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## On Leadership...

...a personal perspective

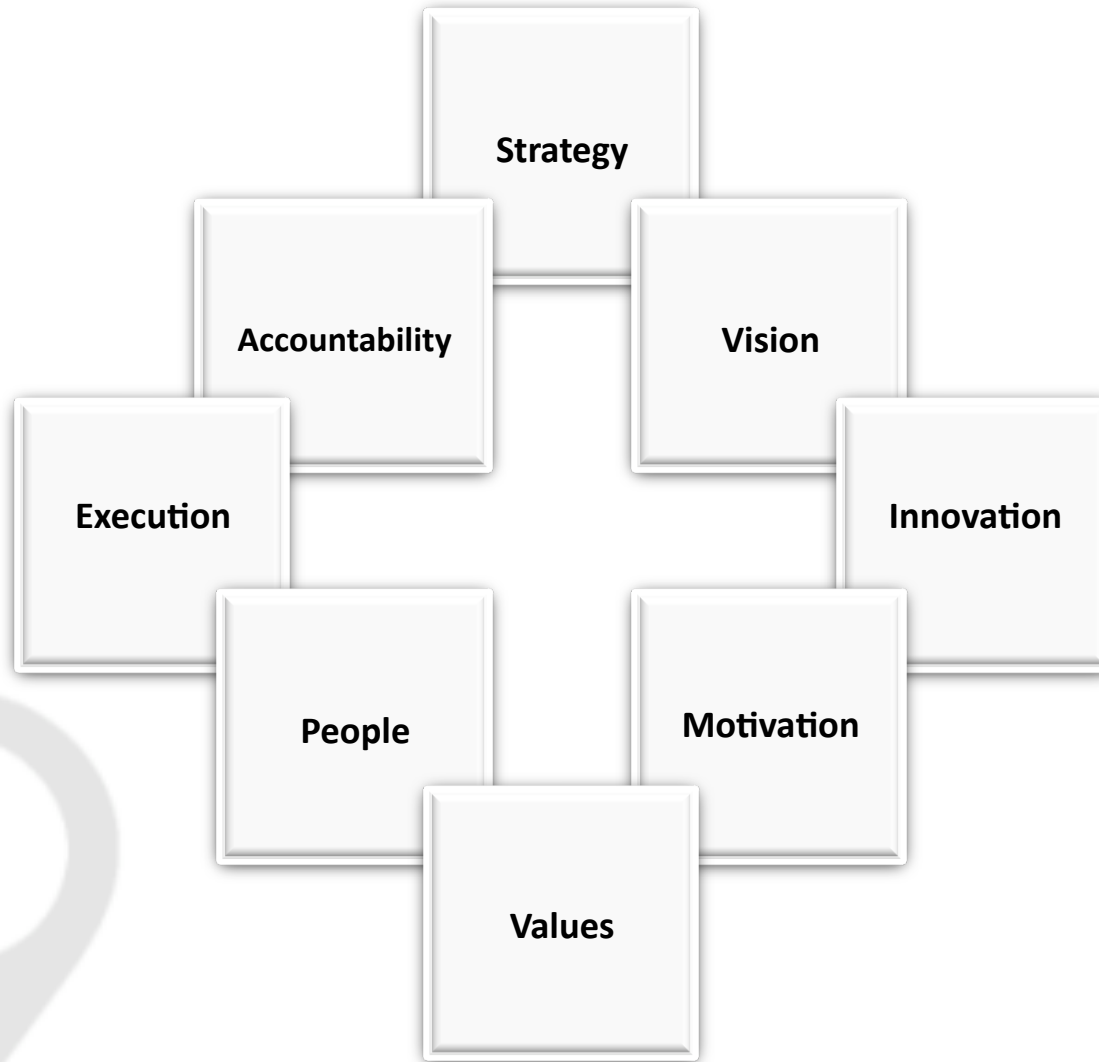
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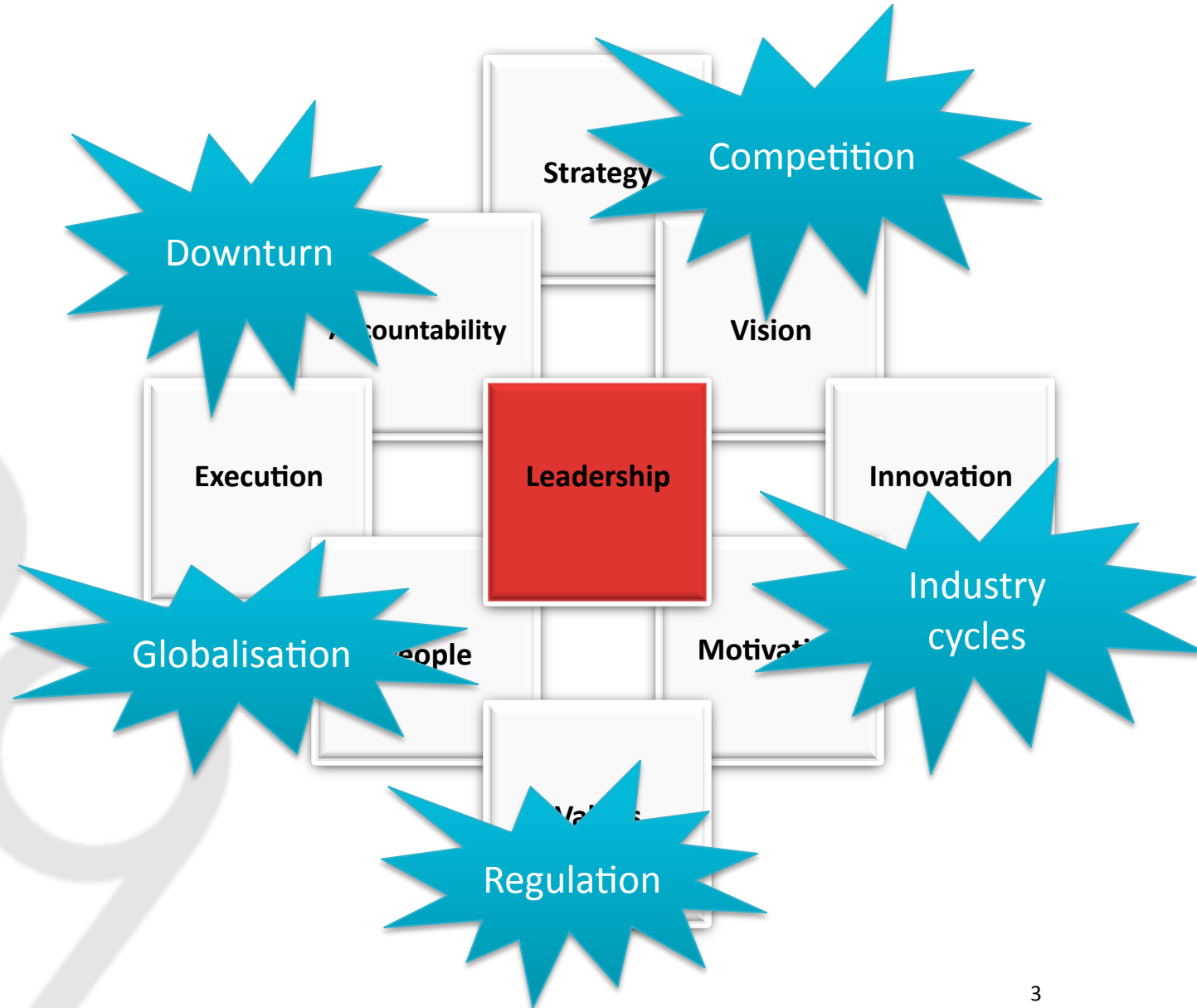
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# Why leadership?



# Why leadership?



Many questions....

What is leadership?



Many questions....

What is leadership?

Who is a leader?



## Many questions....

What is leadership?

Who is a leader?

How do you  
develop into a  
leader?



## Many questions....

What is leadership?

Who is a leader?

How do you develop a leader?

How do you identify a  
potential leader?



## Many questions....

What is leadership?

Who is a leader?

How do you develop a leader?

How do you identify a potential leader?

**How do you become a  
leader?**





# My journey

- Student and academic
- Management consultant
- Education project leader and Dean
- Family-owned business CEO
- Entrepreneur



# Leadership – key ingredient

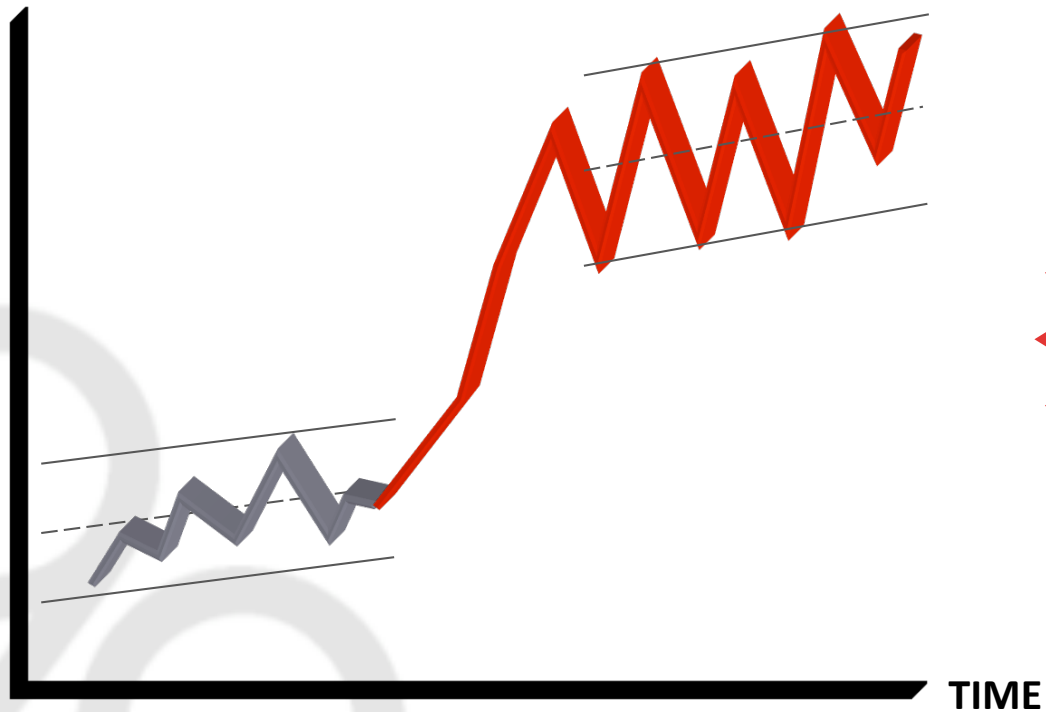
There is one most critical attribute/characteristic/feature of leadership/leaders

- **What is it?**



# Leadership = Act of breakthrough performance

PERFORMANCE



Step change  
(Transformative,  
multiplier)  
Positive  
Sustainable

## Key perspectives....

Leadership is  
synonymous with  
breakthrough  
performance



# Some leaders...

**Tony Blair**

**Sir Alec Douglas**

**Arthur James Balfour**

**Edward Heath**

**Henry Campbell-Bannerman**

**Harold Macmillan**

**Stanley Baldwin**

**Herbert Henry Asquith**

**John Major**

**Sir Winston Leonard  
Spencer Churchill**

**Andrew Bonar Law**

**Clement Richard Attlee**

**Arthur Neville Chamberlain**

**David Lloyd George**

**Anthony Eden**

**James Ramsay MacDonald**

**Harold Wilson**

**Margaret Thatcher**

**James Callaghan**

# Winston Churchill

Winston Churchill was a politician, radical, soldier, artist, and the twentieth century's most famous and celebrated British Prime Minister.

... his stand against protectionism led him to join the Liberals in 1904 ... in 1911 he was appointed First Lord of the Admiralty, and ensured the Navy was ready for the outbreak of war in 1914. However, he was blamed for the failed Dardanelles Campaign in 1915, and was demoted in the coalition government.

...he returned to the Conservative Party in the 1920s and spent five years as Stanley Baldwin's Chancellor, but again fell out with his party. Unpopular and ostracised for a decade, his warnings from the backbenches of Fascist imperialism went unheeded. His influence, it was said, had 'fallen to zero.'

However, Chamberlain's policy of appeasement failed, leading to his resignation and the vindication of Churchill's position. George VI asked Churchill to form a government in 1940 at the age of 65.

Asking the House of Commons for its confidence in his small War Cabinet, he said: "I have nothing to offer but blood, toil, tears and sweat."

## Churchill and WW II



**"We have before us an ordeal of the most grievous kind, We have before us many, many long months of struggle and of suffering. You ask, what is our policy? I will say: It is to wage war, by sea, land and air, with all our might and with all the strength that God can give us: to wage war against a monstrous tyranny, never surpassed in the dark, lamentable catalogue of human crime. That is our policy. You ask: what is our aim? I can answer in one word: Victory - victory - at all costs, victory, in spite of all terror, victory, however long and hard the road may be; for without victory, there is no survival."**

# Winston Churchill

His evocative and stirring rhetoric, employed in many famed speeches, is seen as representing the spirit of wartime Britain, and was essential to raising national morale.

He was renowned as a great character and a great leader but was a paradoxical man. Possessed of astonishing vision, he also made disastrous mistakes - chiefly over the First World War battle at Gallipoli. Nevertheless, he brought Britain to victory against Germany on 8 May, 1945.

Following the Labour landslide in the post-war 1945 election, a surprised Churchill found himself leading the Conservative Opposition. The second Churchill administration some years later did not realise his hopes of ending the Cold War. In contrast, to the stark choices of the second world war, he found the problems facing post-war Britain elusive and intangible. Frustrated and in poor health, he resigned in 1955, aged 81.

Since his death, Churchill's stature has grown. Recently he was voted 'Greatest Ever Briton' in a major BBC poll, beating the likes of Princess Diana and Charles Darwin.



## Key perspectives....

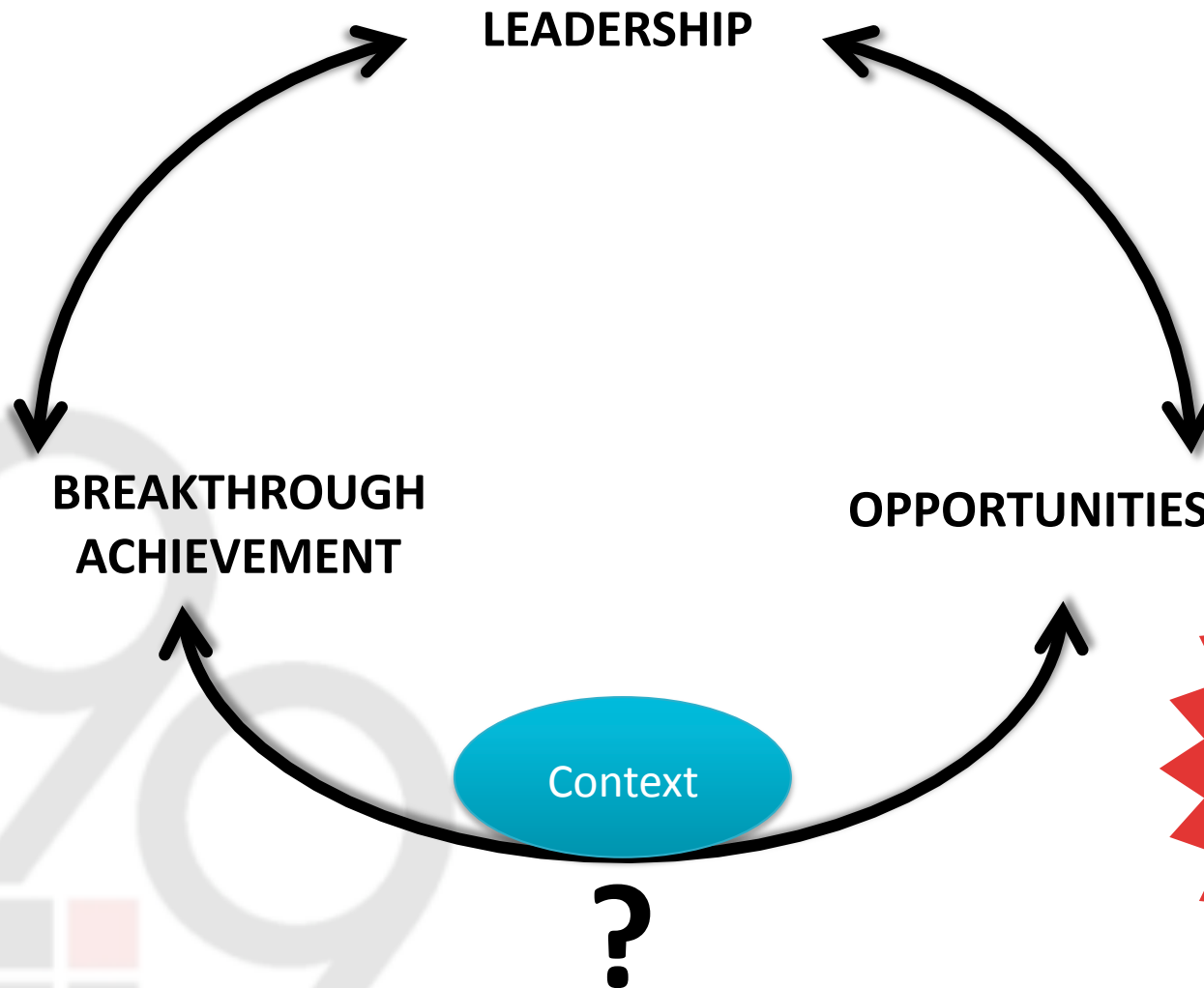
Breakthrough performance  
is always contextual



# Leadership is contextual: my personal WWII



**Opportunities → performance → leadership**



Leadership is about finding opportunities for breakthrough performance

# Creating opportunities

How do you create opportunities?



# Creating opportunities

Ask **and** take risks



# Creating opportunities

Ask, find **and** take risks

1. **Be** opportunistic



# Creating opportunities

Ask **and** take risks

1. **Be** opportunistic
2. Ask



# Creating opportunities

Ask **and** take risks

1. **Be** opportunistic
2. Ask
3. Accept risks **and** learn from mistakes

**Be  
entrepreneurial!**





# Three key ideas...

- **Opportunities and performance**
  - Leadership is synonymous with breakthrough achievement
  - Breakthrough achievements are contextual to opportunities
  - Deliberate entrepreneurship (initiative- and risk-taking) creates opportunities

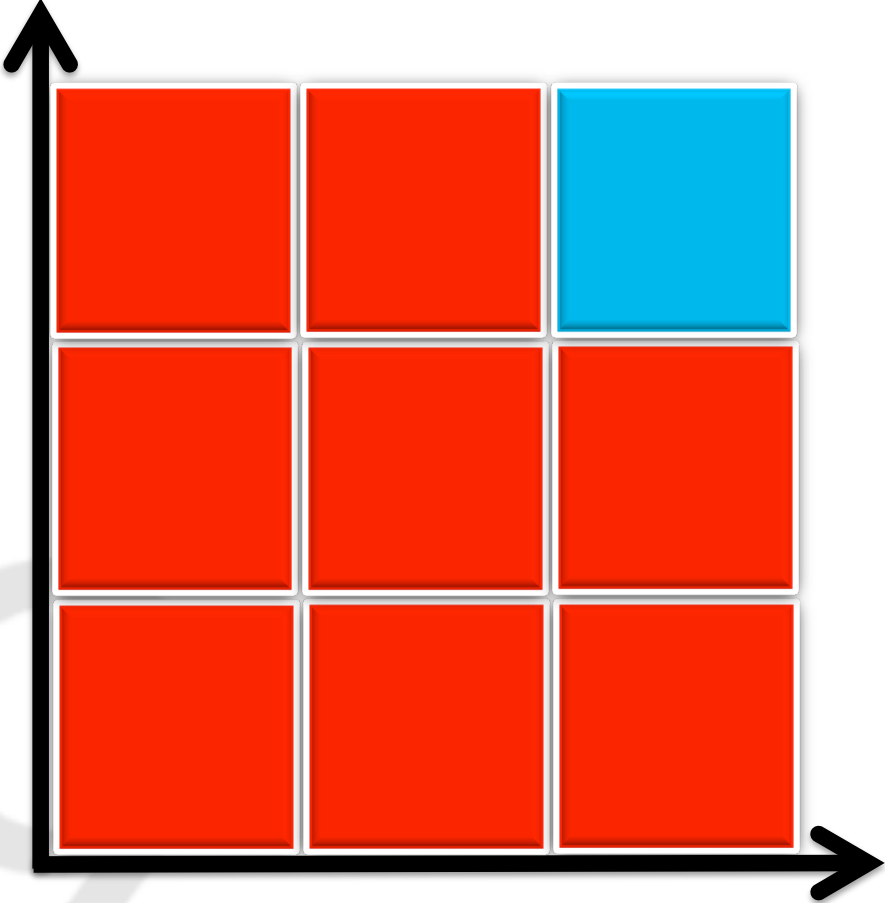


# Is Sachin a leader?



# Key perspectives....

**PERFORMANCE**



**FOLLOWERSHIP**

## Key perspectives....

How do *you* create followership?



# Creating followership

Provide sustained inspiration



# Creating followership

Provide sustained inspiration

1. Be WYSIWYG



# Creating followership

Provide sustained inspiration

1. Be WYSIWYG
2. Be trustworthy



## Creating followership

Provide sustained inspiration

1. Be WYSIWYG

2. Be trustworthy

**3. Make others successful**

Creates agility!





# Three key ideas...

- **Opportunities and performance**

- Leadership is synonymous with breakthrough achievement
- Breakthrough achievements are contextual to opportunities
- Deliberate entrepreneurship (initiative- and risk-taking) creates opportunities

- **Inspiration and followership**

- No leadership without followership, which creates agility
- Followership built from sustained inspiration and ...
- Making others successful

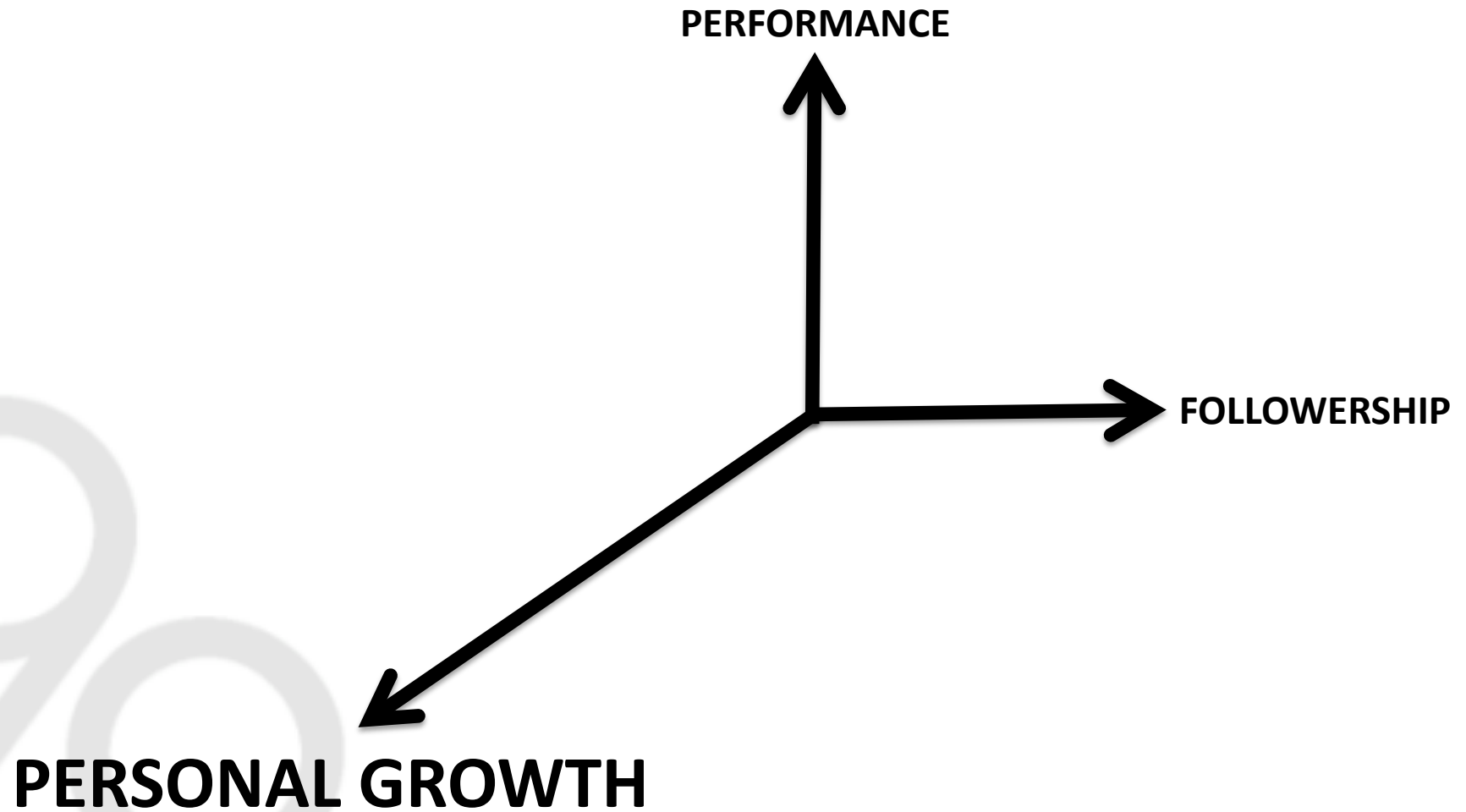


# Leading & transforming the self

- How can you lead others if you cannot lead yourself?



# Key perspectives....



# Leading & transforming the self

- How can you lead others if you cannot lead yourself?
  - Work-in-progress
  - Block of stone to your full potential
  - Chisel your sculpture
  - Next piece?
  - Have you stopped chiseling?

**Vulnerable leadership - brutal honesty with yourself**



# Leading & transforming the self

- Some tools
  - Feedback – “Mirror-mirror”
  - Mentoring
  - Coaching
  - Self-reflection
  - Plan of action

**Context of opportunity**



## Key perspectives....

It is worth remembering that  
the time of greatest gain in  
terms of wisdom and inner  
strength is often that of  
greatest difficulty  
– *Dalai Lama*



# Hammer & chisel

PERFORMANCE

Leaps of faith

Defining moments

FOLLOWERSHIP

PERSONAL GROWTH



# Three key ideas...

- **Opportunities and performance**
  - Leadership is synonymous with breakthrough achievement
  - Breakthrough achievements are contextual to opportunities
  - Deliberate entrepreneurship (initiative- and risk-taking) creates opportunities
- **Inspiration and followership**
  - No leadership without followership, which creates agility
  - Followership built from sustained inspiration and ...
  - Making others successful
- **Hammer and chisel**
  - Lead self before you can lead others
  - Vulnerable leadership
  - Staircase of defining moments and leaps of faith



**Thank you!**

**Your life's work is to find your life's work**

*- Buddha*

