

Level 5 Leadership – Can YOU make it?

Jim Collins' research in his best-seller, Good to Great, reports that all eleven CEOs in the *Good to Great companies* were Level 5 Leaders. These CEOs were mostly "homegrown," not some person with celebrity status hired from the outside. They were humble *AND* fanatically driven in their resolve to create a great company. While Collins' Level 4 leader is clearly impressive: "One who catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards"; the Level 5 leader is at the top of the pack and describes a whole new profile for effective executive leadership. The secret: "Level 5 leaders build enduring greatness through a paradoxical blend of personal humility *AND* professional will."

Using Polarity Management, which I discussed in an earlier issue of *Business @dvocate*, can be an excellent starting point to develop Level 5 leadership. The Polarity Map™, created by my colleague, Dr. Barry Johnson of Middleville, Michigan, provides a tool to systematically identify the actions needed to maintain the delicate on-going balance between personal humility *AND* professional will. Polarity Management practice shows that high performance leaders and organizations have developed a tacit wisdom about managing polarities even if they have never heard the name. Their experience and intuition has led to a natural ability to, as F. Scott Fitzgerald said, "... hold two opposed ideas in mind at the same time, and still retain the ability to function." That tacit wisdom is abundantly apparent throughout Good to Great.

Polarities of personal humility *AND* professional will in Good to Great.

<p>PERSONAL HUMILITY is described as:</p> <ul style="list-style-type: none"> ▪ No airs of self-importance ▪ Shy ▪ Compelling Modesty ▪ Reserved nature ▪ Mild-mannered ▪ Gracious ▪ Likes anonymity ▪ Self-effacing ▪ Channel ego needs into company 	<p><i>AND</i></p>	<p>PROFESSIONAL WILL is described as:</p> <ul style="list-style-type: none"> ▪ Fearless ▪ Ferocious resolve ▪ Stoic determination ▪ Ambitious for institution ▪ Willful ▪ Inner intensity to make something the best ▪ Won't take easy path
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In creating your Polarity Map™, define the benefits of using personal humility, then the benefits of professional will. Once you've done that, create the downsides you might experience for each pole if you over-focused on one to the neglect or exclusion of the other. Next, create action plans to maintain/gain the

benefits of both poles. Last, develop a list of “Red Flags” to indicate your over-focus on one pole or the other.

The Polarity Map™ becomes your template for a brighter future and leadership greatness.

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