
FOREWORD

In my thirty-some years of experience in management and consulting with both large and small corporations of every conceivable ilk, I have observed a growing trend that there is an overabundance of managers and a huge lack of leaders. This situation clearly has a negative impact on an organization's ability to grow and to compete. It seems to beg a crucial question: If leadership is so critical to an organization's success, why, then, isn't there more of it? In exploring this question I have made several general observations concerning leadership; and to my delight, I was pleased to see that most of them have been succinctly addressed in this book.

The first of those observations is that leaders come in different ages, genders, roles, profiles, nationalities, behavioral styles, etc. There really is no "one size fits all" prototype for a leader, which explains

why so many attempts at leadership training continue to fail.

Second, there are some practices and processes which successful leaders understand and implement. One of these is their ability to comprehend the big picture and translate that understanding into specific, measurable goals that are cascaded down throughout the organization. Such a "goal alignment process" serves two important functions, namely: (a) it has the impact of inspiring and energizing the entire organization by focusing everyone on the steps needed to achieve results; and (b) it serves as a process to deal with the inevitability of near-term change required to produce long-term results.

Congruent with this, the authors have spelled out an extremely effective alignment process in this timely book. I have found that whenever this particular organizational alignment process is put into effect, it not only provides valuable direction to a company, it also creates an environment where leaders seem to blossom

from within and throughout the organization. The beauty of it is that when leaders focus on process, they become keenly aware that it is the people and the alignment of their activities, behaviors, and attitudes that make the overall plan happen.

In this well-written, quick-read book, you will gain valuable understanding of these key issues, along with many other important insights. It is clear that the authors did not intend to present a step-by-step guide that would become the end-all on how to become a successful leader. It is, rather, a refreshingly new and dynamic perspective on the whole subject of leadership that will open some helpful doors for you to get started on the right path to solving your leadership problems.

Those who decide to take the challenge will find considerable benefit both personally and professionally from doing so. In my experience, the principles that the authors have laid out are universal. They work in government, sole proprietorships, family owned companies, large corporations,

departments within organizations, not-for-profits, volunteer organizations, and even in one's personal life. Their approach is logical and well tested. In a word, it "works." Anyone who takes their message seriously will find themselves indebted to the authors, as have I, for having shared their insights on such a vital subject.

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