

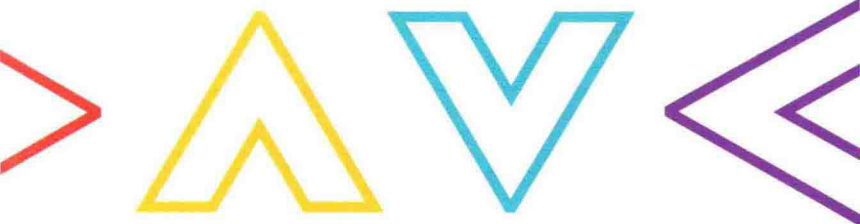
THE LEADERSHIP JOURNEY



HOW TO MASTER THE FOUR CRITICAL AREAS
OF BEING A GREAT LEADER

Gary Burnison, CEO of Korn Ferry
Afterword by **Ken Blanchard**

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WILEY

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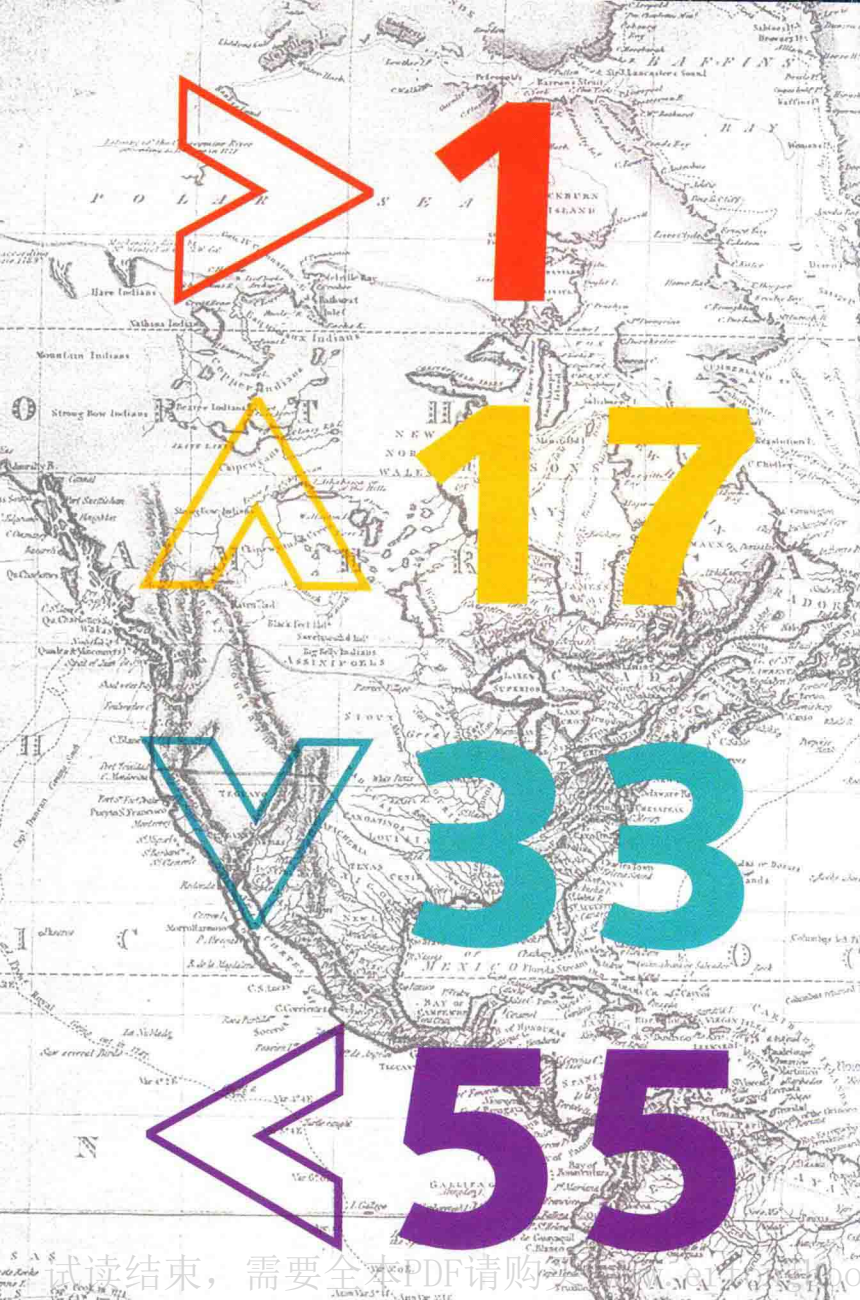
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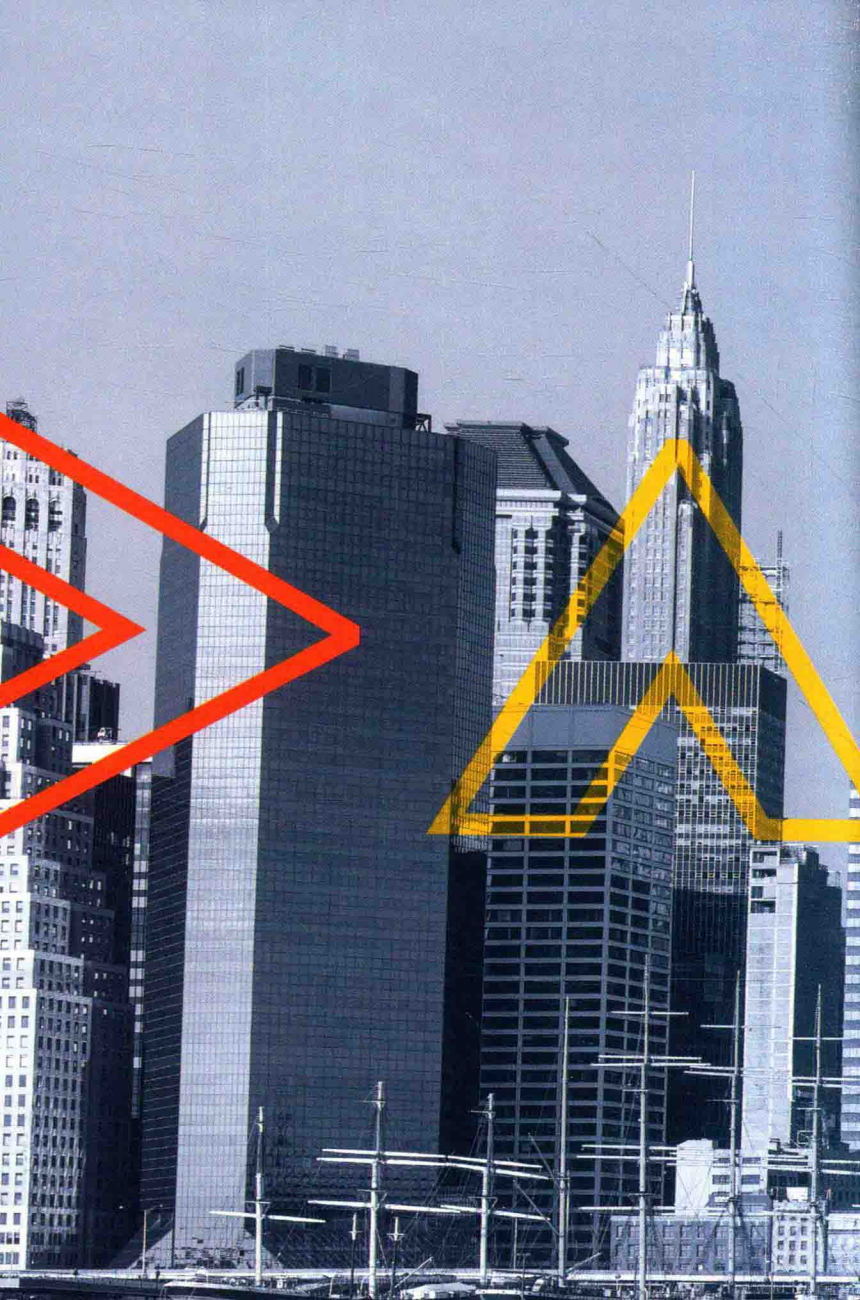
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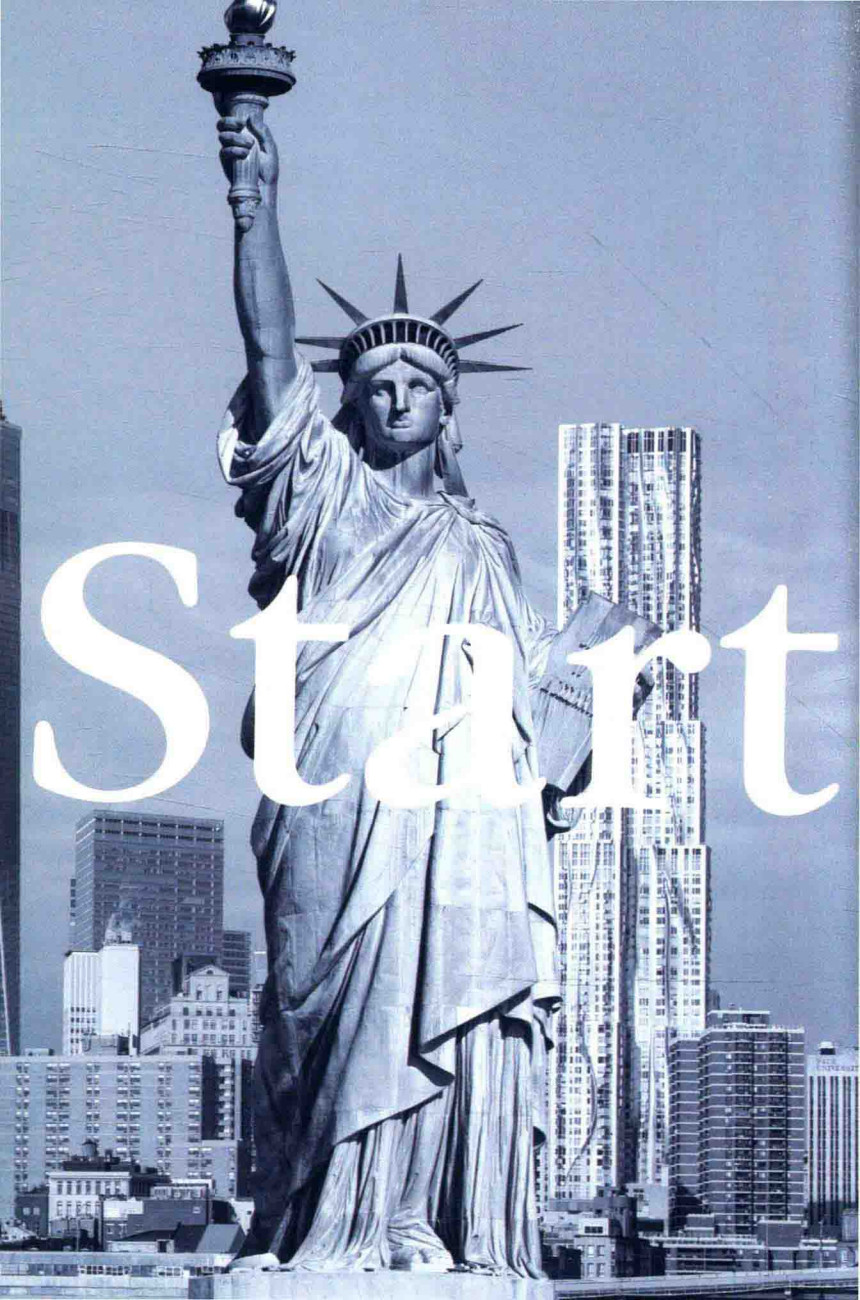
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INTRODUCTION





Start

A LEADER'S PATH

Imagine you are standing in Battery Park, on the southernmost tip of Manhattan. The city bustles around you, and on this clear morning you have stunning views of New York Harbor and the Statue of Liberty. History is beneath your feet: one of the oldest settlements in North America. From these early hubs, the western migration of settlers began. Soon, you will follow in their footsteps.

As you stand in the park, you are oblivious to the sounds of the city—the horns and sirens, the pulse of the metropolis. Gathered around you are 4,000 people from 40 countries. And your job is to lead this diverse group of people on a cross-country trip *by foot over the next five years*—from New York to Santa Monica on the Pacific shore, a distance of 2,500 miles by the most direct route. That is the vision, the destination of this organization.

On that early morning, you know that a solitary walker, putting in about 10 hours a day, could make it from New York to Los Angeles in about 90 days. However, you have been given five years (a typical tenure of a CEO) to reach Santa Monica, which means your team of 4,000 people will walk about an hour every day for the next half decade. As you ponder the enormity of leading 4,000 others on such a trek—physically moving them from here to there—you wonder how you will keep everyone motivated and aligned, leaving the familiar for the unknown, losing some people and gaining others, for five years. Sound obscure? Well, not so much.

This is the essence of leadership, of being a CEO: emotionally and sometimes literally transporting people on a journey from one place to another, and inspiring them to believe in what they can achieve—that they can, indeed, reach a faraway destination.

In the flurry of leadership books, from the theoretical to the inspirational, it's easy to overlook the profoundly simple: *The first word in leadership is, literally, lead.* But in order to lead others, you must, first, lead yourself. The change you wish to see in others begins with the person you see in the mirror; it is virtually impossible to improve an organization unless you improve yourself.

People always ask me, “Are leaders born or made?” I have found that it's a little of the former and a lot of the latter. So much has been written about the left-brain side of leadership—the frameworks, theories, decision-making models; these are non-negotiable. What separates great from good, however, is found in the right hemisphere: a leader's ability to inspire others to the point they wake up at 4:30 AM without an alarm clock, excited to keep moving forward.

Effective leaders do the left-brain technical stuff that identifies opportunities and challenges—finding “the opening in the sky.” But they don't stop there. They are equally capable of using their right brain to empower others to believe they will make it through that opening in the clouds. Importantly, these multidimensional leaders are also humble, acutely self-aware, insatiably curious, always authentic, and quite courageous.

“Are
leaders
born or
made?”

Adventurous leaders know the topography—the map of the leadership world and the human brain. They understand that throughout the day—from dawn to dark, and often well into the night—they must continuously address four crucial aspects of leadership:

LOOK IN THE MIRROR

Develop the self-awareness to lead yourself first, with full knowledge of your strengths and weaknesses. Just as your day starts in the mirror with washing and grooming, so, too, your daily leadership begins by looking candidly at yourself, making sure that you radiate purposeful passion—with enthusiasm and authenticity.

EMBODY PURPOSE

Start with the “why” of any leadership journey, and also define the “how” and the “what.” Purpose is the fixed point—the True North—by which to navigate at all times. As the “why,” purpose creates alignment to enact the vision (the “what”) through the strategy (the “how”).



DON'T WALK ALONE

Remind yourself that leadership is always a journey with others. In fact, it's all about others and what they achieve, which must be celebrated . . . always. Because there is no leadership without followership, you become the message and commit to being “in the moment” at every step.

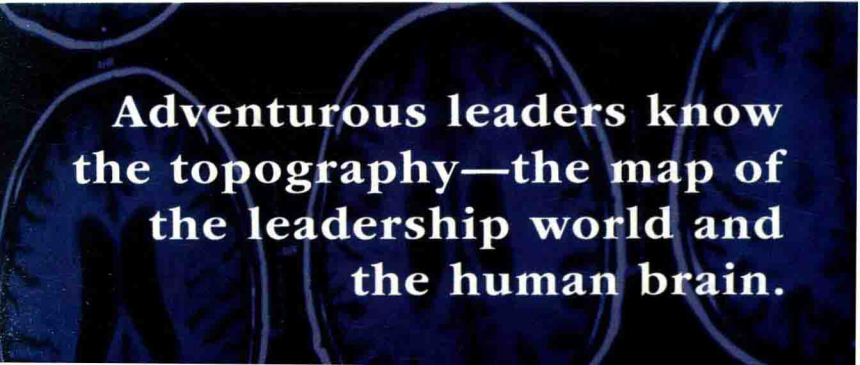
NAVIGATE BEYOND THE HORIZON

Plot the course beyond the line of sight of what everyone sees. Refuse to be “the pilot of the inevitable” who drifts on the currents of what is going on around him or her. You anticipate what is around the next bend, but not yet visible, while correcting your course in real time when the unexpected inevitably arises.

To master these four critical areas, the leader looks “outside-in” at the forces that will influence the journey, as well as “inside-out” at the organizational capability and alignment. To lead, you must walk this way—all in, all the time!

Whether you are starting out on your leadership path or you are a seasoned traveler, I hope this little book will be your companion. May it inspire you to discover the adventure for yourself.

— Gary Burnison



**Adventurous leaders know
the topography—the map of
the leadership world and
the human brain.**



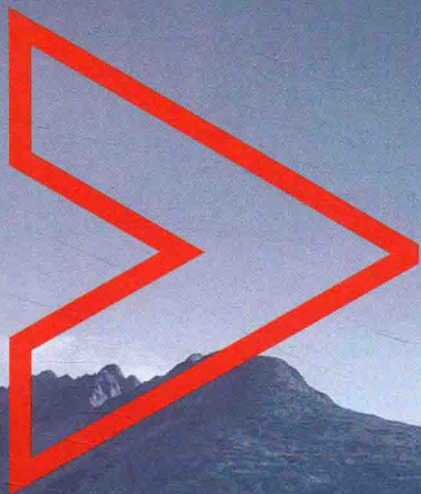
Lead • er • ship (n.)



A photograph of four geese flying in a V-formation against a clear blue sky. The geese are positioned at the top left, top center, top right, and bottom left of the frame. The text 'The capacity to lead.' is overlaid in the center of the image.

The capacity to lead.

CHAPTER ONE



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