



"Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish."

Sam Walton

Great Expectations

While much is written about what makes a great leader, there is little discussion about the relationship dynamics between a leader and emerging leaders – the people who report to them. This relationship dynamic is a critical and essential determination of true leadership within an organization – and a key component in fulfilling the Great Expectations of the organizational Vision.

Larry Bossidy, former CEO of Allied Signal and coauthor of "Execution: The Discipline of Getting Things Done" (Crown Business, 2002), recently proposed an agreement between leaders and emerging leaders. This agreement is outlined in a *Harvard Business Review* article, "What Your Leader Expects of You, And What You Should Expect in Return" (April 2007).

Clear expectations form the basis of the relationship and can and should work both ways. Certain behaviors on the part of both parties are crucial to performance, as well as forming mutually rewarding relationships. Bossidy suggests the following expectations for Emerging Leaders:

- **Get involved** - Delegate, but step in when needed.
- **Generate ideas** - Respect and encourage innovation and creativity.
- **Collaborate** - Gather ideas. Create vision-focused goals and action plans. Execute.
- **Lead Initiatives** - Take risks and assume a leadership role.
- **Develop Others** - Become personally involved. Establish goals and provide specific, timely, fair and relevant feedback.
- **Stay current** - Be informed of current events and news. Know what's going on with competitors and customers.

- **Anticipate** - Anticipate crises. Expect spectacular successes.
- **Drive your own growth** - Continually educate yourself. Seek out mentors, accept demanding assignments, attend leadership development programs and/or engage the services of an executive coach.
- **Be a player for all seasons** - Display positive behavior even during hard times. Continue to be a role model and motivate and inspire others.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

John Quincy Adams

For Leaders, Bossidy outlines these expectations:

- **Provide clarity of direction** - Communicate – with words and action. Let your people know how they contribute to the bigger picture – every day.
- **Set goals and objectives** - Clearly communicate individual and specific goals to each person. Help them to understand where and how they are measured.
- **Give frequent, specific, fair, unbiased and immediate feedback** - Don't wait for annual reviews. Deliver fair and honest feedback – when it is most relevant, and when it is specific to the situation.
- **Be decisive and timely** - Make good decisions. Help others to feel comfortable enough to ask for help with decisions.
- **Be accessible** - Keep people informed, and be easily accessible when needed.
- **Demonstrate honesty and candor** - Do it now – do it daily. Be open and direct.
- **Offer equitable compensation and rewards** - Set clear goals and objectives. Estimate financial rewards according to results. Be clear. Follow through.
- **Keep Bureaucracy at Bay** - Maintain clear expectations; clarify which behaviors are most important - in spite of red tape.



"There's only one way to succeed in anything, and that is to give it everything. I do, and I demand that my players do."

Vince Lombardi

Vince Lombardi, Jr., wrote a book about his father. The book is a reflection of Mr. Lombardi's passion for everything he did. In *What it Takes To Be #1*, his son writes...

"Zeal and passion are emotions that move you. My father was once described by the late New York Giants owner, Wel Mara, as having, "The zeal of a missionary." And although the Packers held a special place in his heart, my father's passion and enthusiasm extended into all corners of his life. He could get excited about dinner at a good restaurant, a sunset, Christmas with family, and especially, a game of golf.

His passion overflowed. It was an enthusiasm that could be neither corralled nor fended off. "If you said 'good morning' to him the right way," said a friend, "you could bring tears to his eyes."

Passion and enthusiasm are the seeds of achievement. Enthusiasm is like an ocean tide, there's a certain inevitability about it. Zeal sweeps obstacles away. To motivate people, there must be a spark, some juice, desire, zeal, inspiration. It's rough to be a leader if you can't energize yourself, and then your people. They need to be able to tap into your emotional energy – and you need to be able to tap into theirs.

*I doubt you could find someone who was as passionate – and this is important – **as effective**, as my father. Having a plan is important, but along with a plan there must be a hunger, and a zeal to achieve the vision.*

Every day you've got to lay on some kindling, strike a match and fan the flames of passion and zeal."

"Passion and purpose go hand in hand. When you discover your purpose, you will normally find it's something you're tremendously passionate about."

Steve Pavlina

What is your Passion?

What is your Zeal?

Are you living it – Every Day?

Are you leading yourself and others with passion and enthusiasm for the vision of what can and will be – and who you, and they, can and will be?

To paraphrase H.W. Beecher, a famous orator of the Civil War era, "People are made to go by motives and they will not go without them anymore than a boat without steam, or a balloon without gas. Find out what motivates individuals and we can touch the button and turn the key that makes them achieve."

"Passion is the genesis of genius."

Anthony Robbins

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