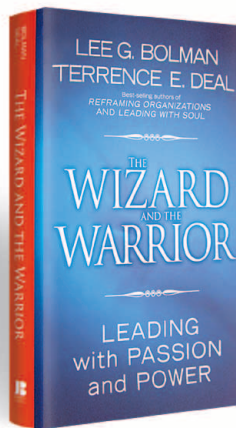




SOUNDVIEW Executive Book Summaries®



By Lee G. Bolman
and Terrence E. Deal

CONTENTS

Confronting the Wizard and Warrior Within

Pages 2, 3

Warrior Roles: Toxic, Relentless and Principled

Pages 4, 5

Toxic Warrior "Chainsaw" Al Dunlap

Page 4

The Warrior Path

Pages 5, 6

Anne Mulcahy's Success Formula

Page 6

Wizard Roles: Authentic, Wannabe and Harmful

Pages 6, 7

The Wannabe Wizard's Blind Spots

Page 7

Wizards at Work

Pages 7, 8

The Leader's Journey: Fusing Warrior and Wizard

Page 8

Leading With Passion and Power

THE WIZARD AND THE WARRIOR

THE SUMMARY IN BRIEF

Why use wizards and warriors as models for leadership? Because, as Peter Drucker once said, everything you learned is wrong — at best, it is misleading and insufficient. You typically learn in school, workshops and seminars that if you can manage the work and serve the people, you have what it takes. It's not true. Maybe you have enough stuff to be a pretty good manager, but it takes much more to be a good leader.

This summary gives leaders the insight and courage they need to take risks on behalf of the values they cherish and the people they guide. Great leaders must act both as wizard, calling on imagination, creativity, meaning and magic, and as warrior, mobilizing strength, courage and willingness to fight as necessary to fulfill their mission.

Bestselling authors Lee Bolman and Terrence Deal present the defining moments and experiences of exemplary leaders such as David Neeleman (CEO of Jet Blue), Mary Kay Ash and Anne Mulcahy — all of whom have wrestled with their own inner warrior and wizard. Their engaging case studies are followed by commentaries that raise questions and suggest possibilities without rushing to resolution or simple answers.

Armed with this summary's expanded repertoire of possibilities, leaders can become more versatile and imbue work and life with more power and passion.

In addition, this summary will show you:

- ✓ *How to surprise your constituents by showing them possibilities they never imagined.*
- ✓ *Where to find transformational opportunities that exist everywhere and in every moment.*
- ✓ *How to attain the warrior's power and the wizard's magic with effort, passion and continual learning.*
- ✓ *How great leaders have found confidence in themselves and passion for their cause.*

THE WIZARD AND THE WARRIOR

by Lee G. Bolman and Terrence E. Deal

— THE COMPLETE SUMMARY

Confronting the Wizard and Warrior Within

Managers are running on two cylinders — structure and people — when they need four. Two other frames — political and symbolic — are required to make sense of the roiling, moving targets that organizations serve up every day. They take us into a world dominated by power and passion. The bad news: That's just where managers are usually weakest. We know this from research and across sectors. Inattention to these two ways of thinking and behaving is a debilitating Achilles' heel.

Managers shy away from politics because they see its dynamics as sordid or because conflict scares them. They fear losing control and losing out. They cling to the illusion that if organizations were run right, they wouldn't be political. Most managers have an even harder time grasping the elusive and mysterious influence of symbols. Discounting culture as fuzzy and flaky, they don't see it, even though it's there and influencing everything they do. Great leadership doesn't happen without addressing these political and cultural issues head-on. Leaders cannot afford to stay on the sidelines and play it safe. Someone has to be willing to stand up and put it on the line. That's why we need more wizards and warriors.

Thinking on Your Feet

Wizard and warrior are roles that you can choose to play and learn to play better. Wizard and warrior images are metaphors to help you think on your feet. When, for example, you are in dangerous and highly charged political situations, what are your options? There are three kinds of warrior — toxic, relentless and principled — and four key attributes that warriors need to be successful — mind, heart, skill and weapons.

When the culture of your enterprise needs tweaking or transforming, what are your wisest moves? There are three wizardly roles — authentic, wannabe and harmful — and specific ways leaders can inspire, deflate or destroy a company. To be successful, wizards need to discover their own magic and spiritual core and then summon the collective spirit through example, values, ritual, ceremony and stories.

Defining moments in the lives of leaders from different eras illuminate pathways to follow and pitfalls to avoid.

These lessons can provide insight and perspective that will be invaluable in your own defining moments. Knowing when to fight or when to invoke key symbols can determine whether you succeed or run aground.

Light and Shadow

Richard Nixon won the U.S. presidency in 1968 and again in 1972. Ray Price, Nixon's chief speechwriter, described Nixon as possessing both a very bright side and a dark, thunderous side that was mostly hidden from public view. Price and others on the presidential staff saw Nixon's potential for greatness but worried about the darker angels of his nature. These often rendered him insecure, secretive, angry and vindictive.

Fascinating and shadowy, brilliant and petty, loved and hated, Richard Nixon stands out as one of America's most controversial and cryptic presidents. As the only individual ever to resign America's highest office, he is conspicuously one of a kind. Yet the source of his fall — inability to recognize and manage competing demons — is the stuff of Shakespearian tragedy, a story repeated worldwide throughout history. Nixon's demons lurk in even the best of us.

Mother Teresa's Vatican biographer wrote that she had an interior life marked by an experience of a deep, painful and abiding feeling of being separated, even rejected by God. She called her inner experience, "the darkness."

Mother Teresa was born Agnes Gonxha Bojaxhiu in 1910 to an Albanian Catholic family in Macedonia.

(continued on page 3)

The authors: Lee G. Bolman holds the Marion Bloch/Missouri Chair in Leadership at the Bloch School of Business and Public Administration at the University of Missouri-Kansas City.

Terrence E. Deal retired as the Irving R. Melbo Clinical Professor of the University of Southern California's Rossier School of Education.

The Wizard and the Warrior by Lee G. Bolman and Terrence E. Deal. Copyright © 2006 by John Wiley & Sons, Inc. Summarized by permission of the publisher, John Wiley & Sons, Inc. 248 pages, \$27.95. ISBN 0-7879-7413-7.

Summary Copyright © 2006 by Soundview Executive Book Summaries. www.summary.com, 1-800-SUMMARY, 1-610-558-9495.

For additional information on the authors, go to: <http://my.summary.com>

Soundview Executive Book Summaries®

DEBRA A. DEPRINZIO — Senior Graphic Designer
CHRIS LAUER — Senior Editor
LINDA GROSS — Editor in Chief
REBECCA Y. CLEMENT — Publisher

Published by Soundview Executive Book Summaries (ISSN 0747-2196), P.O. Box 1053, Concordville, PA 19331 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions: \$209 per year in the United States, Canada and Mexico, and \$295 to all other countries. Periodicals postage paid at Concordville, Pa., and additional offices.

Postmaster: Send address changes to Soundview, P.O. Box 1053, Concordville, PA 19331. Copyright © 2006 by Soundview Executive Book Summaries.

Available formats: Summaries are available in print, audio and electronic formats. To subscribe, call us at 1-800-SUMMARY (610-558-9495 outside the United States and Canada), or order on the Internet at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

Confronting the Wizard and Warrior Within

(continued from page 2)

When she was 18, she joined the Sisters of Loreto, an Irish religious community with missions in India. In 1946 she was working at a Catholic high school in Calcutta. During a train ride that year, she received a call to serve the “poorest of the poor.” Alone and without funding, she began her new mission. In 1950, she established a new Catholic religious order that built missions worldwide to serve the poor. By her death in 1997, she had become an inspiration to the world for her commitment to doing “small things with great love.”

Why would such a woman feel chronic emotional pain? She, like Richard Nixon, had her darker side. Admired by most, she also attracted critics. She was a politician as well as a saint. Her passion and faith were deep and powerful. They fueled and sustained her commitment to her calling. But her impulses toward power and self-promotion were equally robust. Her political inclinations were at the heart of her spiritual struggles.

Conflicting Forces

Richard Nixon and Mother Teresa were larger-than-life world figures, and both struggled to manage the conflicting forces in their psyches. Egged on by short-sighted advisers, Nixon let his ambition and his fears trump his genius, with devastating results. Mother Teresa’s triumph was to turn similar tensions into a powerful creative force. She successfully rode the tiger of conflicting impulses and aligned them in support of her call to serve the poor. Their divergent stories reveal deep truths about the risks and possibilities of leadership. Magic and power coexist in the world and in each of us. So too do self-interest and ambition. The forces of light and dark are uniformly real and powerful.

Many of us hope to lead from our comfort zones. We deny our demons and avoid the inevitable tensions between passion and politics. We disavow both warrior and wizard, hoping that expertise and people skills will get us where we want to go. It is a vain hope. In limiting ourselves and playing it safe, we lose touch with reality and close off access to our deeper psychic and spiritual power. We also forfeit the likelihood that we will achieve anything interesting or important.

Power and Spirit

To lead with passion and conviction, we need to embrace both power and spirit. We need to recognize and follow a path of paradox and contradiction, a promising route right in front of us.

When should a leader fight, and when should he or she search for new options? Leaders must reflect about how they currently cope with this dilemma, and how they might approach it differently in the future.

There are four different roles in leadership:

1. Analysts emphasize rationality, analysis, logic, facts and data. They believe that leaders must get the right information, analyze it correctly, and develop goals and strategy based on facts. They try to avoid or control emotions and politics to avoid distorted decisions and irrational action.

2. Caregivers emphasize the importance of people and relationships. They prefer collaboration to competition and care as much about helping as winning. They look for ways to understand and respond to the needs, concerns and feelings of colleagues and constituents.

3. Warriors believe that managers and leaders live in a world of conflict and scarce resources. The leader’s job is mobilizing the resources needed to advocate and fight for the organization’s agenda. Warriors emphasize the importance of building a power base: allies, resources, networks, coalitions. They welcome battle and competition rather than fear or avoid it.

4. Wizards bring imagination, insight, creativity, vision, meaning and magic to the work of leadership. They look beyond the surface of things to see new possibilities. They surprise and delight followers with new and imaginative solutions to old problems. They goad others to be creative. They often work magic — accomplishing the impossible. The symbolic tools of their trade include icons, ritual, ceremony and stories.

Organizational Frames

These four images correlate with four organizational frames. The *Analyst* hews to the structural frame that sees organizations as factories or machines, and focuses on their rational aspects. The *Caregiver* prefers the human resource frame, with its emphasis on alignment between people and organizations. The *Warrior* corresponds to the political frame, which sees organizations as arenas in which individuals and groups compete for power and scarce resources. Finally, the *Wizard* aligns with the symbolic frame, with its emphasis on the cultural and nonrational features of organization.

All four frames are critical for understanding life in groups, organizations and societies. The warrior and wizard roles are the most neglected and the most important for leadership. Research over the last two decades has consistently found a paradox: Most managers rely primarily on the structural and human resources perspectives, *but* the political and symbolic frames are most often associated with effective leadership.

The better people understand and use the possibilities of the wizard and warrior within, the more likely they are to become leaders who bring clout, hope and faith to organizations that have become neutered and sterile. ■

For additional information on choosing a warrior role, go to: <http://my.summary.com>

Warrior Roles: Toxic, Relentless and Principled

There are three distinct roles that warriors may play, each falling somewhere in the murky terrain between the idealized knights and villainous ogres of legend and fiction. The role an individual plays is determined by a combination of history, character and circumstance. Recognizing the characteristics and consequences of each warrior role increases your ability to choose one that fits a given situation, and to shift from one to another as circumstances change.

All leaders make enemies as well as friends. They inevitably generate mixed reactions and ambivalence, so it is a mistake to take too much comfort from the praise of allies or suffer too much pain from the attacks of enemies.

The warrior's choice of role is further complicated by a persistent tension between noble aspirations and tedious realities. Warriors are frequently wedged between the sublime and the mundane, between lofty imperatives of a demanding ethical code and constant temptations of baser, more expedient interests. This struggle arises in part from the gap between patriotic dreams and the grim reality of the battlefield. It also reflects the transitory nature of human life. Since there is little time to waste, warriors are perennially tempted to grab what they can while they can.

Finally, the role warriors play depends on the cause they seek. For some the cause is narrow and selfish. Others commit themselves to a larger common good. There have been many warrior leaders in war, politics and business. Most have claimed to fight on behalf of some noble mission. Far fewer have ultimately succeeded in achieving great purposes and accomplishing their chosen agenda. Too many accumulate power and then use it badly, unleashing destructive forces that lead to waste and ruin.

The Toxic Warrior

At the destructive end of the warrior continuum, we find the *toxic warrior*, whose inner world is dominated by conflict and turmoil. In toxic warriors, the conflict between forces of dark and light rages with almost unmanageable intensity. They are, at worst, thugs and sadists. They believe that victory and their own interests supersede everything else. They have little patience for ethical concerns; the end justifies the means. They are often brilliant, politically shrewd and charismatic. They may temporarily achieve extraordinary heights, yet their truncated vision and moral flaws lead almost inevitably to tragedy.

Adolph Hitler, Joseph Stalin and Pol Pot exemplify the most destructive of toxic warriors. Each amassed extraordinary power and changed history, but left a legacy of damage and death. Their commercial cousins include people like Leona Helmsley and “Chainsaw” Al Dunlap.

Here are three guidelines for avoiding the path of the

Toxic Warrior “Chainsaw” Al Dunlap

While Al Dunlap was chief executive of Scott Paper, he more than doubled profits and market value. He achieved this financial miracle by slashing head count and cutting “frills” like research and development. He told managers not to get involved in community activities, eliminated all corporate contributions to charity, and moved Scott's headquarters from Philadelphia (where it had been for more than a century) to Boca Raton, Fla. (where Dunlap had a new home).

A closer look at the bottom line revealed that employee morale sank and Scott lost market share in every major product line. Dunlap did not stay long enough to find out whether he had sacrificed Scott's future for short-term gains. After less than two years, he sold the company to its biggest competitor and walked away with almost \$100 million.

Sunbeam hired Dunlap in 1996 to work his managerial skills on its struggling appliance business. Dunlap started by laying off about half of Sunbeam's work force and he closed more than half of the company's factories and warehouses. Inside Sunbeam, anyone who voiced concern was soon out of a job. After an initial rise in stock price, it went into a free fall in early 1998. With the company teetering towards bankruptcy, its board sacked Dunlap less than two years after he came aboard.

toxic warrior:

- 1. Managers need a realistic sense of self.**
- 2. Be alert to signs of toxic leadership.**
- 3. Take on a new role.** Move to a more productive stance.

The Relentless Warrior

Midway on the continuum is the *relentless warrior* — a tireless and passionate battler. Like their toxic counterparts, these warriors want to win, but they recognize that some costs are too high. They will push the rules of the game only so far. Microsoft founder Bill Gates, U.S. President George W. Bush and Hewlett-Packard's embattled CEO Carly Fiorina are among many examples of the relentless warrior.

Relentless warriors are passionate about their aims. But they are pragmatic enough to know the dangers of plunging recklessly over legal or ethical cliffs. They often test and sometimes bend the rules but rarely break them. High-profile cases have shown that you lose if your actions put you in jail, or if the products of your enterprise cause death or injury. One relentless warrior, a successful entrepreneur, summarized his perspective on business ethics very simply: “Death and jail scare me.”

Three strengths and limits of the relentless warrior are:

(continued on page 5)

Warrior Roles: Toxic, Relentless and Principled (continued from page 4)

- 1. Relentless warriors' courage, persistence and determination make them formidable foes.**
- 2. Relentless warriors excel when the objective is clear and they can advance against clearly defined adversaries.**
- 3. Relentless warriors' constricted field of view, stubbornness and willingness to steamroller opponents cast them as polarizing figures.**

The Principled Warrior

Nearer to the light end of the continuum, we find *principled warriors*. They see victory as a means rather than an end, worthy only if honorable and in service of a higher purpose. Mary Kay Ash, Abraham Lincoln and legendary basketball coach John Wooden are examples.

Principled warriors are particularly likely to alter the course of history. They leave a legacy for several reasons:

- 1. Principled warriors put combat in perspective because they are not in love with it.**
- 2. Principled warriors will sacrifice for a worthy cause.**
- 3. Commitment to a coherent set of purposes and values makes principled warriors most likely to make a just and lasting difference. ■**

The Warrior Path

Regardless of the role they play, warriors succeed through a combination of four basic ingredients: heart, mind, skill and weapons. *Heart* gives warriors passion, courage and persistence — it is the “fire in the belly” — that propels them forward in the face of risk, confusion, danger and obstacles. *Mind* gives warriors the direction and guidance to make strategic moves on life's ever-changing chessboard, avoiding snares, ambushes and blind alleys. *Skill* — developed through instruction and experience — determines how well leaders read and manage people and circumstances to move their cause forward. *Weapons* are the armory that warrior leaders employ to champion their cause.

Each of these ingredients contributes to the potential path to victory: overcoming a less determined or more fearful opponent with greater courage and passion, outsmarting a more confused or less disciplined opponent with a better game plan, besting an opponent through greater art and technique or winning by deploying stronger assets on the field — a larger force, better players or superior weaponry.

Warrior Heart

No one plays to lose, but not everyone plays hard enough to win. In every arena of human conflict, there are countless examples of individuals or groups who beat an otherwise-superior opponent by dint of a bolder heart and steelier determination. Heart drives a leader's intensi-

ty and commitment; it is the wellspring for the passion, courage and persistence that are crucial to success.

1. Passion. Passion is at the heart of all successful leadership. It is rooted in a deep, sometimes obsessive, personal and emotional commitment to a cause, a group or a task. It is a basic quality of all great warriors and leaders.

2. Courage. Courage is derived from the Latin word for heart. It is vital because conflict always brings risk of loss — physical, economic or social. Leaders need a willingness to go beyond orders and job descriptions, to buck the tide and plunge into uncertain, dangerous waters. Wal-Mart founder Sam Walton had that kind of courage. So did Joan of Arc. General George C. Marshall — architect of Allied victory in World War II and of the postwar Marshall Plan aiding Europe — showed similar courage throughout his career.

3. Persistence. Victory rarely comes quickly or easily. More often it is a long, costly, sometimes disheartening slog.

Warrior Mind

Sun Tzu's point — made 2,500 years ago — still holds today: Heart sustains the warrior but may run amok if cut off from mind's direction and discipline. Mind without heart is sterile, but heart without mind is reckless, often suicidal. An effective leader needs both. Great warrior leaders show consistent habits of mind.

- 1. Focus: Knowing what you want.**
- 2. Foresight: Mapping the terrain and developing a game plan.**
- 3. Flexibility: Responding fluidly to threats and opportunities.**
- 4. Discipline: Aligning passion with purpose.**

Warrior Skill

Skills are capacities developed over time. Genes confer potential, but potential becomes a usable skill only through effort, practice and instruction.

The skills that warriors need depend on where and how they fight. For the modern leader, the most important skills are personal and psychological, variations on the theme of emotional intelligence. Leaders need to know how to read people and recruit them to their cause. They need ability to motivate and inspire allies and followers. They must learn to negotiate with friends for support and with enemies for workable pacts. Four key skills are:

1. Intuition: Knowing the psyche. Mary Kay Ash, the founder of Mary Kay Cosmetics, built her successful direct sales business with a passionate focus on the needs and aspirations of women who were frustrated with their lives and their careers. She knew they wanted income. But they also wanted to feel better about themselves and be more in control of their lives.

(continued on page 6)

The Warrior Path

(continued from page 5)

2. Recruiting: Making friends and enlisting allies.

In combat, you want comrades at your side, and they need a reason to support you. To gain their loyalty, you need to cultivate relationships and offer compelling reasons to join your team.

3. Inspiration: Rallying the troops. Winning requires a highly motivated, spirited team. Rallying your constituents is essentially the art of making an offer so attractive they can't wait to sign up.

4. Bargaining: Enlisting friends and buying off enemies. Bargaining is a process of making deals that work for all parties concerned.

Warrior Weapons

No warrior wants to go into battle unarmed. Weapons translate heart, mind and skill into power. Historically, weapons were physical implements of combat, but the most important tools of the warrior leader are not physical but social, economic and institutional.

The Godfather, Mario Puzo's film and novel, opens with a wedding reception for Don Vito Corleone's daughter. Following tradition, the Don holds court as friends and retainers come to pledge their friendship and loyalty. Some also come to ask his assistance on some problem they believe only he can solve. The Don obliges whenever he can, because loyal friends and allies are a vital source of his power. Personally, the Don possesses many of the skills of a warrior leader. Those skills enabled him to assemble a formidable array of weapons — his allies, his position as the head of the Mafia family, the family's capabilities, and the resources that he controls either directly or indirectly — that were the building blocks of his power. Weapons are the fourth essential element in a warrior leader's success. These include:

Anne Mulcahy's Success Formula

In 2000, Xerox stock fell from \$63.69 a share to \$4.43, the company lost 90 percent of its market cap, and the best and brightest headed for the exits. When Anne Mulcahy became CEO of Xerox in August 2001, few observers gave her much chance of success. Yet three years later, *BusinessWeek* put Mulcahy on its list of the best managers of 2004. The stock was up, the company was profitable again and Mulcahy had met earnings targets 10 quarters in a row.

Mulcahy's success formula combined passion and hard work. She garnered recognition from the beginning that she needed allies — lots of them, both inside and outside the company. Constantly on the move, she met with bankers, customers and employees. She sometimes visited three cities in a day.

1. Position. Where you are situated is often more important than who you are in determining how much power you can exert. More powerful and visible roles provide at least three key power sources: *authority*, *access* and *visibility*.

2. Organization. It makes a big difference if you are fighting with or without an army. Organizations are created precisely because they are capable of doing things well beyond the capacity of any individual. They are tools in the hands of anyone who can control their complex dynamics.

3. Resources. You have power when you own or control things that other people want. Those assets may be tangible (like money or petroleum) or intangible (like access or prestige). They may be durable (like land) or evanescent (like tickets to a hot concert or sporting event).

4. Allies. Lone warriors are deeply rooted in myth. In the real world, solitary warriors usually lose, outnumbered and overwhelmed by opponents who mobilize a larger force. Smart leaders understand they need friends and allies. ■

Wizard Roles: Authentic, Wannabe and Harmful

Throughout history, people have been fascinated by the magical power of wizards and wizardry. Wizards are part of an ensemble of players who devote themselves to the mystical, symbolic aspects of a tribe or organization. Other related roles include sorcerer, magician and shaman. What sets wizards apart is captured in the root meaning, "wise."

In story and legend, we find numerous examples of three wizard archetypes personified in the *Lord of the Rings* trilogy by Sauron, Gollum and Gandalf. Sauron exemplifies the role of the *harmful wizard* — he is immensely powerful but long ago embraced the dark side of magic. Sauron seeks power and destruction. Gollum, a small, hunched figure obsessed by his desire to possess and wield great magic power, is a *wannabe wizard*. As is often true of wannabes, he flirts tantalizingly with success, without quite grasping the gold ring he seeks. Gandalf personifies the *authentic wizard*. Gandalf's wisdom, more than anything else, is responsible for the evil Sauron's eventual downfall.

The Authentic Wizard

Authentic wizards have discovered their passion or calling through hard work and inner reflection. Their genuineness leads others to see them as real and worth joining in a common quest.

David Neeleman, CEO of JetBlue, demonstrates that a little magic can go a long way in creating a virtuous enterprise. After he was fired from his senior executive position at Southwest, he identified his next quest — to create "the first mega-startup in aviation history." He envisioned an airline committed to restoring humanity to air travel, com-

(continued on page 7)

Wizard Roles: Authentic, Wannabe and Harmful

(continued from page 6)

binning low fares with high style. His wizardry gave birth to JetBlue: an airline that is now one of the top-performing enterprises in the country — in terms of both profitability and customer satisfaction.

1. Wizards are wise. From the get-go, Neeleman realized he needed to surround himself with true believers whose talents complemented his strengths and compensated for his weaknesses.

2. Wizards recognize the importance of symbols and emblematic events. JetBlue provides symbolic support to customers in the form of comforts such as leather seats, each with its own private television.

3. Wizards encourage a strong link between words and deeds. Neeleman is a regular feature on flights, serving beverages and snacks along with the cabin crews.

The Wannabe Wizard

Wannabe wizards veer off the road when their bold new ideas go nose-to-nose with traditional values and entrenched cultural ways. Wannabes also go astray when they initiate a bold new undertaking with vacuous values and cotton candy platitudes that offer little meaning or substance. The resulting vacuum attracts time-worn ways imported from other circumstances and creates a breeding ground for greed and destructive politics. Unlike streetwise

The Wannabe Wizard's Blind Spots

Here are some of a wannabe wizard's blind spots:

1. Understanding the influence of the environment on organizational values and practices. Particularly in new companies, values and beliefs from the outside impact internal workings. Newness has not given local ways an opportunity to emerge and mature.

2. Discounting the significance of symbols and cultural values and practices. Flags and anthems hold nations together. Studies of top-performing businesses have, time and again, highlighted cultural cohesion and focus as a key factor in financial performance.

3. Overlooking the importance of corporate heroes and heroines. In distributing recognition and rewards, Enron's Ken Lay and his leadership team missed an opportunity to define the company's values. They reinforced only what mattered most: profit, whatever its source.

4. Getting caught up in your own image and neglecting the business. Ken Lay was a wannabe wizard. He wanted to create the greatest company ever to grace the world of business. At first the magic seemed to work, but a cultural vacuum allowed greed and cut-throat politics to trample the high ethical standards he espoused.

authentic wizards, wannabes rely too heavily on book smarts and the fashionable ideas of the moment. They become caught up in their noble intentions and anticipated success, only to trip over unforeseen events. Their intended magic proves no match for the power of opposing forces.

The Harmful Wizard

Harmful wizards have objectives that are self-serving, sinister — or both. They leverage their magic with a profound understanding of the potency of symbols, but manipulate people toward questionable ends. In the short term they are often successful. But in the end their schemes lead to chaos and destruction. Others pay the price for their grandiose, fanatical or destructive visions.

History abounds with the misguided exploits of harmful wizards: Adolph Hitler, Joseph Stalin, Saddam Hussein and Osama bin Laden, to name a few. America's corporate world has also seen its share of talented executives whose evil feats of magic wreak havoc on others: Eastern Air Lines' Frank Lorenzo, Sunbeam's "Chainsaw" Al Dunlap, WorldCom's Bernie Ebbers. The magic is potent; the aftermath is calamitous. ■

Wizards at Work

Mary Kay Ash was tired of working for other people. She was a terrific salesperson who outperformed nearly all her colleagues. She was so good that she was often tapped to train other salespeople — mostly men. Once up to speed, many were promoted over her. That bothered her so much she decided to take a chance on her own and create her "dream company." Her venture was helped by a chance meeting with a woman who was selling cosmetics formulated by her father. Mary Kay bought the rights and put together a plan for a company that would market and sell the products. Her accountant warned her against the venture, cautioning that it was not economically viable.

Mary Kay Cosmetics was launched as a company devoted to giving women a chance to succeed. It was a business built more than anything else on Mary Kay Ash's faith in herself and in women like her. She was convinced that public recognition for a job well done was the wellspring of motivation. The company quickly became known for its frequent rituals and lavish annual celebrations. These events were resplendent with symbols that expressed and defined the "Mary Kay way."

At her death, Mary Kay was chairman emeritus of a multibillion-dollar company. Her magic had created hundreds of female millionaires. Her legacy was an enterprise devoted to providing economic and spiritual opportunities for women as well as maintaining a healthy bottom line.

(continued on page 8)

Wizards at Work

(continued from page 7)

The Wizard's Odyssey

Magic can be learned and wizardry can be cultivated. Wizards share the following five traits:

- 1. Wizards are wise.** Attaining wisdom is not a passive process. Experience provides the raw material. Reflection gleans the important enduring lessons.
- 2. Wizards embrace foibles and folly.** Avoiding mistakes or trying to cover them up produces a large share of the errors and toxicity we often see in organizations and societies. Fear of error kills creativity and innovation.
- 3. Wizards are intimately connected with soul.** Wizards probe within their souls to navigate life's peaks and valleys.
- 4. Wizards are magical.** Magic has been replaced in most organizations by facts, figures and technology. But deep down it is still the allure of magic that we yearn for in our life and work. Selling cosmetics to neighbors is scary, but receiving a diamond bumblebee in front of an audience of 5,000 colleagues is magical for successful salespeople at Mary Kay Cosmetics.
- 5. Wizardry is within reach.** In our relentless search for wizards, we overlook a prime source — our own souls. The power of wizardry is inside each of us. We have common sense or wisdom that can be unleashed if we stop looking outside and focus instead on our inner journey.

Summoning the Spirit

Before Southwest Airlines, only the affluent could afford air travel. If individuals of limited means wanted to hold a new grandchild, comfort a dying friend, attend a graduation or be present at a bat mitzvah, their only travel options were car or bus. Southwest changed that and multiplied the number of passengers winging their way to destinations across America.

Southwest oozes spirit. It bonds employees together in an uncommon quest. It captures the hearts of customers, who become players in the otherwise no-frills company's fun. It shows in day-to-day operations. It shows up on the bottom line. For years, Southwest has been one of America's most profitable air carriers.

Herb Kelleher, Southwest's co-founder and longtime CEO, played a central role in its success. His fun-loving, self-deprecating wizardry was contagious.

Spirit is there to be summoned and maintained in any group. It just takes someone to release it. The magic formula centers on values, icons, ritual, ceremony and stories. The elements of that elixir are available to anyone, anywhere. But someone has to ignite the wizard within and take the risk to make the chemistry work. Remember:

- 1. Values unify purpose, focus and behavior.**
- 2. Icons and emblems shape abstract values into vivid**

representations.

- 3. Rituals bond people to each other and reinforce the sense of community.**
- 4. Ceremony beckons the spirit.**
- 5. Stories nourish the spirit. ■**

The Leader's Journey: Fusing Warrior And Wizard

The wizard relies more heavily on magic and mystery, the warrior on strength and skill. These two distinct ways were personified in ancient Japan by the ninja, who relied on subtlety and artfulness, and the samurai, who emphasized power and physical prowess.

The Sword and the Wand

Leaders who make a difference regularly combine the warrior's instinct for combat with the wizard's imagination and foresight. To combine the two, leaders must have an extraordinary ability to embrace both sides of tensions and polarities others see as unbridgeable opposites. They must:

- 1. Wield both sword and wand: Know how to create as well as defend.** Leaders need the sword to defend a group and its way of life, and they need the wand to create and transform cultural values and ways.
- 2. Accept current reality, and challenge it because they see its possibilities.** Leaders need to see the world both as it is and as it might be, while being clear about the difference between the two.
- 3. Learn by sensing and intuiting.** Great leaders need great powers of observation and intuition.
- 4. Be both strategists and visionaries.** Leaders need the analytic brilliance of the great strategist as well as the imagination and insight of the visionary.
- 5. Combine the power of the commander and the courage of the champion with the wisdom of the counselor and the magical powers of the shaman.** This paradoxical combination is difficult. Great leaders find ways to do it. ■



If you liked *The Wizard and the Warrior*, you'll also like:

- 1. *The 360 Degree Leader* by John C. Maxwell.** Maxwell writes that only 360-degree leaders influence people at every level of the organization, and by helping others, they help themselves.
- 2. *Primal Leadership* by Daniel Goleman, Richard Boyatzis and Annie McKee.** The authors describe what leaders must do to become emotionally intelligent leaders.
- 3. *The Art and Discipline of Strategic Leadership* by Mike Freedman with Benjamin B. Tregoe.** Freedman and Tregoe present a clear, practical guide for strategic planning based on a five-phase methodology.
- 4. *The Contrarian's Guide to Leadership* by Steven B. Sample.** Sample has compiled the skills and tactics required by leaders who want to improve their organizations and their ability to lead.
- 5. *The Book of Leadership Wisdom* by Peter Krass.** Krass offers the leadership wisdom of the great business leaders of yesterday and today.

For additional information on Henry Kaiser and the rubber railroad, go to: <http://my.summary.com>