



WHO LEADERS ARE

from Fast Company, June 1999

1. Leaders are both confident & modest.
Being a leader is not about making yourself more powerful; it's about making people around you more powerful.
2. Leaders are authentic and lead by example.
You earn the trust and respect of the people you work with when you know who they are, and when you walk your talk.
3. Leaders are listeners. They don't blame, they learn.
It's hard to be a great listener if you're not curious about other people. And the enemy of curiosity is grandiosity – the belief that you have all the answers.
4. Leaders are good at giving encouragement, and they are never satisfied.
5. Leaders make unexpected connections and network.
They organize and lead conversations among people who don't normally interact with each other.
6. Leaders provide direction.
Smart leaders know how to pose revealing questions.
7. Leaders protect their people from danger, and expose them to reality.
Most people want leaders to insulate them from change, rather than mobilize them to face it. That's why leadership is so dangerous.
8. Leaders make change, and stand for values that don't change.
Ask, "Which values and operations are so central to our core that if we lose them, we lose ourselves?"

**The main job of a leader:
make more leaders.**

