



## The YOU of Leadership

### An Intuitive Approach to Effective Business Leadership

#### THE SUMMARY IN BRIEF

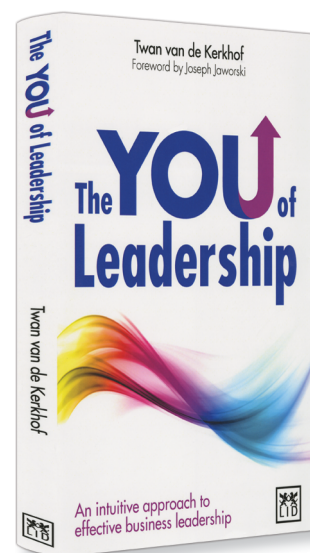
*The YOU of Leadership* describes the quality of leadership that is required in the face of the profound change and rising complexity our organizations are facing. The complexity is accelerating at a scale, intensity and speed never experienced before. To succeed in this new environment, author Twan van de Kerkhof argues that organization leaders must create new realities by connecting to both the world outside and the world inside.

Authentic and practical in style, van de Kerkhof takes the reader into complex scientific, psychological and spiritual territory with clarity and coherence. His emphasis is on a balanced approach to developing what Joseph Jaworski calls “Stage IV Leadership” — those with a healthy balance of power motive, achieve motive and service motive — all resting on a solid foundation of authenticity and core values.

*The YOU of Leadership* calls for the creation of a more advanced generation of organizations led by leaders who are willing to “start the journey inside.” The success of an intervention is dependent on the inner state of the intervener. The way forward is the way inside. As van de Kerkhof puts it, “This may seem soft, but soft is the new tough.”

#### IN THIS SUMMARY, YOU WILL LEARN:

- How to clear away the apparatus of the old industrial paradigm and begin to see everything with fresh eyes.
- How to take a journey inside to discover what drives you and access a source of wisdom.
- How to use your newfound inner wisdom to inspire others, help create the new paradigm, and transform the world around you.



by Twan van de Kerkhof

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# THE COMPLETE SUMMARY: THE YOU OF LEADERSHIP

by Twan van de Kerkhof

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## Introduction

We are living in one of those rare moments in history in which we experience a shift of the organizational paradigm. We are going from the dominant industrial paradigm to a knowledge paradigm characterized by changes in how we lead, follow and organize.

The belief system of the old paradigm has outlived itself. The drivers of prosperity in the old system, like using our natural resources to the max, are blocking progress in the new system. In the emerging paradigm it is time for new assumptions, new language and new meaning. Leaders can help by fostering new ideas and showing new ways of behaving.

People want a leader who gives them space, who cares, who is trustworthy, respectful, compassionate and visionary. Leaders can only embody these qualities if they know who they are. To know who they are, leaders need to make a journey inside. They will not only become a better leader but also a better person from the journey. The journey inside is not easy. Self-awareness and showing your feelings are perceived as too touchy-feely and soft. Self-awareness is not soft but tough and a necessity for leaders in the new age.

The essence of leadership is perceiving the world as a place of opportunities, making an inner journey to discover deep personal drives, and, based on these perceptions and inner realizations, connecting with others in order to realize results. This practice of leadership involves a journey: In the first stage, you suspend your assumptions of current reality and see the world with fresh eyes. Next, you are invited to take a journey inside yourself. Finally, it is time for action. Based on your changed perceptions

and your self-awareness, you will be ready to tackle the challenges that are facing you.

Many organizations can be more fun to work at and more effective than they currently are. Leaders have an enormous impact on that. Leadership improves when leaders start their journeys inside. If you are interested in your inner journey, you are in for a ride. ●

## PART I: SEEING WITH FRESH EYES

Our current belief system is no longer capable of handling the challenges in today's world. Reality is shifting, and the shift invites us to look with fresh eyes on what we see before us. We don't need to break away from the old paradigm totally, but we do need a change in our belief system.

Leaders of large companies are best equipped to take the lead in this journey. First, because other actors in society, such as politicians, are letting us down. Second, because leaders have two important characteristics that qualify them for this job: courage and optimism. Courage is required to deviate from the security of the traditional collective belief system. Leaders are also much more optimistic than other people. They have a strong preference for what is possible and don't want to see or hear what cannot be done.

## Society

The optimism and can-do mentality of leaders can be useful in answering the call of our time. Many challenges are currently facing the world and our societies. Who can



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and will play a part in their solution? Large corporations can make a difference, and their leaders in particular.

### Why Nobody Is Answering the Call of Our Time

True leaders have the courage to go left, even if everybody else wants to go right. That's not what politicians do. When the herd wants to go left, they follow. There is a lack of direction and vision for the future. Many politicians also think of themselves as more important than the issues they should take care of. They often measure their success in terms of media coverage instead of what they have accomplished.

Do grassroots initiatives offer an opportunity? There are tremendous examples of citizen initiatives that have had huge impact, from people who fought for liberty in the Arab Spring to the Pakistani girl, Malala, who defended girls' rights for education. But Robert Reich concludes that we prefer our interests as consumers and investors over our interests as citizens. We abhor child labor, for instance, but we still want a cheap pair of jeans. As investors, we allow our pension funds to buy shares of Shell, while as citizens we can vote against Shell's explorations in the Arctic. Sometimes some individuals stand up and make a real difference, but not enough to put our trust in them as the drivers of change in society.

So, will large corporations be our saviors? I think they will, if only by default. Companies don't have democratic legitimacy and some have messed up in the past. Nonetheless, I do believe that they are the only credible force of change in current society.

Business leaders and other members of the elite have more opportunities than most of us to exert influence. They have a disproportionate decision-making impact. They appear in the media and set the tone of the public debate. Therefore, they can be held responsible to use their influence for the better.

### From Old to New World

We are living in a new world. Since the end of the Cold War, the world has become multipolar. Supply chains have become global, enabled by ICT. A product may be designed in one country, assembled in another, use the knowledge of dozens of specialists from all over the world and source components globally. The Internet is making everything available to everyone everywhere at any time.

The Western model of capitalism and democracy hasn't become the universal model for the world that some expected it to be. The bulk of revenues of international

companies still come from the American and European markets, but other markets have been emerging. Growth of revenues is coming mainly from fast-growing economies like China, Brazil, Russia, Indonesia and South Africa. Companies are reallocating their budgets from the West to these fast-growing economies for marketing, innovation and talent development.

Leaders see globalization as a fantastic opportunity, yet they also need to deal with the fears from blue-collar workers who see their jobs disappearing. Leaders must acknowledge and cope with these fears while embracing globalization. Leaders also need to be aware that the future rarely follows a linear path from the present. It rarely unfolds as we think it will. ●

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## The Organization

Service industries, especially the knowledge-intensive kind, have become the dominant and most vibrant part of our economy: IT services, apps, gaming, music, film, consulting, coaching, etc. These services are tightly connected with information and communication technologies. Industrial companies have become less dominant in the overall economy.

### From Pyramids to Pancakes

The emerging knowledge paradigm has a few key differences from the industrial paradigm. The first difference is that control was key in the industrial paradigm, but it is nearly impossible in the new paradigm. The production process of most services cannot be planned ahead. To let go of control, leaders need trust in themselves and in their people. People flourish if you treat them as if they are already great.

A second important difference is the position of the leader. In the industrial paradigm, employees worked for their boss. In the new paradigm, the leader works for his people. He creates the conditions that enable professionals to give the best of themselves. The leader is more at the heart than at the head of the organization. As Josephine Green, a former trend-watcher at Philips, says, "We are going from pyramids to pancakes."

A third difference is in the attitude towards failure and learning. In the industrial paradigm, there was an intolerance of failure. In the new paradigm, continuous learning is key. Failures are unavoidable and are seen as something to learn from.

A fourth difference is the attitude towards motivation. In the industrial paradigm, people had to be motivated

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to accomplish tasks they would rather not do. In the new paradigm, professionals are already motivated to engage in their work. Leaders just need to make sure that they don't demotivate them.

### The Rise of the New Generation

Generation Y and even later generations are entering the labor force with different needs than the Baby Boomers. The new generations are going straight for the top level of Maslow's pyramid: self-realization. They are not in it for the money, but rather to contribute to a better world and to develop themselves.

Young people want freedom and a vision, autonomy and acknowledgment, commitment and work-life balance. They want to contribute to a worthy purpose. They want to see the human being in their boss, not the functionary. Many leaders like to be in contact with the younger generation. Through the eyes of young people, they can see the new reality emerging. But to further that process, they first need to look into themselves. ●

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## Individual Leaders

Leaders cannot lead from a position of power anymore, but only from who they are. Therefore, they need to know themselves. The problem is that there is often a gap between who leaders think they are and who they really are. To address this gap, leaders should develop their self-awareness. Self-awareness precedes a potential change in behavior.

There are three primary social motives that explain up to 80 percent of our social behavior. They are the Power motive, the Achievement motive and the Affiliation motive. Most of us have all these motives to a certain extent, but usually one is dominant.

The Power motive is the most important and most archetypal motive for leaders. People with a strong Power motive like to use their authority to influence people and events. Research differentiates between personalized and socialized power. Leaders with a personalized power motive attack, argue, hide information and use threats, fear and force to show others their strength. Socialized power means "power-to": to get things done and inspire others to accomplish what is needed. A leader who is driven by socialized power is more effective.

The Achievement motive is about improving your individual performance. Achievement-motivated people prefer independence, control and efficiency. They work hard and fast. They are often creative and innovative in

the way they do their work. As leaders, they are more interested in results than in the needs of their staff. Achievement-driven leaders are most effective in small and medium-sized organizations.

People who are moved by Affiliation are driven by relationships. They have high levels of empathy and are sensitive to the feelings and needs of others. They give more attention to building relationships than to performance. They don't like competition or conflict. They are considered less effective than leaders who are driven by the other two motives.

Leaders need to score highly on the Power motive to be effective in large organizations. Yet, my hunch is that leaders will have a higher Affiliation motive in the new paradigm. Leaders will also continue to score highly on socialized Power, in order to get things done. ●

## PART II: THE JOURNEY INSIDE

Leaders not only need their brains but also their hearts and souls. They need to be aware that they are more than heads on feet. When they know themselves better, they can connect more deeply with other people. Their inner core should be aligned to their outside behavior.

Leaders base their decisions on intuition and subsequently use logic and rationale to explain their decisions to themselves and others. Their intuition is often right. That is why they have come so far in their careers. According to Joseph Jaworski, it is not only about inner wisdom but also about connecting to a greater and deeper source of wisdom. If you as a leader are able to tap into that source, you can access a much greater wisdom than you have inside yourself individually.

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## Become Shockingly Effective

As a freshman at Baylor University in Waco, Texas, Joseph Jaworski experienced one of the deadliest tornadoes ever in the U.S. and afterwards found himself helping in the streets. With a small team, they searched for and dug out survivors and recovered bodies from the debris. Says Jaworski, "While we worked together, I experienced a palpable energy field surrounding us. My sense of awareness was acute. I possessed an uncanny clarity, a sort of panoramic knowing. Time slowed down. We were able to perform very difficult tasks with apparent ease... We operated as a 'single intelligence' — as one organism ... I was struck by the deeper level of knowing that I embodied."

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Joseph has been looking for the spirit and nature of this experience to be able “to harness this phenomenon in organizational settings for the benefit of all society.” How can we repeat the miracle of the effectiveness he experienced in Waco in organizations, without having to experience a tornado or a crisis in general? His answer is that we can all access a “Source” and have similar experiences to his “shockingly effective” work in Waco. But to access this “Source,” we have to first make our journey inside.

### Astronaut in Inner Space

All spiritual traditions have their own ways for this journey inside. I have been influenced the most by the Diamond Approach and by tantra.

The Diamond Approach to Inner Realization says that we can experience our true nature as a transcendent eternal truth. This contemporary spiritual teaching takes everyday experiences as its starting point for deep reflection. Every experience can be inquired into and harbors lessons about who we really are, how we became who we are now and what we can still learn. This inquiry and subsequent awareness supports and cultivates each individual’s uniqueness to his or her fullest potential.

Tantra is an ancient tradition from India. At the core of tantra, similar to the Diamond Approach, is the inner realization of the truth that the Divine can be experienced in everything we do or think.

Both the Diamond Approach and tantra work with the concepts of essence, ego and superego. Our essence is our essential being, that unchangeable core. Tantra says that we lost the natural contact with our core being at a very young age. Because it is too painful to experience the disconnect from our essence, we construct the layer of the ego to cover the holes we feel.

The ego is our winning formula in the world. It helps us get externally what we feel lacking internally. We collect lovers, cars, shoes or antiques to fill these holes. We become so good at this that we even forget about the holes and essence beneath them. The ego is basically a structure of lies, and we are addicted to it. It is hard to give up the addiction. Letting go of our winning formula creates fear, even if the formula doesn’t make us happy anymore. Our ego is like a Band-Aid around our essential qualities, but we cannot just rip it off. Compassion is needed.

The superego is formed by all the voices that disqualify or reject our experiences. The superego’s function is to keep our ego intact. The superego is our inner critic, constantly judging us. We have internalized many external voices, and most of them have become unnecessary baggage. It is difficult but very necessary to silence the

superego, because it blocks the unfolding of our essence.

To know oneself is a lifelong journey, an unending open inquiry, a great ride into the unknown of the consciousness. It is being an astronaut in inner space. ●

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### The Journey Begins

It requires guts to stand apart from the marching crowd and look inside. Leaders are used to operating from their egos. For them it is even harder than for most people to let go of their winning formula.

Leaders need relaxation to let go of control. Relaxation starts by feeling in your body where you are holding contractions or tension, both physically and emotionally. You can’t force it. If you try too hard, you will only contract more. Your body will open deeper and deeper in its own time. Relaxation is difficult for leaders, with their full schedules and their high adrenaline.

Once you have relaxed, the next step is to observe your feelings without changing them. If you follow the feeling deep inside, you might discover its roots. When you can observe your feelings, you can start to process them. You are not a hapless victim of your feelings but the driver of them. Taking responsibility for what you feel and what you’d rather not feel is part of this process.

Don’t avoid any feelings or experiences, however unwelcome. Wherever you are in your self is completely fine. The art is to stay present without a preference for what you are experiencing. Presence opens up the power of acceptance; it allows us to be with whatever arises.

Being present is tapping into a deeper knowing, which Joseph Jaworski calls “Source.” Presence is an eternal field from and in which all experiences develop and to which they return. Presence is always there, and you can always connect to it. If we are open to it, we will meet people with similar intentions or mindsets. We get help from hidden hands, and doors are suddenly opened.

### The L-word

It is an act of love to support another individual to fully bloom without having any interest in the outcome yourself. In that sense, leadership can be perceived as an act of love. But the most important love is not the love for others, but the love for ourselves. You can only truly love someone else if you love yourself. Otherwise, what seems like love for the other person is probably your own inner need that you are trying to fulfill through someone else.

But love is not enough for leaders. Love is necessary for leadership, but so is power. Writer Adam Kahane defines

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power as “the drive to achieve one’s purpose, to get one’s job done, to grow.” Power is also the ability to be yourself in the world, to make yourself visible, to occupy your own space. Power embodies your singularity and independence.

Real power comes from Source; false power from your ego. False power looks robust and strong but is inflexible and stiff. It expresses itself in statements like, “I don’t need anyone” and “I am not afraid of anything.” False power places a barrier between the heart and the world. Real power, however, enables you to remain sensitive while expressing your power.

Kahane’s central point is that power and love need each other. Love without power will reinforce the status quo instead of bringing about changes. This combination of power and love is also necessary for the journey inside. Power is needed in order to stay true to whatever you experience. But it is also an act of love to accept everything you discover in yourself as yours. Power is necessary to stay present if things get scary and if the superego attacks. You need compassion for yourself. Finally, power is needed to let go of your old assumptions, even if the future is not yet clear.

Power is never absent in life; it can only be concealed. Power is often concealed because it is confrontational. When nobody talks about power, it is much harder to deal with. But not only is power concealed, love is, too. In most corporations, love is not mentioned at all. It is practiced but concealed. Leaders have to reconcile power and love. ●

### PART III: THE WAY FORWARD

Now it is time to show yourself to the world. Because of your journey inside, your inner state has been altered, thus changing the impact of your interventions. You will create a new reality by being who you are, not by doing. It is non-doing with the impact of getting things done.

In this step, we will ascend from the position of the individual leader to the organization and on to society.

## The Individual Leader

“Learning is reflecting on doing,” according to management professor Henry Mintzberg. The greatest pitfall for leaders is to immerse themselves in actions, in doing. They can forget about reflection and therefore miss opportunities to learn from their actions.

The process of setting a strategy and executing it is an ongoing combination of action and reflection. In a full life, harmony exists between action and reflection. It is a dance between the inner and outer world, doing and contemplating. You act, you experience the consequences, you reflect. Having become wiser, you then make your next move.

To access inner wisdom, spiritual traditions suggest that you start by finding the silence within yourself. Temporarily stop the noise of the activities in your body and mind and in the outer world. When the mind is silent, something beyond thought comes into operation. The bandwidth of our receiver becomes wider, which enables us to receive signals that were too weak to hear before. Our filters and barriers are temporarily out of operation. Our ego and superego might shut their big mouths for an instant.

From this deeper place of knowing, you can take decisions for situations for which analysis doesn’t offer the solution. Access your inner wisdom, let go, and the answer will come. Your personal journey can take many forms, but accessing silence and working on your relaxation do need to be part of it. Some people access their creativity and silence while running, listening to classical music or sailing. Find the path that fits best with you at this stage in your life.

### Creating Countervailing Powers

A leader needs to find the people who will speak up to her, who are not afraid, who are not attached to their positions too much. The more successful a leader is, the less contradiction she will encounter. The countervailing powers fade away, unless they are invited. Followers start to believe that the leader is always right. It is very important, then, that the leader finds a few people who have the courage to be honest and who she won’t punish for their honesty.

Leaders have to face the fact that they can be wrong, that they don’t always know the answer. Contradicting voices can be found within the organization or externally. Within the organization, contradicting voices usually come from people who have worked with the leader for a long time and who are not necessarily in a comparable position. Countervailing power can also be built into the top structure of an organization. Shell, for example, explicitly chose a model in which the CEO was not given sole decision power. ●

### The Organization

“Who am I?” and “What am I here for?” are excellent questions for individuals but also for organizations. Leaders need a sense of direction for where they want to go with their organizations, based on who they are and what opportunities they see around them. It is important that this is not a detailed image. It is more about intent than content. It should offer employees, citizens and other stakeholders guidelines for what they should and shouldn't do. It provides them with a sense of purpose. The leader will navigate the organization in that general direction, facing all the complexities along the way, trusting in his deeper knowing as a compass that will tell him if the organization is still heading the right way.

A dream, or sense of purpose, is by definition about the long term. However, many leaders, especially in the West, are currently plagued by myopia. Leaders are caught up in the quarterly disease. When leaders navigate their organizations toward the future with a dream as their compass, they cannot measure success by earnings per share or total shareholder return. Totally different key performance indicators are needed, like employee engagement and customer satisfaction.

Leaders should consider limiting the use of bonuses. Research shows convincingly that bonuses are not an effective way to steer the behavior of managers. Bonuses lead to poor decision making: everything that is important yet hard to measure will be left out. Managers will only take into account what contributes to getting their bonus.

When leaders start to navigate their organizations in this way, they need followers to take their responsibilities seriously. The phrase “light leadership and heavy followership” describes this approach. The rise of knowledge work, the continuing professionalization of jobs on all levels, and the increasing emancipation of people from all backgrounds — these are examples of the trends that demand a lighter form of leadership than command and control.

Heavy followers take responsibilities; their following is active and engaged. They do not passively wait for their leader to lead. A professional with ample experience in a specific subject may lead a project team on one issue but may be a follower in a different setting. The key is empowering employees by letting go of command and control.

### Leading Change

Change in the new paradigm is different from the industrial paradigm. To push through what leaders want regardless of the preferences and worries of others doesn't

often work. The others will push back, stall necessary actions or even obstruct them.

The alternative is a much more organic practice, in which change is perceived as an open-ended journey. DSM, a Dutch international nutrition and life sciences company, focuses on the *why* of change, and only much later on the *what* and the *how*. Microsoft Netherlands decided to create an environment with much more freedom. Based on a joint sense of direction, every manager has the ability and responsibility to decide for himself or herself how to contribute to that joint purpose. Managers agree upon commitments, not results. People decide for themselves if they come to the office or work from home. Productivity and employee engagement have increased because of this new way of working. People feel they have their fate in their own hands.

### Engaging in Dialogue

An overwhelming majority of meetings and conversations are conducted as discussions or debates. Complex issues are hushed. Debaters just omit the parts of reality they don't like and obscure their doubts.

In a world of increasing complexity, we need dialogue instead of debate. A dialogue gives leeway for searching, nuance and doubt. Having dialogues instead of debates is one of the most important contributions a leader can make to his organization. To talk honestly and to discuss what used to be undiscussable makes the organizational discourse much richer. If participants collectively inquire into their assumptions and values, unity will arise in the group.

Time and attention are key words for dialogue. Those are difficult words in the 21st century, in which speed is everything. Organizations are governed by speed. We expect leaders to make their decisions quickly. So who is taking the time to reflect and think about what really matters?

Every leader can start dialogues in his or her organization. Be ready to acknowledge that you don't know everything; be prepared to say what you find difficult, that you have been sad or angry. Don't avoid difficult issues, but deal with them. Listening is even more important than talking in a dialogue. Listening is also about being aware of your own thoughts, being sensitive to physical signals, observing the body language of other participants and reading between the lines. Sometimes a world lies hidden beneath the words that people use.

Dialogue requires that we each travel inside ourselves to see what's going on. Be personal, be vulnerable, be human.

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## Modernizing Governance

Theoretically, the Supervisory Board is the best countervailing power for top management, but currently they don't realize their potential. Boards are usually a collection of very large brains on feet, throwing analyses and testosterone around. They talk *to* rather than *with* each other. Dialogues are almost nonexistent in boardrooms.

There are four problems with Supervisory Boards:

**1. They avoid sensitive issues:** They focus on the company performance and don't deal with the "soft," underlying dynamics. They should ask penetrating questions without stopping if executives become defensive.

**2. They are not a team:** You don't get to know each other if you only discuss performance and strategy. You have to talk about who you are and what drives you.

**3. Their information is insufficient:** Nearly all the information they get is provided by the top management they are supervising. Don't ask for permission; go where you think you should go. Visit the accountant, the union, the investors, suppliers, customers, bankers or a subsidiary.

**4. They are too close to top management:** They empathize so much that executives and non-executives bathe together in a glow of mutual sympathy. They can be reluctant to do what might not be well received.

There is an irrevocable trend that non-executives will get more involved in the organization's daily business. The distinction between one- and two-tier boards will fade.

## Protecting Ponytails

Diverse organizations deliver better performance. So organizations need diversity. This can be diversity in gender, culture, age or education, but above all diversity in mindset and perspective.

It requires a conscious effort to not only understand why others behave so differently but even appreciate the added value of these differences.

Diversity brings in free spirits. Free spirits are necessary to think outside of the box. They have the courage and curiosity to question and don't accept the status quo.

Diversity needs the active support of leaders. Every system tends to shut out unfamiliar elements. Systems don't like elements that are different from the majority. The stronger the culture of the organization, the more likely that it will oust whoever or whatever it considers alien.

Leaders should therefore protect the free spirits. At Heineken they used to call their free spirits "ponytails." Managers at the beer multinational are usually neatly groomed, and ponytails became the nickname for those who were different. Every system needs its own ponytails to enable innovation and renewal. ●

## Society

Large corporations are the most important vehicle for change in society. Business leaders in particular have to step up to the plate as part of the global elite. Society needs them to develop a vision beyond the next quarter and beyond the interests of only their company.

Some leaders are completely rethinking the way our economies operate in order to prepare us for the future. Most leaders have stopped repeating the mantra that external effects are none of their business. They are taking their responsibilities seriously toward their employees, clients and the world at large. Surprising coalitions and initiatives are springing up that are beyond philanthropy or corporate responsibility. Change seems to be in the air.

Corporations have become suppliers of meaning. The traditional suppliers of meaning, like church and state, have become less relevant. Companies have stepped into the vacuum. They ask themselves what they add to the world. How can they deliver greater social benefits? How can they benefit the communities that they are part of?

The societal functions of the organization have both moral and economic dimensions. The business of business is more than business. Social problems create additional costs for business, and it is in their interest to solve these problems. Reducing the input of energy or raw materials not only helps the planet but also saves costs. Increasing safety not only saves lives but also reduces the cost of accidents.

Business leaders have to take the lead, but they need all the other stakeholders to answer the call of our time. They cannot tackle big issues like global warming by themselves. They need respected governments to change laws and robust communities of citizens to act more responsibly. It is complex, but that is what change is.

The way forward is the way inside. ●

### RECOMMENDED READING LIST

If you liked *The YOU of Leadership*, you'll also like:

- 1. *Hacking Leadership* by Mike Myatt.** Myatt provides actionable leadership and management "hacks" to bridge the gaps in order to create a culture of leadership within organizations and drive exceptional results.
- 2. *Grounded* by Bob Rosen.** Rosen's Healthy Leader model highlights six personal dimensions that any leader can master: physical, emotional, intellectual, social, vocational and spiritual health.
- 3. *Choosing Change* by Susan Goldsworthy, Walter McFarland.** The authors offer a proven model for not just facing inevitable change but also leveraging it as a tool for long-term success.