



# Fundamentals of Leadership

Shared Consciousness, Confidence and Humility

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## The BLUF:

- Most common perceptions of Leadership are wrong.
- Your ability to lead, and to scale that ability as you grow, is fundamental to your personal & professional influence and success – and the success of your enterprise.
- Start working on it now. And don't ever stop.





# Roadmap

## Part 1:

- The critical skills and behaviors
- What IS leadership?
- Leadership at every career stage

## Part 2:

- Personal strategies for development of leadership skills





# The Critical Elements That Drive Career Success

Competence

Collaboration

Communication

Leadership

Grit

The most common differentiators between a “good” engineer and a highly influential & successful engineer.





## Leadership Is / Is Not...

### Leadership is NOT:

- Personality or charm
- “The Boss”: Authority / rank / position / title
- Coercion, manipulation
- A checklist of “Do this, don’t do that.”

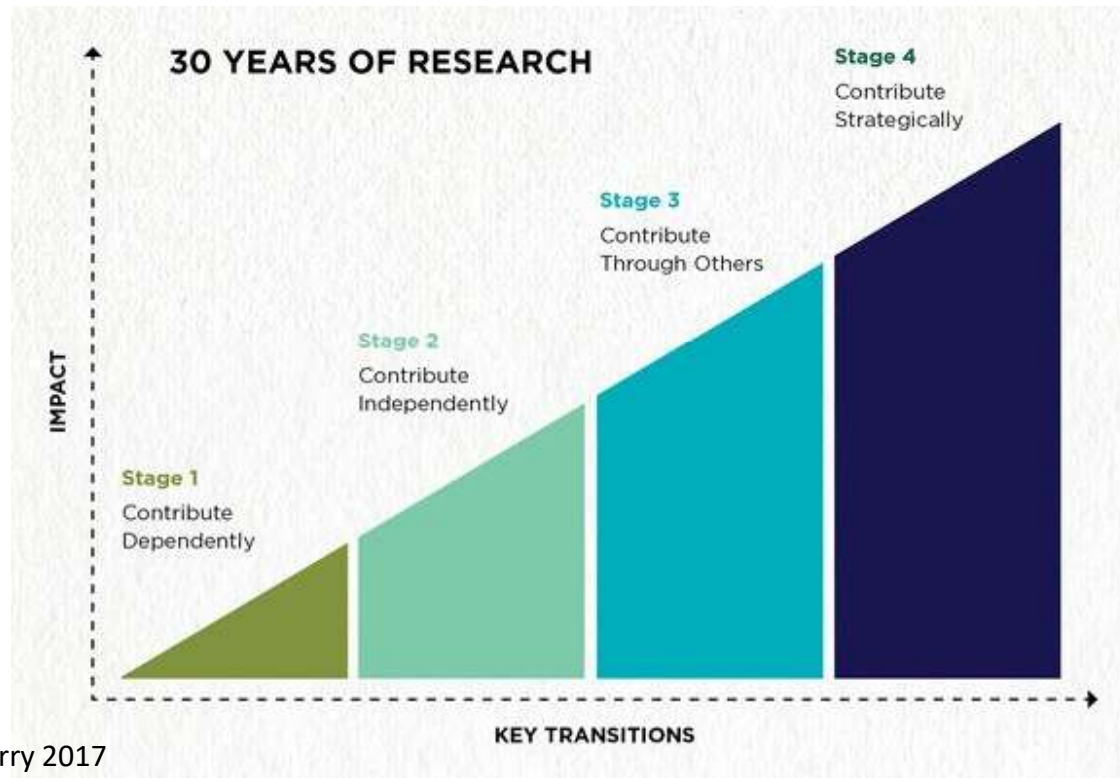
### Leadership IS:

...the *art* of influencing people to **want to do** what must be done to **achieve a greater good**.

- “Art” reflects the artist. Informed by others, but not copied.
- “Want to do” vs. “told to do”
- “Greater good” = a valid, worthwhile purpose. A valuable, unifying goal.



# Basic Career Stage Model



Graphic © Korn Ferry 2017



# Leadership Scales As Responsibility Grows



## Goal Setting

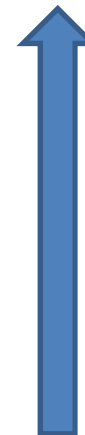
Strategic



Task

## Influence

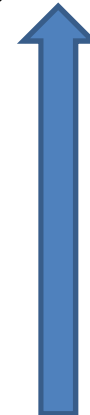
Strategic



Individuals

## Impact

Doing the  
“right things”



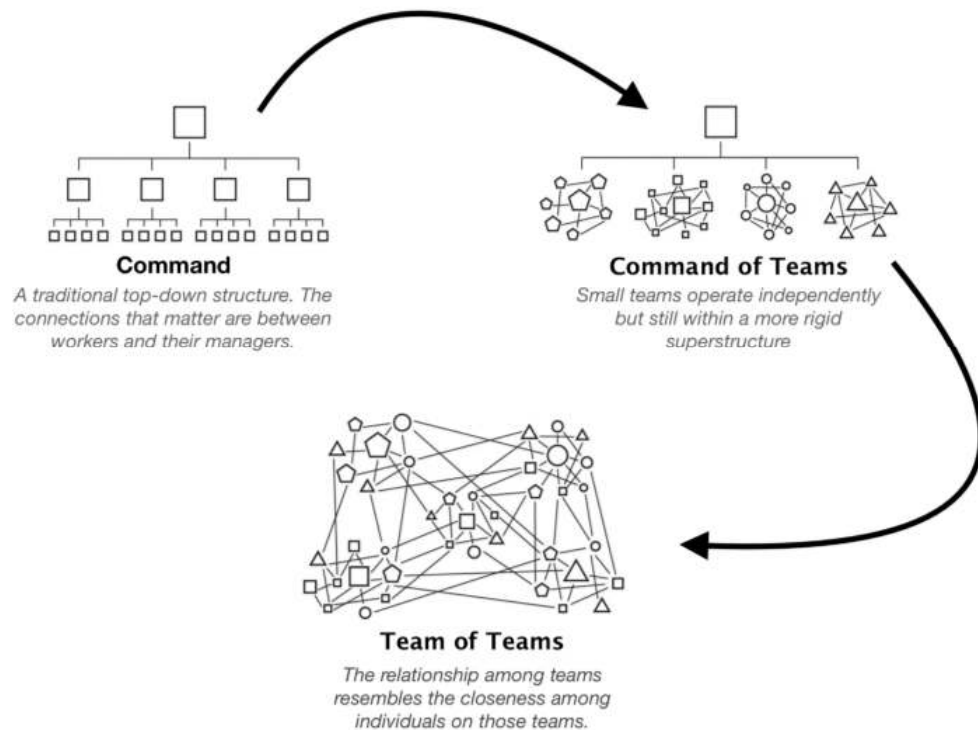
Doing things  
well

© Jim Collins, “Good to Great”, 2001



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# Org Charts vs. Leadership of Effective Teams



- Strategic purpose vs. command hierarchy
- Clear, unifying goals & purpose vs. functional objectives
- Empowered execution vs. command & control

## Organizational culture:

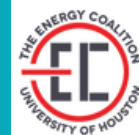
- Shared consciousness
- Massive collaboration
- Mutual respect, mutual dependence
- Trust

Gen. Stanley McChrystal, "Team of Teams", 2015





## Part 2: Strategies



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# What Can I Do To Grow My Ability To Lead?

1. Relentless, purposeful, humble learning ⇒ **INSIGHT**  
**and UNDERSTANDING**

- Technical / technology
- Business: Drivers, opportunities, threats
- Customers, suppliers, society
- Leadership: READ, OBSERVE, ADOPT, SCALE





# What Can I Do To Grow My Ability To Lead?

## 2. Connect your work to the work of others based on **the PURPOSE & OBJECTIVES OF THE ENTERPRISE:**

- Commander's Intent: Understanding the whole
- Unselfish sharing of insights
- McChrystal's **Shared Consciousness**
  - Common purpose
  - Empowered execution
  - Trust





# What Can I Do To Grow My Ability To Lead?

## 3. Grow your **CREDIBILITY and INFLUENCE**:

Credibility = Demonstrated Competence  
+ Integrity  
+ Relationships





## What Can I Do To Grow My Ability To Lead?

### 4. Develop a deliberate balance of **CONFIDENCE** and **HUMILITY**:

- Be deliberate about the balance – AVOID THE EXTREMES
- Our self-perceptions are usually very inaccurate
  - *93% of all drivers think they are above average*
- “Look out the window, not in the mirror, to apportion credit for success.”
- Become the Servant Leader



## What Can I Do To Grow My Ability To Lead?

- The idea of a “natural leader” is a fairy tale. It requires **EFFORT**.

Talent + Effort → Skill

Skill + Effort → Accomplishment

***Talent matters. But Effort counts twice.***

