

# THE LEADERSHIP CHALLENGE

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SEPTEMBER 2007 NEWSLETTER

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"Leaders take people to places they've never been before. But there are no freeways to the future. . . . There's only wilderness. To step out into the unknown, begin with the exploration of the inner territory . . . the most critical knowledge for all of us — and for leaders especially — turns out to be self-knowledge."

— From *The Leadership Challenge, Fourth Edition*, by Jim Kouzes and Barry Posner

## Welcome to The Leadership Challenge Newsletter!

This monthly publication shares stories, examples, and information about the impact of The Leadership Challenge in all kinds of organizations. [As always, please let us know how we are doing](#); we may even contact you about featuring your ideas and stories in future editions of this newsletter.

### Leadership Reflections

Are we hardwired to be authentic leaders? Find out how neuroscience is providing the answers to connect your heart, head, and gut. [More](#)

### Tips and Techniques

Is "talent" really all that it is stacked-up to be? Is shorter always better? Jim Kouzes dispels two recent trends and advocates for the critical role leadership development professionals play in helping leaders link disciplined practice with exemplary performance. [More](#)

### Ask an Expert

Steve Coats, a leading authority on The Five Practices of Exemplary Leadership®, offers practical advice to answer the age-old question: How do you make time to grow as a leader while meeting the daily management demands for bottom line results? [More](#)

### Research in the News

A view of the future from the top. The esteemed Center for Creative Leadership delivers insight from today's C-level executives on the key trends driving change for business and leaders. Are you prepared? [More](#)

## What We're Reading

Bob Townsend changed my life. And I hope he can change yours!

Author of the venerable leadership bible of 40 years ago, [Up the Organization](#), Townsend taught me what it meant to be an inspiring and successful leader. He taught me how to build a culture that created success far beyond anyone's expectation and to follow what, in his words, was the guiding principle for building a modern-day Camelot in the business world: "Good leadership unlocks the power of the team."

With the recent release of the commemorative edition **Up the Organization**, I encourage everyone to read again what this genius of business has to say about what it takes to be a true team player—a leader among equals—to revolutionize the way business is done.

Townsend's brilliance was in the way he was able to articulate the difference between being special and being superior. The wisdom he shared was that 'no one is special; everyone is special'. Unfortunately, I see too many people in leadership positions today who think they have achieved that stature because they have some skill or talent that makes them far better than anyone else on their team. Some actually believe that they are better. But, as Bob clearly demonstrated throughout his own career and in his writings, they are wrong. If you have a special leadership talent, then that's the unique contribution you can make as part of the team. Each team member has different talents, different skills, and each tackles different assignments with equal competence. One team member is not any more special than the other. But rather, everyone is special.

**Up the Organization** and its wise author gave me a framework to hang my leadership beliefs on. As it has for the past several decades, this book is destined to continue to help shape the ideals and practices of business leaders for generations to come.

[Bob Davids](#) is co-founder and former CEO of Radica Games and currently owner of Sea Smoke Cellars, a noted vineyard on California's Central Coast, where he has continued to help people build a Camelot culture that beats the competition as well.

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