

THOUGHTS ON EXCELLENT LEADERSHIP

by Karl Pister



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Incremental Manager or Visionary Leader?

Not too many people, after having survived the blender/whirlwind of the last forty months would jump into the visionary leader category. Many are quite content with managing small projects, staying out of the line-of-fire, and just basically surviving. And hoping those that they supposedly lead do the same.

And then we hear complaints about the quiet quitting, the great resignation, and we ask why? Consider the following quote from a recent McKinsey feed:

Leaders must evolve beyond being managers seeking incremental improvement to become visionaries with the courage to craft a resonant purpose and boldly imagine and pursue the future.





I learned a great deal from a woman with whom I worked in a volunteer organization. Between us, we had responsibility for two hundred individuals. Needless to say, there were days when incremental improvement was all we could hope for. And when we considered our options, this person would continually state:

What other choice do we have then to go forward?

And not forward incrementally. Incremental does not inspire. Forward with vision of what we could attain.

Jim Collins, of *Good to Great* fame, coined the acronym and phrase of ...

BHAG – Big Hairy Audacious Goal

Something so big and so grand that a person couldn't help but want to be a part of it.

The last forty months have made us cautious and cautious people don't risk BHAGs. They just want to survive, and yet in their survival they shut off the very perspective that would enhance survival – that of creativity. That of vision. That of going beyond what they thought they were capable of.



People respond to that. One of Gen Z's biggest concerns is that they haven't experienced what good leadership is. And imagine the powerful force they could be, with their zeal and confidence, if there was someone who could show them a vision they could follow. This generation gets a lot of bad press, but I can't help but wonder what the effect of strong leadership for them could be.

So what will your BHAG be? And how will you share that with your people? Or even better, how will you lead the BHAG that your people create?





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