

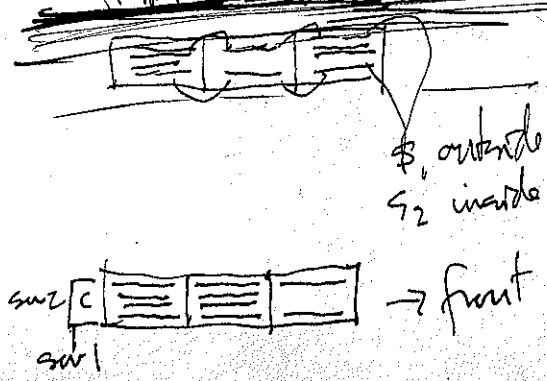
# Dave F on Leadership

Not just titles. It's about grasp.  
More than sum of parts.

1/3 1/3 1/3 Thomson - 0001

- 1/3 = exactly the job, to your best
- 2/3 = share plus helping the person next to
- 3/3 = share plus making org better in the

- 4 levels of leadership - universal? informing Dave world
  - ↳ through threat: inefficient - fear is counterproductive leads to minimal performance
  - ↳ leadership by stripes - because I'm your boss. appeals to order & security. not all leaders so right
  - ↳ you do what I ask because I know a better way & I'll show you. transactional. something for both. No questions guaranteed.
  - ↳ by inherent power by esprit. high productivity. leadership shifts as needed.
- trust + empowerment + unity of purpose  
how to deal w/ others?



## FOURTH LEVEL REQUIRES:

- creation of shared mission
- communication - women build best networks more easily & go after obs - "connectors" "colleagues & allies" of communications & go need to understand culture to implement change

core principles  
mutual support  
shared responsibility  
primary net

safe harbor  
confidentiality  
frankness

No mission  
project role  
Maggie Kelly role  
only complain up  
never down or sideways  
note taking

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stress is contagious. So is enthusiasm.

- ? importance of ethics?
- Honesty is #1
- for us today #2
- competent #3
- wisdom #4

Kuzner & Posner  
The leadership challenge

w/o = transactional instead of inspirational