

MANAGE - α - MINT

LEADERSHIP



You can accomplish anything in life, provided that you do not mind who gets the credit
-HARRY S .TRUMAN

Jim Collins renowned management researcher – studied 1435 fortune 500 companies. Only 11 achieved and sustained greatness-garnering stock returns at least three times the market's –for 15 years after a major transition period. What did these 11 companies have in common? Each had a 'Level 5' leader at the helm.

HUMILITY + WILL = LEVEL 5

To catapult a company from merely good to great, the requirement is a leader who's almost painfully humble – as well as iron willed. This is what Level 5 Leadership is based upon. Level 5 leaders blend the paradoxical combination of deep personal humility with intense professional will. They routinely credit others, external factors, and good luck for their companies' success. But when results are poor, they blame themselves. As they act quietly, calmly and determinedly, they are also stoic in their resolve to do whatever it takes to produce great results – terminating everything else and selecting superb successors, wanting their companies to become even more successful in the future.



THE YIN & YANG OF LEVEL 5

PERSONAL HUMILITY

- Demonstrates a compelling modesty, shunning public adulation; never boastful.
- Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma to motivate.
- Channels ambition into the company, not the self; sets up successors for even more greatness in the next generation.
- Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.

PROFESSIONAL WILL

- Creates superb results, a clear catalyst in the transformation from good to great.
- Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.
- Sets the standard of building an enduring great company, will settle for nothing less.
- Looks out the window, not in the mirror, to apportion credit for the success of the company –to Other people, external factors, and good luck.

Level 5 Leaders channel their ego needs away from themselves and into the larger goal of building a great company. It's not that level 5 leaders have no ego or self-interest. Indeed, they are incredibly ambitious –but their ambition is first and foremost for the institution, not themselves. As one level 5 CEO said,

"I want to look from my porch, see the company as one of the great companies in the world someday, and be able to say, 'I used to work there'".