don't function as a team, they create silos. If they don't coach, then coaching won't be part of the culture. Mary Foster, President of Sylvan Learning, tells us: "I try to cast a shadow that coaching and learning begin with me. This makes it okay for everyone to acknowledge their strengths and challenges and to focus on how to get better results. It helps us improve our processes, our meeting effectiveness, our productivity. After performance reviews, people walk out inspired and happy to know what they are doing well and what they need to improve to be even more effective."

8. Senior leaders fully participate in change initiatives, not just "bless" them. All important changes must start with the top team. For example, in leadership development, when the training starts below the senior team, people say, "This sounds great, but it's not the way I'm managed" or "Has my boss been to this?" Some years ago, J.L. Hudson, a division of Dayton Hudson (now Target Corp.), asked us to help them improve customer service in their stores. We piloted the process in six stores. The results were almost directly proportional to our success in shifting the store manager's style and focus from operations to service. It showed how the leader's shadow influenced the team. We concluded that to fix the stores, we had to start with the team at the top. Later, when the CEO of a major department store chain in California asked if we would develop a customer service process for them, we politely said, "Only if we can begin with the leadership team." That led to several consecutive years of increased sales and market share. Whether the key initiative involves a new computer system or a new value system, it needs to be owned and used by the top team first.

Do your leaders engage in these eight healthy behaviors? If not, perhaps they need to invest some quality time in their own development to improve their effectiveness. Leadership teams that work on becoming even better teams are able to tackle strategic issues with focus and alignment, and achieve better results and create a stronger culture. **LE**

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ACTION: Assess your leadership team.

Are You a Tyrant or a Real Leader?

W h a t   i s   y o u r   c o n t r i b u t i o n ?

by Viviane Amar

IN MY WORK, I AM exposed both to men and women of power—often considered "tyrants" by their people—and to leaders called "pearls", whose teams consider them to be exceptional contributors.

Few leaders and managers appreciate the influence and impact of their personal history, unresolved personal conflicts, socialization, culture, motives, taboos, values, and beliefs on their strategies, structure, style, and systems. This impact is reflected in the level of happiness or sadness, freedom or fear in their business and culture.

In western culture, we have two archetypes of management—Pharaoh and Moses; two ways to conceive—mind and heart, mission and action, self and others; two ways of conducting people through time—peace and crisis; two universal models—business and government. These two principal drivers of power and leadership are still valid as we see both tyrants and contributional leaders.

Tyrants. At one extreme, men and women of power are deeply driven by the need for control and usually become excellent administrators and efficient planners who leave nothing to chance. They master systems, impose plans, control technology, resources, information and finances, friends and enemies. Their people are treated as numbers, bodies to use, arms and brains. Executive tyrants violate human dignity, leaving no apparent traces but deeply wounded hearts and souls; depressed people. Their main ambition is to be the first, even when playing games.

Persons of power have waited so long to reach the top and gain power that most are motivated by hate, revenge, a drive to acquire and accumulate status and fame by whatever means, even by deliberate deception.

Tyrants may delegate some tasks, but never power. They impose rules and procedures on others and are unprincipled with themselves. Their trademark is secrecy, rumors, lies, manipulation, and contradiction. Highly defensive, they protect their territory jealously and desire to expand. They do not manage talents, but create fuzzy boundaries and introduce change through the insecurity of others, unsettling people. Persons of power are divisive. They manage by fear and distrust. Cohesion is impossible in their teams; cliques and clans are the norm. Shareholders pay for their infamy.

Few tyrants allow opinion to conflict with their own, for they deeply need to believe they are omniscient and omnipotent, and that their truth is The Truth. They believe that other countries, other groups, and other people are dangerous; they believe any stranger is dangerous. Deeply suspicious, they generate paranoia and dependency. They perpetuate a top-down organization, knowing pyramids create a culture of alienation. Democracy is foreign to them. They humiliate peers or bribe them, treat their teams as infants reduced to squabbling with one another. They break people's dignity, hopes, and lives.

To move ahead, pharaohs and tyrants believe that time exists only to serve them, and seek immortality while living in the short-term, not preparing the next generation, or their successor, not supportive of their own boss. Thinking themselves to be among the gods, they cultivate their greatness. They build pyramids, seeing themselves as both the project and its meaning,

fearing human vulnerability, dreaming of an immortality far from reality.

Persons of power decide the use of other people's time and life to give it its value. They self-publicize; seek articles, interviews, autobiographies; and want to teach the world who they are. Sometimes they hide to reinforce their prestige and the fear they generate. Their attitude is that nothing great happened before them. They tell people what they should think, aspire to, feel, and do. They refuse responsibility. They are experts at making you feel guilty. Scape-goating is their core competency.

People of power are emotionally unstable. Their hyperactivity, anger, and inability to recognize others are signs of the fragile child within them. By putting themselves first, they generate great costs to stakeholders and coworkers.

Contributional leaders find their way, through a long journey of humility, doubt, and self-reflection. Having vision, they give others meaning and direction. These leaders do not need to control others or manipulate their lives. As children, they always felt respected and loved, and so they can open their heart and create space for others. Democracy is their world, as they were born in freedom of speech and thought.

Contributional leaders can listen to people, since they were listened to. They can relate to others, for they are connected to themselves. In their families, they heard talk of heroes and models who paved the way. Teachers, parents and grandparents showed them how to fulfill themselves. Leaders are neither ashamed nor worried about their past. They trust themselves and others; they see that congruence is key to motivation and example. They do not fear the creativity or inner power of other people. These leaders intuitively know that leading is relating, that relating is emotional, and that emotional intelligence develops through awareness developed in encountering self and others. They can initiate contact at every level, give people space to exist and develop, and provide freedom of choice. They make others feel intelligent and trust their decisions. They teach as they were taught, and transmit the confidence they acquired. They delegate real power with clear objectives, and are often mentors, developing a culture of co-responsibility in their teams. Ulti-

mately accountable, they rarely have a hidden agenda or look for a scapegoat.

Contributional leaders know that their values constitute their backbone, their identity, and their anchor in crisis. They see no paradox in vision and shared goals, sense of purpose, and balance between economic and social values. They were brought up to deal with counterforces and to stand for their convictions. They see no paradox between achieving objectives, financial results, and showing empathy and recognition of others' efforts. These persons know that consistency between what they say and what they do is motivational.

They multiply synergies, knowing that pyramidal structures limit thought and action. They develop networks where others can grow. They embody the truth that to become a leader, one has to leave behind all illusions and fears, and work on other levels of awareness. They feel responsible for set-

ting the example. That responsibility starts with "crossing the desert" and leads to discovery of the self in order to help others do the same. Relating is connecting with yourself in order to better relate to others. Leaders are ready to grow and help others grow.

They believe in human potential, and free their people from fear of success as well as of failure. They sense vulnerabilities with great empathy. They build neither fortresses nor palaces, but a community of people fighting for collective interest. They bring people together. These leaders are rigorous and do not tolerate inconsistency, cliques, and divisions. They seek cooperation and a culture that transcends cultural differences. Trained in transcultural leadership, they believe in the promised land of values, where the "stranger" is no longer feared but engaged. Full of

integrity and honesty, they show that ethics starts within and that leadership is creating an advanced civilization that opens the way for others.

Crises are opportunities for tyrants and leaders to reveal themselves. Persons of power generate tyranny. Contributional leaders build democracy and dignity. Power-driven tyrants, as well as leaders, are both fragile and lonely. The former are afraid to look at their emptiness and melancholy, not knowing that being reconciled with their past might set free for them. The latter have let go illusions of perfection disconnected from reality, but still believe in human dreams.

From Tyrant to Contribution

In each of us, there is a Pharaoh and a Moses, and the Pharaohs and the Moseses of our time have something important to learn one from another.

Once leaders develop real self-esteem, relational and emotional intelligence and awareness, they still have to learn to strive for tangible results, from a capacity for control, organize and plan, which are the strengths of persons of power. And tyrants need to enhance self-knowledge, self-awareness, and accept their human vulnerability. I have witnessed persons of power become contributional leaders. They accept that self-empathy, connecting with the vulnerable self, is the first step to empathy, linking to others with kindness, and conducting them to their full potential.

For 20 years I have worked with power-driven politicians and executives to help them grow from power to leadership, from pyramids to networks, from holding to sharing, from emotional instability to serenity, from tyranny to democracy. There is, deep in all of us, a desire to transcend time and mediocre destiny, to become real leaders. In recent years, we have witnessed a "tsunami wave" of the human aspirations. Men and women are defying tyrants, hoping for a world of universal values.

Today there is an urge for authentic leadership. We need more leaders who contribute to reuniting people through shared, universal, transcultural values.　**LE**

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ACTION: Become a contributional leader.