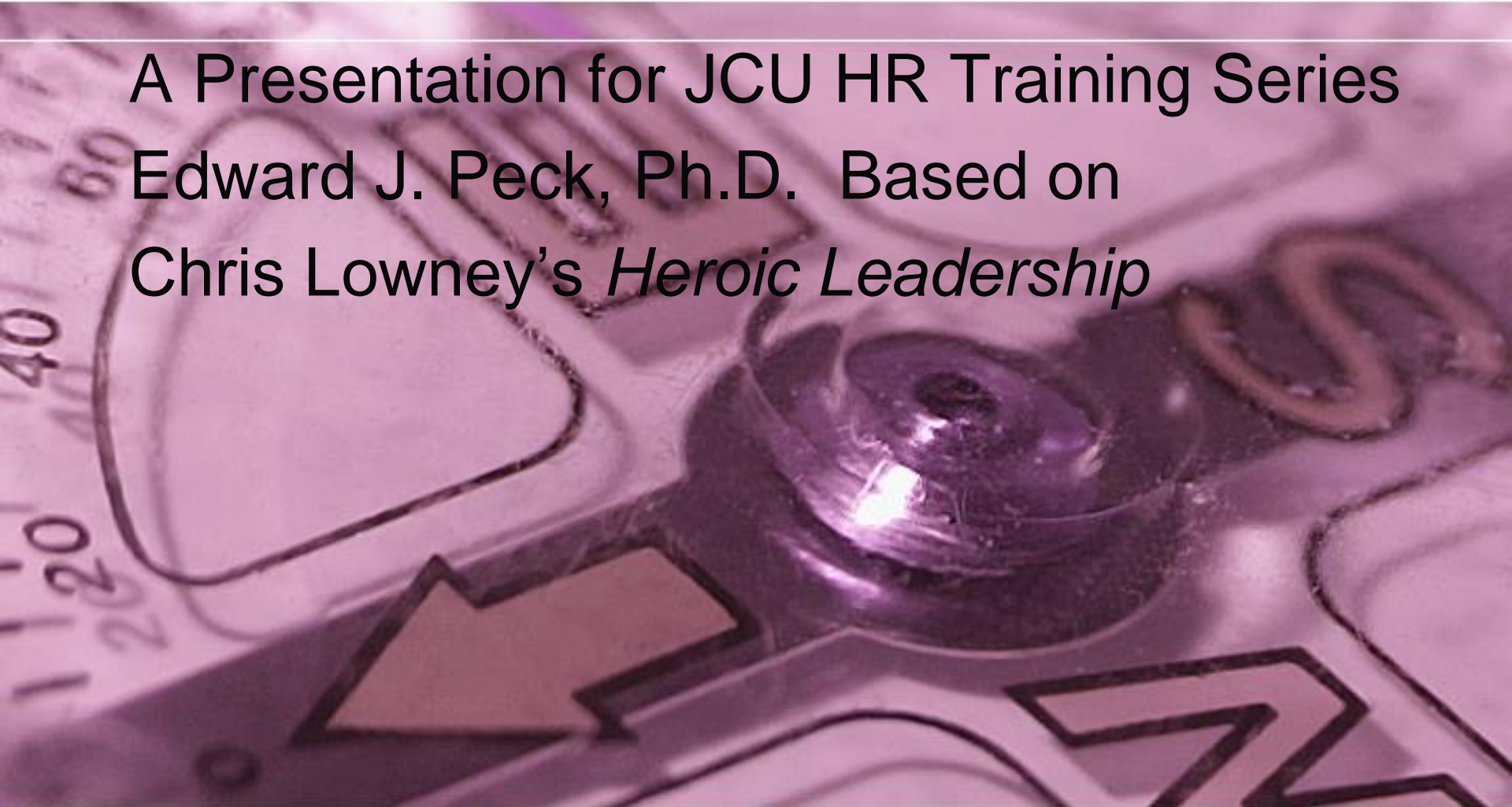


# The Heroic Leader: Managing for Mission

A Presentation for JCU HR Training Series  
Edward J. Peck, Ph.D. Based on  
Chris Lowney's *Heroic Leadership*



# A “Boss” vs. “A Leader”

Boss	Leader
Demands	Coaches
Relies on authority	Relies on goodwill
Issues ultimatums	Generates enthusiasm
Says “I”	Says “We”
Uses people	Develops people
Takes credit	Gives credit
Places the blame	Accepts blame
Says “Go”	Says “Let’s go”
My way is the only way	Strength in unity

# Ignatian Leadership

Begins with self-leadership...

- We're all leaders, and we are leading all the time, well or poorly
- Leadership springs from within. It's about who I am as much as what I do.
- Leadership is not an act. It is my life, a way of living.
- I never complete the task of becoming a leader. It's an ongoing process/

# Self-Awareness



# Self-Awareness: To Order One's Life

- “Leaders thrive by understanding who they are and what they value, by becoming aware of unhealthy blind spots or weaknesses that can derail them, and by cultivating the habit of continuous self-reflection and learning.”
- The daily examen is a useful tool.

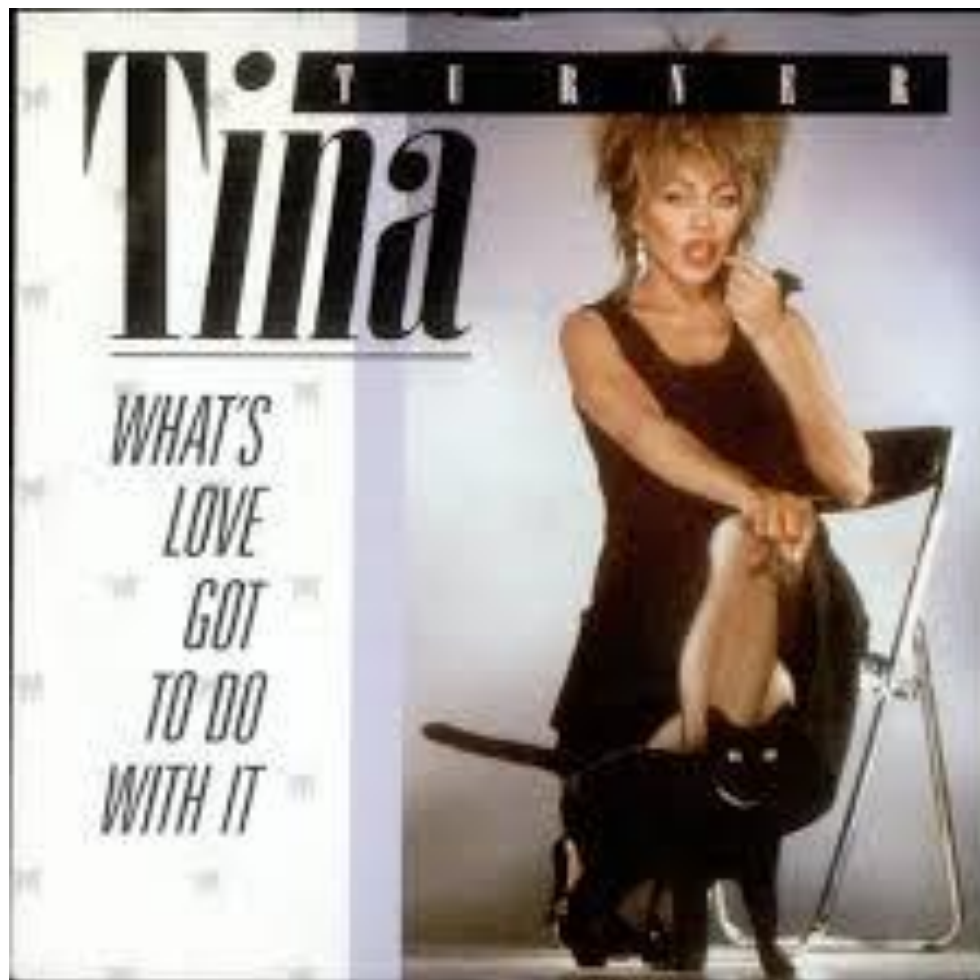
# Ingenuity



# **Ingenuity: The world becomes our house**

- “Leaders make themselves and others comfortable in the changing world. They eagerly explore new ideas, approaches, and cultures rather than shrink defensively from what lurks around life’s next corner. Anchored by nonnegotiable principles and values, they cultivate the ‘indifference’ that allows them to adapt confidently.”

Love



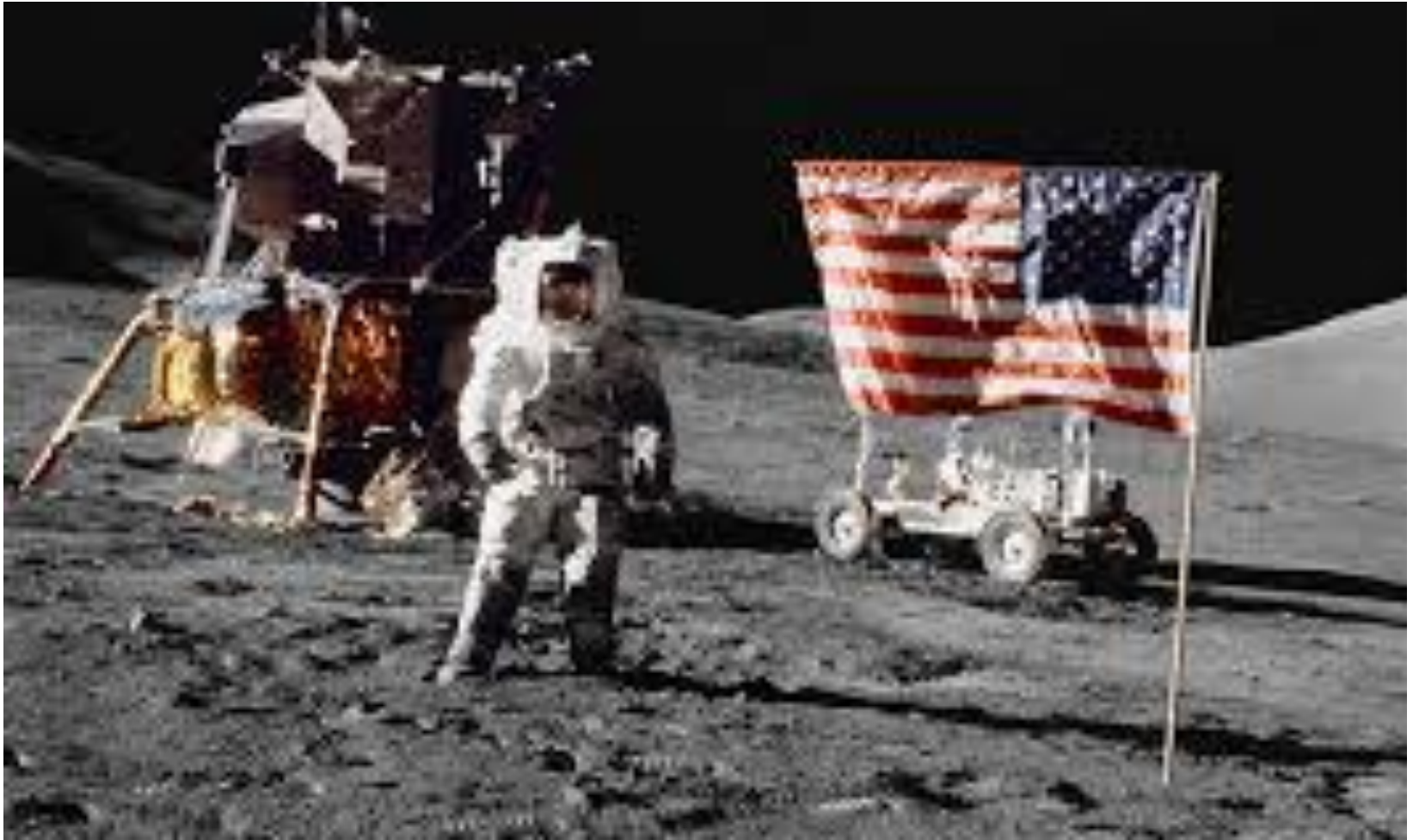




# Love

- Leaders face the world with a confident, healthy sense of themselves as endowed with talent, dignity, and the potential to lead. They find exactly the same attributes and others and passionately commit to honoring and unlocking potential they find in themselves and and others. They create environments bound and energized by loyalty, affection, and mutual support.

# Heroism: Eliciting Great Desires



# Heroism: Eliciting Great Desires

- Leaders imagine an inspiring future and strive to shape it rather than passively watching the future happen around them. Heroes extract gold from the opportunities at hand rather than waiting for golden opportunities to be handed to them.

# One Integrated Life

- Our values, beliefs, and ways of working form an integrated, self-reinforcing whole, keeping our life pulled together in a complex world.
- The four pillars are mutually reinforcing
- Integrity: Recognized by self and others as the same person at work and at home...
- Leadership therefore is a way of living.

# Harvard Researchers: John Kotter and James Heskett

- Strong corporate culture can damage performance by squelching innovation and new approaches
- Or can enhance performance in a dynamic environment when a timeless philosophy embraces change or when it preserves the core and stimulates progress:
  - The culture tangibly affects employee behavior
  - The culture is strategically appropriate
  - The Culture promotes adaptability

# A Paradox

- Non-negotiable core beliefs
- And a willingness to embrace change
- Seem to be at odds, but research shows that outstanding performance occurs only when there is a creative tension between the two and the two traits are merged.
- There is a complementarity operative here; a creative tension in the cohesion of opposing tendencies.

# Self-awareness and ingenuity: mutually reinforcing;

- Vision and core beliefs spur innovation and creativity.
- Such places make a place for confident risk-taking, autonomy, and creativity.
- Self-awareness facilitates ingenuity
- Ingenuity enhances self-awareness
- Heroism inspires ingenuity
- Self-awareness gives rise to love and heroism

# A Whole Life: Living by Principles

- First act of heroism: taking the risk to lead. Humans make mistakes...leaders reflect, learn, and move on.
- An utterly changed life remains the same—centered on timeless values.
- Leaders persevere in their pursuit of their defining beliefs and values



# Lowney's Organizing Question

- How can those traditionally considered leaders, managers, or “bosses” apply the wisdom of the Jesuits?
- First of all, they stop behaving as if they're leading followers and start acting as if they are leading leaders by doing what helps others lead.

# Lowney's Conclusions

- Lead yourself and others by example; be the change you envision! Your life is your best most effective leadership tool. Match your talk with your walk.
- Develop the brightest and best talent... at whatever cost.
- Enable people to become self-motivated and appropriate the mission for themselves-allow them to lead (see
- Support and trust the leaders you lead.

# Summary Cont

- Don't lead unless you are ready for an adventure:
- Invest time in those you lead: 30 hours per employee
- Strong leaders question the status quo.
- See 294-295