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## Fierce Leadership

### A Bold Alternative to the Worst “Best” Practices of Business Today

#### THE SUMMARY IN BRIEF

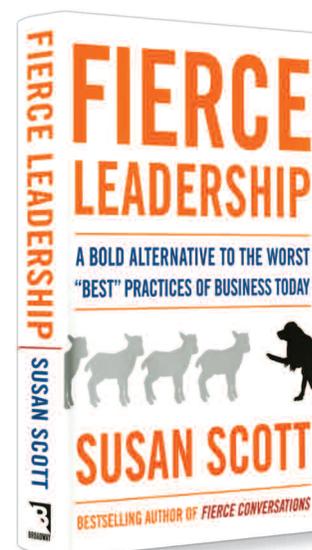
Provide anonymous feedback. Hire smart people. Hold people accountable. These are all sound business practices, right? Not so fast, warns corporate training expert Susan Scott. In fact, these mantras — despite being long-accepted and adopted by business leaders everywhere — are completely wrongheaded. Worse, they are costing companies billions of dollars, driving away valuable employees and profitable customers, limiting performance and stalling careers. Yet they are so deeply ingrained in organizational cultures that no one has questioned them. Until now.

In *Fierce Leadership*, Susan Scott explains how to spot the worst “best” practices in our organizations using a technique she calls “squid eye” — the ability to spot the disastrous behaviors to which we have fallen prey — so we can apply the antidote.

With fierce new approaches to everything from employee feedback to corporate diversity to customer relations, *Fierce Leadership* offers fresh and surprising alternatives to six of the so-called best practices permeating today’s businesses. *Fierce Leadership* will help any leader at any level who is ready to take a long, hard look at what trouble might be lurking in his or her organization — and do something about it.

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

- How to positively influence situations and organizations.
- How to marry how you are with who you are.
- How to answer some of the most compelling questions in business today.
- How to re-energize leaders, employees and managers alike.
- Why “received wisdom” is wrong and how to get it right.



by Susan Scott

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# THE COMPLETE SUMMARY: FIERCE LEADERSHIP

by Susan Scott

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## Introduction

Leaders are usually highly intelligent people with invaluable experience on the firing line, a decent amount of humility, a wicked sense of humor and a strong desire to grow their companies and champion change. They are usually on the right track, and much of what they do works. Yet so many pour considerable time, intelligence and cash into significant sinkholes — *practices* — with no good outcomes and, in fact, costly implications.

It's not that we're trying to deliberately sabotage our companies; it's just that we don't always recognize the implications of our practices, because most of the time, those on the receiving end of our questionable ideas don't bellow, “Are you nuts?!” Instead, most flinch, then shrug it off as life in a *Dilbert* world, to be expected, what can I do, I'll lay low until this latest hell blows over.

What we need is “squid eye.”

## Squid Eye

Paul Lindbergh, an advanced aikido practitioner and killer jazz musician, moved to Hawaii as a teenager and soon began diving with native Hawaiians for squid, a highly prized catch that could be sold for a tidy sum or taken home and served for dinner. But after weeks of diving, despite the fact that the local guys always caught plenty, he had caught only one squid.

When he expressed his frustration — “How come you guys catch squid and I don't?” — the Hawaiians laughed and said, “You gotta have ‘squid eye.’”

“What is squid eye?”

They explained.

“It's the ability to see the squid while he is blending into his natural environment. It's the ability to see him just being himself. It is the ability to see him even when he doesn't want you to see him, to see him even when he is hiding. Be advised, he is very skilled. You must understand, he is there.”

The Hawaiians began to tell Lindbergh many things about the squid. For example, one might see a few small stones lying on the bottom of the ocean and understand that the squid put them there. When he saw those stones and maybe some shells, they told him to look for a small hole at the base.

It was tough to spot the first mound of stones, like looking for morel mushrooms. You can't find any and then suddenly stumble across one. Once you know what you're looking for, you realize you're standing in a patch of them.

Once Lindbergh learned the tells, like that mound of stones, he had no difficulty finding squid ever again. And then he learned the tells for lobster, kumu, papio and other Hawaiian fish and thereafter began to eat extremely well.

## Spotting the Tells

For Lindbergh, tells signaled the presence of a potential feast, famine, even danger.

Even some of the most successful organizations fail to outlast a few generations of management because they are unable to see the threats they face and the imperative to change. And while there are threats we can do little about — a competitor's new gizmo, the price of oil, a



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housing-market crash, an economic downturn, Mother Nature, etc. — there's plenty going on right now under our noses that we *can* do something about. But we don't because we can't see the *tells* signaling that something we're doing is not working, perhaps never did work, is in no danger of working and that, indeed, something is very, very wrong. ●

### The Idea of Fierce

The idea of *fierce* is simple, yet not simplistic.

A culture — whether global, national, corporate or familial — is shaped by our daily practices, and the most powerful practice of all is conversation. Our careers, our companies, our personal relationships and our very lives succeed or fail, gradually then suddenly — one conversation at a time.

The conversation *is* the relationship, and while no single conversation is guaranteed to change the trajectory of a career, a company, a relationship or a life, any single conversation can.

This is true if your company has five employees or 50 or 50,000; if you're in retail, banking, graphic arts or moviemaking; if you're a teacher, a professor, a researcher or a rabbi; or if your expertise is in architecture, manufacturing, dog training or software.

No matter what you do, business — small or global, simple or complex — is fundamentally an extended conversation with colleagues, customers and the unknown future emerging around us. While meetings pile up, add up, the real work is being done by someone offering a nourishing drink to others — one conversation at a time. What gets talked about in a company and how it gets talked about determine what will happen — or won't happen.

### Quality Matters

But simply having the conversation isn't enough. It's the *quality* of the conversation that matters.

Conversations provide clarity or confusion. They invite cross-boundary collaboration and cooperation or add concertina wire to the walls between well-defended fiefdoms. Conversations inspire us to tackle our toughest challenges or stop us dead in our tracks, wondering why we bothered to get out of bed this morning. A conversation can be deadly boring or a profound experience of humanity, of intimacy.

A leader's job is to engineer the types of conversations that produce epiphanies: conversations that reveal we are capable of original thought; intelligent, spirited conversations that provide clarity and impetus for action, for

### Practicing Squid Eye

What might you notice if you were practicing squid eye that would suggest you and/or your organization are not "seeing" your customers and clients as individual human beings? Check any of the following tells that apply to *your* organization:

- **You have an initiative called "client centrality."** The fact that there is an initiative on the subject in the first place is a tell to your customers (and to everyone else) that you are *not* client centric, you are the exact opposite; otherwise, you wouldn't need an initiative in that area.
- **You use the term *customer facing*.** This implies that you have a special face that you pull out of a drawer and slap on when you're about to talk with a customer. What happened to you being *you*, consistently, no matter whom you're with?
- **You confuse "presentation training" with sales training.** Your employees are rarely taught how to have conversations — two-way *exchanges* of ideas and sentiments — with your customers.

change. Yet too often, we, the results-smitten, speak only of measurable goals, key business indicators, action plans, cash-flow projections, economic indicators, process and procedure. All are worthy come-ons, yet true success requires conversations that exert a deeper magnetism, a pull as powerful as the tides. Conversations that are intelligent and impassioned. Personal and universal. Meaningful, authentic conversations during which we wouldn't willingly trade places with anyone. Conversations that feel like they could be taking place in a concert hall or a sanctuary — *fierce* conversations.

### Why Fierce?

The simplest definition of a fierce conversation is one in which we come out from behind ourselves, into the conversation, and make it real. While most people are uncomfortable with *real*, it is the *unreal* conversations that should scare us to death. Why? Because they are incredibly expensive, for organizations and for individuals.

Most organizations want to feel they are having a real conversation with their employees, their customers and their evolving marketplace. And most individuals want to feel they are having conversations that build their world of meaning.

### What Is 'Fierce' Leadership?

There's a bold, compelling line between "leadership" and *fierce* leadership. It's OK to cross the line.

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Here is the short definition of *fierce leadership* (noun, verb):

1. A fast-acting anti-venom to the business-as-usual mode of high task/low relationship, self-serving agendas, directing and telling, anonymous feedback, holding people accountable, excessive use of jargon and mandating initiatives that cause people to weep on too many fine days.
2. Acquiring your most valuable currency: emotional capital.
3. The acquisition of squid eye and the demise of truth-telling squeamishness and ethical squishiness.

You will begin to cross the line, dropping into a different kind of serious, a different way of being, a different quality of relationship, once you understand and act on the central premise at the heart of everything fierce:

*If you want to become a great leader, gain the capacity to connect with your colleagues and customers at a deep level ... or lower your aim.*

Your most valuable currency is relationship, emotional capital. This is far from a naïve, feel-good notion. It's good business sense. ●

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### Fierce Practice #1: From 360-Degree Anonymous Feedback to '365' Face-to-Face Feedback

Anonymous feedback doesn't tell us what we really need to know because it is ANONYMOUS, and most people don't provide specific examples to support their evaluations because more specifics might help the recipient guess who wrote them! So we avoid specifics and instead use sanitized phrases and a "score" of some sort, all of which tells the recipient very little about how to improve his or her performance.

#### The Fierce Practice: '365' Face-to-Face Feedback

Here are the simple rules of 365 face-to-face feedback:

- Stay current by exchanging feedback 365 days a year.
- Do it face to face whenever possible (and never via e-mail).
- Give it as soon as possible after something occurs.
- Praise is as important as criticism. *Actually, it's more important.* So don't just give feedback when it's negative.
- Always own your comments. Feedback is invaluable. It's anonymity that is the problem.

The goal of the fierce practice is to have open, honest, face-to-face conversations, 365 days a year, with the

people central to your success and happiness. Give it and receive it.

#### Praising With Courage and Skill

Feedback is all too often associated with the word *negative*. But in fact, positive feedback — praise, recognition and acknowledgment — is the most powerful feedback of all. Fierce leaders express appreciation and gratitude up close and personal, in the moment. Their comments are authentic, specific, heartfelt. Consequently, the message is received and people glow.

Does praising people require courage, compassion and skill? Yes. As crazy as it sounds, we're just as lousy at praise as we are at confrontation. Maybe worse. Too often, our meager attempts fail to truly reach the people we acknowledge, and that's a shame! What to do?

Ken Blanchard got it right years ago with a simple statement in *The One Minute Manager*: "Catch people in the act of doing things right." Praise doesn't have to come in a group exercise; it's wonderful one on one, face to face, in the moment. Or pick up the phone, write a note, send an e-mail. And don't wait for perfection; acknowledge behavior that is heading in a positive direction. Fierce leaders practice this.

#### Whole Again

Our most valuable, enduring relationships require that we stay current with one another at work and at home — face to face. While most leaders fulfill their basic job descriptions, including conducting performance reviews, filling out surveys and listening politely (with gritted teeth) to anonymous feedback, fierce leaders do something more interesting, more real. They engage in meaningful conversations that truly connect.

When our achievements, talents and positive results are noticed and acknowledged and our missteps are addressed and resolved, we deepen our commitment to bringing the best of ourselves to our work and to our families every day. And this, in turn, translates to stronger relationships and better performance, which translates to success and happiness.

Who deserves your praise? Who deserves an apology? Whose behavior or attitude is causing serious problems? What are you waiting for? ●

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### Fierce Practice #2: From Hiring for Smarts to Hiring for Smart+Heart

In 2003, Howell Raines was fired from his post as managing editor of *The New York Times*. Raines had every managerial advantage and a brilliant strategy, but

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he “lost the newsroom.” He failed to win the hearts and minds of his staff, without which he could not hope to implement his change strategy.

In 2007, Bob Nardelli was dismissed from his position as CEO of Home Depot. He had arrived with impeccable credentials and achieved dazzling financials, but he failed to connect with the shareholders, deal makers, legislators, regulators and nongovernmental organizations who wanted to have a say in how the company was run and on whom the company’s continued success depended.

The problem for Raines and Nardelli and so many other brilliant individuals was that reason did not prevail. Raines and Nardelli alienated people, so their reasoned arguments fell on deaf ears.

Yet despite all the evidence pointing to the fact that it is the deeply feeling, emotionally intelligent people who are best equipped to deliver these results, many leaders continue to focus on hiring and promoting people with pedigrees, graduates of the best business colleges, who, talented though they are, do not view human connectivity as relevant to their success. Why? Because nowhere in their education have they been taught to focus on the human side of their subjects.

### Good Doctors

In *Blink*, Malcolm Gladwell points to Dr. Wendy Levinson, an international expert in the field of the physician-patient relationship. Dr. Levinson looked at why some doctors who make mistakes that put their patients’ lives in jeopardy get sued, and others don’t. Dr. Levinson found that patients sued doctors they didn’t like and didn’t sue doctors they did like, even if the doctors they like made mistakes.

And why do patients like or dislike their doctors? The decision was not rational. Physicians who don’t get sued take a little more time — three minutes more than physicians who do get sued. And it was the quality of the physician-patient conversation, *how* the doctors talked with their patients — notice *with*, not *to* their patients — that made the difference. Patients like doctors who really listen, draw their patients out (*tell me more about that*) and answer their questions fully. Those three extra minutes and how they were used were the differentiator. In the blink of three minutes, the patient felt seen, heard, understood, valued and respected. You don’t get that in every doctor’s office — or in every executive’s office.

Book smarts don’t guarantee good teachers, good doctors or good leaders, because these aren’t cognitive skills. No one’s knocking an excellent education from a good

school. It’s just that this isn’t enough. In fact, fewer young people are interested in attaining an MBA, because they recognize that the emerging right-brain economy requires a set of skills and characteristics not taught in most business schools. Many Gen Xers and Yers say they see value in forging more meaningful relationships at work, while struggling to get beyond the usual, superficial agenda they can’t quite put their fingers on. These are the people — the ones who are both smart and engaged, who value human connection — who we are choosing for leadership roles today, globally. They understand that, while no single conversation is guaranteed to change the trajectory of a career, a company, a relationship or a life, any single conversation can. ●

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### Fierce Practice #3: From Holding People Accountable to Modeling Accountability and Holding People Able

Initially, for most people, the notion of “fierce accountability” sounds frightening, aggressive, full of conflict, smacks of a heavy workload. Yet if you think of fierce in the most positive light, like fierce loyalty, fierce resolve or fierce friendship, you might associate fierce accountability with a bias toward action and passionate commitment to exceptional results, even in the face of obstacles.

Here’s the official definition of fierce accountability:

*A desire to take responsibility for results; a bias toward solution, action. An attitude; a personal, private non-negotiable choice about how to live one’s life.*

The question is, given my goals, how will I achieve them? Given the barriers to my progress and the current results on my plate, some of which are troubling, what am I going to do?

Complicated times call for simple answers. Simply put, “if it’s to be, it’s up to me.”

Accountability is not a process or a tool. It’s what helps a process or tool become effective. Can you think of a very good structure or process in your company that sings in the hands of some people and weeps in the hands of others? Most processes, procedures or structures are not inherently good or bad. It’s who’s got their hands on it.

What if, instead of holding others accountable, we held ourselves accountable and others able — able to take charge, take action and effect change? What if, instead of pointing fingers and laying blame, we mod-

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eled accountability and inspired others to do the same?

The fact is that no one can mandate accountability for another person. To say “I’m holding you accountable” is pointless. The only person I can hold accountable is myself. Personal accountability is a way of life — and like all fierce practices, it’s an inside job. The accountability conversation is one I have with myself and only with myself. But the good news is, it’s contagious.

### The Fierce Accountability Cycle

Let’s look at the steps in the “fierce” practice of modeling accountability and holding others able:

**Step 1. Prepare yourself.** Taking an accountable stance requires a great deal of courage. We may have to give up being “right.”

**Step 2. Prepare others.** So far you’ve had a fierce conversation with yourself, which is where accountability begins. Now what about “others” in your life — colleagues, friends, family members — whose results and the results of everyone around them would be greatly improved if they chose personal accountability as a way of life?

**Step 3. Do it!** Take these steps:

- Identify the issue.
- Clarify the issue.
- Determine current impact.
- Determine future implications.
- Examine personal contribution to the issue.
- Describe the ideal outcome.
- Commit to action.

**Step 4. Debrief.** Even if you’re convinced the conversation went well, check in with the other person to see how he or she felt it went. The conversation wasn’t merely a task on your to-do list. There’s a lot riding on the outcome.

**Step 5. Do it again, only better.** ●

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## Fierce Practice #4: From Employee Engagement Programs to Actually Engaging Employees

If employees aren’t engaged, your company will suffer. Good people quit, defect, disappear or worse, show up every day — in body — but their souls are occupied elsewhere. They become disgruntled, disenchanted, disillusioned. And this affects your bottom line.

Yet despite all that companies are doing to promote employee inclusion and engagement, which go hand in

hand, many still see this as merely something that makes people feel good — or at least better — about their jobs. Of course inclusion and engagement make people feel good. They also increase productivity, reduce turnover and build revenue.

Think of it this way: inclusion + engagement = execution muscle ... and without execution muscle, you might as well hang it up. Let’s define terms.

*Employee inclusion* suggests that people of every stripe — gender, age, sexual orientation, ethnicity, religion, aspiration, disability, position or title and whatever other differences are possible in the human population — feel that they have a place at the table, that they are seen, heard and valued and that given stellar performance, they have an opportunity to advance; that they do not feel marginalized, “less than,” left out, overlooked, invisible, made wrong, taken advantage of, disrespected, ignored or mistreated.

At its heart, inclusion is about membership, belonging to a community, whether a family, a school, a company, a country or the human race.

### Employee Engagement

Employee engagement is generally viewed as the degree to which employees view the goals of the company as in line with their own lives so that when they have choices, they will act in a way that furthers their organization’s interests and vice versa. In *Getting Engaged: The New Workplace Loyalty*, author Tim Rutledge explains that truly engaged employees are attracted and committed to, inspired and fascinated by, the work that they do.

It’s no surprise that “employee engagement” is a key initiative within many companies. After all, engaged workers are more productive, make more money for the company and create loyal customers. They contribute to good working environments where people are happy, ethical and accountable. They stay with an organization longer and are more committed to quality and growth — in fact, engaged employees outperform their unengaged counterparts by 20–28 percentage points.

Yet according to the *Gallup Management Journal’s* semi-annual Employee Engagement Index ...

- 20 percent of employees are actively engaged in their jobs;
- 54 percent are not engaged; and
- 17 percent are actively disengaged.

If companies are so committed to including and engaging their employees, why these dismal numbers? Because inclusion and engagement can’t be feigned,

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trained or forced. They can't be mandated or taught in some dry management seminar. Because like the other fierce practices, inclusion and engagement start with you.

### The Fierce Practice: Include! Engage!

Stop *talking* about inclusion and engagement and start *including and engaging* in every conversation, every meeting. And yes, there is a bit of serious business that will influence the outcome before you walk into a room or open your mouth. That bit would be your intention, your motivation. What do you want and *why* do you want it? We often forget to consider the “why” part, and it's the more important of the two questions. ●

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### Fierce Practice #5: From Customer Centricity to Customer Connectivity

“Customer centricity” is one of the most common terms in business today and a key initiative for many companies. In service to this “best practice” — which refers simply to focus on customers — companies invest millions in “CRM” (customer relationship management) initiatives aimed at training “customer facing” employees. There's no question that acquiring and retaining customers is vital to every company, but it's the way companies are going about it that's dead wrong.

Consider the fact that 55 to 75 percent of all CRM and customer centricity initiatives fail to meet objectives. Charles Green, co-author of *The Trusted Advisor*, points out that many companies have the client focus of a vulture — they pay close attention to what the clients are up to, but only in order to figure out the right time to pounce and tear at their flesh. Green suggests that most CRM systems are not really plans to build a relationship at all — they are just a list of features and benefits advertising the wonderful things the company could do for customers.

In short, customers don't want to be treated like customers; they want to be treated like people. That is *real* customer centricity. And in addition to considerable professional expertise, it requires deep listening and the ability to connect as human beings — proven time and time again to win customer loyalty, boost profits and make your company the kind of place where customers like to do business and talented people like to work.

### The Fierce Practice: Customer Connectivity

If you want to become a great organization, one that endures and thrives despite economic downturns, fluctu-

ations in the global stock market, climate change and escalating costs of doing business, then gain the capacity to connect with your customers at a deep level, or lower your aim. And this practice starts with *you*; it is the individuals in our organizations who build relationships with customers and consistently win new business one conversation at a time.

Connecting with customers is neither a naïve notion nor a “soft skill.” It is an essential skill, one that requires courage, because it involves a fair degree of intimacy, which is initially uncomfortable for many people.

### Focus on Individuals, Not Companies

Remember, you are selling to an organization via an individual. Or several individuals. Don't forget that ABC company didn't buy your services, Andy did. Or Susan, Katherine or Chad. So how do you sustain relevant relationships with individuals with the decision-making power in their organizations?

Do all that you can to ensure their success. Work to understand and embrace their agendas. Make their agendas your own. Understand what individuals are trying to do, and personalize your work with them. Be voracious about learning. Sit in on meetings. Understand their competition. Make your interest personal, authentic and passionate. Strap on your helmet and take the field with your customers. Then stay in the game until the whistle blows. ●

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### Fierce Practice #6: From Legislated Optimism to Radical Transparency

Legislated optimism is the purview of the one-way leader. When optimism is legislated, meetings produce more nothing than something. Ideas die without a funeral or proper burial. Communication is primarily from the leader to everyone else. The reverse is not valued, not welcomed, because the leader and his inner circle of advisers know best. Always have, always will. And the message is always upbeat. Accurate information is presented with a coat of whitewash and abracadabra laid over it.

In a culture of legislated optimism, leaders know only the sound of one hand clapping. They ask questions not because they want answers, but because they want to hear the *sound* of asking them. In this environment, conclusions are reached at the point when everyone stops thinking, which is often short of brilliant. The leaders have already done the thinking for us and have called it

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good. No point in telling them what we're actually dealing with every day, since to do so would not be a career-enhancing move.

### What Is Radical Transparency?

A post on Wikipedia describes radical transparency as “a management method where nearly all decision-making is carried out publicly. All draft documents, all arguments for and against a proposal, the decisions about the decision-making process itself, and all final decisions, are made publicly and remain publicly archived.”

Human connectivity is the key to exponential growth for companies and for individuals, a sustainable, competitive edge. Radical transparency is at the very *center* of our increasingly hyperconnected world. In fact, it is already a trend. If you're not moving toward open-source thinking and full disclosure, please note that this particular train has left the station. But if you run, you can still jump on.

### Virtual Reality

To truly understand our own leadership potential is to truly understand ourselves — capital R reality. It's about taking ownership of our results and making choices with clear intentions. We can learn the skills and the tools, but true leadership is about learning to maintain a state of being that is both authentic and powerful.

Leaders are ineffectual if they fail to move quickly and honestly to their own inward essential character. ●

## Conclusion: Crossing the Bold Line

One of the greatest challenges we all face is understanding and embracing our own leadership potential. Even the most highly paid executives struggle with internal questions about their personal effectiveness as leaders. This is normal. Our results, attitudes, beliefs, prejudices, fears, hopes, glories and broken places have led us all to practices that others celebrate or question, that *we ourselves* celebrate or question.

At the same time, we are all leaders in some capacity or another. It doesn't matter if we have the title or not. But there is a profound difference between having the title and being the kind of leader to whom people are drawn and to whom people commit at a deep level. The former are just leaders, while the latter are fierce leaders. These are the leaders others look to for advice and opinion and gratefully follow wherever they go. These are the leaders who engage others whenever they are present. Call them natural leaders, if you will.

### Courage

Fierce leaders aren't born that way; crossing the bold line between leadership and “fierce” leadership takes courage and work. It requires that you hone your faith in others and in yourself. Not blind faith, but rather the faith that comes from paying attention, being present. Crossing the line requires that you screw your courage to the sticking place and summon all your skill; reach, in fact, for skills you don't yet have.

Replacing worst “best” practices with fierce practices is challenging, and that's the point. *And, so what?* You cannot differentiate yourself or your company by taking the well-worn, familiar path.

Mythology expert and writer Joseph Campbell explained that the “hero” is heroic because at some point he steps off the path that everyone else is on and heads into the woods where there is *no* path and no indication of help. But he does it anyway. It's the first step into the woods that is the heroic moment. And then everything changes. Help appears that is exactly what he needs, when he needs it. It is there for him alone.

What is the path you have to step off of?

### Make Connections

It is not enough to be a leader. This world is full of leaders who cause us to wonder how in the world they achieved that position.

We've got to make connections — at a deep level. Create them, every day, on purpose. Make more and more of them. Connect the people in our homes and businesses and cities and countries, so that we and our children and our colleagues and customers breathe connection in and out like oxygen. Souls rising. Resulting ultimately in that elusive concept we call peace on earth.

Love is a practice too. Give it a try. When outside influences are challenging, allow your quiet heart to lead you. ●

### RECOMMENDED READING LIST

If you liked *Fierce Leadership*, you'll also like:

1. ***The Truth About Leadership* by James Kouzes and Barry Z. Posner.** Kouzes and Posner share 10 time-tested fundamental truths about leadership and becoming an effective leader.
2. ***Open Leadership* by Charlene Li.** Li (the coauthor of the bestseller *Groundswell*) offers the next-step resource that shows leaders how to be “open” while maintaining control.
3. ***Leading Outside the Lines* by Jon R. Katzenbach and Zia Khan.** Katzenbach and Khan examine how two distinct factions, the formal organization and the informal social networks, together form the bigger picture of how organizations actually work.