

COACHING MATTERS

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In the wake of tragedy, leaders are faced with challenges that stretch their abilities and skills. In this global economy of rapid change and increasing complexity, many leaders struggle to lead their companies

in the right direction. Now, more than ever, there is increased uncertainty, more complexity, and more chaos. What do you as a leader need to know?

LEADERSHIP
IN TIMES OF
Uncertainty:
BACK TO BASICS

Everyone is affected by the aftermath of September 11th. In times of crises, people look to their leaders. Where do you as a leader find guidance? Right now uncertainty, fear and doubt

are more commonplace than usual. This saps our energy and, unless faced, can put us into a tailspin of negativity and helplessness.

“When your oven is jammed and your bread is burning - that is when you will learn to use an oven. People can't learn in a classroom. True learning occurs just in time.”

- Tom McMakin, COO,
Great Harvest Bread Co.

An effective leader replaces uncertainty, fear and doubt with purpose, courage and trust. Purpose provides clear direction in the face of uncertainty. It is the energetic “magnet” that pulls people together and points them in a similar direction. Courage provides strength and commitment in the face of fear. Trust in one's self and one's purpose overcomes doubt.

Some say that in order to move forward, one must look back to the lessons of successful leaders of the past, and in particular, get back to basics. This article reviews basic leadership premises.

According to Warren Bennis, there are some 850 definitions of leadership. They range from the inspirational to the operational. Leadership ranks among the most researched and debated topics in organizational science. Leadership still remains an enigma, or like Bennis says, “it's like art, you can't define what it is, but you know it when you see it.”

The problem is that we have taught managers and leaders how to plan, organize, staff, lead, and control organizations

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Vision Quest Consulting is a management consulting firm dedicated to developing extraordinary leaders in organizations. We provide Leadership Coaching, Organizational Development Consulting, and Training to top executives and their teams.

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T H E B A C K P A G E

An Important Message to Business Leaders From Peter Koestenbaum

Business after September 11 will be fundamentally different because it must have:

- A heightened sense of awareness,
- A greater assumption of responsibility,
- A more intense commitment to greatness,
- A greater respect for freedom,
- A promise never again to be negligent about global realities and never again be forgetful about our deepest values.

This must be made visible:

- In the way a company does business,
- How a company relates to its customers,
- The way products and services are designed, and
- The quality of delivery and follow up.

Free enterprise is the embodiment of the idea of liberty. The most patriotic thing to do is to build a strong economy, one that has the wherewithal to take care of all of

the social issues with which a nation has to contend. The future of our nation and of freedom in the world depend on this message being given and ... heard.

A business needs to embody all the virtues of a free people. And a business needs to be the very clearest and the very strongest ambassador to the world of:

- What freedom really means,
- How to bring it about,
- How to preserve it,
- How to spread it, and
- How to defend it.

Freedom does not mean license. Freedom means responsibility and accountability – and not just for oneself but also for the greater whole. A great business is a business that reflects these values – a commitment that becomes also the critical success factor for economic success.

Are you thinking about the higher purpose of your particular business? What is it now? What is it to be? Tell us about it! Your market wants to hear it!

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