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WHAT YOU NEED TO SUCCEED!

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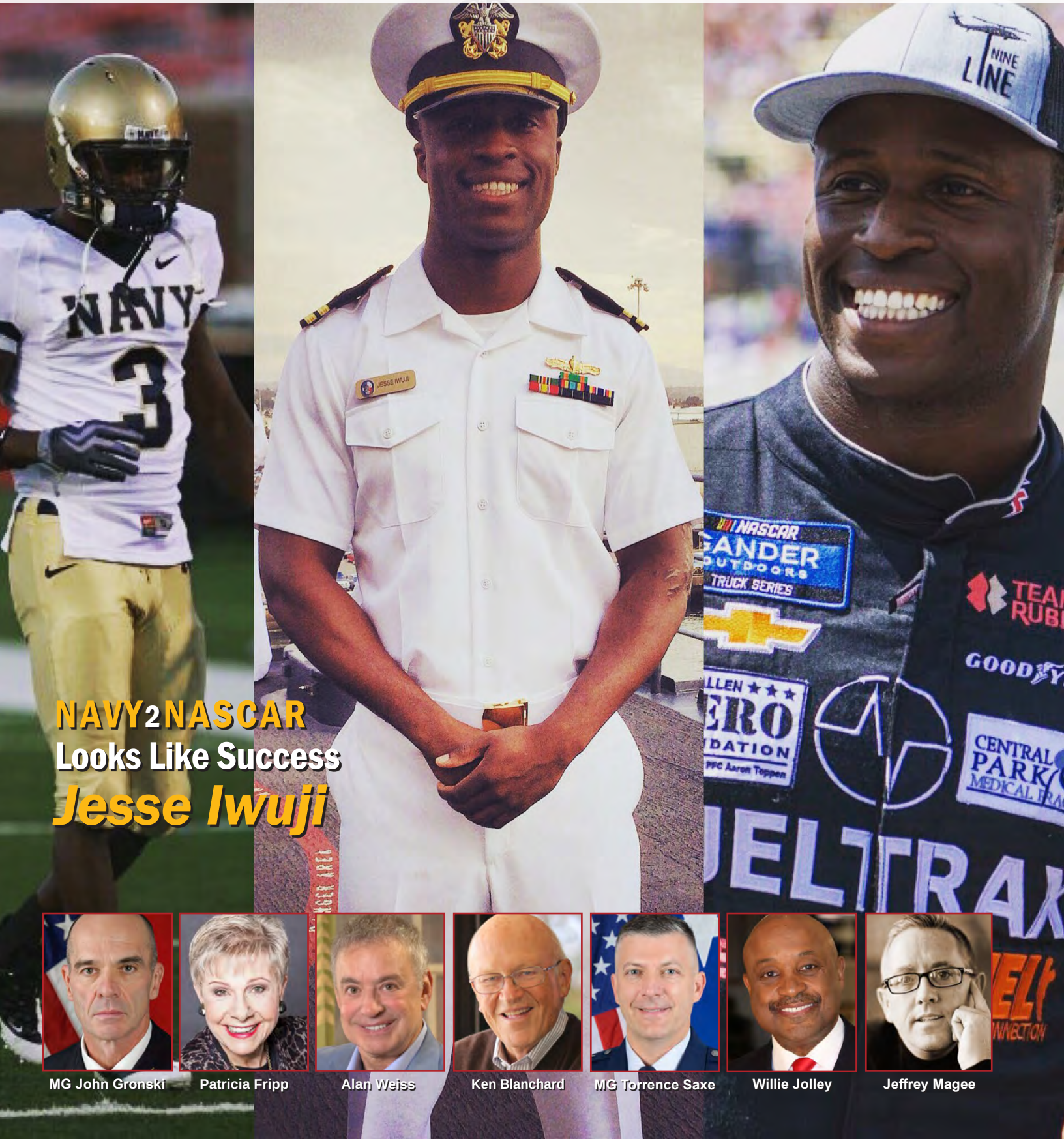
Calibrating Greatness

Leveraging YOU, Inc.

When Others Fail, What We Learn



NAVY2NASCAR Looks Like Success

Jesse Iwuji

MG John Gronski

Patricia Fripp

Alan Weiss

Ken Blanchard

MG Torrence Saxe

Willie Jolley

Jeffrey Magee

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Jeffrey Magee
PhD, PDM, CSP, CMC, CBE
Publisher and Editor-in-Chief
Jeffrey@JeffreyMagee.com
DrJeffSpeaks@aol.com

Jeremy Holland
Managing Editor
Jeremy@JeffreyMagee.com

Kim Cousins
Design Editor
Kim@KCousins.com

Single Copy Order
ProfessionalPerformanceMagazine.com

Online Digital Subscriptions and Publications
ProfessionalPerformanceMagazine.com

Advertising
Jeffrey@JeffreyMagee.com

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MG JOHN L. GRONSKI

The Secret Ingredient to Being a Good Leader — Care

The little things leaders do for the people they lead are big things in the minds of the people they do them for.

I believe there is something called "the leadership effect" that is similar to another concept known as "the butterfly effect". The butterfly effect explains how small events can lead to large consequences. An example often used is that a butterfly fluttering its wings in Brazil could cause a snowstorm in Chicago. Similarly, a behavior displayed by a character-based leader toward a follower could have positive consequences decades later.

After serving in the Army for forty years and leading teams in the military and the civilian sector as small as four people and as large as 15,000, I am always amazed when I receive a message from someone who I led many years ago, describing a small encounter with me that I have long forgotten but they have kept tucked away in their memory. I have found that a seemingly small caring, empathetic, or compassionate behavior a leader displays toward a follower, will not only be remembered for years to come, but perhaps more importantly, it will be emulated and paid forward. This is enormously powerful.

I think we have all heard a few maxims about how important it is for leaders to care, such as, "no one cares how much you know until they know how much you care", or Maya Angelou's wonderful quote. "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Key Ingredient for Leadership Success

The secret ingredient to being an effective leader is care. Good leaders must exhibit three types of care.

1. Take care of yourself.
2. Care for those you lead.
3. Care for your organization.

Leaders Must Practice Self-care

There is a difference between a leader taking care of themselves and a leader placing themself on a pedestal, ahead of their followers. Leaders must take care of themselves before they can take care of others. You must throw wood on your own campfire before it will cast light.

Leaders must develop their physical, emotional, mental, and spiritual fitness. When in a position of leadership, your quest to become a stronger leader should never stop. Your followers lives and livelihood hang in the balance. Afterall, it is up to you as a leader to be a model of strong character, demonstrate competence, and display a resilient and positive attitude.

When one stops trying to learn how to be a better leader, that person has stopped growing as a leader. The quest to lead well should never end. The world keeps changing in many ways and each new generation requires leaders to take the time to understand those they are now leading. Leaders should not expect the younger generation to adapt to them. Leaders must adapt to the younger generation. A colleague of mine who works for a multinational company recently told me he has found that the current generation of young adults is more in tune with their needs & boundaries & definitely must face drastically different social & emotional pressures.

Care For Those You Lead

I believe good leaders must care more for their follower's welfare, than they do for their own welfare. When you really give this some thought, you realize this is easy to say, but exceedingly difficult to do. It is not a natural thing to place the welfare, well-being, and safety of others before our own. Leadership comes with sacrifice. If you are not prepared to sacrifice your time and energy for others you should not take on the role of a leader. Thomas S. Monson said, "The mantle of leadership is not the cloak of comfort but rather the robe of responsibility."

Good leaders have the trust and respect of others. Trust and respect must both be earned. Neither is automatically given because of a leader's position. Trust and respect are secured when followers realize that the leader places the follower's interests first. The best practices for earning the trust and respect of others are by trusting others first, treating everyone with dignity and respect, setting priorities, and providing the resources and removing obstacles necessary for members of the team to do their job.

I agree with leadership author, Jim Kouzes, who has said that leadership is not as much about command and control as it is about serve and support. As a leader attains greater positions of responsibility, leading more and more people, the focus must be one of serving more people, not one of having more people serve you.

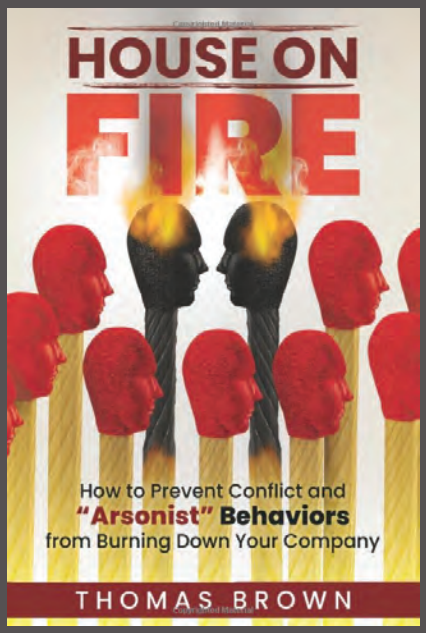
Stewardship

To some, ambition is a dirty word. Ambition conjures up thoughts of arrogance and self-aggrandizement. In some cases, this is true.

> Leaders should not be ambitious for their own career but should be ambitious for the success of the organization they lead.

I do not believe a leader should show blind ambition in terms of their own career, but I do believe a leader should be ambitious for the success of the organization they lead. A leader must care for their organization.

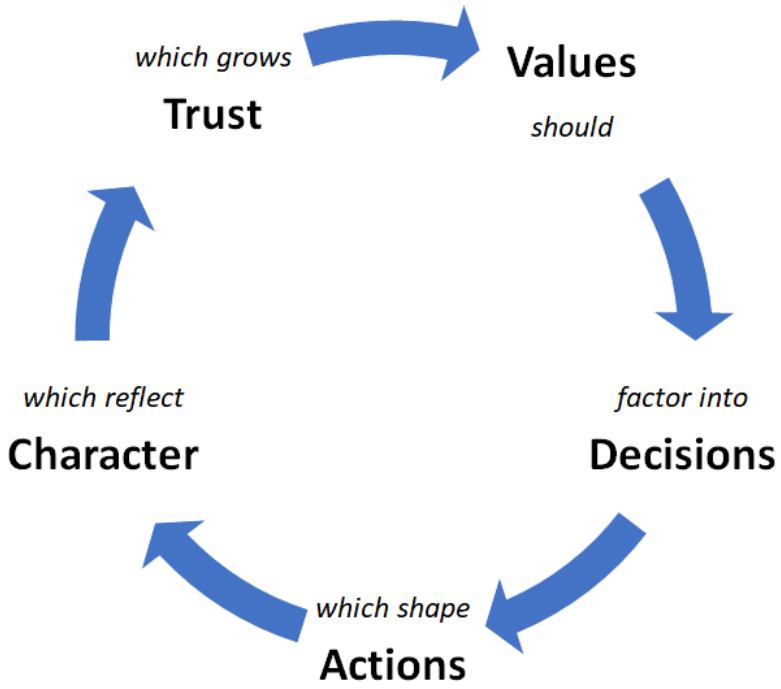
Effective leaders develop and communicate a shared vision and inspire others to achieve that vision. Leaders must communicate an overarching purpose for why the organization exists. It is important that leaders help team members to understand that they are working for something greater than themselves.



House on Fire is a powerful tool to prevent conflict within boards and executive teams from erupting into a destructive blaze.

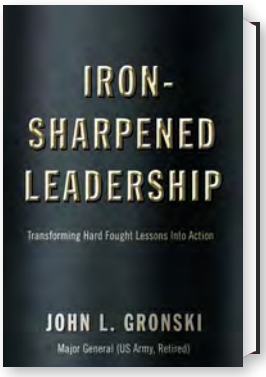
Thomas Brown is the founder and CEO of Ad Altius Advisors. He is a Yale-educated psychologist with 15 years of experience working with companies throughout the world to prevent or resolve boardroom and executive team conflict.

This is where organizational values come in. Organizational values are inspiring to read, but most powerful when lived. Leadership teams must factor organizational values into their business decisions to ensure their actions are ethical. Leaders must be aware of what I call the "Values to Trust Cycle". Values should factor into Decisions, which shape Actions, which reflect Character, which grows Trust. As we get through this cycle it is important to reflect and adjust if necessary.



The Secret Ingredient

Care is the ingredient leaders must include in their leadership philosophy to achieve success. Caring for those you lead is paramount, but organizations really hum when leaders also take care of themselves and take care of their organization.



Major General John L. Gronski (USA, Retired) is CEO of Leader Grove, LLC and has over forty years of experience leading teams in challenging environments. He is the author of the book, "Iron-Sharpened Leadership". John is an international Fortune 500 speaker, executive coach, and leadership consultant and trainer. Learn more at JohnGronski.com.

Gronski's new book, *Iron-Sharpened Leadership*, is a leadership book the reader will find valuable and inspiring. This leadership book is based on operational experience and is peppered with inspirational stories along with actions one can take to become a more effective leader. Gronski takes a values-based approach to leadership effectiveness and the book is oriented along the lines of his leadership philosophy which includes character, competence, and resilience.