



SOUNDVIEW

Executive Book Summaries®

www.summary.com

Leadership

Leadership PQ

How Political Intelligence Sets Successful Leaders Apart

THE SUMMARY IN BRIEF

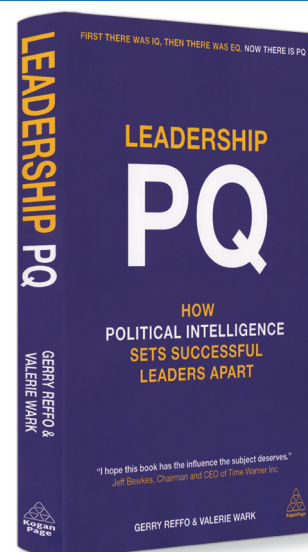
Most of today's leaders cut their teeth in a different world, where the best recipe for successful enterprise seemed to be for governments to provide a stable, market-oriented regulatory regime and allow companies to get on with the business of creating economic growth. The job of government was to get out of the way. Today, much has changed in the way governments govern and in the attitudes of government to business. Leaders must find better ways to enable business, government and society to work together to deliver profit, growth and better lives for future generations.

Political Intelligence is a new leadership requirement that allows governments and businesses to build relationships and work together in a new and more effective way. Successful leaders have built the capability to interact strategically in a world where government and business share power to shape the future.

Leadership PQ explains why political intelligence is now a critical leadership requirement; presents exclusive case studies and interview material to demonstrate the impact of PQ in action; and provides practical advice on how to develop it effectively by navigating the Golden Triangle of business, government and society.

IN THIS SUMMARY, YOU WILL LEARN:

- Why PQ is necessary in a shared power world.
- The five key facets of the PQ model and specific indicators for how to develop them.
- Practical tips for how to develop PQ both as an individual and in your organization, including how to integrate PQ into HR systems.



by Gerry Reffo
and Valerie Wark

CONTENTS

What Is PQ and Why Does It Matter?

Page 2

Introducing the Model

Page 3

Empathy with Purpose

Page 5

Versatility

Page 6

Developing PQ as a Leader

Page 7

Developing PQ in Your Organization

Page 8

THE COMPLETE SUMMARY: LEADERSHIP PQ

by Gerry Reffo and Valerie Wark

The authors: Valerie Wark is an Associate of Ashridge Business School in the UK, a leadership tutor, and an independent executive coach. She works as an executive coach with Vodafone, and her other international corporate clients include The Body Shop and BBC Worldwide. Gerry Reffo is a senior independent HR consultant and an Ashridge Business School accredited executive coach. For the last 11 years she has designed competency frameworks and designed and run assessment centers to identify senior leaders.

Leadership PQ: How Political Intelligence Sets Successful Leaders Apart by Gerry Reffo and Valerie Wark. Copyright © 2014 by Gerry Reffo and Valerie Wark. Summarized by permission of the publisher, Kogan Page Unlimited. 272 pages, \$39.95, ISBN: 978-0749469603. To purchase this book, go to www.amazon.com or www.bn.com.

Summary copyright © 2014 by Soundview Executive Book Summaries www.summary.com or 1-800-SUMMARY.

For additional information on the authors, go to www.summary.com.

PART I: INTRODUCING POLITICAL INTELLIGENCE (PQ)

What Is PQ and Why Does It Matter?

The future demands leaders who can do more. Globalization, complex societal challenges, changes in the planet, population, wealth and technology mean that the world is becoming more interdependent and power is more broadly distributed. It's happening now and will intensify.

Political Intelligence (PQ) is the leadership capacity to interact strategically in a world where government, business and wider society share power to shape the future in a global economy. PQ is rooted in the relationship between citizens, government and business.

PQ is more than working together with one or more people to achieve a purpose. PQ is for leaders with enough insight, vision and humility to recognize that they are working within a wider system. What they offer has to meet the needs of customers, consumers, citizens, the environment and future generations. Government, business and society share the power to provide better outcomes for all.

Why Has the Need for PQ Arisen?

The world is different now. Most businesses don't operate in a stable long-term economy, nor do they have the regulatory environment they want. The world is becoming more regulated. And few countries would be de-

scribed by business as "well-governed," with the promise of predictable, business-friendly policies.

In addition, according to Sir John Grant, Executive Vice President, Policy and Corporate Affairs at BG Group, electorates/citizens are better educated, better informed, better networked and, as a result, better organized and more demanding than ever before. Governments face greater constraints than ever before, largely as a result of globalization, which puts international capital in control and reduces governments' room for maneuvering and has created a whole set of problems which governments can't resolve by themselves. Business struggles with the speed in which reputations of companies, products and services change.

Business leaders must understand this more complex "political" environment. Businesses need to be able to work with government to anticipate where the problems are coming from, exert as much influence on the political world as the campaigning NGOs, Twitter campaigns and media stories that dictate so much of modern government, and become part of the solution rather than one of the problems. ●

It's a Shared Power World

A shared power world is one where no single organization is in full control of its destiny. Making profits, governing nations, providing public services and helping society are done more effectively when organizations work with others. Business, government and non-profit organizations raise their game when they embrace working with partners and stakeholders to achieve what they



1-800-SUMMARY
service@summary.com

Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 511 School House Road., Suite 300, Kennett Square, PA 19348 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2014 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; Ashleigh Imus, Senior Editor; Amanda Langen, Graphic Designer; A. Imus, Contributing Editor

Summary: LEADERSHIP PQ

want individually and jointly. Leaders with the capacity to work in a shared power world and deliver better individual and joint outcomes are the new rock stars.

Change Drivers

Thought leaders, authors and journalists draw attention to the drivers for environmental change:

Market failure: Many of today's top business leaders grew up with the belief that the phenomenon of globalization and the development of large multinational corporations would mean that national governments would become increasingly less influential. The global economic crisis and the apparent failure of the market to deliver prosperity in developed economies changed this.

Wicked problems: Problems in the 21st century include climate change, resource scarcity, debt, inequality, poverty, disease, conflict, and religious and ethnic intolerance.

Demographics: By 2050, world population will reach between 8.1 billion with low fertility and 10.6 billion with high fertility. Economic development and rapid urbanization in emerging economies is predicted to move 3 billion new people into the middle classes. Economic growth, improved education and political stability are potential benefits that ought to flow from this seismic shift. On the down side, natural resources will become scarcer.

Struggling political systems: China's autocratic political system and state capitalism enable it to pursue and implement long-term policies and make short-term corrective changes quickly. But it has yet to effectively challenge the corruption arising from the nature of the political system. In the Western democratic system, private capitalism and the market form the economic platform. People enjoy freedom of expression and take for granted a free media, the rule of law and an independent judiciary. Despite these strengths, governments struggle to govern effectively. Neither bipartisan or multi-party systems work well. The electoral cycle encourages short-termism.

Finding solutions that offer good outcomes for society, business and national governments is a challenge.

Doing Business Differently

Leaders need to build into their organizations' DNA an understanding of shared power and the perspective of being part of a wider societal system. Operational decision making is messier when power is shared. Control is reduced. More people are involved. Information must be shared. Activities must be more transparent. Different views must be taken into account. Finding solutions takes longer.

Business is under pressure to become part of the solution. The need for co-operation both remains and in-

creases with political, economic and demographic change. Society has the power to hold business and governments more to account for how they attend to what is important for all of us. ●

PART II: THE PQ MODEL

Introducing the Model

The PQ model is a set of skills, behaviors and processes designed for leaders and future leaders in business, government and non-profits who want to work together to deliver better outcomes — to deliver profit, growth and better lives for future generations. The model consists of five facets, each of which is supported by five indicators. The facets are

- **Futurity**
- **Power**
- **Empathy with purpose**
- **Trust**
- **Versatility**

The concept is that all five facets work together in harmony to create PQ. A politically intelligent leader is able to hold each facet and seamlessly move around, judging the right moment to use each one.

Shared power brings opportunities for innovation, diversity, scale and groundbreaking changes. It also brings complexity, competing interests, politics and misunderstanding. The challenge for leaders is how to maximize the opportunities and overcome the difficulties. ●

Futurity

Futurity means being in a future state. Leaders with PQ think about posterity. Reflecting on the big issues, problems and challenges that face society, they imagine a better future where these are overcome. Perhaps most importantly, they see how to create the conditions to make that better future happen.

Futurity is more than the strategic thinking process. With futurity, you start from the future and continually look back to where you are now. So unfolding events, risks and opportunities are viewed through the lens of a future state. Futurity in a PQ context is anticipating the needs of consumers, citizens and future generations, generating

Summary: LEADERSHIP PQ

ideas about how to meet those needs, and finding the right partners to make it happen.

Here are the indicators of effective performance in this facet:

Shapes the future: reflective, well informed, thinks holistically; spots the patterns and makes the connections with the present. Many of the clues to the future lie in the present and the past. PQ leaders make time to find out what is going on across the globe and to reflect on what it means for their own operations and for humanity. The best leaders understand history and draw on the past to bring context to today's events.

Sets the strategic direction; identifies partners; mobilizes and aligns stakeholders. As soon as an idea forms, leaders start to think about how to turn it into reality. Finding the right partners (just like the right staff) is serious work and determines the success of your project. Aligning strategies with partners and relevant stakeholders enables leaders to increase scale and impact. Finally, building an inclusive relationship with stakeholders so that they feel empowered and able to contribute creates the conditions for alignment and a productive outcome.

Registers changing currents; re-sets delivery to seize opportunities and mitigate risks. A strategy is a map to inform implementation of a future vision. It's not a blueprint of the future. It must be refreshed, changed or adapted as necessary in response to changes in the environment. Disruptions will occur. Addressing them openly and creatively usually improves the original strategy and provides opportunities not previously envisioned.

Balances different ways of thinking. Futurity requires our whole brain to be engaged: the analytic and the innovative, the strategic and the operational, and the emotional and rational. By engaging the whole brain, you approach every issue and decision from multiple perspectives, thereby increasing the odds of focusing on the right things.

Delivers the future: bringing focus and clarity to complex decision making and implementation. Futurity is more than imagining the future. It is equally driven by a passion to get things done — to move towards delivering the future vision with as much speed as possible.

PQ leaders are both visionaries and realists. They create and shape the future, stretching their own imagination and triggering the imagination of others. Seeing the challenges facing society, PQ leaders create the conditions for tackling those problems in their own organizations and in partnership with others. ●

Power

In a PQ context, power is the ability to build relationships and influence others with the intention of shaping the future towards both profit and a better society. In a shared power world, thoughtful leaders know that, however important their job title, they don't have ultimate power. Power to shape the future is held in many hands.

How PQ leaders interact with others determines how much influence they exercise. PQ leaders encourage modern business leaders to deliver value for shareholders and contribute to wider societal benefits; public policy leaders to interact strategically and inclusively with business to deliver for citizens; and non-profit organizations to harness the power of government and business to deliver effective outcomes.

Here are the indicators of effective performance in this facet:

Find out where power and influence reside in each stakeholder group; builds and nurtures relevant networks and relationships. In a shared power world, stakeholders are critical to the success of any operation. Understanding this is vital. So is changing the way you interact with them. It's less about managing stakeholder relationships so that you get what you want. It's more about engaging with them to find mutual benefits. Why? Because stakeholders are more powerful, more broadly based and better organized.

Takes opportunities to influence and advances the future vision. PQ leaders focus on the future vision. Recognizing and creating opportunities to influence, they use them to advance towards their future vision. In so doing, they find allies, build support, and influence those with power to make their future vision a reality. In the past, those with huge financial muscle have been able to exert unfettered influence. But things are changing. Corporate reputations have taken a hit. While large companies exercise less influence than before, the influence of the general public is increasing. Most business leaders have yet to work out how to deal with this change in the balance of influence on government.

Acts courageously, takes risks and upholds ethics. Working in a shared power world to secure a future vision is not easy. You face multiple issues: different stakeholder interests, competing visions and mutual dependency. It takes courage and an appetite for risk. But these characteristics must sit within an ethical framework. Ethics shapes how leaders should behave in terms of rights and responsibilities and fairness to society. Strong ethics and values offer a solid basis for attracting others to work with you.

Summary: LEADERSHIP PQ

Influences stakeholders by combining charisma and purpose. Charisma combined with a strong purpose is a powerful combination that inspires and influences others. Joseph Nye identified three elements of charisma as vision, confidence and communication skills. Nye then added emotional intelligence to describe an inspirational style of leadership. To be more charismatic, you must describe your future vision and how to make it happen in a way that captures the imagination of others.

Understands complexity and explains it simply and memorably. Communicating regularly and persuasively with the stakeholders is a key part of a PQ leader's role. Persuasive communication that is meaningful and captures the interest and energy of the audience is central to influence. Communicating simply and memorably requires effort and discipline. You need to be clear about what you want to say; then refine it through reworking until it is sharp and lucid. Also, most people want to know the facts, but touching people's emotions increases impact and memorability. A strategic narrative links the future vision and why it matters to all project communication. ●

Empathy with Purpose

Empathy is the capacity to imagine oneself as another person, emotionally to feel what the other person feels, cognitively to know how the other person sees the world. Empathy with purpose in a shared power world means building strong and trusting relationships with stakeholders who are central to the success of a shared project and using the shared relationship to achieve outcomes that offer mutual and wider benefits.

Empathy with purpose in a PQ context works at four levels. It includes developing empathy in relationship with individuals: the ability to listen, understand and develop a deeper relationship that in the longer term may increase your capacity to influence partners and stakeholders; creating empathy among others by doing things that attract them to connect with your organization or country; building and maintaining empathy amongst those engaged in delivering a shared project as partners or stakeholders; and having empathy with humanity: PQ leaders feel a responsibility to others and want to leave a positive legacy for future generations.

Here are the indicators of effective performance in this facet:

Studies key stakeholders: sees and feels the world from their perspective and does things that they value. PQ leaders have a two-pronged approach to stakeholder man-

agement. First, they take a systematic approach to stakeholder identification and means of engagement. Second, and this is what differentiates them, is that they believe it's important and therefore invest time in both emotional and cognitive empathy to understand how other people and organizations see the world and what they want.

Relates to wider society; culturally competent and respectful. Cultures are an expression of beliefs, values and deeply held assumptions that influence the way people, organizations and nations behave. PQ leaders are curious about and understand other cultures — through being well informed, travelling, job assignments, learning foreign languages and customs, and by encouraging diversity in their workplaces. They are fluent at the level of both organizational and international culture.

Builds shared empathy by attracting others through values, behaviors and innovation. People attract other people by expressing their values. Organizations and institutions are attractive when they behave in accordance with accepted values and when they display creativity and innovation. Attraction, in turn, builds empathy.

Inspires passion and commitment from other stakeholders to the shared project. Nothing that ever mattered was easy. The role of the leader is to keep people focused on the shared project, especially when the project is complex and competing interests abound. PQ leaders are committed to delivery and have a strong empathy with the overall mission. It drives them. And it enables them to inspire a similar empathy in others. Common themes that leaders use to create commitment include clarity about the mission, instilling fear and good communication across projects.

Feels empathy with humanity and acts to make the world a better place for future generations. PQ leaders care about the world they live in and the world they will leave behind. They feel personally responsible to work and behave in ways that will create a legacy to “future-proof” the planet. Feeling responsible towards humanity is not the same as traditional corporate and social responsibility (CSR), so often an adjunct to core business. PQ leaders are zealous about improving people's lives and sustaining the planet. It's integral to their work. ●

Trust

Trust is the foundation of all great relationships and the strongest determinant of their success. Trust binds relationships and enhances reputations. Behaviors that create trust include integrity, transparency, inclusivity, consistency

Summary: LEADERSHIP PQ

and reliability, and concern for the best interests of others. Unlike the other PQ facets, trust is binary. People either do or do not trust you; there is no continuum for trust.

So why does trust matter in a PQ context? Leaders working in a shared power context don't have the traditional hierarchical position that gives them sole legitimacy and authority. They operate within a web of relationships, where positional power is not enough. The leaders whom others trust to serve their joint interests achieve more.

Here are the indicators of effective performance in this facet:

Consistently acts with integrity and honesty.

Trusted people behave consistently. What they believe, say and do “stacks up.” Their values and behaviors are aligned. This strong inner core and sense of purpose is expressed through their behavior. They consistently model their beliefs through their behavior at work and in their personal lives. Through their behavior, they inspire, motivate and win the support and trust of others. They are straight talking, use simple language and communicate clearly.

Operates ethically, inclusively and transparently. In a shared power world, the importance of ethical behavior and transparency increases. Leaders want to partner with people they can trust. Customers and consumers make choices based on reputation. Reputation counts in all sectors and affects how others interact with you. In business, it determines whether consumers buy your product or use your service; whether others, including a sought-after, smart, innovative startup, choose you as a partner.

Values and puts effort into projects and relationships that deliver long-term and societal benefits. This indicator of trust describes the behavior of leaders who choose to put effort into projects that deliver innovative, sustainable and long-term outcomes. Businesses that are struggling to maintain or to build public trust have a powerful incentive to partner with NGOs to deliver long-term societal benefits, as NGOs enjoy public trust. Partnering with them to deliver tangible societal benefits enhances the reputation of the business and the leader with consumers and customers.

Manages competing interests without compromising trust and long-term benefit. In a shared power world, leaders have to find solutions that take account of competing interests. Business leaders look for ways to become more sustainable without pricing themselves out of the market. The leadership challenge is finding a way to meet stakeholders' short-term needs while remaining focused on delivering the long-term vision and doing it in a way that maintains the confidence and trust of society.

Establishes a track record for delivering consistent and reliable results. In a shared power world, people are mutually dependent. They rely on others to deliver what they promise. Reliability depends on capability as well as values. Making sure that you have the necessary competences, skills and resources to deliver what you promised at the agreed level of quality is part of the trust equation. ●

Versatility

Versatility is about having a broad range of thought and behavior and the self-command to use it intentionally. It's responding swiftly and fully to demanding situations, knowing when to be flexible and subtle and when to be strong and focused.

In a PQ context, leaders are working on complex multidimensional problems in a partnership with a range of stakeholders. Second, they're versatile: whether dealing with crises or anticipating the future; behaviorally moving up and down the scales — between firm and flexible, analytic and empathetic, vision and rigorous implementation. Third, they understand the importance of image, symbolism and behavior; and they make choices based on these criteria. Fourth, and this is an overarching point, they must be masters in PQ, able to use all five facets in harmony.

Here are the indicators of effective performance in this facet:

Changes tack to fit new demands ranging from crisis to evolution. Leaders who are future-focused understand that the environment is continually changing and are ready to move with it. Changes are often gradual and subtle and frequently invisible to those involved. Monitoring tools should be in use to spot patterns and trends indicating change early enough to allow timely evaluation and action. Punctuating these evolutionary changes in the landscape are spikes of crisis that burst on to the scene and demand immediate attention. If mishandled, they too have the potential to derail any project.

Exercises self-command to calibrate responses and pace change to fit the circumstances. PQ leaders are operating in complex environments. Self-command is necessary in order to calibrate responses to get the pitch right and move at a speed that brings others with you. Having the self-command to calibrate our responses appropriately is driven by our own personality and how well we deal with pressure, the quality of our relationships with

Summary: LEADERSHIP PQ

key stakeholders, which will determine the level of support we get, and our ability to read the mood of different stakeholders and say what is needed.

Maintains focus and strength of purpose; brings rigor and discipline to measurement of results. Strategies often fail because leaders lose sight of their goals. Leaders know when they set out on a journey what they want to achieve. But as the environment inevitably changes, leaders have to adapt their strategies to fit the new contexts. They must do this without losing focus on their overall vision.

Exudes confidence, at ease and in touch with others' needs. PQ leaders who are confident in their own abilities inspire confidence in others. Common characteristics include courteous but not deferential; say what is necessary with energy, pace and concision, but no rush; avoid self-justification; defend the points that matter; not seeking validation or praise; not knocked off balance by criticism. In addition, PQ leaders all have a powerful presence, but whether their influence comes from business, politics or religion, they know what matters to them, and they're at ease with themselves. This frees them up to be curious, challenging, gracious and remarkably lacking in personal ego.

Recognizes political reality; knows when to push and when to concede; and works with the politics to achieve objectives. There will be times when, however strongly you believe in something or however important it is to your strategic objectives, the timing isn't right, and it's not possible to exercise influence. Public opinion might be too strong or the political imperative too great. Versatile leaders know when to persist and when to concede. It's a delicate judgment. Both require courage and vision. ●

PART III: HOW TO DEVELOP PQ CAPABILITY

Developing PQ as a Leader

PQ leaders want to make a positive difference to the world. They achieve this through their determination, skill and capacity for learning. They mobilize people from across their networks to see and deliver a better future through shared leadership.

We know that PQ capability comes from the ability to use all five facets in harmony. However, you need a good level of capability for each facet before you can harmonize them.

Developing PQ Capability Across the Five PQ Facets

Futurity: To develop futurity, keep up to date with political and business news — national and international. Use a range of media to get different perspectives. Talk about the news. Raise conversations with colleagues and friends that are far reaching: “What if...” Actively seek out people who work in different organizations. Attend conferences and training programs that have participants from a wide range of backgrounds and sectors. Embed thinking about the future into your business schedule.

Power: Remember that power is fragmented. You need to think broadly about stakeholders. Hold a brainstorming session with colleagues and some stakeholders to work through the stakeholder questions. Think broadly and creatively about how to engage the different groups. In personal terms, watch television and films, noting the most powerful communicators. Borrow some of their techniques, and make them your own. Read books about storytelling and the power of story. Make sure your body language is aligned to your message. Work with a coach, mentor or actor to explore and develop your personal impact.

Empathy with purpose: Think about other people, their situation, their wants and dreams. Be generous with your time; get to know people; actively listen; observe and ask probing questions. Think about those with whom you have empathy. How did you develop that empathy? What could you be doing more or less of to achieve empathy with others?

Trust: PQ leaders are trusted because they are clear about who they are and what they stand for. To elicit your leadership brand, ask yourself, “What are people saying about you? How do they describe you? How would you like to be perceived? Is your brand a clear manifestation of what you stand for? Does your behavior make it easy for people to work out your brand? Are you and your brand aligned? Can you be trusted to deliver this brand consistently?”

Versatility: PQ leaders can flex both analytically and behaviorally in pursuit of their goals. What scanning and monitoring systems do you have in place? How robust are they? How do you ensure that you are innovative and ahead of the trend? Think of leaders you know who remain consistent in their beliefs and yet can seamlessly shift their style to engage a wide range of people. Observe them closely, and try to integrate some of their behaviors into your own leadership style. Seek feedback to understand how you might improve your performance. ●

Summary: LEADERSHIP PQ

Developing PQ in Your Organization

PQ is a good-news story. It offers an opportunity to motivate and inspire employees and to re-energize collaborative efforts. As you work with your colleagues to interpret and apply it in your organization, make the most of the opportunity it offers to reinvigorate the way people feel and think about their work.

PQ Skills Audit

A first step to understanding the existing levels of PQ capacity in your organization is to conduct a skills audit. The aim is to find out which roles need PQ, the skill level of the people in those roles and their development needs. The first job is to assess PQ relevance to each role. This involves considering each role against defined criteria and making a judgment about whether PQ has high, medium or low relevance to successful completion of the role.

For example, for each function, such as the CEO, executive board, heads of departments, team leaders and so forth, evaluate how relevant PQ is to the role. Once you know which roles have high or medium PQ relevance, it's the role of senior line managers to review the performance of individuals in those roles and assess their skill level based on their track record. Once there is agreement on the data, the next stage is to decide how to develop the individuals concerned.

Integrating PQ with Other HR Systems

One way of developing PQ in organizations is to integrate it with HR systems. PQ is the basis for explaining to everyone "how" they should do their job — not the processes but the values and behaviors.

We recommend that five aspects of learning and development are reviewed as part of the implementation of PQ:

Formal training programs: Review your formal training offer to align it with the PQ facets and indicators. The level of redesign will be dictated by how important PQ is to the role. Inviting speakers with PQ skills from other sectors to contribute to your leadership programs will give participants a broader view of how PQ is applied in different spheres.

Online learning: Online learning is also a good tool for awareness raising and for providing information to teams. PQ should feature in induction packages and other tailored, online courses. Using the intranet to feature news of cross-sector partnerships gives employees a feel

for the innovative and valuable work going on across the organization.

Coaching: Individuals in roles with a high or medium PQ relevance and who are too senior to attend a generic leadership program are most likely to respond best to tailored PQ coaching. Coaches should understand PQ both in terms of the context and how to apply it.

Mentoring: Mentors should be senior leaders who have demonstrated PQ leadership and are able to share their experiences with individuals developing their own PQ. Running facilitated sessions with these mentors to share ideas, experience and learning with each other will prepare them better for supporting their individual mentees.

Assignments/secondments: Some individuals will show potential for PQ through their attitudes and behaviours but may lack experience of leading or working on complex projects or of working across cultures. Those with potential to be senior leaders should be directed to specific assignments to enable them to develop their PQ skills and experiences. Others may have strong credentials in visionary thinking, focus, rigor and getting things done, but lack sufficient empathy to build trusting relationships. Working on secondment with a cross-sector partner offers another way to understand their issues from "the inside out."

We believe the future needs more leaders who understand that integral to their leadership role is helping their community and society to solve their biggest challenges. Society craves leaders who create and shape a better future. Shaping that future when power is shared relies on empathy with both individuals and humanity, building strong and trusted relationships, the courage and conviction to do what is necessary while persuading others to join in, and telling a story that helps everyone understand the balance between the needs of society and business, the global community and nation states, the future and the present. ●

RECOMMENDED READING LIST

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

1. ***Primal Leadership* by Daniel Goleman, Richard Boyatzis, Annie McKee.** The authors describe what executives must do to become emotionally intelligent leaders and build emotionally intelligent organizations.
2. ***Ecological Intelligence* by Daniel Goleman.** Reveals the hidden environmental consequences of what we make and buy, and how we can drive the essential changes we all must make to save our planet.
3. ***Success Intelligence* by Robert Holden, Ph.D.** Success Intelligence examines how to enjoy real, soulful success while living in a manic, busy and hyped-up world. Dr. Holden describes his unique coaching program.