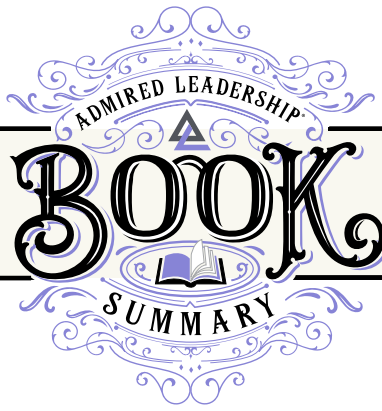




Eight Minutes, Not Eight Hours

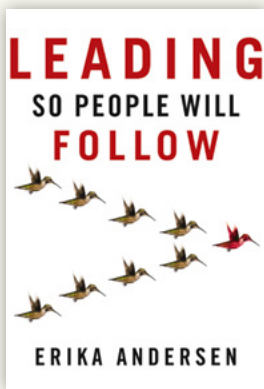


September 2022

Leading So People Will Follow

BOOK AUTHOR: ERIKA ANDERSON

Published 2012



Throughout history, people have looked to leaders to survive against “human enemies and challenges of nature” (p. 3). And from ancient times, humans have told folktales and fairy stories that shed light on the types of leaders we trust to do this – to safeguard our families, tribes, and cities. Using the metaphor of folktales as maps to traits for leadership success, Erika Andersen’s book *Leading So People Will Follow* describes six characteristic behaviors of “acknowledged leaders.”

Key Quote

“As I began to pull out the key attributes of leadership from the folktales I was reading, I noticed over and over that people seemed willing to fully accept someone as their leader, and commit to being a true member of that person’s team, only when he or she demonstrated these attributes” (p. 4).

— Erika Andersen

Key Points

Farsighted leaders see and communicate beyond the present and ahead to what is possible – they show us what is on the “far horizon” (p. 22).

Passionate leadership is not about volume or “pizzazz.” It is “an abiding commitment to something meaningful” (p. 50).

Courageous leaders are not afraid to make “tough stands” in ways that may be uncomfortable (p. 64).

Wise leaders are thoughtful and “reflective” about balancing farsightedness, passion, and courage (p. 84).

Generous leaders are open-handed with their “time, attention, praise, resources, information, knowledge, and, perhaps most notable, power” (p. 106).

Trustworthy leaders are people others are safe with – people of good character who tell the truth, use discretion, and keep commitments.

Key Concepts:

FARSIGHTED

Farsighted leaders articulate “their vision in a compelling and inclusive way” (p. 25). They use “we” not “I” statements and terms that are meaningful to the group, using listening as the foundation, and speaking with “clarity and confidence” (p. 33).

These leaders also “model their vision” (p. 40). Their actions align with their vision, and they inspire others to do the same.

Farsighted leaders “invite others to participate,” so everyone is committed to the future (p. 46).

PASSIONATE

Passionate leaders “commit honestly” to their vision (p. 52). They genuinely believe in what they espouse.

These leaders “make a clear case without being dogmatic” (p. 54). They convey the power of belief without dismissing or belittling others’ points of view. A passionate leader encourages “real dialogue about their passion” (p. 57). This passion is balanced with an openness to others’ ideas.

Effective leaders stay “committed despite adversity and setbacks.” (p. 61). Good leaders hold to principles and find a way forward when difficulties arise.

COURAGEOUS

Courageous leaders “make necessary, tough choices” (p. 69). They consider carefully, make a decision, and follow through.

These leaders put “self at risk for the good of the enterprise” – they act for the greater good (p. 72).

A courageous leader admits mistakes and apologizes, taking “full responsibility for their actions” (p. 75). A good leader apologizes without making excuses and says what they’ll do to fix it.


WISE

Wise leaders are “deeply curious; they listen” (p. 88). They have the will to explore and understand what they discover.


These leaders “assess situations objectively” (p. 90). They make every effort to see people and situations as accurately as possible.

They “reflect on and learn from their experience” (p. 92). Wise leaders seek to glean everything to improve going forward.

A wise approach will “see patterns and share their insights with others” (p. 96). This type of leader can step back and see the context – the important elements of a situation.



As I began to pull out the key attributes of leadership from the folktales I was reading, I noticed over and over that people seemed willing to fully accept someone as their leader, and commit to being a true member of that person’s team, only when he or she demonstrated these attributes.



GENEROUS

Generous leaders “assume a positive intent” (p. 110). They operate with the premise that people generally try to do the right thing.

Good leaders seek to “share power and authority” (p. 113). They continually find ways to give people more autonomy, influence, and responsibility.

A generous leader will “share what they know” (p. 124). They provide the information and knowledge people need and want.

And they “freely give credit, praise, and reward,” consistently acknowledging and appreciating others’ contributions (p. 127).

Generous leaders “provide the resources necessary for others to succeed” (p. 131). They make sure people get the support they need from the organization.

TRUSTWORTHY

Trustworthy leaders “tell the truth as they understand it” (p. 142). They don’t shade or position the truth to benefit themselves.

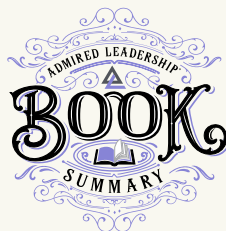
These leaders “do what they say they will do” (p. 146). They keep commitments and are clear and upfront about what’s changed if a commitment cannot be honored.

Leaders who are trustworthy “keep confidences” (p. 149). They are rigorously discreet about privacy.

Anderson, E. (2012) **Leading So People Will Follow**.
San Francisco: Jossey-Bass.



Generous leaders are open-handed with their “time, attention, praise, resources, information, knowledge, and, perhaps most notable, power.”



The Latest and Greatest Books for Leaders

We work hard to stay abreast of the current writings on leadership, especially those books our clients are reading or have been recommended to read. As a benefit to our clients and to facilitate our own learning, the Admired Leadership team has long maintained a tradition of summarizing the newest books of interest to leaders. Better to read a summary for eight minutes before investing eight hours in the entire book.

After reading a good summary, we believe leaders are able to make better choices as to what to ignore, what to peruse and what to make the time to read closely.