Top of the Mountain Leadership: The Future of Performance and Productivity in a Technology Changing World

Chapter 1

Bringing Out the Very Best in Your Teams

I will never forget the first team I led as a professional. Leadership is a daunting responsibility and, like most of us, I was thrown into the role without any formal leadership training or coaching. To be honest, I didn't understand the difference between being an individual contributor and a leader of a team. I realized quickly that if I wanted to be successful, I needed to research great leadership myself. This is where I started my journey toward being a leader that my team would follow anywhere. That was my aspiration. Your aspiration may be different, but I can assure you that the road to becoming a great leader is much more fulfilling than simply acting as a manager who is focused only on tasks and projects.

We are at a moment in time where views of leadership and the expectations from our teams are changing. Old ways of command and control leadership styles from the Industrial Age are not appropriate for the work of the future. Developing and encouraging our teams on an individual basis are becoming the new expectations of leaders. Just as technology is becoming ever more personalized, so must our leadership and coaching of others. In this chapter, we will explore various leadership styles and how they potentially impact the effectiveness of your teams.

As leaders, we want to ensure that our teams are performing smoothly and efficiently toward accomplishing the organization's goals. Many of us have experienced varying leadership styles during our careers and know how important they are in developing our teams. In fact, style can make the difference between success and failure. Research from the Center for Creative Leadership[1] has shown that 38% of executives fail in the first 18 months. Failed leadership is a crisis of our times, and there are many gaps to fill. How will your natural leadership style impact your team, and does your style match what your team needs? Do you ask yourself, how can I be a better leader? Exploring these questions may reveal why teams of people follow some leaders and not others.

Topics covered in this chapter include:
- Five leadership styles
- Ways to leverage leadership styles
- Attributes of great leadership
- Characteristics of failed leadership

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[1] Douglas Riddle, *Executive Integration: Equipping Transitioning Leaders for Success* (Greensboro, NC: Center for Creative Leadership, 2016), https://www.ccl.org/wp-content/uploads/2015/04/ExecutiveIntegration.pdf.

Five Leadership Styles
In my research, experience, and observations, I have discovered five key leadership styles that lead to higher-performing teams and greater business impact. You will see the leadership styles are tied to famous mountains. I believe that the journey to great leadership is like planning to hike any great mountain. It takes time, planning and dedication in order to have a successful trip. Think of your career in a leadership position like climbing a mountain. You need to take steps every day to be a better leader. Some days will be better than others and you will have challenges along the way. However, if you persevere through these bumps in the journey you will eventually reach the summit. To have the most influence on the performance of your team and organization, you need to understand and flex all five styles of leadership outlined here. You may find yourself gravitating to one or two of the leadership styles more than the others. That is normal and expected. But to be a great leader, you need to understand and situationally leverage all five styles. Let's go into detail on each of the five styles now.

Everest

The Everest style describes leaders who are results-oriented, focused on outcomes. They are drivers in the organization and like assuming authority. They are quick to accept challenges, but also expect to be rewarded well for obtaining targets and goals. They don't mind taking risks, as necessary, especially if doing so could give them an advantage. These leaders are competitive and strive for excellence in themselves and others.

I recently worked with a leader who embodied this style completely. Because she had been so successful in driving other projects, especially those that seemed unobtainable, she was given the opportunity to take over an initiative that was stuck in the same spot for a few years. She accepted this role as a welcome challenge. She assumed authority and was used to pushing herself and others to achieve high standards. When the team didn't get behind her drive for results, she couldn't understand what was wrong. She became very frustrated with the team members. I took this opportunity to coach this individual on leveraging other leadership styles. I believe that where she stumbled was jumping in before developing relationships with the other team members. They saw her as a pushy "my-way-or-the-highway" person, which didn't sit well with them. When she got stuck and couldn't make progress in this initiative, I asked her to put herself in her team members' shoes and see whether she could come up with some incentives for them to complete the project. By showing how valuable the team was to this initiative and to the company in general, she encouraged the team members to push through and complete the tasks before the end of the year. They also won a company-wide award in recognition of their efforts.

Where I have seen the Everest leadership style work well is when the organization has a well-understood vision and strategy. These leaders can drive the results and will direct even team members who are not in line with their thinking to follow where they are driving. Employees that thrive under this style are motivated to obtain results as well and are open to having this

type of leader be more directive when necessary if the leader sees it as a better way to obtain those results.

There is usually not a lot of coaching or developing of people or teams with this style. These leaders are focused on the organizational goals and are not concerned with developing their team members. They may not even understand their team's strengths or be able to leverage the collective experience of the team. They have a clear vision of how things should be done and want to see that carried through without challenges. They don't have time to get people to understand the vision because they are so focused on the outcome and achievement of the goal as the most important factor.

I think a good example of this type of leadership is Jeff Bezos, the CEO of Amazon®. He is extremely results-oriented and has a hyper focus on his customer. This style is very intense and can burn out employees if applied as the sole leadership style, especially if the rest of the team is not receptive to that style. As with all leadership styles, each one has its own strengths and challenges.

Denali

The second leadership style is Denali. These leaders are relationship-oriented. They are very good at coaching and mentoring others. They want to ensure that employees reach their potential and are valued within the organization. Their style aligns well with what is called the *servant leader,* which is characterized by the approach of removing obstacles and providing team members what they need to get their jobs done. In this way, they are committed to the growth of their employees and teams. They are also known for being good listeners.

This leadership style works well when the team is committed and they are motivated to achieve goals. These leaders understand where each employee is in his or her development and what motivates these individuals to achieve. They will not tell others how to do their jobs; that is up to them. These leaders are more focused on establishing and maintaining the right environment for the team to do great things. Most employees want to work for this type of leader.

Another leader I worked with who had this particular style as his dominant leadership style was respected and loved by his team. However, in this situation, the company was going through some hard times and needed to change things up if the company was to survive in the future. Because this leader valued the relationships on the team more than driving for results and making changes, he was being pressured to leave the company. He didn't understand why there was an issue, because his team was very happy. In this instance, I coached him on the balance between keeping a positive relationship with his team and driving for results. The change was difficult, at first, because it did not feel comfortable to this leader. I asked him to start with small requests to the team and to paint the picture of why it was important for the team to drive in that direction. Over the course of a few months, he became much more

comfortable with applying some pressure on the team to push boundaries and take some risks. The new approach ended up paying off; the team created a new product, and it became the number one seller of the company. The sales team loved it because it was exactly what customers were asking for, and the competition didn't have a product like this in the market yet. This team is now working on the company's next blockbuster product.

This style can be challenging for some teams and employees if the organization doesn't have a clear vision or goals. These leaders are not directive and will let the team decide the best way forward. When teammates disagree or have diverse thoughts on how to do things, it can be challenging for these leaders, who are focused more on the individual development level. They thrive when there is harmony on the team. Dealing with conflict can be difficult in this leadership style because these leaders don't want to hurt anyone's feelings.

An example of someone who embodies the Denali style was Mother Teresa. She met others where they were and transformed them to care for others as well. She leveraged her relationships with others to touch others' lives. She understood people from all walks of life, and her power of influence was the key to her success. This stance serves leaders well in organizations as well as in other aspects of life. It can be very powerful and, unfortunately, in this day and age, underutilized. Getting to know your team's strengths and needs can allow you to coach and develop them into better employees and leaders themselves. Most employees embrace this style of leadership.

Mount Fuji

The Mount Fuji leaders are visionary in their leadership style. As you might imagine, they are dynamic and entrepreneurial while paving new paths. In looking to the future, they push the boundaries in what can be done; instead of asking "why?" they ask, "why not?" I see many startup business owners having this mindset because they are generally innovators. They want to transform businesses and provide support in tackling obstacles to success while creating new products or services.

These are the leaders who can successfully set the tone and direction of any business. People will follow these leaders because they have influence and can be charismatic. Employees need to understand the purpose of their work so they can understand the business's direction and impact. These leaders can paint a clear picture so everyone knows the "what" and "why" of their business.

Alternatively, this leadership style can be detrimental if the vision is ever-evolving and nothing seems to get accomplished. If the target keeps moving without small successes or at least testing and trying new things, employees can get frustrated by the lack of results or direction. As with all styles, these leaders need to find a balance between guiding others and allowing team members to deliver results while keeping a look out to the future of their business.

I have found that a lot of smaller business owners have this type of leadership style. It makes sense because you have to be passionate and have a vision to create a new company, product, or service. I have seen this leadership style thrive in the beginning stages of companies because it drives the energy and enthusiasm of the team. Once companies hit a certain threshold, however, this style becomes less effective if leaders haven't built a team around them that complements their primarily visionary style. I saw this with a client I worked with recently. His business was growing and he was opening new locations. From the outside, the business seemed very successful. Where I came in was helping to develop some foundational operations to help the company successfully continue its growth. I saw an opportunity to work with this leader on his leadership style. He clearly had a vision of where he wanted to take his business—from a regional to a national level. I appreciated the ambition of this leader. Yet, as he was pushing the organization to reach this vision, he didn't spend time addressing some foundational issues such as employee turnover rate and building systems to support a high volume of projects. I worked with him to recruit someone for a new position responsible for operations of the company—to address these issues and to dive into the details of what it would take to build a foundation. After a few months on board, this new leader lifted the burden of the day-to-day operations off of the business owner. He could then focus on the longer-term vision of driving toward a national presence with his business, and the new leader helped to create a sustainable model that would grow with the company.

A good example of a famous visionary leader was Steve Jobs, the former CEO of Apple®. His focus on the future in driving new and innovative products shifted the marketplace forever, starting with the iPod® and continuing today with the iPad® and iPhone®. He also created such a strong chemistry with his customers that they are very brand loyal, which is hard to accomplish and maintain in the market today.

Mont Blanc

In looking at the next leadership style, Mont Blanc, these are what I call the reflective leaders. These leaders like to think things through before they act. They are not comfortable going on gut reactions and want assurance that things have been properly thought out. As you can imagine, they are very analytical and maintain order and logic under their control. If there is a process, they will follow it and are comfortable with the order it provides.

I see many of these leaders as computer scientist, accountants, scientists, and engineers. The nature of their work lends itself to this style. They tend to be detail-oriented and can make sense of large amounts of data, which is a great skill to have in today's age. Employees can learn a lot from them about how to gather and manage data. Mont Blanc leaders have mastered the art of making sense of copious amounts of it in their roles. Strong leaders take the time to step back and reflect on what they have learned, which is so important in this complex and ever-changing world we now live in.

I recently worked with a client who demonstrated this type of leadership style. She was wondering why she wasn't getting promoted, so she hired me to coach her. As she walked me through her situation, I noticed that she was most definitely strong in a reflective style of leadership. I thought it would be good to also interview her team to gain some insights into their concerns in working with her. While the team appreciated the structure this leader provided, they were wishing she would be more personal. The relationship seemed very robotic, and they were frustrated that they couldn't really take risks or be innovative. This insight was extremely valuable, so when sitting down with this leader, I asked how she felt about building relationships and letting go more. Her answer surprised me, but now that I reflect back on it, I can see why she came to this conclusion.

She was worried about getting too close to any employees and felt she couldn't have difficult conversations in the future if she had a personal relationship with them. What she didn't realize is that not having a relationship was having an opposite effect. The team members heard from her only if they did something wrong and never received praise. I asked her to find ways to incorporate some recognition into her weekly communications with the team. She resisted at first, but then she saw the power this little gesture had on her team members and their willingness to do a good job. She told me that all the tension and frustrations from the team started to melt away. She didn't feel as if she was all alone anymore, and the team really connected at a different level with her. She learned things about her team she didn't know. When I later spoke with the team members about the changes, they were very enthusiastic and encouraged that they were given projects that they felt may not have been delegated earlier. It wasn't long before this leader ended up getting promoted within the company.

This leadership style can be discouraging for some employees, especially if they are not oriented the same way. The employees may have trouble communicating with this type of leader. I have seen projects rejected because employees were not ready to dive into the details of their proposals with this type of leader.

Richard Branson, CEO of the Virgin Group, is known as a reflective leader. He routinely steps away from his business to digest new information and to think about trends in the market. He is a master at broadening his perspective by trying new things and thinking about what can translate back into his broad range of businesses.

Matterhorn

The final leadership style I am introducing is the inclusive leader, Matterhorn. These leaders seek collaboration and diversity on their teams in order to obtain the best ideas. I have seen many of these leaders demonstrate a strong sense of cultural intelligence, because they are open-minded and willing to adapt along with considering the multiple viewpoints of others.

These leaders thrive in cross-functional and matrix teams within organizations. They are savvy at building a large network of colleagues with whom they can communicate and explore

options. Many teams appreciate this leadership style because these leaders break down barriers and open up communication within the team.

Employees who like to make decisions quickly or are results-oriented can have challenges with this leadership style. In seeking to drive collaboration, decisions or actions can take longer. However, that being said, once a decision is made, these leaders tend to produce more successful or productive outcomes or results. It is one of those cases in which you need to slow down to speed up. In cultures that are more focused on individual results and not team oriented, this type of leadership can be annoying at times.

Nelson Mandela was a great example of an inclusive leader. He overcame many obstacles in his rise to the Presidency of South Africa after apartheid ended. His leadership style was to bring all the parties together, even those who imprisoned him, in order to move the country forward. He partnered with his disparate colleagues to pave a new path for the country. I would imagine this would be difficult for anyone in his situation to do, but he understood this style would produce the most positive outcomes for all.

Ways to Leverage Leadership Styles
The successful practice of the traits of these leadership styles is tied to how well a leader communicates in particular circumstances. We all have our default style that we are comfortable in using. It may stem from how we were raised and what styles we saw growing up, or it may be driven by our personality types. Having a default style is fine and a good starting point. We need to know which of those styles we default to and why. But here is the key to shifting from good to great: A great leader is able to leverage other leadership styles that are needed in a given situation, but are not that leader's predominant style. It is those leaders who can, in the moment, provide what is needed for the team and not just for themselves. This is the key to success. It is not about you, but the team! If you can get this right, you will have people who will follow you wherever you go. Have you seen leaders who fit this category? Did you see them shift their style to meet the team's needs?

From my observations and my experience as a leader and in helping other leaders become better leaders, I have identified some common leadership traits. In leveraging these traits and behaviors well, some leaders can stand out from other leaders. These traits and behaviors are based in these essential elements:

- Communication style
- Conflict style/preference
- Recognition of other's achievements
- Coaching/feedback
- Self-awareness
- Dealing with ambiguity
- Change leadership

Each of these items is measured in degrees, on a scale or continuum. How we handle ourselves as leaders in the moment day after day is how we are measured by our teams. Some key behaviors, when practiced consistently, can have a huge impact on a team's effectiveness.

Regardless of your predominant leadership style, following are some essential steps for successful leadership:

- Understand each of your team member's preferred leadership style.
- Deliver customized/personalized leadership to each team member.
- Recognize nonverbal cues in reaction to your words and actions; adjust as needed.
- Avoid derailing behaviors (remember, you are the positive influence and representative of the organization and of what it is trying to accomplish).
- Most of all, be authentic! People appreciate real leaders.

I will give you an example from my personal experience. I was leading a team for a government contract. My default style is very trusting and collaborative with my team. You could say I am a mix of the Everest and Matterhorn leadership styles: I define what I expect of my team members and they deliver. I would also describe myself as results-driven. Do what you say you are going to do in the time you say you will do it. For those teammates that are experienced, this style works well because they do not want to be micromanaged. What I didn't realize is that a few employees on my team were more comfortable or performed better when they were given very directive instructions.

In this situation, we were working on multiple work streams, and each team member was expected to meet his or her deadlines. I thought that if I identified what they needed to do that I did not need to tell them how to do it. On this particular week, we had some huge deliverables. At the beginning of the week, I gave the direction of what we needed to deliver to the client that week. Like most leaders, I had more tasks and deadlines to focus on than hours in the week, so I just assumed everyone was clear and working on what was needed to meet this end-of-week goal for our client. Reality was very different! When we got to the end of the week, half the deliverables were not finished, which took me and my client by surprise. We all looked bad because we did not give the client what was needed at the time we had promised. This was a big lesson for me, and I vowed not to repeat that situation again.

I took a hard look at what went wrong. How did we get to this point? Why didn't the team members deliver what they said they would? I started looking into the situation with an inquisitive stance versus being accusatory. I was trying to find out what I could do better the next time to support my team. What I found out is that I was not available to answer some critical questions about the work to be done. The team was stuck and didn't have a lifeline to get out of the hole they were in, which meant they could not move forward. Because I didn't take time to check in and make sure adequate progress was being made and to answer any questions, the team members felt they did not have the support needed to be successful. They were afraid to say anything because I did not seem open to providing feedback or making the time for them. Big mistake!

That situation changed the way I managed teams moving forward. I am more willing to adjust my style of leadership to meet the needs of the team, not the other way around. To adjust my style, I need to understand which style will work best in a particular situation. As I mentioned earlier, I am a mix of Everest and Matterhorn leadership styles. I have to flex my leadership muscle especially when I need to apply the Mont Blanc leadership style. This takes a bit of practice but is worth the effort. I realized that in some instances my team will require more structure and guidance. I may need to sit with them and walk them through how something is done. Doing this allows the team to understand my thought process and to gain some insights along the way. I also get to see how the team members approach a problem or situation so I can start to get a feel for their leadership preference. In adjusting my style, I am able to produce better business results, and that is what we all want at the end of the day.

What are some typical leadership styles you can leverage? Don't worry if you are less skillful in certain areas. These skills are something that can be practiced and refined over time. It may take a few tries before you get it right, but believe me, your team will notice and appreciate the effort.

Nine Attributes of Great Leadership
In my interviews with various leaders across industries and positions, I was curious to know what these individuals defined as a great leader. Surprisingly, this is a difficult question to answer. There seems to be no definitive way to describe great leadership, but we all agreed you know it when you see it or experience it. That being said, there are some commonalities of soft skills that seem to run through the descriptions given to me, which I will summarize here.

1. **Self-awareness**. By far, the number one skill brought up was having a clear understanding of yourself, including your strengths and weaknesses. This skill seems to be the foundational trait of great leaders around the world. It is also one of the tenants of emotional intelligence.
2. **Fairness in dealing with others**. Your team is watching how you handle situations and is judging you on your actions. Don't get me wrong; dealing fairly does not mean you have to give everyone exactly the same opportunities. Fairness is more about meeting others where they are and being fair in a given situation. Being respectful and trustworthy are keys to building this attribute. This attribute is tied to your unconscious biases. We all have biases but discerning in what blind spots or areas you have them can help you recognize them when they appear. By becoming aware of these, you can try to mitigate or explore the reasons for having these biases.
3. **Steadfastness**. You might wonder why I include this as an attribute but know that it will be key in helping your team navigate the expedited changes that are expected. We want leaders who in times of turmoil seem to hold steady and help the team through the challenge. If a leader responds emotionally to every perceived threat, then the team will not feel safe and, therefore, will sense a lack of leadership. Team members are looking for leaders to make decisions and provide direction, when appropriate, especially in times of change.

4. **Understanding of one's contribution to the business**. At the end of the day, we need to have happy customers regardless of the industry we work in. Being able to tie customer satisfaction with delivery of business results, and knowing exactly how your team contributes are keys to success. The ability to articulate the value of the work in the context of the team goals is a differentiator of a great leader.

5. **Willingness to go beyond one's job description**. Those of us who have been leaders within organizations or even within our communities and families know it takes hard work to become a leader that others will follow. Our job descriptions rarely define what we actually do and, as jobs flex and mold to the new technologies being implemented, we will need to flex with them. This quality also means jumping in when needed. Showing a willingness to roll up your sleeves in order for the team to meet the goal goes a long way in demonstrating the values you expect of the team.

6. **Harmonious**. Great leaders need to work well with others. Building a network not only within your current company, but beyond, will serve you well as a leader. Your network gives you a knowledge pool to tap into when a situation is not quite clear. Think about a team that wasn't high performing. I guarantee that leader was not well-respected or networked. We need connections to make teams work.

7. **Empathetic**. This attribute is tied closely with self-awareness but is about the team's needs versus your strengths and weaknesses. Knowing how teams work and what motivates individuals will help drive teams to perform at a higher level. You need to listen to your team members' problems to help guide them to solve the challenges they are having. As we are paving a new way of working, we will come across many challenges that we just don't have answers for. In working together and letting your team know you share their pain points, it will help build trust and respect.

8. **Responsible**. To be an effective leader, you must develop others. It is your number one responsibility. This may mean taking some risks, which will mean your team will make some mistakes. Think of the mistakes as learning opportunities and allow space for your employees to gain new skills with guidance. I also believe in sheltering your team from some of the political sides of any organization. This may mean taking one for the team, but doing so allows the team to focus on the task at hand and not on other organizational worries.

9. **Confidence**. You need to hold fast in your ability to lead a team. You will have others challenge you and your authority at times. However, if you are solid in your belief of your knowledge and experience to lead teams, you will build the trust and respect that will convert your team to followers. I am not saying you have all the answers all the time or that you bulldoze over anyone's opinions. Confidence is more of an internal feeling that you can do this; being confident will provide the rudder needed to help the team navigate the murky waters of the unknown.

All of these attributes contribute to being a great leader. You may look at this list and realize you have some work to do in some of these areas. That is okay and is expected. The best leaders understand where their weaknesses are and are constantly honing their skills. The point is to identify which areas you are naturally attuned to and build from there. The more of these attributes you can strive for, the better off you will be.

Characteristics of Failed Leadership

Now, we all have had the opposite of a great leader in our careers. I think it is important to point out unwanted traits so that we don't fall into the trap of others before us. Many of the items listed here are important to be aware of as you transition from an individual contributor to a first-line manager but I also see these characteristics in seasoned leaders as well. The expectations are different when you are leading others, and what you do will change as well. Let's explore some pitfalls seen in leaders.

- **Taking on too much.** I see this time and time again. You have to understand that delegation is your friend and the only way you will be an effective leader. My perfectionists out there will have a hard time with this one (believe me, I struggled with this as well). When you take a role as a leader, you will actually need to juggle more things than in your previous role. It is not just about you and your performance anymore; you are being judged by the performance of your team. If you try to dictate how all the tasks are done or try to do most of it yourself just because it is easier and faster, that is the quickest way to drown yourself in frustration and defeat.
- **Setting up others to fail.** Your team will know exactly when this is happening. Mostly I have seen this in the form of unrealistic goals. Saying yes to everything and all requests does not serve you or your team well. I understand you cannot say no all the time either. You have to find the balance and become a good negotiator of what you think your team can accomplish in any given time frame. Burnout is a real thing and will cost you dearly in lost productivity.
- **Fear of competition from others.** This can come from within your team or from other parts of the organization. The best leaders are always thinking about their replacement and succession planning. Do not see the employees on your team as a threat. In fact, the best leaders see building out future leaders as a sign of accomplishment. Think about this for a moment. In helping others in their development, you are giving them meaningful skills that help the organization overall. If they choose to move to other parts of the organization, that only enhances your network and builds connections in new areas. Also, if you are not grooming your replacement, then who will take over for you when a new role opens that interests you? We rarely stay in jobs for more than 2 or 3 years now. So, why not build the best team you can in that time?
- **Stuck in what used to work.** This one is particularly dangerous for the future of our organizations. If you wait or procrastinate to act on new ideas or ways of work, your company will be in serious danger of failure, and quickly. Innovation and creativity will be vital to the survival of organizations in this tech-driven world of the future. We need to get savvy in solving problems and testing new approaches, even if they seem similar to something we have tried before. We are in a new environment, so why not try?
- **Putting your ego before the team.** I am sure many of you have experienced leaders who took the credit for any success of the team. By not recognizing others, you are reducing their loyalty and sending the message that you will not look out for the best interest of the team. When things don't go very well, do you throw others "under the bus"? How did that feel when others did that to you? When you are a leader, it is imperative to

reward and recognize both individual and team efforts. If you don't, I assure you that your turnover on the team will be high. Your team members will go work for a leader who shows respect to all and doesn't just look out for his or her own best interest.

- **Using title as power.** Just because you have a leadership title (e.g., manager, director, executive, CEO) does not mean your employees have to respect or follow you. You need to earn that respect. Yes, you have worked hard to obtain this leadership role but with every rung you climb you have to build trust and respect all over again. Instilling fear by your leadership authority is not the way to win the hearts and minds of your employees.
- **Lack of a strong network.** If you think in this day and age you can know everything there is to know, you are setting yourself up for failure. Gone are the days that you stay with one or two job tracks within a company. In my research[2] I found that most employees will have four or five new careers (not just jobs, but wholesale changes in job descriptions) in the next 10 to 15 years. Your network will dictate how well you will navigate this new landscape. You need to foster and build out your network constantly because you never know when you may need to call in a favor.

As you can see, leadership is indeed difficult to define. There are many elements when it comes to being a great leader. No one trait is better than the others. It is the combination of these attributes and skills put into practice on a regular basis that creates great leaders.

Leadership is a journey, not a destination.

Key Takeaways:
1. Just as technology has become more personalized, so must leadership.
2. There are five key leadership styles that are needed in the future. Leaders need to flex all five styles and know when to do so to be effective and influential.
3. These five leadership styles encompass outcomes, relationships, vision, reflection, and inclusion.
4. Leaders can take steps to demonstrate the right traits and behaviors to motivate, influence, and engage their teams.
5. Those who are seen as great leaders within organizations embody nine leadership attributes, apply them consistently, and have high-performing teams.
6. Recognizing behaviors that might be derailing is a trait of a great leader. Leaders must put a plan together to undo these behaviors, which detract from great leadership.

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[2] Helen Barrett, "Plan for five careers in a lifetime*," Financial Times,* September 5, 2017, https://www.ft.com/content/0151d2fe-868a-11e7-8bb1-5ba57d47eff7.