadership practice *can* become destructive. Virtues can become vices. There's a point at which each of The Five Practices, taken to extremes, can lead you astray.

We know that finding your voice and setting an example are essential to credibility and accomplishment. But an obsession with being seen as a role model can lead to being too focused on your own values and your way of doing things. It can cause you to discount others' views and be closed to feedback. It can push you into isolation for fear of losing privacy or being "found out." It can also cause you to be more concerned with style than substance.

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Being forward-looking and communicating a clear and common vision of the future are what set leaders apart from other credible people. Yet, a singular focus on one vision of the future can blind you to other possibilities as well as to the realities of the present. It can cause you to miss the exciting possibilities that are just out of your sight or make you hang on just a little too long to an old, tired, and out-of-date technology. Exploiting your powers of inspiration can cause others to surrender their will. Your own energy, enthusiasm, and charm may be so magnetic that others stop thinking for themselves and mindlessly agree with your perspective.

Challenging the process is essential to promoting innovation and progressive change. Seizing initiative and taking risks are necessary for learning and continuous improvement. However, take this to extremes and you can create needless turmoil, confusion, and paranoia. Routines are important, and if you seldom pause long enough to give people an opportunity to gain confidence and competence, they'll lose their motivation to try new things. Change simply for change's sake can be just as demoralizing as complacency.

Collaboration and teamwork are essential to getting extraordinary things done in today's hyperactive world. Innovation depends on high degrees of trust, and people must feel a sense of control in their own lives if they are to accomplish great things. However, an overreliance on collaboration and trust may reflect an avoidance of addressing critical issues or providing negative feedback. It may be a way of *not* taking charge when the situation requires. Delegating power and responsibility can become a way of dumping too much on others when they're not fully prepared to handle it and evading your responsibility.

We know that people perform at higher levels when they're encouraged. Personal recognition and group celebration create the spirit and momentum that can carry a group forward, even during the toughest of challenges. At the same time, constantly worrying about who should be recognized and when there should be celebrations can turn us into gregarious minstrels. You can lose sight of the mission and any sense of urgency because you're having so much fun. You can become so consumed by all the perks and pleasures that you forget the purpose of it all.

Far more insidious than these potential problems, however, is the dangerous lure of hubris. It's fun to be a leader, gratifying to have influence, and exhilarating to have scores of people cheering your every word. In many all-too-subtle ways, it's easy to be seduced by power and importance. All evil leaders have been infected with the disease of hubris, becoming bloated with an exaggerated sense of self and pursuing their own sinister ends. How do you avoid this?

Humility is the antidote for hubris. You can avoid excessive pride only when you recognize that you're human and need the help of others. Exemplary leaders know that they "can't do it alone," and they act accordingly. They lack the pride and pretense displayed by many leaders who succeed in the short term but leave behind a weak organization that fails to remain viable after their departure. They remain interested in the ideas of others, learning about matters for which they don't already have the answers. They are resilient and demonstrate a willingness to experiment. They appreciate the lessons learned from experience, including the disappointments. With self-effacing humor, deep listening to those around them, and generous and sincere credit to others, humble leaders achieve higher and higher levels of performance.

The word *human* and the word *humble* both derive from the Latin *humus*, meaning earth. To be human and humble is to be down-to-earth, with your feet planted firmly on the ground. Interesting, isn't it, how as you climb the ranks, you often climb to a higher floor in the building, getting farther and farther away from the ground? Is it any wonder that the higher you go, the harder it gets to keep your footing?⁷

You must have courage to be human and the courage to be humble.⁸ It takes a lot of courage to admit that you aren't always right, that you can't always anticipate every possibility, that you can't envision every future, that you can't solve every problem, that you can't control every variable, that you aren't always congenial, that you make mistakes, and that you are, in a word, human. It takes courage to admit all these things to others, but it may take even more courage to admit them to yourself. If you can find the humility to do that, you invite others into a courageous conversation. When you let down your guard and open yourself up to others, you invite them to join you in the creation of something

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that you alone could not create. When you become more modest and unpretentious, others have the chance themselves to become visible and noticed.

Nothing in the research hints that leaders should be perfect. Leaders aren't saints. They're human beings, full of the flaws and failings like everyone else. They make mistakes. Perhaps the very best advice for all aspiring leaders is to remain humble and unassuming—to always remain open to learning more about yourself and the world around you.

First Lead Yourself

The instrument of leadership is the self, and mastery of the art of leadership comes from mastery of the self. Engineers have computers; painters, canvas and brushes; musicians, instruments. Leaders have only themselves. Becoming the best leader you can be means becoming the best self you can be. Therefore, leadership development is fundamentally self-development.

Self-development is not about stuffing in a whole bunch of new information or trying out the latest technique. It's about leading out of what is already in your soul. It's about liberating the leader within you. And it starts with looking inside.

The better you know yourself, the better you can make sense of the often incomprehensible and conflicting messages you receive daily. Do this, do that. Support this, support that. Decide this, decide that. Change this, change that. You need internal guidance to navigate the turmoil in today's highly uncertain environment.

Brian Alink, whom we introduced in the first chapter of this book, told us that to grow as a leader, it was extremely important to better understand himself. He came to this realization while leading the customer operations function for Capital One's Auto Finance business. To get to know members of his large and diverse team, Brian created "snack and chats" in which eight to ten associates from various areas gathered in an informal setting to talk about their greatest passions

outside of work. Brian heard some fascinating personal stories. The informal gatherings also provided him with a chance to start telling his own story.

Reflecting on his early life experiences, during which his family had endured financial hardship and moved into a travel trailer, gave Brian a pathway to exemplary leadership:

My strong drive to succeed was born lying awake at night in the trailer at the K.O.A. campground promising myself I would still dream big, work hard, and voraciously learn to accomplish great things to take care of my family someday. Little by little, I began to share my personal story with groups of associates I met with, just to put myself out there a little. The response was incredibly supportive. I find that everyone has challenges in their lives that are just really tough. And it's those moments, it's those hard moments that shape who they are and what they stand for.

These experiences helped Brian to realize that "leadership comes from the heart and from a place of being genuine, being vulnerable, and bringing your whole self to work."

Bringing your whole self to work requires the kind of self-exploration in which Brian engaged. It requires looking back over your life to understand the experiences that shaped you and the values those experiences taught you. As you continue your journey toward exemplary leadership, you must wrestle with some difficult questions:

- ▶ What were the peak moments in my life, and what motivated me to achieve them?
- ▶ What are the values that should guide my decisions and actions?
- ▶ What do I need to do to improve my abilities to move this team or organization forward?

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- ▶ Where do I think the organization should be headed over the next ten years?
- ▶ What gives me the courage to continue in the face of uncertainty and adversity?
- ▶ How solid are my relationships with my constituents? How trustworthy am I?
- ▶ What can I do to keep hope alive—in others and myself?

While not an exhaustive list, all exemplary leaders have wrestled with questions like these. Such personal searching is essential in the development of leaders. You can't lead others until you've first led yourself on a journey of self-discovery. Research has found that taking the time each day—even as little as ten to fifteen minutes—to reflect on what you have learned from your experiences significantly improves your subsequent performance.⁹

If you are to become the leader you aspire to be, then you must take the time to step back and reflect on your past, your present, your future, and discover your passions.

Leading Is Doing

Learning about yourself and about leadership, however, are not the same as leading. Deciding to be an exemplary leader is not the same as *being* one. Leading is doing. You need to make leading a daily habit. You need to do something every day to learn more about leading, and you need to put those lessons into practice every day.

Sergey Nikiforov, senior director of sales at Persistence Systems, pondered this challenge, explaining to us that the question of “Where do I start becoming a better leader?” had been nagging him for some time. Sergey assumed he had to do something grand and ambitious to demonstrate that he was a leader, but then it dawned on him.

I found that every day I had an opportunity to make a small difference. I could have coached someone better, I could have listened better, I could have been more positive toward people, I could have said "Thank you" more often, I could have . . . the list just went on and on.

At first, I was a bit overwhelmed with the discovery of how many opportunities I had in a single day to act as a better leader. But as I have gotten to put these ideas into practice, I have been pleasantly surprised by how much improvement I have been able to make by being more conscientious and intentional about acting as a leader.

Sergey is right on point. Each day provides countless chances to make a difference. The chance might come in a private conversation with a direct report or in a meeting with colleagues. It might come over the family dinner table. It might come when you're speaking at a conference on the future of your business, or it might come when you're listening to a friend talk about a current conflict with a peer, or as a result of asking for feedback from a customer, client, or partner.

Leadership is in the moment. There are many moments each day when you can choose to lead. Each day you can choose to make a difference. Each of these moments serves up the prospect of contributing to a lasting legacy.

Remember the Secret to Success in Life

There's one final leadership lesson that we'd like to pass along. It's the leader's secret to success in life.

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When we began our study of leadership bests, we were fortunate to cross paths with then-U.S. Army Major General John H. Stanford. We knew that he had grown up poor, that he failed sixth grade but went on to graduate from Penn State University on an ROTC scholarship, that he survived multiple military tours in both Korea and Vietnam, that he was highly decorated, and that the loyalty of his troops was extraordinary. John headed up the Military Traffic Management Command for the U.S. Army during the Persian Gulf War. When he retired from the Army, he became county manager of Fulton County, Georgia, when Atlanta was gearing up to host the 1996 Summer Olympics. John then became superintendent of the Seattle public school system, where he sparked a revolution in public education, before his untimely passing away from leukemia.

All that we learned of John's public service was impressive, but his answer to one of our interview questions significantly influenced our own appreciation of leadership. We asked John how he'd go about developing leaders, whether in universities, in the military, in government, in the nonprofit sector, or in private business. He replied:

When anyone asks me that question, I tell them I have the secret to success in life. The secret to success is to stay in love. Staying in love gives you the fire to ignite other people, to see inside other people, to have a greater desire to get things done than other people. A person who is not in love doesn't really feel the kind of excitement that helps them to get ahead and to lead others and to achieve. I don't know any other fire, any other thing in life that is more exhilarating and is more positive a feeling than love is.

"Staying in love" isn't the answer we expected to get—at least not when we began our study of leadership. But after studying leadership for over thirty years, through thousands of interviews and case analyses, we are constantly reminded about how many leaders use the word *love* freely when talking about their own motivations to lead. As Anna Blackburn, whom we introduced in Chapter One, told us about her

career at Beaverbrooks, where she started at the shop floor and became CEO: "Find something you love. When you genuinely love what you do, you'll excel and do well."

Of all the things that sustain a leader over time, love is the most lasting. It's hard to imagine leaders getting up day after day, putting in the long hours and hard work it takes to make extraordinary things happen, without having their hearts in it. The best-kept secret of successful leaders is love: staying in love with leading, with the people who do the work, with what their organizations provide, and with those who honor the organization by using its products and services.

Leadership is not an affair of the head. Leadership is an affair of the heart.