

A Short Speech on Leadership

By Tom Coyne

Thank you for inviting me here today to talk about leadership – an issue that is absolutely central to our ability to thrive in a world of increasing complexity and accelerating change.

Let me start with the big picture. Since humans first banded together on the east African plain eons ago, evolutionary selection has primarily operated on groups, not individuals. Teams win and lose. Companies succeed and fail. And nations and empires rise and fall. For this reason, group leadership is critical.

To survive and thrive, every organization must competently execute four processes. Three of them are relatively easy to describe.

- Strategy is about sensemaking and design. The former seeks to identify the key elements in the situation facing an organization, how they are related, and how they are likely to evolve in the future. The result is assumptions that form the basis for the design process – determining how to achieve desired goals with available means.
- Execution implements this strategic design, by developing objectives, metrics, plans, budgets, processes, systems, organization and mechanisms to provide feedback and drive adaptation.
- Finally, risk management ensures survival by identifying and assessing risks and uncertainties, providing warning of adverse changes, mitigating and transferring loss exposures, and strengthening organizational resilience and adaptive capabilities.

However, excellent strategy, execution, and risk management alone won't deliver survival and success. They need leadership to integrate and animate them. But just what is leadership about?

At the most basic level, we need to distinguish between dominance and leadership. In some groups, a dominant individual will seize power and assert control. This is the world of animal herds, of palace intrigue, authoritarian dictatorships, and mafia families. However, while these situations all make for great television, dominance isn't leadership. Rather, over the years I've become more focused on the nature of leadership as a relationship – an honor that is bestowed upon a person by followers who are willing to place their trust in them.

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Julius E. Eittington



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Promoting Service Leadership Qualities in University Students Daniel T.L. Shek,Po Chung,2015-08-20 This book outlines the development of service leadership curricula programs and materials designed for university students in Hong Kong In addition it includes evaluation studies and specific service leadership programs making it a pioneering book that integrates service leadership and student wellbeing for Chinese university students In view of the transformation of industries resulting in shifts from manufacturing economies to service economies the book takes a holistic approach to leadership development focusing on three basic components of effective service leadership that are closely related to student wellbeing leadership competencies such as emotional intelligence and resilience moral character and a caring disposition This approach represents a move away from literature that emphasizes the elite leadership model assuming that leadership is the privilege of a talented few By extension it argues that the promotion of service leadership qualities is a good strategy for promoting student wellness The individual chapters are extended versions of papers presented at the International Conference on Service Leadership Education for University Students Experience in Hong Kong which was held in May 2014 The book offers a valuable contribution to Chinese and global academic literature on service leadership and will benefit researchers and educators alike Resources in Education ,1994 **Association Management** ,1961 Resources in Education ,1986 Reports and Statements United States National Student Association. National Executive Committee,1955 An Appetite for Power Gerhard Maré,Georgina Hamilton,1987 *Indigenous Knowledge and Sustainable Development in the Philippines* ,1994 *Economic Development Zones Senior Managers Training Project in the Asia-Pacific Region* Economic Development Zones Senior Managers Training Project (Asia Pacific Economic Cooperation),1996 **Daily Report** ,1982 **Learning Packaged to Go** Barbara Conroy,1983 *Organization Development and Transformation* Wendell L. French,Cecil Bell,Robert A. Zawacki,1994 Organization Development and Transformation is a paperback collection of 46 readings that focuses on how people and organizations and people in organizations function and how to make them function better This new edition includes coverage of classic OD articles new cutting edge coverage of topics such as self directed teams centers of excellence and learning organizations

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