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# What Exactly is Leadership?

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Does it mean always having the right answer to every question at every moment?

- Not hardly
- Leadership combines EQ with the courage to raise the tough questions, challenge people's assumptions about strategy and operations – and risk losing their goodwill
- It demands commitment to serving others; skill at diagnostic, strategic, and tactical reasoning; the guts to get beneath the surface of tough realities; and the heart to take heat & grief



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Leadership actually starts with knowing what the right questions are, raising the interesting “what-ifs,” considering the alternative scenarios, identifying the unexpected consequences ahead of time – and then assembling a talented team to sort through them all to find the best outcomes

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The right questions like:

“What if?”

“Why not?”

“How come?”

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In leadership, IQ is important, but what is more important is judgement. To separate the trees from the forest, to assimilate information, and to develop commonsense solutions

There are certain skills you can learn in a classroom laboratory or textbook. But they're not enough

Leadership skills (EQ) and life experiences are equally important (and in many situations, more important). IQ – “being book smart” – is the basis of the hard skills that are essential and that we can learn.

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By contrast, EQ related to the soft skills can only be developed through a gradual process

The best leaders make an effort to relate to people with respect and treat them fairly. People are not commodities.

For people to care about me, it was important they understood I cared about them.

The same is true about trust

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## Seven Musts for Effective Leaders

- Know the difference between leading and managing. Leaders are people who do the right things; managers are people who do things right
- Develop your sense of purpose. What employees want is direction and meaning, trust and hope
- Show courage – not always popular
- Use candor – say what you really think; your people will do the same



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- Limit yourself to just a few key objectives
- Borrow the best ideas and methods from others
- Great leaders are born but mostly self-made

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