



Fearless Leadership

How to Overcome Behavioral Blind Spots and Transform Your Organization

THE SUMMARY IN BRIEF

Do you want to move your company in a new direction? *Fearless Leadership* provides you with the tools to successfully drive change, overcome obstacles, and engage and align people to achieve your business objectives.

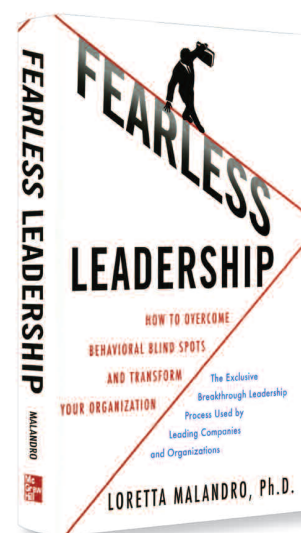
Leadership guru Dr. Loretta Malandro has developed a groundbreaking behavior-based methodology that is used around the globe to create top-performing leaders and high-performance organizations. It is based on a simple but profound concept: In order to change your organization, you must be willing to alter your behavior and help others choose to change their behavior. This means demanding 100% accountability™ from your people — and yourself.

In today's ultra-competitive business environment, a new leadership approach is needed. *Fearless Leadership* takes readers step-by-step through the process of raising behavioral standards that directly impact the bottom line. It shows you how to act courageously when faced with uncertainty, take bold stands and engage with people in very real ways.

Too many people in leadership positions attempt to enact change through systemic means such as restructuring or altering processes. The secret to real and lasting change lies in changing behavior — how people work together. Change the level of ownership and performance of people and you will transform your organization.

IN THIS SUMMARY, YOU WILL LEARN:

- How to confront the blind spots that sabotage success.
- How to overcome the success-strangling “need to be right.”
- How to build committed partnerships.
- How to gain full support and alignment.
- How to confront difficult situations head on.



by Loretta Malandro, Ph.D.

CONTENTS

Part I: Identifying Blind Spots and What Triggers Them
Page 2

The Need to Be Right
Page 3

Victim Mentality and Playing Small
Page 4

Part II: Taking a Stand and Transforming Your Organization
Page 5

Talking Straight Responsibly
Page 6

Holding Each Other Accountable
Page 7

THE COMPLETE SUMMARY: FEARLESS LEADERSHIP

by Loretta Malandro, Ph.D.

The author: Loretta Malandro, Ph.D. is president and CEO of Malandro Communication Inc., a firm with 30 years' experience working with clients worldwide across diverse industries. The company is known for rapidly transforming organizational effectiveness and business results through high performance leaders, teams and cultures.

Adapted by arrangement with The McGraw-Hill Companies, Inc., *Fearless Leadership: How to Overcome Behavioral Blind Spots and Transform Your Organization* by Loretta Malandro. Copyright © 2009 The McGraw-Hill Companies. 292 pages, \$24.95, ISBN 978-0-07-162464-0. To purchase this book, go to www.amazon.com or www.bn.com.

Summary copyright © 2011 by Soundview Executive Book Summaries, www.summary.com, 1-800-SUMMARY, 1-610-558-9495. For additional information on the author, go to <http://www.summary.com> or www.malandro.com.

Introduction

CEOs, executives and leaders want to know how to take intellectual abstraction and turn it into practical action that can be integrated into the fabric of their organizations.

By the time executives and leaders call on Malandro Communication, they are either frustrated with the slow pace of change or completely unhinged by the fact that change isn't happening at all. They tell Malandro's experts that they have tried everything but still have unaligned leaders, disengaged employees, silos and unhealthy competition. These leaders are unwilling to settle for less; they know exactly what they want: the shortest and most effective route to mobilizing people to deliver unprecedented business results.

Malandro's leadership experts identified and documented common blind spots of leaders and teams that derailed major initiatives, process and system changes, careers, and long-term organizational success. What became evident was the courage required of leaders to successfully transform their organizations. These fearless leaders confronted their blind spots, turned values into explicit behavioral standards, provided people with the tools to learn and apply new behaviors, and integrated those tools into how business was conducted on a daily basis. ●

PART I: IDENTIFYING BLIND SPOTS AND WHAT TRIGGERS THEM

We need fearless leaders. Not one but many. In times of chaos and uncertainty, as well as in good times, we need leaders who take a bold stand, act decisively and engage with others in an extraordinary way.

You have the power to shape the future. This is not in question. But do you have the courage to take a bold stand and transform the capacity and capability of people and an organization to achieve much more?

Fearless leadership is not a concept; it is an action. It is defined by the choices you make, how you take accountability for results and people, and how you interact with others.

Fearless Leadership: *The courage to take a bold stand, act decisively and engage with others in an extraordinary way.*

The Promise and Results of Fearless Leadership

Your business success as a leader is measured by the speed at which you produce results and bring new realities into existence. Fearless leadership provides you with the methodology and tools to unite and mobilize people to work together effectively in a way that drives change throughout the organization.

The promise of fearless leadership is fast individual and organizational transformation. You have the ability to influence change and dramatically increase engagement, alignment and business results. As a fearless leader, you have:

- The capacity to eliminate barriers that block your leadership effectiveness.
- The courage to take a stand and act decisively with renewed confidence and passion.
- The freedom to choose a new level of participation and engagement.
- The methodology and tools to transform individuals, teams and organizations.

Organizations move rapidly from an ad hoc



1-800-SUMMARY
service@summary.com

Published by Soundview Executive Book Summaries (ISSN 0747-2196), 500 Old Forge Lane, Suite 501, Kennett Square, PA 19348 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2011 by Soundview Executive Book Summaries.

Available formats: Summaries are available in several digital formats. To subscribe, call us at 1-800-SUMMARY (240-912-7513 outside the United States), or order online at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Andrew Clancy, Senior Editor; Edward O'Neill, Graphic Designer; Chris Lauer, Contributing Editor

Summary: FEARLESS LEADERSHIP

management approach to building a standard process and foundation for a world-class company. People, strategies and operations come together in a simple, fast and effective manner as everyone applies a shared methodology for working together as committed partners.

“What is holding leaders and organizations back?” Transformation begins when leaders *choose* to change their behavior. The frequently misunderstood barrier to change is *behavioral blind spots* — automatic and unproductive behavior that blocks leadership effectiveness, organizational change and business results.

Behavioral Blind Spots: *Unproductive behavior that undermines business results and working relationships.* ●

The Blind Spots That Derail Leaders

Here is a list of the 10 most common blind spots that derail leaders:

1. Going it alone. When you go it alone, you create a high level of stress and frustration in others. While you are internally focused on what you need to do, others experience an elevated state of anxiety. Because you are not focusing externally on others, your ability to pick up cues about their needs and reactions is greatly diminished.

2. Being insensitive to your impact on others. Leaders who are insensitive to their impact on others do not have a clear understanding of how they come across. They miss completely how their choice of words, tone of voice and nonverbal behavior send a message of disapproval and dissatisfaction.

3. Having an “I know” attitude. Leaders with an “I know” attitude have an answer for everything. Others perceive them as petty tyrants, solution machines, human bulldozers and command-and-control autocrats. They leave others feeling exhausted, diminished, angry and insignificant.

4. Avoiding difficult conversations. When leaders avoid tough conversations, problems remain unresolved. Poor performance continues, less-than-acceptable products and services are produced, and morale plummets. When leaders soften the message, the other party walks away confused.

5. Blaming others or circumstances. Pointing the finger at others is much easier than taking accountability. Blame is often used as an offensive tactic to avoid defending one’s position. Blame in an organization creates a volatile environment.

6. Treating commitments casually. When people

cannot trust your words, they judge you as unreliable. People notice when you break a promise.

7. Conspiring against others. When you conspire against people or ideas — whether by participating or by silent endorsement — you are perceived as weak, deceitful and dishonest. Others withdraw their trust, and your credibility takes a nosedive.

8. Withholding emotional commitment. When you claim to be aligned or supportive but withhold your emotional commitment, others perceive you as disengaged and disingenuous. People know when you are not fully on board. They see it in how you behave and how you speak.

9. Not taking a stand. People lose confidence and their desire to contribute when you are indecisive and unwilling to take a stand. Without your stand, forward motion comes to a halt, and critical actions are delayed.

10. Tolerating “good enough.” People are discouraged when leaders apply personal preference to leadership initiatives and ignore critical needs of the business or delegate them.

As a fearless leader, you must be willing to help individuals and teams talk openly about honest mistakes and learn from them. ●

The Need to Be Right

There is nothing wrong with the need to be right; it is instinctive and natural. The problem rests with our inability to recognize when we become stuck in unbending and unyielding views and do not know how to move beyond them.

The mechanism that explains the need to be right and keeps it in place is automatic listening. Automatic listening is the process of unconsciously filtering and distorting information to support your views and beliefs. From start to finish, the entire process is designed to give validity to your interpretations. It ultimately shapes how you behave and the choices you make.

Automatic listening starts in the mind as a “wonder about,” such as “I wonder if I can trust Jack” or “I wonder if the company will really succeed.” But early doubts pave the way for fixed thinking and harsh judgments. Since there is not enough time to do exhaustive research on every situation or person you encounter, you pay attention to trigger features — small aspects of a larger situation used to infer additional information. Trigger features are an automatic means of eliminating ambiguity, making a decision or inferring a judgment.

When you stop “wondering,” you euphemistically say,

Summary: FEARLESS LEADERSHIP

“I have made up my mind.” It would be more accurate to say, “I have made up my story,” because what you have done is invented your own interpretation of reality.

The automatic listening cycle is a closed loop. Once it has begun, all information and evidence are distorted to support your beliefs. The cycle is self-fulfilling — you get what you believe. If you do not intervene and break the cycle, it gains momentum and rigidity over time.

How Assumptions Become the Truth

Automatic listening starts the moment you notice a trigger feature — a single point of data — and make assumptions. In the mind, assumptions are treated as the truth, and they gather steam as you gather evidence.

Your automatic listening prevents you from seeing any other interpretation, and your freedom to invent the future is gone.

Fearless leadership provides you with the road map for gaining immediate access to transformation. When you can truly understand how others experience your behavior, without defending or judging, you then have the ability to produce a breakthrough in your leadership and team. Everything starts with your self-awareness. You cannot take charge without taking accountability, and you cannot take accountability without understanding how to avoid it.

As a fearless leader, you must learn how to bring compassion and understanding when you and others are stuck in your point of view. We must understand that the need to be right is automatic and learn how to recover quickly when it occurs. ●

Victim Mentality and Playing Small

Fearless leadership begins when you choose to *play big* — without limits on what is possible — despite difficult or challenging circumstances. When you play big, your behavior is consistent with your values and beliefs; you throw your hat in the ring and fully engage.

However, even with your zest and commitment, you will fall into automatic behaviors that keep you playing small.

Defining Your Personal Context

The first step in transformation is to move beyond denial. When you are in denial, the problem will either not appear on your radar or will appear as the fault of others or circumstances. With this limited view, you lose the ability to act, and you are left only with the ability to react. Denial not only impacts decision-

makers, but it also slows the organization to a snail's pace. But when you acknowledge that there is a problem and that you are part of the problem, you can take action.

In order to play big, you must (1) move beyond denial; and (2) expand your personal context or framework for how you relate to yourself, others and your company. Here's what is essential to understand:

1. You have a personal context — a framework of thinking and beliefs — that defines whether you play big or small and determines your capacity to succeed.
2. You vacillate between playing small and playing big depending on how you interpret a given situation.
3. Your personal context shrinks when you are willing to confront your blind spots, your need to be right and your victim mentality.

Providing the Organizational Context

As a leader, you provide organizational context every time you speak about the purpose of the organization and what you want to achieve.

Similarly, your personal context is the framework for how *you* relate to the organization, other leaders and colleagues. A small personal context limits you, while a big context gives you access to a new domain of thinking and the power to break down barriers and shape the future.

Taken together, organizational and personal context define the potential of the enterprise to excel by powerfully connecting people to its strategic objectives. Your challenge is to ensure that organizational and personal context converge so that people are emotionally engaged and act with urgency to achieve the mission of the organization.

How Resignation Creeps In

Playing small occurs when resignation sets in and you believe that the status quo — people, circumstances, or the organization — is more fixed than it actually is.

When you become resigned you continue to work hard, but your personal context shrinks; the game becomes smaller; and you lose interest, heart and enthusiasm. To the outside world, you are still highly committed, but *you* feel the difference.

The Victim Triangle

Victim mentality and resignation go hand in hand. When you become resigned, you inadvertently adopt victim thinking and behaviors that lead to viewing others as the opponents. Because victims see others as adversaries, they feel as if outside agents or forces control their actions and their future.

Summary: FEARLESS LEADERSHIP

Victim mentality is based on three interdependent roles: the persecutor (the person or circumstance you are blaming), co-conspirators (people who agree with you and your point of view) and the victim who has been unjustly wronged.

The roles constantly change in the victim triangle, and you may find yourself in any one of the three roles in different situations. There is a fourth role that takes you outside of the victim triangle: the role of a fearless leader. The victim triangle is sustained by being right and not taking accountability, but when you add fearless leadership, the cycle is broken and victim mentality cannot endure.

The salient point to bear in mind is that a victim triangle can form in an instant, creating silos and “enemies” where there should be none. Any group or individual can unwittingly become the persecutor, victim or co-conspirator. That of course, leads to resignation and the loss of focused and aligned people. This jump is automatic and seriously damages the ability of the organization to perform. ●

PART II: TAKING A STAND AND TRANSFORMING YOUR ORGANIZATION

Fearless leadership is not the absence of fear. It is the courage to confront fear and solve problems from a radically new direction.

Think of your behavior as fitting into one of two categories: moving toward generating something or moving away from discomfort and fear. Avoidance takes considerably more energy than creating a new reality.

Consider the amount of time you spend worrying or thinking about a sensitive conversation, a difficult person, a potential conflict, a tough decision, misalignment of leaders or an unresolved situation. It takes a substantial investment of energy to defend, be right and avoid — much more than is required to step into your discomfort, take a bold stand and act decisively. When you change your direction, you change what is possible for you and others.

The Price of Admission: Five Requirements to Becoming a Fearless Leader

Fearless leadership is a big game; it has a higher purpose and operates with a different set of rules. The price of admission is based on five choices only you can make:

1. Take *100% accountability* and act as an owner.
2. Take a *bold stand* and act decisively.
3. Be *courageous* and openly discuss your blind spots.

4. Build *committed partnerships* to achieve business results.

5. Be *unreasonable* and make the tough calls.

How to Take a Bold and Compelling Stand

When you take a stand, you commit yourself emotionally and intellectually, and you ask others to learn with you so that together you can achieve the business objective. People want a challenge, and they need new tools and skills for expanding their capacity. People enthusiastically engage when they discover that they have the power to make a difference. When you provide people with the tools to learn how to work effectively together and quickly eliminate barriers, they will surprise you with their results.

To gain a fuller understanding of what it means to take a bold stand, let's break down the elements for uniting and aligning people to take productive action. The primary elements are these:

- Be open and talk about blind spots.
- Call for committed partnerships first and engage people emotionally and intellectually.
- Focus the committed partnerships on your mission-critical objectives.
- Learn how to be a committed partner and ask others to do the same.
- Leave them with an inspired vision of the future. ●

Standing for the Success of Each Other

To raise the level of performance, you must foster an environment in which aligned leaders and engaged people are bursting with enthusiasm to help the organization excel. For this, you need *committed partnerships*: people who act as owners and stand for the success of each other and the organization.

The causal chain is clear: It is the relationships that people have with one another and the organization that drive business results and make system and process changes viable. The success of your organization or team depends on the willingness of people to change their behavior and expand their capacity to work together in a focused and disciplined partnership.

It is troubling that most business-as-usual associations are relationships of convenience or unstable alliances in which people work together only when absolutely required. These traditional relationships, for the most part, are politically motivated or pursued for reasons of

Summary: FEARLESS LEADERSHIP

personal gain. What is disturbing is that they are pervasive throughout organizations and representative of the low quality of relationships. The debilitating downside is that most businesses operate with an inherently defective platform for aligning and mobilizing the very faction that determines what the organization can achieve: people.

Without committed partnerships throughout your organization, you cannot achieve the interconnection and synergy needed among people, strategy and operations. But when you provide people with a disciplined methodology for working together, they will successfully navigate any challenges and achieve the objectives of the company.

Committed Partnerships: *Standing for the success of each other both privately and publicly.*

Because relationships are in a constant state of flux, often vacillating between breakdown and recovery, leaders must have the ability to talk about concerns and fully resolve them so they are not carried into the future. Decision-making and alignment must be effective and swift so that flawless execution is ensured.

The Five Agreements of Committed Partners

There are five agreements that committed partners align on and use daily to hold each other accountable:

1. We stand for the success of each other both publicly and privately.
2. We honor and fulfill commitments.
3. We talk straight responsibly.
4. We align emotionally and intellectually.
5. We hold each other accountable.

Committed partners agree to stand for the success of each other in all conversations — one-on-one, in meetings and electronically. They master specific skills for strengthening the working relationship: conspiring *for* each other, listening for positive intention, and cleaning up and recovering quickly when breakdowns occur. ●

Honoring and Fulfilling Commitments

In a culture of 100% accountability, there are only authentic commitments. Committed partners either commit or do not. “Yes” is a clear and unconditional statement with no strings attached. In this type of culture, committing is not a weak promise; it is a high-performance action. When people commit in a high-performance culture, others take the commitments seriously and respond with full support.

Honoring Your Commitments: *Doing what you say*

you will do and communicating responsibly when you don't.

Committed partners learn to quickly recognize casual, slippery or pie-in-the-sky promises. In their place, such partners insist on authentic commitments without conditions or an escape hatch. They ensure that commitments have clear actions and deadlines and a responsible way to revoke them, when appropriate.

Let's start by defining what a commitment is in a high-performance culture. A commitment is an action designed to turn ideas into reality. It is a clear stand to deliver a specific result within an agreed-upon time frame, regardless of unforeseen circumstances or challenges. Manage commitments and you manage results.

One of the reasons people do not commit is that they are worried about failing. This is another example of backward thinking: In order to bring a new reality into existence, *you must first commit*. A commitment is a stand and an action in high performance. It is not elusive and vague. Commit first and then work out the complete plan on how to fulfill your commitment. A commitment — big or small — sets new thinking and behavior in action. For example, if you commit to your team that you will be on time to meetings, and you authentically communicate this, you have taken an action. You have publicly declared your intent and stand, and your committed partners will support you and hold you accountable.

In a culture of 100% accountability, commitment drives results and circumstances do not get in the way. An authentic commitment means, “We will deliver in spite of challenging and tough circumstances.” So-called good reasons and excuses are not used to avoid fulfilling a commitment. ●

Talking Straight Responsibly

Talking straight responsibly in precise terms is being emotionally honest and communicating responsibly as soon as you recognize there is an unresolved issue. There are two criteria for measuring your success:

1. Your communication advances the business objective.
2. Your communication strengthens the relationship with the individual or team.

Talking straight responsibly is a learned skill that demands a high level of accountability and trust. Not only are you accountable for the content of your message, but you are also accountable for its emotional impact. If you are saying to yourself, “How people react to what I say is beyond my control,” remember that you are accountable for making sure your message is under-

Summary: FEARLESS LEADERSHIP

stood in the way in which you intend it. Of course, you cannot control how people react, but you can make an extra effort to ensure that you are doing everything possible so that your message paves the way for a more effective partnership.

Be Willing to Be Uncomfortable

Your discomfort is not an acceptable excuse for avoiding what needs to be said. Your mission is not to eliminate your discomfort but rather to increase your comfort with being uncomfortable. This is another marker of fearless leadership — the ability to persevere even when a situation is unpleasant or disquieting. At all times you must remember that fearless leadership is not the absence of fear or discomfort; it is doing what needs to be done in spite of these feelings.

When you leave communication to chance, you are saying, “I am not accountable for the accuracy, precision and impact of my message.” People need to know where you stand and how you feel. The question that must be answered is this: “*Are you willing to talk straight responsibly even when you are uncomfortable?*”

Be Emotionally Honest

Leaders who talk straight responsibly leave nothing to interpretation. They know that saying something or writing it in an e-mail does not mean that others heard or understood their message. You must act as the responsible agent for how others respond to your communication. Everything you communicate must be consistent with your agreements as committed partners and with your stand for the success of one another. ●

Aligning Emotionally and Intellectually

If you rely on group agreement, you will be disappointed. Agreement is fleeting. Its temporary nature leaves you with unsustainable action and the half measure of compromise. But with authentic alignment you gain sustainable commitment and coordinated action even when people do not agree.

Authentic alignment is an indispensable leadership behavior that requires teams to learn how to interact in a new way where they set aside their personal preferences, political agendas and pet projects. These teams innovate and discover solutions without compromising the quality of decisions to appease dissenting group members.

In the alignment process, committed partners fully dialogue for the purpose of supporting the decision both

emotionally and intellectually, as if they authored it themselves. They agree to (1) dialogue responsibly without holding anything back; (2) support the decision emotionally and intellectually, both privately and publicly; and (3) communicate immediately to the appropriate person if they discover they are no longer aligned. Leaders are committed to sustaining alignment and are quick to take action the moment they realize they are off track.

Authentic Alignment: *Setting aside your personal preference to support the decision from an enterprise perspective — emotionally and intellectually — as if you authored it yourself.*

Authentic alignment is an extraordinary behavior that harnesses the power of people — their energy, passion and vitality — and focuses it where it belongs: on business objectives. When alignment is used as a technique where people agree but do not emotionally and intellectually commit, it is ineffective. This false sense of alignment lacks the glue for sustainability.

Strengthen Relationships

High-performance teams learn how to constructively intervene and keep the group on track while simultaneously strengthening relationships. They are imperfect but committed teams who never stop learning and practicing. ●

Holding Each Other Accountable

A culture of 100% accountability is a self-correcting environment in which leaders at all levels actively coach one another and intervene in unproductive behavior. They accept nothing less than what an individual or team is capable of achieving. They hold people up to high standards of behavior instead of focusing on their limitations.

In a high-performance culture, holding one another accountable is an essential behavior to help others excel. By calling for the best in performance, committed partners transcend perceived limitations and go beyond past successes. When people are motivated by this greater purpose of being the best, barriers dissolve quickly and people energetically push one another to achieve more.

High-performance teams, like any other teams, become trapped in automatic behaviors. The difference is the speed at which they recover.

Holding each other accountable is a high-level skill that committed partners master through practice. It is the final agreement of committed partners and is by far the most challenging because of our fear that we will make things worse instead of better. ●

100% Accountability: A New Canvas on Which to Paint the Future

The following actions do not require the approval or agreement of others. They are within your power and sphere of influence:

1. **Make a purposeful choice to play big.** You have two choices in front of you: You can choose to play big and expand your purpose so you can *be* more, which is the key to achieving more, or you can choose to play small and sacrifice the ability to shape the future.

When you act as an owner and take a bold stand and decisive action, the future alters. You behave differently, you make different choices and your actions create a ripple effect in the organization.

When you choose to play big, the behaviors with which you meet your challenges are taking 100% accountability, regardless of what others choose, working together as committed partners, and taking a bold stand and acting decisively.

Stop wishing for others to change and transform yourself.

Fearless leadership is a transformational methodology for excelling and achieving results. You can apply it to a team, business group or the entire organization.

2. **Elevate the context and engage others at the highest level.** One of the most powerful tools for engaging people is a compelling context that captures both hearts and minds. Every time you speak to a group or an individual, you have an opportunity to provide them with a framework that powerfully connects them to the larger purpose.

Context determines how people perceive reality. Context defines focus, meaning, purpose and direction, and it defines what people observe, act upon and produce.

When you provide only an intellectual context, you will engage some people but lose the majority. However, when you provide an emotional and intellectual context, people are inspired to act.

3. **Learn together and step into greatness.** When people learn how to be committed partners, they discover a new way to communicate with one another that they did not have access to before. This is far more impactful than leaders realize. When people discover that they have the power to influence others and shape the future, they apply new skills and behavior to all areas of their lives — at work and at home. The positive results they pro-

duce drive them to learn and achieve more. The new behaviors become embedded because people make a *life choice* to change their behavior. This crossover between work life and personal life is a powerful testimony to what people want and need: a way to be more effective in all areas of their lives.

4. **Build networks of committed partnerships everywhere.** Does your group or business unit have committed partnerships with both your internal and external customers? If this is something you believe will add value to the bottom line, then start by building committed partnerships within your group. Everyone must operate with the same methodologies and skill sets.

When your group genuinely accepts ownership of the problem or breakdown, you are ready to engage with the customer group. Being a fearless leader lets you think big and build committed partnerships with customers, the community and other stakeholders.

5. **Measure your success.** Teams and individuals often lose sight of how radically they have changed their behavior unless they measure their progress and record their breakthroughs. Record team breakthroughs so that everyone can see how their behavior directly impacts business results.

Your New Canvas

As a fearless leader, you must be proactive and continually ask questions that expand your scope of vision: What am I not seeing? What opportunities and possibilities are right in front of me? What can I learn from this breakdown or situation?

What is right in front of you, which is often missed, is the fact that you have the choice and capacity to play big at any time. You have the ability to transform yourself and move people and the organization to a higher level of effectiveness. Your willingness to be relentless in changing your behavior and modeling how leaders are expected to behave is your ticket to success.

Be fearless and lead the way for others. The footstep of one person creates a path for everyone. ●

RECOMMENDED READING LIST

If you liked *Fearless Leadership*, you'll also like:

1. ***Open Leadership* by Charlene Li.** Li offers the next-step resource that shows leaders how to tap into the power of the social technology revolution and use social media to be "open" while maintaining control.
2. ***Leading Outside the Lines* by Jon R. Katzenbach and Zia Khan.** The authors explore the modern workplace and how to handle the formal and informal factions that combine in the office.
3. ***The Truth About Leadership* by James Kouzes and Barry Posner.** This summary examines 10 time-tested fundamental truths about leadership and becoming an effective leader.