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# LEADERS AND TEAMS

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# LEADERSHIP CONTRIBUTORS



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Google the word 'leadership' and you come up with 164 million entries. Yet, as leadership and learning guru Peter Senge puts it, "The first problem with all of the stuff that's out there about leadership is that we haven't got a clue what we're talking about." As he points out, we typically think of the leader as being the person at the top. But if leadership is synonymous with a position, then, arguably, it doesn't matter what a leader does. All that matters is where they sit. And as Senge says: "If you define a leader as an executive then you absolutely deny everyone else in an organisation the opportunity to be a leader."

With flatter hierarchies you need people at all levels who can act as leaders, and the job of leaders is to create more leaders, not followers. Another myth of leadership is that the leader has to be good at everything. The best leaders accept their limitations and create teams that comprise a complement of leadership talent. As leadership expert John Kotter puts it, leadership is not about one person, but the actions that people take.

Hopefully, this issue of *The Marketer* will help to address some of the myriad misconceptions about leadership, and, in so doing, help marketers unlock their own leadership potential.



"IF YOU ARE NOT ON TRACK TO MAKE MARKETING DIRECTOR BY YOUR MID-THIRTIES THEN CONSIDER SETTING UP YOUR OWN COMPANY" **DENIS LESTER**, PAGE 9 "NO ONE PERSON COULD POSSIBLY STAY ON TOP OF EVERYTHING" **DEBORAH ANCONA, THOMAS MALONE, WANDA ORLIKOWSKI, PETER SENGE**, PAGE 16 "VERY FEW MARKETERS MANAGE AGENCY RELATIONSHIPS TO OPTIMUM EFFECT" **NICK TURNER**, PAGE 17 "LEADERS NEED THE ABILITY TO FAIL AND THEN GET UP AND GO ON" **SIR BOB GELDOF**, PAGE 28



## THE 60-SECOND PHD IN LEADERSHIP

Think back to the best boss and the worst boss you ever had.

1. Make a list of all things done to you that you abhorred
2. DON'T DO THEM TO OTHERS. EVER.
3. Make another list of things done to you that you loved.
4. DO THEM TO OTHERS. ALWAYS.

And you thought leadership was complicated.

*Source: Dee Hock, founder of Visa.*

Motivation and inspiration energise people, not by pushing them in the right direction as control mechanisms do, but by satisfying basic human needs for achievement, a sense of belonging, recognition, self-esteem, a feeling of control over one's life and the ability to live up to one's ideas. Such feelings touch us deeply and elicit a powerful response.

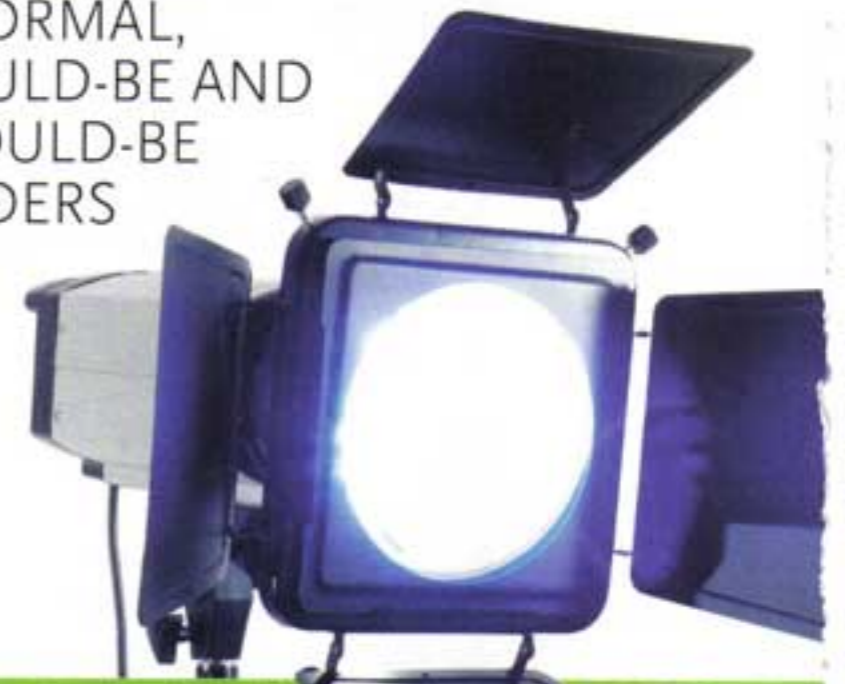
*Source: What Leaders Really Do, John Kotter*

The implicit assumption behind the rise of leadership as a separatist movement is that leaders are more highly evolved, and somehow better than managers. It has allowed some 'leaders' to revel in saying they are vision people who 'don't do detail', as if detail is something you can leave to managers and other non-strategic lower life forms. These leaders are fakes. We all know them. Distance from detail is not a badge of leadership: it's a sign of detachment from reality....With flatter hierarchies you need managers at all levels who can act as leaders.

*Phil Dourado*



PHIL DOURADO'S NEW BOOK OFFERS ADVICE FOR FORMAL, INFORMAL, WOULD-BE AND SHOULD-BE LEADERS



# LEADING

Hierarchies come with an in-built authority problem. People are increasingly less deferential to authority and need mechanisms to allow them to subvert the hierarchy when it is important to them to get a point across and the power imbalance is preventing it. "Challenge me when you need to" is a powerful message for a formal leader to issue. "Defy me when you need to" is an even braver one.

*Phil Dourado*

The Bob Dylan line always appealed to me: "There's no success like failure and failure is no success at all." It was a while before I understood it. Leaders need the ability to fail and then get up and go on. It doesn't matter if you don't learn from the failure. But it does matter that you get up and get on."

*Sir Bob Geldof, 2006*

"LEADERSHIP, LIKE SWIMMING, CANNOT BE LEARNED BY READING ABOUT IT."

*Henry Mintzberg*



**WHY LEADERS DON'T ASK QUESTIONS**

The problem leaders have with questions derives from two related leadership misconceptions:

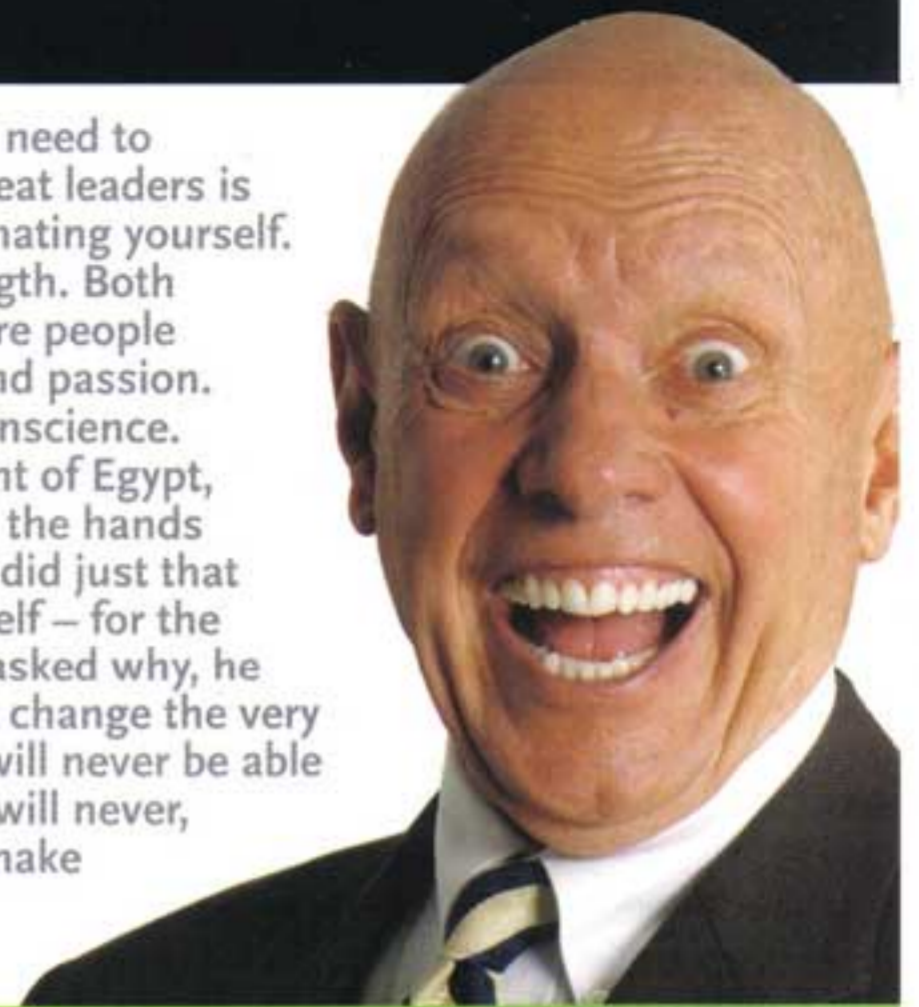
1. the need to appear infallible; and
2. the concept of the leader as troubleshooter or solution-finder.

There's a common third reason leaders don't ask questions: they fear they'll get an answer they don't like.

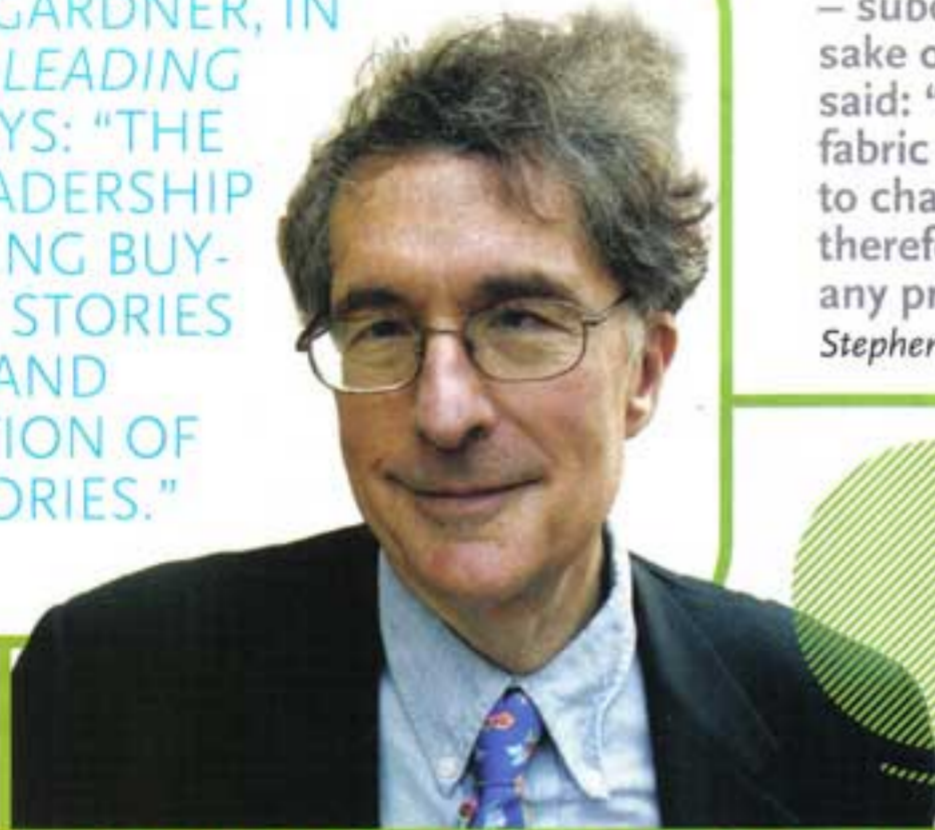
*Phil Dourado*

One area that leaders need to develop to become great leaders is conscience – subordinating yourself. This takes great strength. Both Hitler and Gandhi were people of vision, discipline and passion. The difference was conscience. Anwar Sadat, President of Egypt, vowed never to shake the hands of the Israelis. But he did just that – subordinating himself – for the sake of peace. When asked why, he said: "He who cannot change the very fabric of his thought will never be able to change reality and will never, therefore, be able to make any progress."

*Stephen Covey*



HOWARD GARDNER, IN HIS BOOK *LEADING MINDS*, SAYS: "THE KEY TO LEADERSHIP IS OBTAINING BUY-IN TO THE STORIES YOU TELL AND PROPAGATION OF THOSE STORIES."



You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you

*Source: How to Win Friends and Influence People, Dale Carnegie*

# LIGHTS

We all know too many bosses who become 'leaders' to be somebody. John Boyd [creator of the OODA (observe, orientate, decide, act) loop fast decision matrix] defined them as people who give up some of their integrity to achieve advancement in an organisation. Hence the paradox that often the best leaders are not in a formal leadership position in the hierarchy, because they refuse to choose placement over integrity.

Boyd said it's the fundamental choice facing us all in life: to do or to be. There's a lot of truth in that. Positional leaders – those who are most driven by the need to be in a leadership position – often have a stifling effect on growth, as they see other potential and existing leaders as threats.

*Phil Dourado*

No one wants to work for a grouch. Research has proven it: optimistic, enthusiastic leaders more easily retain their people compared with those bosses who tend towards negative moods.

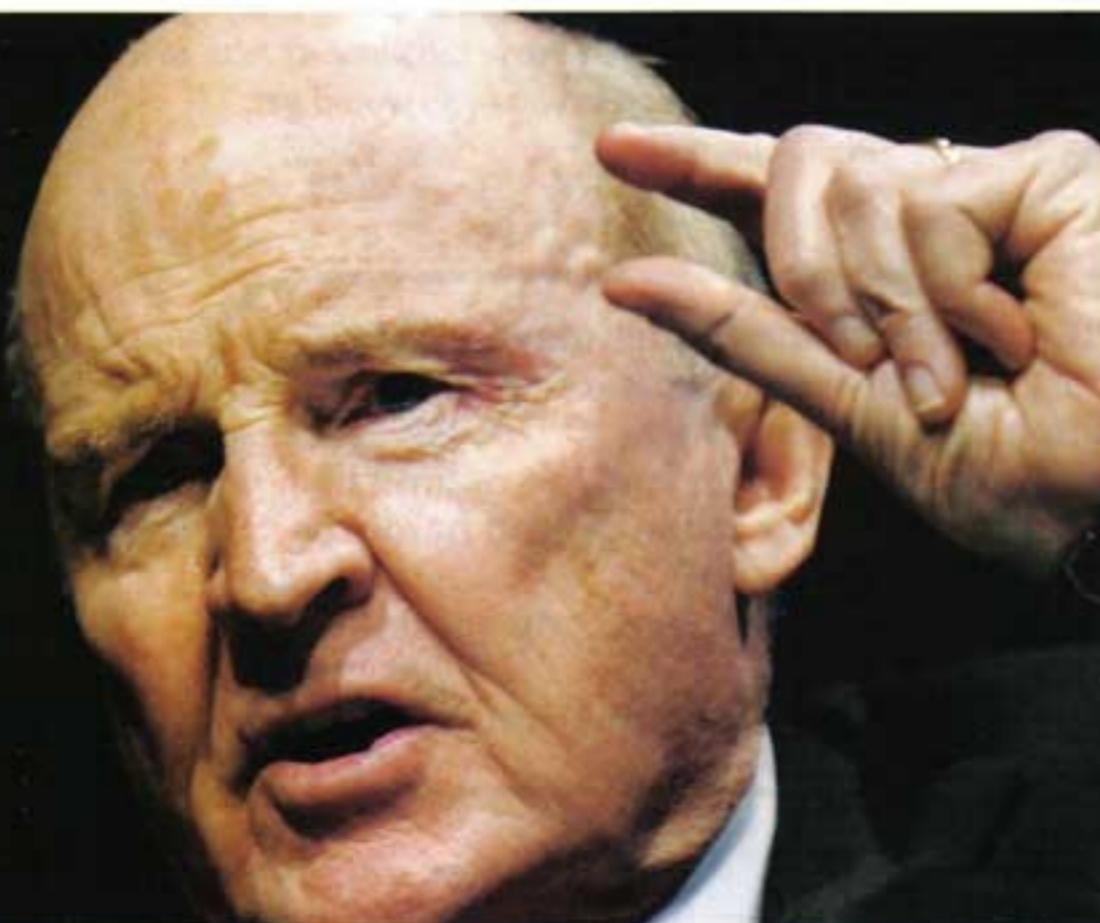
Numerous studies show that when the leader is in a happy mood, the people around him view everything in a more positive light. That, in turn, makes them more optimistic about achieving their goals, enhances their creativity and the efficiency of their decision-making, and predisposes them to be helpful.

In more than one sense, then, leadership is truly viral.

*Source: Primal Leadership, Daniel Goleman, Richard Boyatzis and Annie McKee.*

"IF I HAD TO RUN A COMPANY ON THREE MEASURES, THOSE MEASURES WOULD BE CUSTOMER SATISFACTION, EMPLOYEE SATISFACTION AND CASH FLOW."

*Jack Welch, former CEO of GE*



A study by the Centre for Creative Leadership found that when one individual made hiring decisions for management positions, the newly hired manager was judged to be successful just 35% of the time. When a hiring team of four or five made the decision, success rose to 55%. But when the small group included both customers and subordinates, success rates soared to 70%.

*Source: The Leader's Digest, Jim Clemmer*





In most organisations distance from the customer denotes seniority. The more contact you have with customers, the lower your status must be (though this is not said openly). Tom Peters and Bob Waterman put customers and the frontline at the heart of the business agenda with the phrase 'close to the customer' in the book *In Search of Excellence* in 1982. A quarter of a century later many leaders still don't realise that they have to take this phrase literally and spend a significant portion of their time where their business actually is.

Phil Dourado

Our experience is that often the best and most critical people sit in the middle. We only have to use them in the right way...translating vision into action and action into vision. Many Japanese companies no longer talk about bottom-up or top-down processes. Instead they realise that real organisational action is dependent on processes better characterised as middle-up-down.

Source: *Funky Business*, Kjell Nordstrom and Jonas Ridderstrale



Many of you want to be leaders, to make a difference. But you might be spending too much time self-marketing and not enough time researching, building bridges by taking an interest in someone....In true leadership situations, where a good coach/visionary is called for, listening comes before arm waving.  
Yahoo's Tim Sanders, blogging on [www.execubooksblog.com](http://www.execubooksblog.com)

Great leaders:

1. Tell a compelling story about themselves: who they are, where they come from, what they stand for, what they expect.
2. Create or tell a compelling story about the organisation: its mission and purpose, why it is a great place to work, invest in and buy from.
3. Make people feel an essential part of the story through the work they do every day.... Remember this mythical JFK anecdote? The president was visiting NASA headquarters and stopped to talk to a man with a mop. "And what do you do?" he asked. "I'm helping to put a man on the moon, sir," said the janitor. Knowing their part in your company story engages people and gives them a sharp sense of purpose.

Phil Dourado

# LEADING LIGHTS

## THE QUALITIES OF GREAT LEADERSHIP

The philosopher and author Tom Morris holds up as a model the Aristotlean virtues of leadership. He lists them as:

- Courage
- Temperance
- Liberality
- Magnificence
- Pride
- Good temper
- Friendliness
- Truthfulness
- Wittiness
- Justice

How many corporate leaders could you tick off all of those qualities against?....How great would your leadership culture be if everyone were held to account against those ten virtues? Acts of leadership from all corners of the organisation is what you would get."

Phil Dourado

Rudy Giuliani, the former mayor of New York, tells us in *Leadership* that there are three keys to leadership:

1. If you are going to lead, be optimistic. If you're not, your followers can hardly be expected to be.
2. If you don't love people, do something else.
3. Be absolutely clear what you stand for.

TAKEN FROM *THE 60-SECOND LEADER* (CAPSTONE 2007), BY PHIL DOURADO