

BALANCED - VALUES BASED LEADERSHIP
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Last month I had the opportunity to listen to Harry Kraemmer speak at an event in Chicago prior to me running an Insights session for an organization's emerging leaders. The organization asked Harry to speak on his book "From Values to Action". Harry is a professor at the Kellogg Business School at Northwestern, but prior to that he was the CEO at Baxter International, Inc., a \$9 billion global healthcare company.

Harry started out by outlining a few principles for the up and coming leaders that will help them lead:

Keep it Simple – provide clear context to others, clearly define the problem or opportunity you are working on or trying to solve, provide yourself with the whole picture, develop alternatives, then make a choice, and beginning implementing.

Use Common Sense – but as Mark Twain said, 'it is not common' so constantly be in search of it.

Start ASAP – begin to lead long before you start to have people report to you, and leading always begins with self, if you can't lead yourself, how can you expect others to take the lead from you.

Leadership is a Journey – never stop learning, constantly look for new ways to grow yourself and become a better leader.

He also shared his thoughts on Activities v. Productivity. He suggests 'turning off the noise' and ask yourself a series of questions:

- What are my values?
- What do I stand for?
- What really matters most?
- What does success mean for you?
- How do you define yourself (by the job, or something else)?

Harry then outlined his four principles for strong value based leadership:

- Self Reflection
- Balance

- True Self Confidence
- Genuine Humility

Self Reflection

Every day use the feedback model, what is working well, what isn't, what could I do different and improve on.

Living in the moment, no regrets, don't recognize what you should have done 5 years from now, recognize it tonight and make the change for tomorrow.

You only have 100% to give, give all of it, and maximize your human potential.

- Know thyself
- Lead thyself
- Lead other

Be someone others can relate to, do the right thing, do the best we can.

Balance

A strong leader takes the time to understand ALL sides of the issue. You don't need to always be right, just want to do the right thing. Seek to understand before being understood.

Leaders do not always have the answers, but they are able to spot it when they see it. Keep yourself open to others ideas so you are able to make the best decision possible.

Decision making is both simple and complex. We want to get to the answer quickly, but we need to balance that with the need to get others input to make the best decision, and it offers the opportunity to develop others by getting them involved.

True Self Confidence

Is having an awareness of one's strengths and development needs. You may think others do not know your weaknesses, but they know them better than you do. It is important to be authentic and transparent, along with willing to improve.

Genuine Humility

When he asks leaders what contributes to their success, the most common response is 'hard work'. Harry suggests that timing, luck, and faith need to be added.

It is important that you are able to get people to relate to you as a person, to be humble.

In conclusion, Harry challenged the group by sharing a continuum, that as leaders you can either provide an environment where others either respond to Threatening environment, or they are able to Thrive in a culture that supports collaboration and fun. By becoming an authentic and values based leader, you can ensure an environment where you as a leader and others are able to Thrive.

If you would like to learn more about what it means to be a balanced leadership, send Sicora Consulting a note. We will provide you the opportunity to receive a Transformational Leadership profile that is unique to you, that outlines the dimensions of a balanced leadership model, and what you can do to become even more balanced in your approach to leading others. It also speaks to the element of Self Leadership that reinforces the concepts that Harry spoke so well on.