

# Leaders Grow Leaders

Thanks Darrell

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Leaders of leaders do what's right and also what's wrong. We make good decisions. We make bad decisions and occasionally an ugly decision.

Conscious or not we tend to make decisions and take action based on our personal paradigms or mental filters. The people we lead do the same. The skill of recognizing which filters may be driving us and those around us differentiates the best leaders.

Fear has been a common reality for many business leaders in the past few years. Some acknowledge it and others deny. Fear based behavior can be reactive. It is commonly based on feelings of inadequacy and an addiction to maintaining security and/or pleasure. Leaders driven by fear also tend to be suspicious and blaming. Fear is for when the grizzly bear shows up on the trail. Not so for a leader.

Duty is represented by the classic good soldier. Approval of others is all important. Thinking is stereotypical – guided by the conventional wisdom that surrounds us. Sense of duty dictates "I'm ok, conditionally – only if I do as I should, as defined by others. People are dependent and conforming when living totally within the duty paradigm. This is appropriate for some jobs – not so for a high performing leader.

Achievement is a mode that has people consistently in competition with self and others to prove self-worth. Winning isn't everything, it is the only thing. The addiction is that it is the only way to meet ego centric needs. A person stuck in this mode must always prove self and in trying to do so is constantly harried and stressed. Living in the achievement mode can, however, lead to profound results – both good and bad.

Integrity has principles as the governing force. Reality is accepted, conscious choices made and responsibility for the results clear. We see others are human beings of dignity and work to help others win as we win.

Soft, touchy feely psycho-babble you say? Not so according to the many leaders I know who have a high level of self-awareness and are committed to making conscious decisions and acting from the right place at the right time.



Many consider Nelson Mandela as the epitome of integrity. His actions would not have led to the end of Apartheid, however, without a strong drive to achieve something big and the integrity to pay whatever personal price was required.

Each of these paradigms is an appropriate place to be in certain circumstances. High performing leaders understand which of these may be driving them at any point in time. These leaders are exceptionally good at looking in the mirror and making sure that integrity is always a component of their actions regardless of which of the other three paradigms may be influencing.



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