

The Spirit-Driven Leader

Seven Keys to Succeeding under Pressure

Carnegie Samuel Calian

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Contents

<i>Acknowledgments</i>	ix
<i>Introduction to Author and Book by Jim Davidson</i>	xi
Part 1: Leadership that Inspires Hope	
1. Creativity	3
See Solutions when Others See Barriers	5
Cultivate Discernment in Evaluating Ideas	8
Pursue Visionary Leaders and Followers: Rewards Far Outweigh Risks	11
2. Competence	15
Overcome Self-Doubt: You're Much Better than You Think You Are	19
Recognize and Use Your Natural Gifts	21
Be a Lifelong Student—Practice! Practice! Practice!	24
3. Commitment	29
Consider Leadership and Followership as Spiritual Callings	32
Dedicate Yourself to Your Primary Mission: Know the Difference between Skirmishes and Battles	36
Nurture Your Passion; Conquer Self-Pity	40
4. Character	44
Trust: The Trait that Must Be Earned	44
Sensitivity: Listening to Human Needs	48
Credibility: The Fusion of Confidence and Humility	50

Part 2: Ways Organizations Build Community

5. Collegiality	55
Connect the Dots of Our Common Humanity	56
Affirm One Another's Strengths	59
Provide a Climate of Consensus	63
6. Compassion	66
Apply the Essence of the Golden Rule	69
Exercise Your Generosity of Spirit	74
Practice Dignity without Dependence	77
7. Courage	82
Step Up and Be Accountable	83
Know that Leadership Is Lonely	84
Address Disappointment with Uncommon Wisdom	87
Be a Player/Coach	91
<i>Afterword: On the Highway to the Sun</i>	97
<i>Appendix: Topics for Discussion Starters</i>	103
<i>Notes</i>	119
<i>Bibliography</i>	126
<i>About the Author</i>	130

Introduction to Author and Book

Sometimes we find life-changing advice in unlikely places. That was the case with Brad Anderson, the CEO of the electronics retailer Best Buy, who told his story to *Fortune*. Anderson, the son of a Lutheran minister, briefly attended seminary, which he credited as “by far the best leadership preparation I received.” Anderson recalled his course in preaching: “The professor told us something that affected me deeply: He said that each of us would be lucky if we had one good sermon to give, and that it could take us years to find it. I found that idea to be intimidating, and I left the seminary not long afterward—without a sermon.”

Anderson applied the lesson thirty-one years later when the founder of Best Buy was choosing a successor. “I did something that day that was completely out of character,” Anderson said. “I told him he should pick me. It had taken thirty-one years, but I finally realized at that moment what my one good sermon was—I could explain why I saw myself as a leader.”

Carnegie Samuel Calian has written a variety of books about seminary education and other topics. Since his 2006 retirement as president of Pittsburgh Theological Seminary, he has also been refining his ideas on organizational behavior and marketplace ethics into “one good sermon” that he delivers here, drawing on his recent teaching, lecturing, reading, and thinking as he served as a guest professor and visiting scholar in business schools at Oxford University, Carnegie Mellon University, and the University of Pittsburgh.

The Spirit-Driven Leader dispenses practical advice for leaders and followers in organizations of all types, with special words for those who find themselves at odds with others in their organization. Dr. Calian tells stories about things going awry within an organization, and he explains how leaders can work to resolve conflict and inspire hope. The book is organized into seven chapters, each focused on a key element in leadership: creativity, competence, commitment, character, collegiality, compassion, and courage.

One thing you should know about the author's background is that he served for twenty-five years as president of Pittsburgh Theological Seminary before retiring in 2006. This means he learned about leadership not by studying it, observing it, or speculating about it, but by practicing it over the long haul. On the seminary's organizational chart, the two-way arrows connected his office not just with faculty, students, and staff, but also to churches and their pastors, to trustees, to donors, to businesses, to educators and other professionals, to civic leaders and government agencies, and to the seminary's neighbors in the Highland Park and Oakland neighborhoods of Pittsburgh.

With such an array of people to please—or to offend—it's no wonder that presidents don't last long in institutions of higher learning. According to one recent calculation, a new president of a major research university can expect a going-away party within five years or less. Leaders wear down and often wear out their welcomes. Many prove too ill-fitted to the job at hand. Some run into palace revolts, as one constituency or another conspires to place one of its own in the president's chair.

Seminary presidents generally serve longer than university presidents, yet few can match Dr. Calian's tenure on the job. To understand how he did it, you need to read between the lines. This book, like his 2002 book *The Ideal Seminary*, is not a personal memoir, nor is it a cookbook full of recipes for leadership. In seeking to bridge the divide between leaders and followers, Dr. Calian favors organizations that get things done without a top-down leader barking out every order. "There has to be teamwork," he told me in one of our conversations while he was writing this book. "The key is empowering others, and that's why I see leadership as followership and followership as leadership." He urges leaders to help others "articulate what they're thinking." This approach is evident in the advice he says he once gave to the chair of a successful search committee: "You lead, and let me know how things are going."

The book calls people within organizations to stretch their current way of doing things in order to become more collegial, more sensitive to others, more creative, and more receptive to what Dr. Calian calls "uncommon sense" as an alternative to the rote common-sense approach that often leads nowhere. His advice is meant for leaders and followers of all organizations—large and small, nonprofit and for-profit, secular and ecclesiastical, churched and unchurched. In a word, his approach is pastoral. It comes from the heart, with faith, hope, and charity toward those inside and outside the organization.

“The debate we should be having in religious and educational institutions today,” Dr. Calian says, “is how can the church and school have a new outlook on increasing the ways and means of their service to the world? How can we save the world when we are so occupied with saving our own structures?”

In a time of economic turbulence, that’s good advice for leaders and followers in all kinds of organizations. “The end point is to build trust,” Dr. Calian says. “If you don’t build trust, you don’t get anyone to go with you.”

Here, in brief, are the topics considered in the seven chapters of this book:

Creativity: Urging leaders to “see solutions where others see barriers,” the author explains that an organization’s creative vision is not just the product of one person. Vision may begin with people like Bill and Melinda Gates, Costco’s Jim Sinegal, or News Corp.’s Rupert Murdoch, but nothing will happen unless others recognize the vision and take the risk of discerning its possibilities.

Competence: “You’re much better than you think you are,” Dr. Calian writes, noting how organizations often fail to utilize the gifts and graces of their people. The chapter tells the story of Wendy Kopp, who founded Teach for America to put the talents of college graduates to use as public school teachers. The chapter also explores lifelong learning and career development projects undertaken by successful organizations.

Commitment: Using examples that include Lee Iacocca, King Solomon, and Enron whistle-blower Sherron Watkins, the chapter insists on honesty and integrity as the core of leadership and followership, both of which the author describes as “spiritual callings.” The chapter discusses how to distinguish skirmishes from battles and delves into the issue of executive compensation.

Character: Add confidence and humility and what do you get? Credibility. Dr. Calian starts with Abraham Lincoln to show how successful leaders listen to human needs and earn the trust of others. Humility is not just understanding your own limitations, but the limitations of others as well. “Living with imperfect persons” describes life in any organization.

Collegiality: The rise of the Pittsburgh Steelers and the Johnsonville Sausage Co. both demonstrate how an organization can prosper when its people affirm one another’s strength and value. Dr. Calian explains how Johnsonville CEO Ralph Stayer went from a top-down authority figure to a player/coach who championed on-the-job learning. The chapter

also describes how a commitment to “dialogue” can mask deep division if the dialogue consists of “superficial discussions to trade biases.”

Compassion: Pointing out that the Golden Rule (“Do unto others . . .”) is core wisdom in every religious tradition, Dr. Calian explains how it is also a core business value. He also turns to the topic of compassion as he tells the story of growing up in Los Angeles as a child of first-generation Armenian immigrants, and the chapter takes compassion into the business arena with “Ten Strategic Guidelines for the Marketplace.”

Courage: In a wide-ranging final chapter, the illustrations range from David and Goliath to Pakistani attorney Asma Jahangir, polar explorer Ernest Shackleton, and Abraham Lincoln’s “Meditation on the Divine Will.” Here the author also shares his appreciation for Kent M. Keith’s understanding of paradox, which Dr. Calian refers to as “uncommon sense,” an ability to think outside the framework of common sense.

Taken together, the chapters call on us all to be more inclusive in understanding what it means to lead and to follow. Doing that takes a largeness of spirit on the part of both leaders and followers, Dr. Calian explains. The ABCs of everyone’s call are nothing less than to “pull together to have a more fulfilling life.”

Jim Davidson
Elizabeth, Pennsylvania

PART ONE

Leadership that Inspires Hope:

Creativity,

Competence,

Commitment,

Character

1

Creativity

Recently, I was teaching a class at Carnegie Mellon University's Academy for Lifelong Learning titled "The Gospel According to the *Wall Street Journal* in a Changing World."¹ The course centered on the values and ethics of our global society as reflected in the pages of the *Wall Street Journal*. The class discussions were especially timely due to the announcement that media mogul Rupert Murdoch had publicly offered five-billion-plus dollars to purchase the *Journal*. His offering price was regarded as generous, given the stock price at the time.

What received media attention far more than the price tag were Murdoch's leadership style and intention to own this world-renowned newspaper. His character and ideological interests were being questioned. What were his true motives? Would he undermine the *Journal's* integrity? A leader's character and creativity play a significant role in determining whether leadership matters and merits respect both inside and outside of an organization. Murdoch had a strong desire to project a positive image of himself as the principal shareholder and CEO of the news corporation. He believed his company had the resources to revitalize the *Journal* financially and to enlarge its market share of readers. Besides, he was eager to add its reputation to "Rupert's World" of companies, which already included the Fox Network (television, cable, and satellite operations); his film entertainment assets; many newspapers (including the *New York Post*, the *Times* of London, and his Australian papers); magazines; book publishing interests (including HarperCollins); and

Internet assets (MySpace, etc.). His holdings indicate his creative spirit at work and his high energy, which helped him to transcend his modest beginnings in Australia.

Time magazine, in a front-page story, referred to him as “The Last Tycoon” of the media industry within our changing world.² Nevertheless, the Bancroft family, principal owner of the Dow Jones Co., including its prize *Journal*, was at first not convinced that Murdoch was the right buyer. His character was an issue in spite of his creative accomplishments. Murdoch and his associates worked hard to change the mind-set of the Bancroft family and also spent time interacting with the *Journal*’s editors, reporters, and board members. The mood eventually turned in Murdoch’s favor. Time will tell, however, how well his leadership will play out and how the public will receive the *Journal* in the future. His creative genius reflects his willingness to take risks and points to his leadership style among associates within his expanding organization. If organizational wisdom calls for creativity and character in order to succeed, leaders will need to bear these important factors in mind as they further their ambitions and strategic plans.

Creativity is often not welcomed in organizations clinging to the status quo. This resistance factor is often found, for example, among employees, supporters, and volunteers serving nonprofits such as charitable, religious, medical, educational, philanthropic, and social-service institutions. We simply reach a comfortable niche that justifies the status quo, and we expect the sources of revenue to continue indefinitely. But a financial crisis serves as a shocking wake-up call to a new phase of reality. This no doubt was happening in the Dow Jones Co. when confronted with the Murdoch buy offer.

The spirit of creativity required at such moments actually offers the opportunity to view the crisis as an unexpected “friend” rather than the “enemy.” A change of attitude is awkward but necessary if creativity is to have a chance to operate, lifting everyone to a fresh level of engagement. The anxiety of the Bancroft family could have been less painful if they had faced these changing realities earlier. Whatever the shortcomings for owners or management, the need to acknowledge the necessity for change is inescapable for organizations in need of improvement. Neither followers nor leaders can neglect nurturing a creative spirit when confronting the long-term welfare of their organization. Creativity is essential when coupled with wise risk taking and should be constantly encouraged in every organization.

SEE SOLUTIONS WHEN OTHERS SEE BARRIERS

Much of our creativity ought to be directed toward problem solving rather than denial or escape. At a Tallberg Forum in Sweden in which I participated, representatives and leaders from over seventy countries studied the theme “How in the World Can We Live Together?” The focus was on the nearly three billion impoverished people of the world who exist on less than \$2 per day. In parts of Africa, 70 percent of the population earns even less. While the wealthier nations do supply large amounts of relief, especially when starvation strikes, such charitable efforts do not facilitate realistic development. There is a well-known Chinese proverb that makes the distinction between development and charity clear: “Give hungry persons fish, and they will be hungry tomorrow. Teach persons how to fish, and they will never be hungry again.” Another essential task of wealthy nations is to teach the importance of sharing their increased supply of fish and thereby avoid a glut in one community at the expense of others. The obligation of responsible organizations around the world is not difficult to imagine when we are faced with the global crisis of hunger.

Sadly, we are divided by many intractable conflicts, including terrorism. Among the global issues calling for attention are the supply and cost of oil, climate change, human rights, HIV/AIDS and other pandemic diseases, and the depletion of natural resources—especially pure water, which the Tallberg gathering indicated will be a greater problem than the oil concerns of today. Think about it. If we are truly to be global leaders of tomorrow, how much creative cooperation can we expect among ourselves to address these challenges? Or should we simply anticipate a growing loss of human lives? Can we build a satisfactory framework for a sustainable future as we work toward an expanding network of global interdependence? Can we confront conflicts and debates with greater imagination and enthusiasm to enhance the quality of life within our global society? Thank God for the Bill and Melinda Gates and Warren Buffetts of the world, but their tribe of donors is insufficient. Is the human apocalypse of despair an unavoidable possibility that awaits us?

My own approach to organizational problems is to harness our limited energies and resources into a spiritual framework that releases the needed creativity and goodwill that lie within us. Many of us are unwilling to take any risk that exposes this spiritual dimension of reality. We

need to come clean with ourselves and express without apology our inner drive for divine dependence. Unfortunately, we are often guided instead by stubborn doubts and pride that prevent us from being drawn into the empowering circle of spiritual realities. Wise leaders with enduring legacies have learned these lessons and have been inspired by their own faith, hope, and love to build a common bond of trust within their institutions, companies, or nations. To reach this end, followers and leaders need to bear in mind the following basic guidelines:³

1. Love life to the fullest. To love less is to shortchange ourselves before God. The purpose of our lives is to live in a manner that honors the unseen divine image within each person.
2. Know that the risks we take in life are not of equal value. Discern priorities through honest prayer (ranking them if you will) that instill a sense of divine dependence. Such an attitude prepares us for life's inescapable trade-offs and separates what is acceptable before God from what isn't. We then discover what we have forgotten, namely, that the ends do not justify the means.
3. Outline a hierarchy of values based on integrity, respect, and the dignity of human life that will guide you in determining what is negotiable or nonnegotiable in human society, where dehumanizing trade-offs occur repeatedly. When we value life cheaply, we neither honor ourselves nor the Creator whose image we reflect.
4. Nurture creative spirit through scriptural reading, disciplined study, and meaningful discussions. Prayer is the channel for asking God to direct one's path with humility. Be open to the possibilities of change that can improve organizations and relationships.
5. Listen to trusting voices that challenge your thoughts and assumptions while also giving you encouragement to pursue ideas that truly advance human life. The power of good ideas is greater than we think.
6. Place ultimate trust in God over yourself and others. Be led by God's Spirit, not your feelings or the voices of those who are always asking you and me to "play it safe."
7. Practice a life of thanksgiving and praise for the divine gifts and talents you and I enjoy and often take for granted until they are

- abused. Increasing the spirit of thanksgiving enables us to share more willingly with others.
8. Discover God's amazing creation daily; let your actions reflect and uphold the resources of the environment, created for us to enjoy and share with one another. Don't be selfish or wasteful of God's gifts.
 9. Seek and pray daily for courage to make a positive difference in life and, by divine grace, to be a blessing not only to family and friends but also to strangers and even enemies. When we stop caring for our enemies, we actually stop caring for ourselves to do the right thing.
 10. Educate yourself to be well informed not only on the trends of the times but on the character of those asking for your support and loyalty and wanting you to follow their leadership. In other words, understand the zeitgeist (or contextual intelligence and prevailing ethics) of each age, past and present.⁴ Ask yourself, "To what extent should the lessons of the past inform and guide me in my present context?"
 11. Seek to cultivate a deepening friendship with the Source of Life and foster others' participation in this process. The Russian theologian Alexander Schmemmann reminds us in his ecumenical spirit that "the world is a perpetual revelation of God about himself to humanity; it is only a means of communion; of this constant, free, and joyful encounter—with the only context of life—with the life of life itself—with God."⁵

While the preceding points are all connected and overlap, I find it helps to review them separately and regularly to prepare for the expected and unexpected challenges of each day. From this framework and spirit, I find myself able to anticipate possibilities where others see only barriers and lack of hope. In particular, intimacy with the Source of Life deepens our understanding of trust, hope, faithfulness, and integrity as we face the divine mysteries and unanswered questions we encounter. At the heart of one's everyday prayer life is the simple asking for divine grace and mercy to uphold us—the gifts we enjoy will exceed what we deserve, reminding us that we live each day from grace to grace and from mercy to mercy with every breath we take. We have no other guarantees in life. Herein is the core rationale for practicing an attitude of humility.

CULTIVATE DISCERNMENT IN EVALUATING IDEAS

When we are considering ideas that might become “solutions” to issues confronting our organizations, we require a deep discernment to evaluate which of the probable “answers” to our problems we should adopt. First, the exercise of “contextual intelligence” is an approach that might prove helpful in addressing issues such as government intervention, global unrest, demographics, social mores, technology, and employee concerns. As we pull together useful information regarding a strategic and creative response to any specific problem, we are able to move forward. Our approaches and ideas need to be viewed from the perspective of the prevailing context under question, which in turn allows us to employ contrasting styles and input among followers and leaders within the organization. Many styles of leadership are required in changing times, calling for a flexible menu of “right ideas” led by the “right people.”

To cultivate discernment in evaluating ideas calls for a balcony overview that enables us to raise additional questions based on our analysis of comparable situations:⁶

- What’s causing the present distress for our organization?
- What internal contradictions does the present issue raise for us?
And what histories do we have from the past?
- To what extent will the expression of our ideas compound the issues before us, thereby heightening the conflict?
- To what extent does the idea simply reflect the dynamics of our problems without providing answers?
- If we pursue the idea before us, will we reach a breaking point?
- Will the ideas being considered restore our equilibrium?
- Are we aware of the avoidance patterns of this community, and will the impact of the idea under consideration be a plus or a minus?
- Will the current leadership and the idea fit?
- Is our issue sufficiently ripe, or is the community ready enough for our idea?
- Will this primary idea bring forth the change we desire?
- What losses can we envision if we pursue the idea under consideration? Are we ready to live with these trade-offs?
- Is the leader’s role enhanced through this idea?
- If we follow the idea under consideration, will we reduce our conflict?

In short, we must be doubly aware that there are no easy answers when leading an organization. Leaders and followers must always remind themselves of this reality. Next, we must create a brief sanctuary of quiet for ourselves (and others) before sharing our final response; such reflection is wise prior to agreeing to any decision or idea that might later prove to be either useful or harmful to the organization. Bear in mind that wisdom is having the “right insight” before exercising the decision. The risk factor can be minimized but not eliminated; our discernments are never complete, but we nevertheless need to make every effort to evaluate all ideas being presented. My own experience has been that all of us make mistakes. This is why leadership normally calls for a shared relationship with followers to help discern what’s desired and which combination of team building is best for the organization’s future.

It was my practice as the chief executive of a graduate theological school to say to faculty and staff that none of us has a monopoly on suggestions. For the enhancement of the school, each of us had an obligation to critique one another. My own ideas were no exception to this general guideline as we moved ahead; the seminary’s progress was always a team effort. To further reinforce this joint campus spirit, on the eve of my retirement from the seminary after a long presidency and professorship, our family established an endowment fund to provide an annual award for an outstanding member of the seminary community in recognition and appreciation for his or her creative ideas and services in advancing the quality of our life together. The annual person awarded is elected by the seminary’s board of directors based on nominations from faculty, administrative staff, and students. The final candidate receives the Community Service Award and is recognized at the annual commencement celebration.

Frankly, ideas from the CEO of any organization, I believe, should be viewed as a “jump start” to get the entire community to think more imaginatively and to sense their own responsibility for the organization’s improvement and fulfillment of its mission. An important task of responsible leadership is to model and encourage a creative spirit in which there is freedom to exchange ideas and welcome suggestions that will be heard and considered.

Too many organizations, as reported by Gary Neilson, Bruce Pasternack, and Karen Van Nuys of the Booz Allen Hamilton consulting firm, have a passive-aggressive attitude within the workplace that undermines creative productivity and is unhealthy. The

passive-aggressive organizational style indicates that the levels of management may react with a smile and a nod, just enough to get by.⁷

Having tight control in an organization is a self-defeating goal. In contrast, healthier organizations are flexible and adaptable to change. This looser style of responsible leadership in organizations contributes to resilience and ought to be found more often.⁸ While the consultants from Booz Allen Hamilton focused on project-oriented business organizations, I suspect that the above descriptions of flexible control could be applied to nonprofit institutions as well. Nonprofits can also have a tendency toward passive-aggressive behavior, sometimes hidden behind platitudes and piety. Long-established organizations are often less resilient to change and tend to focus on past achievements of their founders, who actually may have had a greater commitment to reform than their successors do.

Whether the organization is profit or nonprofit, the passive-aggressive ethic hurts those with a creative initiative who want to proceed more quickly without being accused of second-guessing leaders to a less satisfying feeling of fulfilling their responsibilities.⁹ When the healthy impulses of subordinates and followers to share ideas are not encouraged, a slowdown in creative conduct gradually ensues. Is it any wonder, then, why action of any kind becomes scarce? This causes erstwhile doers to look elsewhere to invest themselves where taking a risk is more promising. The absence of imaginative confrontation in such organizations is a disguise for intransigence. Unhealthy organizations suffer from an imbalance of either too much control at the top or seemingly no control at all. It seems difficult to maintain the proper tension that nurtures creativity and initiative.

In any context of change, it is to the organization's advantage to be flexible rather than entrenched, and to be adaptable and thereby avoid chronic fatigue. The passive-aggressive organization needs to clarify the scope of its authority to align properly its incentives and goals and to avoid wasteful games, such as pursuing agreements through backroom politics. Transforming passive-aggressive organizations into healthy and resilient organizations calls for honesty within a problem-solving climate that has visionary personnel who welcome change. Together, all interested parties can work for positive results, encouraged by a cooperative spirit of discernment in pursuing new ideas.

This pursuit of new ideas goes through a rapid process when the leader is also blessed with an abundant spirit of creativity. This is evident at Costco, a large retail merchandising company. According to

Fortune magazine, when Jim Sinegal, cofounder and longtime CEO of Costco, visits one of the company's large warehouse stores, the excitement among the employees rises.¹⁰ They know their leader has ideas and expects ideas from them as well. Sinegal is not a spectator boss; he is creativity personified, in action that generates excitement and, I suspect, anxiety as well. Sinegal is seen as the creative "connoisseur of detail" with a no-nonsense attitude toward the status quo. Sinegal believes in change when needed. His aim is simple; he wishes to be the most creative center of business in his type of work, and he supports the needs of shoppers as well as suggestions and ideas from his people.

Apparently, Costco is doing a good job, with over \$59 billion in sales from 488 warehouse locations in 2008. The company stood at number twenty-eight in the *Fortune* 500 and is the fourth largest retailer in the country, even though Costco has eighty-two fewer warehouses than its nearest rival, Sam's Club. Costco nevertheless generates about \$20 billion more in sales, motivated by Sinegal's spirit of creativity. Yet he's modestly compensated. Sinegal earned \$450,000 in salary and bonus in 2007, which isn't high by CEO standards today. (We will discuss leadership compensation in a later chapter.)

And yet the reality in your neighborhood may be that the Costco style of organizational creativity is alien and unwanted. Understanding this process of creativity is a complex discernment of ideas related to every context; realities, trade-offs, and threats may be involved. What to accept and whom to follow will always be issues for discussion and discernment.

PURSUE VISIONARY LEADERS AND FOLLOWERS: REWARDS FAR OUTWEIGH RISKS

In the final analysis, visionary leaders and followers hold the keys that unlock the doors to creativity, leading often to good fortune that far outweighs the limits imposed by the status quo. Creative leadership matters. Followership that is willing to learn also matters. Leaders and followers who excel are aware that no single person has a monopoly on ideas. Those who are wise listen to all suggestions and are constantly open to shared leadership. Visionary leaders know from experience that one of the

deepest of truths about the cry of the human heart is that it is so often muted, so often a cry that is never uttered. To be sure there

are needs and feelings that we express quite openly. Lying deeper are emotions we share only with loved ones and deeper still the things we tell no one. We die with much unsaid.¹¹

This observation was made by John W. Gardner, founder of Common Cause, whose distinguished life of service intersected with persons of many backgrounds and outlooks.

All leaders worth following have a wide range of lifestyles—some more to our liking than others. Among twentieth-century political heads of state were those who attended the Yalta Summit associated with World War II—Winston Churchill, Franklin D. Roosevelt, and Josef Stalin. On the other hand, a lower profile of leadership and its influence was seen in Albert Einstein. Howard Gardner of Harvard University, however, has focused on yet another group of visionary and unexpected leaders in his book *Leading Minds: An Anatomy of Leadership*.¹² His selection highlights the following persons: Margaret Mead, J. Robert Oppenheimer, Robert Maynard Hutchins, Alfred P. Sloan Jr., George C. Marshall, Pope John XXIII, Eleanor Roosevelt, Martin Luther King Jr., Margaret Thatcher, Jean Monnet, and Mahatma Gandhi.

Who would be on your list? Whom would you single out as a model to emulate? These questions could lead to a lively discussion with your colleagues, family, friends, or study group about the most viable models of visionary leadership that are worth pursuing. Also, we could question their styles of leading and ask how interconnected their roles of followership and leadership were. How would they compare with your leadership judgments and practices? Among your choices, do you think the individuals you picked saw themselves as unexpected leaders who surprised themselves by the final outcomes in their lives?

Another interesting list of ten visionary leaders published in *Fortune* magazine by Jim Collins in 2003 included the following:¹³

1. Charles Coffin, whose lack of fame is a mark of his greatness, invented the General Electric Co. Coffin created a system of genius that did not depend on him, namely, the first research laboratory and the idea of systematic management development. Jack Welch, GE's well-known CEO, vastly improved GE's management system but did not invent the concept; instead, he enhanced it. Coffin built the stage on which other CEOs like Jack Welch could make contributions.

2. Bill Allen, following World War II, took the Boeing Co., known for its bombers, and transformed it by producing new commercial jets—707, 727, 737, and 747. He aimed higher than what most of the airline industry thought possible.
3. Sam Walton reached beyond his promotional charisma to establish Walmart as the world's largest retailer, able to provide better things affordably for persons of lesser means.
4. George Merck II gave to his industry a vision of providing affordable medicines for people everywhere.
5. Darwin Smith did more than save the company when he transformed Kimberly-Clark in 1971 from a paper-mill company into the leading paper-based consumer products company.
6. James Burke, the former CEO of Johnson & Johnson, did much more than pull Tylenol capsules off the shelves in response to the cyanide poisoning crisis in 1982; he lifted the Johnson & Johnson credo to a higher ethical standard of commitment and practice as a living document that pointed the company ahead of such crises.
7. David Maxwell in 1981 transformed a mortgage lender company, Fannie Mae, and saved it from disaster, setting an example of democratizing home ownership and helping to make the American dream possible for millions of new homeowners.
8. William McKnight in 1929 displayed creativity through the 3M Corp., allowing his people to pursue fledgling new ideas with freedom to grow and create many helpful new products, like the Post-It.
9. Katherine Graham, the young widow who decided on August 3, 1963, not to give up, took over ownership of the *Washington Post* and widened its impact from a local to a national paper. She risked it all when her newspaper published the Pentagon Papers, which revealed government deception concerning the Vietnam War. For the *Washington Post* to publish the materials, she faced government prosecution under the Espionage Act and endangered her ownership of the paper as well as employment for her people. Nevertheless, she stood up for the press's freedom despite threats from the Nixon White House.
10. David Packard, cofounder of Hewlett-Packard, established not only a unique product but, equally as important, a style of leadership that turned the company into a club where everyone's dignity and respect were acknowledged at work. He shared an

open-door workspace among his fellow engineers and identified with them as colleagues. He indeed played an instrumental role in transforming followers into leaders and leaders into listeners. He felt strongly that those who were in partnership with him had a moral right to share in the wealth created by the company.

For Jim Collins, author of *Good to Great*, these ordinary/extraordinary leaders continue as examples for us to emulate, serving as creative leaders for the organizations they served. Through their efforts, the gifts of creativity, vision, and tenacity benefited their organizations. As Collins points out, "It was their deep sense of connectedness to the organizations they ran. . . . They understood the central paradox of exceptional corporate leadership. On the one hand, a company depends more on the CEO than any other individual. Only the CEO can make the really big decisions."¹⁴ But on the other hand, the CEO knows that he or she can succeed only when working together with colleagues as a team.

In highlighting the important role of creative leadership that matters, we also need to acknowledge that these leaders represent less than 10 percent of the total puzzle. Ninety percent also depend on those surrounding them. This observation does not diminish the leader's catalytic input that ignites the 90 percent eager to pursue the signal to move forward. Of course, the formula also depends on the leader's competence to act, the subject of our next chapter.