

The 9 Ps of Leadership

1: PEOPLE

Hire people as smart as or smarter than you in areas in which you are deficient.

Seize everyday opportunities to teach your people and encourage others to do the same.

Focus on your people's strengths and work hard to get the best out of them.

2: PURPOSE

Make it something your stakeholders can embrace.

Make it something that is a way of life, not merely a goal.

Make it inclusive. Make sure every key stakeholder has a place at the table.

Check it often. Is it still vital? If not, change it to make it so.

3: PASSION

You have to love the work. If your focus is on the reward, it's time to reevaluate.

Be innovative. Dare to ask "unreasonable" things of yourself and your people.

4: PERFORMANCE

Aim for excellence. Never leave a task until you feel it's an A+ execution.

Implement and enforce benchmarking. All work must be measurable and measured.

Keep a sense of urgency.

5: PERSISTENCE

Transcend limits. Break down—and move past—self-defeating barriers.

Focus relentlessly on a positive outcome, regardless of difficulties and challenges.

Persevere. Envision yourself succeeding. Make it happen. "No" is only for today...fight for a "yes" tomorrow.

6: PERSPECTIVE

Sharpen your internal radar. Stay alert to your surroundings and to the reactions of your key people. Tell it like it is. Great leaders are human and do not hide behind their role. Strive for balance.

7: PARANOIA

Do not rely on "reports." Embrace fear. Identify what keeps you up at night and proactively do something about it. Pay attention to anomalies. If it seems "weird," it just might be important. Investigate! Solicit feedback personally from customers and employees, big and small. Do it before your competitors do.

8: PRINCIPLES

Strive to lead with Credibility, Integrity, Vulnerability, Accountability and Steadfastness.

9: PRACTICE

Being a leader takes practicing leadership, which means all the Ps, simultaneously and integrally. Leadership is constantly strengthened and regenerated through daily effort. ❖

Adapted from *THE 100-MILE WALK: A Father and Son on a Quest to Find the Essence of Leadership*, by Sander A. Flaum and Jonathon A. Flaum (AMACOM Books).