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IT GOES WITH THE TERRITORY — LEADERSHIP MOMENTS

*There is a tide in the affairs of men
Which, taken at the flood, leads on to fortune.*

William Shakespeare

TWO MOMENTS

Moment 1

An African-American female teacher faces around 30 young children in a Florida elementary school classroom. Behind their heads you can hear the click and whirr of motorized camera lenses. Next to her, also facing the class, sits a man, legs folded, observing the scene with the appearance of relaxed geniality. After a couple of minutes, as the teacher is drilling the class on its reading, a second man comes hurriedly up behind the seated man, bends at the waist and whispers something in his ear. The seated man looks momentarily startled, then distracted, but quickly resumes the appearance of following the class.

THE “I” OF LEADERSHIP

Yet now his face betrays that he is distracted. He picks up a school book, flipping the pages. He looks like he is going through the motions of paying attention to the class. He holds a composed demeanor to the end of the class – some six minutes later. At this point he asks the class a question, smiles at their response and warmly, yet unhurriedly, congratulates the children and their teacher on their impressive reading skills. He stands and calmly takes his leave.

It is September 11th 2001 and the man is George W. Bush. We are witnessing him at a turning point in his presidency; a recorded moment that became an instant source of controversy in the US media. Shortly before the class, Bush had heard that a plane had crashed into the twin towers of the World Trade Center in New York, but, up to this point, had assumed it was an accident with a light aircraft. Now, a voice has just spoken in his ear the fateful words: “America is under attack.” Soon he will learn that a second passenger liner has been flown into the twin towers, resulting in nearly 3000 deaths.

Bush’s moment of truth, captured on video, has been pored over on YouTube by countless commentators. For some observers his muted and delayed reaction was a sign of weakness, folly and indecision. Others praised his composure as a mark of real leadership.

At one level what he did or might have done in that six minutes hardly matters. It is difficult to see what he could have done to change what was happening. Yet, people watch leaders and especially their reactions at critical moments. The question they ask – seldom from a neutral point of view – is what is going on in the leader’s head? They are quick to judge one way or the other, and whichever way that is, it is a story. We cannot see into other people’s heads. In fact, psychology shows us we struggle to see into our own. So what we have is a story – our story of why others act as they do. The leader also has a story. This is George W. Bush’s.¹

My first reaction was outrage. Someone had dared to attack America. They were going to pay. Then I looked at the faces of the children in front of me. I thought about the contrast between the brutality of the attackers and the innocence of those children. Millions like them

would soon be counting on me to protect them. I was determined not to let them down.

I saw the reporters at the back of the room, learning the news on their cell phones and pagers. Instinct kicked in. I knew my reaction would be recorded and beamed throughout the world. The nation would be in shock; the president could not be. If I stormed out hastily, it would scare the children and send ripples of panic throughout the country. The reading lesson continued, but my mind raced far from the classroom. Who could have done this? How bad was the damage? What did the government need to do?

Press Secretary Ari Fleischer positioned himself between the reporters and me. He held up a sign that read “Don’t say anything yet.” I didn’t plan to. I had settled on a plan of action: when the lesson ended, I would leave the classroom calmly, gather the facts, and speak to the nation.

Is what he is saying a “true” account? This is not an easy question to answer. Let us assume he has tried faithfully to recollect his exact sensations. We know that, even with the most strenuous attempt to recall and report accurately, all memory is “reconstructive”. Each time we bring something up from the vaults of memory it changes its shape, even as we lay our hands on it. With the best will in the world, our stories change with the telling, and perhaps especially when we write them down for posterity. But, even so, from this account, Bush is trying to tell us about the “I” of his leadership – the mental process he is engaged in. This is clearly important, since it has consequences.

Let’s go a few thousand miles east across the Atlantic, four years later, to witness a similar big-time “I” moment for another leader, who also happens to be a good friend of Bush.

Moment 2

I thought inconsequentially of all the times I’d been there, and pictured it now in my mind: the bus, with the roof blown off; limbs, bones and blood strewn everywhere. And for what? In the name of God? Anger, pity and determination jostled like queue-jumpers barging into each

THE “I” OF LEADERSHIP

other. I took a deep breath. Cut out the emotion, just think. Get a sense of the magnitude, work out the emotions of the country but do so in a way that leaves you free to describe them, but not to share them, except for the purpose of description, so as to leave your mind clear. Do I leave the G8? Do we cancel it? How can I chair it waiting for news? Do we hand the enemy a victory by altering our arrangements? Do we show insensitivity to the victims by carrying on? I know it sounds callous but calculations have to be made. There will be a time for me to weep later. Now, you are the leader, so lead.²

The time is July 7th 2005 and the speaker is British Prime Minister Tony Blair. In the midst of chairing the G8 summit at Gleneagles in Scotland, he has just received the news of terrorist tube train and bus bombings in central London that have left 56 people dead and around 700 injured.

This time we have no video record but you can imagine the man, standing by a window, thoughts whirring as he stares into space. As he does so, three big things are happening to him, just as they were for Bush.

One big thing here is the Self and its machinations; talking to itself as it stumbles through the thickets of thought and feeling. This is self-regulation,³ and it can be done in bad ways and good ways. It is critical to a leader's effectiveness – how does one process the moments and assemble a coherent performance?

The second big thing is Strategy. How does one, as a leader, choose between courses of action? Strategy means going beyond perception and impulse and constructing a plan that delivers the outcomes one wants. It means making decisions, such as when to stand back; when to engage; when to take the lead; when to follow the voice of others. Leadership is implicit in action that goes beyond reaction.

The third big thing is History. Blair and Bush are political leaders, well aware of where they stand in the landscape of events. What they do connects with elements that were there before them and will be there after them. History evolves, and leaders with it.⁴ Evolution here means something way beyond this or that man or woman and their

times. It is about leadership in all times. We have had leaders since the dawn of history. What have they been doing and why? Leaders' responses to the events of their times are part of, and sometimes important drivers of, cultural evolution.⁵

So let's return to Bush and Blair at their moments. Actions by people remote from these leaders have sent their shock waves into the space they occupy. As the waves break on the shore of the leader's consciousness, the mind first turns in on itself, absorbing feelings, memories, impressions and impulses, before moving out to take in a broader landscape – the model of the world that the leader possesses, and the question of the leader's identity. Leaders' answers to the "who am I?" question are critical to their actions and effectiveness. Most of the time the answer hangs implicit and latent behind the curtain of consciousness, but it may be awakened and activated by the leader or evoked by those followers and friends who see themselves as part of the leader's story.

For both Bush and Blair, in our frozen moments, leadership resides in the special responsibility they have in such circumstances – to deflect, direct, focus the wave of energy that is suffusing them. They are intensely aware of the momentous responsibility that sits on their shoulders and of their power though this has limits. They know that they are actors in a drama that is materializing around them but which was not of their making. They know that their responses will affect the process and the aftermath, but also that much of what follows will happen regardless of what they think and do. They do know that they are on the cusp of history and that they can change the future. At another level, they are just men surfing a mental tsunami.

Such is the nature of leadership and its moments. Some of these we can all identify with. There are always times – yes, rare for many of us – where being the person on point duty means we have no choice but to respond on behalf of others – there is no one else to turn to. *Carpe diem* – seize the day. Any one of us can find ourselves thrust into a leadership moment. How we see that moment, how we view ourselves as actors in the moment and what we do, or plan to do, in that moment is the "I" of leadership. It is seeing, being and doing.

ANOTHER BOOK ABOUT LEADERSHIP?

There are so many. Some have recipes. Some tell stories. Some construct theories. Some dig in the entrails of a particular period of history. Some contain ancient wisdom.⁶

There has to be a good reason for one more – this book. Forgive the pun but it is an “I” opener. The underlying thought running through this book is that leaders are the prisoners of many overwhelming forces and constraints, and yet there is a kernel of indeterminacy, of awareness, will and choice – seeing, being and doing – that can take the leader and the led in many different directions. For Bush it was six minutes of dissembling. For Blair it was a strident call to arms. Both could have been different.

I have written this book not just for leaders, designated or self-proclaimed. It is for anyone who has suffered or been thankful for a leader, and would like to know why. What leaders do matters. At any time, any of us may be momentarily called upon to lead. This book is for anyone who wants to understand what is happening in the world around them because of leaders, and for anyone who wants to understand the role of leaders in history, how this has changed and why. The story is told in three stages.

History: This book is rooted in evolutionary science, through which we shall seek to provide an integrated scientific account of the role leadership plays in history.⁷ This matters because we face a crisis on our planet that requires leaders to be more part of the solution than part of the problem. It is important that we have ways of looking at leadership in our society that enlighten our efforts to choose, direct and accept our leaders.

Strategy: Leadership is strategic. It works through what is immediate and challenging to what is difficult and distant – the goals of leadership. Much of what we shall highlight here is intensely practical, yet strategic. When should the leader lead her people, and when should she follow them? How can the leader fuse elements of her identity with those of her people –

their culture and institution? How does a leader balance her role in shaping events with responding to them fluently and flexibly? To answer these questions we shall be using a powerful but simple framework – SPQ⁸ – which I have developed over 20 years to guide leadership development. SPQ stands for Situations, Processes and Qualities – seeing, doing and being. The strategy of leadership consists of the different ways in which these three fundamental elements can be linked and controlled.⁹

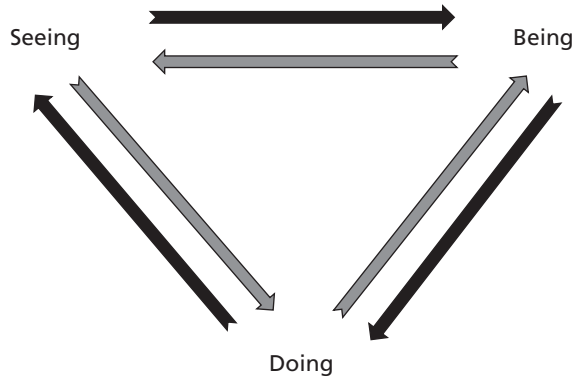
Self-management: The hardest part of leadership is to achieve the right kind of self-control. The wrong kind is too much control being applied to the wrong impulses. Leaders have to endure, sacrifice, be brave, take risks and give to others. Every day we are assaulted by images and stories of failing leaders. We see good people doing bad and stupid things. We see leaders who build great success and then fall down just at the point where they should be standing tall. In this book we will be examining tools for self-management, and how leaders can think themselves into effectiveness; looking at situations in new ways and by talking to themselves in some new ways. At the heart of self-management is the story – the interior narrative that the Self constructs to make sense, integrate and direct action, thought and feeling. We humans are instinctively story-telling animals.¹⁰

For Bush, the story – the title of his memoir – is *Decision Points*: a man who sees himself throughout his life as making tough calls to discipline himself and make things happen in the world. A point of departure early in the book recounts his decision to forswear alcohol after concluding he has a drink problem.

Blair's book, equally tellingly, is called *A Journey* and starts with his awakening to the meaning of political leadership in the British system after his landslide election victory in 1997. This title reflects a quite different narrative to Bush's. Blair's is the story of a man deeply immersed in the leadership landscape – constantly analyzing, learning and growing in confidence.

THE “I” OF LEADERSHIP

Figure 1.1: The “I” of leadership



The two stories are strongly contrasting and very consequential for them and the world around them.

Both Bush and Blair have implicit strategies for seeing, being and doing.

A strategy for seeing is having a philosophy and a methodology for interrogating reality and extracting from it meaning and purpose, which sometimes means challenging and shaping the world around you. A strategy for being means having a story of who you are and why you act as you do. A strategy for doing is knowledge and confidence in your repertoire of tactics, ideas, habits and skills – it is self-control, the art of constructing sequences of actions that are plausible and serve your ends. The three are linked – see Figure 1.1.

Graffito:

Rousseau: To do is to be

Sartre: To be is to do

Sinatra: Dooby dooby do

Let's add better, if less funny, fourth and fifth lines “To see is to be; To see is to do.”¹¹

In business it is said that structure follows strategy, but actually the reverse also happens – strategy emerges from structure. Rationally, the business should be shaped around its purposes (Rousseau), but

actually often the shape of the business constrains its purpose (Sartre). This duality is also a pivotal insight into leadership. Some leaders are shapers and some are adaptors, and the best are judicially both. The shaper's strength of character defines the enterprise. The adaptors help organizations, states or cultures to become what they need to be to do what they have to. Think of Steve Jobs vs. Eric Schmidt – Apple vs. Google – the former led by a vision, the latter by an awakening. Both vision and awakening require eyes to be opened. What Jobs and Schmidt saw shaped what they did. What they saw came from who they were: Jobs burning with impulses and images; Schmidt entranced by the worlds of possibility he glimpsed emerging in the digital era.

Can leaders choose who they are, what they see and what they do? If they can, then they can claim the power to achieve their goals. If not, they are constrained; the prisoners of their identity, knowledge and capability. Changing who you are is a slow and, some would say, impossible road. Changing what you do is challenging. Changing how you see is the only trick that can be pulled off in an instant, and if seeing is being – look at Saul's legendary transition to becoming St Paul, the founder of the Christian church, through a vision at a cross-roads in Damascus – then almost anything is possible.

LEADERSHIP MOMENTS

Every instant of our lives is a confluence of experience – world and mind come together in the moving moment, the stream of awareness we call consciousness. Mostly we breeze along this stream, since most of the riverbank landscape is predictable, ordered and unchallenging. Yet, at any point, we may be confronted by big, unpredictable events that spark the kind of mental dialog Bush and Blair are recollecting. The difference is that they are leaders with a special designation to be ready to respond to and take responsibility every day for a range of unbidden events. It goes with the territory. Leadership can be so defined – as a territory within which we have responsibility for action and reaction. It is taking charge – something we all have to do, even if only from time to time.

THE “I” OF LEADERSHIP

So what is your territory? If you are a supermarket shelf-stacker it is pretty small. Events may happen around you. A trolley crash in aisle 13 may hand you a leadership moment, fleeting though it may be. Most of us have a variety of interpersonal responsibilities and material duties to which the leadership call may come more frequently – situations where, like Blair, we have to pull ourselves up mid-stream and say to ourselves, “Now, be a leader.”

Ah, but is this what it’s like? Mike Useem has written about the inspirational stories of real-life leaders who seized the day.¹² In a rich variety of instances, leaders defined their style, values and potentialities to the world through some act of courage, thoughtfulness and/or high moral style. Yet what about all the other moments? What worries many leaders is that their leadership might be defined by things that they let happen, by oversight, ignorance or default. What happens if you miss your leadership moment?

My argument here is that for people in leadership roles – and many who are not or do not think of themselves as leaders (a surprisingly common self-denial among mid-level managers, by the way) – every moment is a leadership moment. This is a statement about the consciousness of leadership – even at our idlest moments it is surely better that we have actively chosen to be passive than to be so by default, following the drift of things. A Buddhist monk might disagree. But in business, passively floating with the tide does not always lead to good places. Leaders get washed up this way.

This book is about self-control, versatility and mastery. It is about the leader in all of us, and especially those who have to bear the responsibility in the eyes of others for leading. It is about the most intimate instances of leaders’ thought, feeling and decision-making. It is about the deepest origins of leadership in our animal natures and our ways of living for millennia. It is about people and their stories – the what, the why and the might-have-been. Here’s an example.

What Happened to George S. Patton

George S. Patton was an extraordinary man – a US general of vision, great force of personality, tactical brilliance, immense personal

courage and an esoteric erudition in the classics of ancient Greece and Rome.¹³ He first revealed his military brilliance in skirmishes in WWI, languished uncomfortably through the inter-war years and then came into his own in WWII as a peerless attack machine – disciplining and inspiring his armies to victories across Africa and in the Battle of the Bulge that effectively terminated the war in Europe. So many leadership moments, but, tragically, one of the most defining – memorably captured by George C. Scott in the eponymous movie – took place in a field hospital where he slapped the head of a shell-shocked soldier hospitalized from battle fatigue, calling him a coward. The disgrace of the incident removed Patton from the front line of war for the best part of a year and cost him the chance of becoming the Commander-in-Chief of the entire Allied armies in the European theater of war. This also possibly prolonged the conflict by as long, for Patton was an attack dog – a force of nature greatly feared by the Axis powers.

It has been said that all of the most important of life's battles are fought within the Self. This was Patton's problem. He was larger than life; his Self was a neurotic and tortured organ, bound into his story of himself – his “destiny” as a hero. His personal vision was a source of magnetic power but was rendered useless when found shorn of the rudimentary forms of self control that enable etiquette, protocol and correct behavior to be carried off without error. Poor Patton – his affronted beliefs triggered him straight into a monumental anti-leadership moment.

LEADERSHIP AS CHARACTER

Let's lift some names out of the air: Henry Ford; Barack Obama; Bill Gates; Duke Ellington; Ernest Shackleton; Steve Jobs; Carly Fiorina; Ratan Tata; Lee Kuan Yew; Margaret Thatcher . . . pick your own.

Now let's pick some other names: Susan Mason; Roy Makeba; Pablo Gonzales; Kim Sun Joy; Oscar Levinson . . .

You won't know the second list. If you do spot a familiar name, it's a fluke. I made them all up. Imagine them to be ordinary men and

THE “I” OF LEADERSHIP

women who occupy positions where their job is *to make decisions or take responsibility for the coordination and direction of other people*. The part in italics will do as a working definition of formal leadership.

My point is that in the first list we can see larger-than-life figures. They all have “made history,” one may say, and some are still making it. This raises a question that will occupy us throughout this book – did they make history or did history make them? How different would their organizations, nations and the people around be if someone else had occupied their role?¹⁴

Two Arguments

Argument 1: The world (or their part of it) would be very different. These people shaped institutions, relationships and the tide of events around them. As Emerson said, “There is no history, only biography.” The world has been made by the shaping force of human willpower; by agents and actors, especially those in positions of leadership. Indeed, that is one reason why we choose or allow them to lead us, because they promise to be the agents of renewal, revolution and restoration.

Argument 2: Although people make a difference, the world turns on the logic of larger forces. It, in effect, selects the people it needs at the time. It lures those who have the motives and the profiles to accept and be acceptable. It uses them and spits them out. Put another leader in their place and there will be short-term deviation, but in the long run the river of history will be drawn by the gravitational forces of the moment to find its way to the same estuary.

Both arguments contain truth. Leaders are both the servants and the architects of history. This is also true of my fictitious and largely anonymous list of leaders. They, in their smaller worlds – a man running a downtown garage, a woman office manager, a sports coach, a film producer – all do things that change the world, and for some of their close associates, do so radically. A person only has to fall in

love to change the world, by altering the life of another person. Yet, how much difference do we really make? We cause ripples on the surface of time that dissipate as it moves on its relentless course; if we look down on our ant-like perambulations from a height, they seem to signify little. Little? Maybe, but sometimes individuals and groups of these moving specks really do change the course of history.

But, as much for our fictitious Susan Mason as for the very real Barack Obama, character is destiny. This also is a two-way street of cause and effect. Who we are determines what we do; and what we do determines who we are. Make no mistake, all of these people have impacts on the world, which depend as much on the forces within them as on those outside them. Patton's place in history was defined by the jumble of passions that seemed to rage within him, at every stage. Tony Blair, a more coolly calculative person, was, par excellence, a reader of his context, yet it was his reading of that context that defined his actions. To see is to do. His memoir on his time as British Prime Minister is striking for its relentless analytical flavor, but his analysis was always deeply personal and linked to his moral identity. Who you are matters. What you *do* with who you are matters even more.

Warren Buffett – Driven by His Compass

Warren Buffett never seemed to enjoy being a leader much.¹⁵ For the brief time in 1991 he was the savior of scandal-mired Salomon Brothers investment bank when called in to restore its tarnished reputation, he set rules for probity, destroyed the bonus culture (a good thing in today's climate!) and handed off day-to-day leadership as fast as he could, preferring to "lead" from a distance, whilst continuing to nurse his favored projects and live according to his habits. Economists talk about "revealed preference" – what you do is what you are – to do is to be. That is Buffett to a tee – a man whose actions always reflected choice, as is true of many eccentrics. From the earliest age he played obsessively with numbers, and very early on conceived a burning desire to make money through enterprise. These instincts, nurtured by his father's haunted memories of the Great Depression,

combined to create the architecture of his ambitions in financial markets. Subsequently, this became embodied in his spectacularly successful enterprise, Berkshire Hathaway, and built his distinctive philosophy and methodology of investment, founded on his faith in his ability to discern “true value” in assets and stocks.

Buffett was a man who always knew in what direction his compass was pointing and where he wanted to go.

WHO ARE YOU? THE COMPASS QUESTION

For all of us, life is a succession of choices. Many happen by default. Stuff happens that we just don't have the power or the inclination to stop. Yet there are occasions in life when we find ourselves at a choice point that we know is critical. Shall I take this job, marry that person, move to this country? Faced with dilemmas of this magnitude some people seek the power of reason to be the arbiter. They sit down and draw up lists of pros and cons, but are shocked when they discover that this method doesn't deliver the answer, or they continue to feel uneasy about its solution.

Most people don't go through this rigmarole, or if they do start using a calculus, they give up after a while and fall back on “gut feeling.” Of course this then leaves one with the puzzling aftermath of wondering, why did I lean one way rather than the other way? Only self-knowledge will answer such questions. This is not as easy as it seems, and many people prefer not to enter this zone. It's too problematic. Hidden desires and fears often drive choice.¹⁶ We don't always want to be confronted with our dark side, or even just the sloppy mess of our mixed motives. Many leaders prefer the bliss of ignorance when it comes to their compass. They know it tells them unerringly what to do and where to go, but they fear they could lose their sense of confident purpose if they interrogate their own motives too closely. One can sympathize, yet be acutely aware of the dangers such willful ignorance invites. We will plumb the depths of this question later, considering how leaders can achieve secure self-knowledge without loss of confidence or control.

The interior conversation – question and answer – is something leaders need. It can be “self-talk,”¹⁷ a conversation that goes on in the leader’s head. It is a story, or, if you do it properly and work through the options, a bunch of stories that a leader can construct, each of which will take the leader plus followers in a different direction. Some of these stories work better than others. Leadership success and failure is a question of whether a leader has settled on a story that works best for herself, her goals and the surrounding world. Yet stories enchain stories, so, before you know it, the leader’s story becomes their life journey and the followers’ story.

This is another pillar of our analysis of leadership – to look at the lives of leaders, something we shall do throughout this book. We will use an analytic schema to understand how the life of the leader, or indeed any of us, unfolds: Destiny + Drama × Deliberation. Destiny comprises the forces impelling the leader along her path; Drama consists of the unpredicted events and pressures blowing her this way and that; Deliberation is the process that takes place when a leader is able to take a step back, think and make choices. The Bush/Blair testimonies exemplify all three.

Lives make history. From the fragments of the leadership moment, through the chain of such moments that make a life story are constructed the longer narratives of power, politics, succession and revolution.¹⁸ These are adaptive processes because, ultimately, leadership is an essential attribute of our species and many other mammalian social systems, to enable the coordination and mobilization of effort to do what is needed.

THE “I” OF LEADERSHIP – THE STORY OF THIS BOOK

We started with two fragmentary moments of leadership. From such fragments are woven the fabric of a life story. Bush called his book *Decision Points* to reflect his stance as an embattled man facing down his inner and outer demons, starting with his decision to quit drinking. Blair called his book *A Journey* because he felt that he ended up,

at the end of his ten years as Britain’s Prime Minister, in a very different place than he started from. Both are highly reflective books, but even these brief quotes illustrate subtle but important differences in their thought processes, and thus what leadership means to them.

All leaders have narratives.¹⁹ Some are clearly more about making sense of the past after it happened – Bush’s is of this type. It takes him in certain directions. Others are much more about shaping the future – to be the author of their story. Blair seems to be going more in this direction. That’s the way with stories, without them we are just reactors – responding to things that befall us, or to the impulses that arise within us. The narrative is a control device. It makes sense of the present by connecting with the past, and projects us onward into the future with a sense of purpose.

Should we worry about the truth of the story? It is clear that some leaders are fantasists about their mission – Patton came close – others seem highly objective. Yet a story is a story, and could be told in other ways. This is not a philosophical question but a practical one. The story you tell opens some doors and closes others.

The “I” of leadership raises other questions, such as how does leadership change leaders? What happens to the “I” on its journey? Blair is at pains to tell us what he learned about the political landscape of leadership and his own responses. He ends up much more definite about his confidence as a leader and more certain in his view of the world just at the point where he has to step aside. It is a paradox he recognizes ruefully.

All of us face parallel struggles – to apply ourselves to a changing world and learn how to be more effective. How leaders meet this challenge has consequences for the rest of us, so we’d better understand how they can be helped and guided.

The journey of this book starts with our animal nature, moves on to take in the sweep of human history since the dawn of time to explain the varieties of leadership and their effects, before closing in on the territory leaders inhabit and what it means to be strategic. We shall continue beyond this point to penetrate the leader’s mind and the drama that takes place within the Self – the “I” of leadership. Throughout, we will meet leaders – some famous, some not – whose

stories we can learn from. This is only a “self-help book” in two respects. It is my aim that the analysis I offer will be compelling and helpful to leaders in every walk of life, and to their followers. Near the end of this book I will also suggest disciplines that can be practiced – in seeing, being and doing – which will help you, dear reader, to be what you can be.

We start our journey in the next chapter by coming back to basics – to our animal identity and what leadership means in the world of social animals.

IMPLICATIONS AND OBSERVATIONS FOR LEADERS AND ORGANIZATIONS

This book is about the telescopic link between the most intimate parts of leadership – from the “I” that sees, feels and acts through to the global impact leaders have on the world. They do so by the path of strategy – how the leader’s story is assembled from moments. Some key thoughts:

- Leadership is about taking charge – seizing the moment. Many leaders fail by taking the world for granted or not recognizing that this could be a moment for them to step up and be the leader the situation needs.
- What you see and how you see are at least partially under the leader’s control – this means data analysis and (fast) reflection rather than chasing one’s impulses.
- The leader needs to know her story, but remember that it is a work in progress. She should not become its prisoner.
- The people around the leader have a duty to help her – especially in what the leader sees.

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