Heart and Soul of Leadership
The Personal Journey

James Sarros
In Short

This book introduces the core concepts of leadership by the heart and soul, explores the origins of leadership from these perspectives, examines the concepts in the work environment, and proposes strategies for their application. Also contained is a leadership credo for ongoing exploration and articulation of the heart and soul of leadership.

The heart and soul of leadership is about caring for your co-workers and holding fast to ethical principles. It is about the importance of values in guiding your actions in all walks of life, and of promoting reciprocal values of personal achievement and social responsibility in others.

In a problematic world driven by escalating complex technologies, demanding business imperatives, incessant government regulations, and a community increasingly disenfranchised from the centres of power and privilege, leaders more than ever need to develop communication, caring, and listening skills in order to better meet these challenges.

Heart and soul leaders are transparent in their actions, and involve their workers in the decision-making processes that impact on the integrity of the work, family or friendship units.

This book outlines how the heart of leadership is comprised of team building, communication, and worker empowerment behaviours and skills. The soul of leadership includes values articulation and ethical behaviour in its approach.

Both forms of leadership provide a template for guiding everyday behaviours and better preparing ourselves and our colleagues for the future.
The role of leaders

*Life’s but a walking shadow; a poor player,*

*That struts and frets his hour upon the stage,*

*And then is heard no more: it is a tale*

*Told by an idiot, full of sound and fury,*

*Signifying nothing.*

*Shakespeare, Macbeth, V, v, 24-28*

How that stage has changed! The context may be different, but the vanity and anxiety of being human still remains. And in the cut and thrust of business, there is a growing awareness that what makes us human needs rethinking. Competition for its own sake, full of power and profit, signifies little. Collaboration for social as well as economic stability is now a core dimension of modern organisations. Simon’s seminal treatise of 1945 on satisficing1 (or near enough is good enough) is dead and buried, and anyone trying to compete on these terms is an anachronism. Given this momentum, it’s time to pause and rethink our frame of reference. What are we really in business for?

In a compelling review of management literature in the 1990s, Aktouf affirmed the need to develop a more ‘human’ firm that paid attention to the needs of the people in that organisation, that paid attention to their sense of self. Because human beings are ruled by feelings as well as reason, the traditional picture of the firm as a bureaucratic, impersonal entity dedicated to the combat of commerce is becoming increasingly redundant, and largely irrelevant. Aktouf calls for managers to restore the meaning of work by involving workers collaboratively in the decisions that affect them professionally and personally.

The new role of the leader is to show greater consideration (some may say compassion) for his or her workers, while maintaining a realistic focus on the company’s sine qua non which is, in simple terms, survival. This concept is variously known as the stewardship approach or post-modern leadership, and involves coming to terms with the value propositions
that guide our actions. In this book and in the early days of this new century, we call this approach the heart and soul of leadership.

In a parable from the Eastern masters called ‘The Sound of the Forest’6, King Ts’ao, sends his son Prince T’ai to study under the great master Pan Ku. The young prince is sent into the forest for one year to learn what he can about the sound of the forest, and ultimately, about himself. After the year is up, Prince T’ai returns and describes to Pan Ku all he has heard. ‘I could hear the cuckoos sing, the leaves rustle, the crickets chirp,’ and so on, says the Prince. The master then directs the Prince back to the forest to see what else he can hear. The Prince is puzzled, believing there is nothing more to be heard.

After many days and nights in the forest, as the Prince sits silently beneath some trees, he begins to hear sounds unlike any others he has noticed before. The Prince returns to the temple and explains to the Master what new sounds he has noticed: ‘I could hear the unheard – the sound of the flowers opening . . . the sound of the grass drinking the morning dew.’

The Prince had learned the fundamental lesson of leadership, a position for which he was being groomed. He had learned how to hear the unheard. In the words of the Master Pan Ku:

Only when a ruler has learned to listen closely to the people’s hearts, hearing their feelings uncommunicated ..... can he hope to inspire confidence in his people ..... The demise of states comes when leaders listen only to superficial words and do not penetrate deeply into the souls of the people to hear their true opinions, feelings, and desires.

The heart and soul of leadership requires us to give the same priority to the needs of our workers as we do to our own personal career/success needs. It is about penetrating deeply to hear the unheard, unexpressed needs of our people, and of ourselves. How we go about addressing these needs and developing a more caring and ethical leadership approach is the basis of this chapter.
Concepts

There is so much to be said about leadership. Many of us think we know what leadership is, and that we can tell a leader when we see one, but very few of us understand what accounts for sustained successful leadership. We are not completely sure of what leadership looks like, feels like, or is like. More importantly, it is also difficult to explain how to lead with passion and commitment.

Given these complexities, I wish to explore leadership as a journey of self-discovery, and to endeavour to come to terms with the heart (compassion) and soul (vision, values, integrity) of leadership, as well as its work-related components. This approach is focused squarely on the needs and talents of the individual, rather than on the psychologically-derived and psychometrically-validated models of leadership which dominate much of the leadership research and development today.

In the words of Johnson (A Leadership Journey to the East), ‘Viewing leadership solely from a Western cultural perspective not only encourages us to think that our ideas about leadership are superior... but also prevents us from learning new and better ways to lead.’ The holistic approach adopted in this chapter is both eclectic and multinational, taking its voice and vision from Eastern as well as Western philosophies and principles.

In the context of this discussion, the heart of leadership is taken to mean the caring and compassionate side of leading. Leaders with heart look after their followers, care about their followers’ needs and desires, listen carefully and with compassion, and work assiduously in achieving outcomes that benefit their workers as well as their organisations.

Leading from the heart is leadership with passion and compassion.

In comparison, the soul of leadership is the fundamental purpose underlying why leaders do what they do. Leaders with soul have a firm grasp on reality and a solid understanding of their own core values and
beliefs as determinants of their actions and behaviours. This type of leadership has a strong moral imperative.

Leading from the soul is leadership with integrity and with the overarching vision and long-term purpose of the workers and organisation in mind.

In the words of D.H. Lawrence (Selected Letters):

One should stick by one’s soul, and by nothing else. In one’s soul, one knows the truth from the untruth, and life from death. And if one betrays one’s own soul-knowledge one is the worst of traitors.’

Heart and soul leaders wear their credo, their reasons for doing things, clearly on their sleeves. They articulate values that are meaningful to them and their workers, and which are consistent with their work behaviours. They model appropriate work behaviours and have high but achievable expectations of their staff. They plan long-term, and motivate and involve staff in the decision-making processes. Above all, they maintain the highest standards of ethical behaviour. They have integrity, commitment, and passion. They are credible leaders.

To clarify the concept of leadership from the heart and soul, it’s important first to identify some key definitions and concepts of leadership. Generally, leadership has been defined in terms of:

- Doing what a leader wishes
- Group or organisational achievement
- Management
- Influence
- Traits
- Transformation
Rost defined leadership as ‘an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes.’ More recently, Rost and Barker speak of post-industrial leadership that emphasises ‘collaboration, wholeness, consensus, client-orientation, civic virtues, and freedom of expression’. In a similar vein, Bass and Avolio described transformational leaders as able to ‘motivate others to do more than they originally intended and often more than they thought possible’. These leadership definitions and approaches indicate that:

- Good leaders do not threaten, but influence followers.
- Good leaders promote changes that benefit all stakeholders.
- Leaders with heart and soul recognise the social responsibility of their actions and beliefs.

The philosophy driving this chapter is that many of us can be good leaders, but only those who want to be the best leader ever come close to achieving this ambition. The best leaders have a burning ambition to be the best, and work long and hard at achieving that goal. But the goal is grounded in moral imperatives. The pursuit of leadership for its own sake, or for the power and privilege of position, is a morally corrupt activity. Instead, leadership for the common good is the one true road to success. And that type of leadership is derived from the heart (compassion) and soul (integrity) of being human.

The words of the former CEO of Asea, Brown Boveri, are helpful in guiding us through the heart and soul of leadership.

When asked to define leadership, Bert-Olof Svanholm replied:

You should have a cool brain, a warm heart, and a clean hand. If you succeed in that, then I think you are quite a good leader.

Think about this statement. It tells us what good leaders do. Good leaders are rational in their behaviours (cool brain/head), care about their workers (warm heart), and are recognised for their integrity and
honesty (clean hand). This brief but compelling statement captures the essence of leadership from the heart and soul.

Recent Studies, Ancient Knowledge

Over the last few years, the Leadership Research Unit at Monash University has surveyed and interviewed executives throughout Australia and the United States about leadership challenges. Interestingly, most of the findings concur with the assertion that we are heading into a post-industrial world where the practice of leadership rests on principles of collaboration rather than of competition (although realistically, we can’t discount the need for healthy corporate competition to generate sustained national economic prosperity).

Not surprisingly, this new form of post-industrial leadership is not that new after all. In fact, the origins of this type of leadership are found in antiquity. Some even suggest that without the emergence of leadership as a type of social institution, civilisation may not have been possible. And without the transformation and evolution of leadership from a social institution to an individual and group role, our development as human beings may have been ill-defined and problematic.

Leadership for the common good, based on the virtues and moral principles of the leader, was written and spoken about in Homer’s Iliad, Plato’s Republic, and Aristotle’s Politics. According to the Greek philosophers, ‘the leader was to be the most important element of good government, educated to rule with order and reason’. For instance, Plato’s view of leadership was of ‘an activity with the utility for the polis, the activity of giving direction to the community of citizens in the management of their common affairs, especially with a view to the training and improvement of their souls’.

The improvement of the soul is a common theme in Plato’s works. Rost and Barker call this emphasis on the soul ‘the historic link of leadership and individual will’. Burns referred to this aspect of leadership as something that ‘engages the full person.’ Finally, Homer’s Odyssey
teaches ‘that each of us should undertake our own journeys into self-awareness and self-understanding. By so doing we can develop our own leadership potential if we so choose’.

This book is an invitation for you to take this personal journey of discovery by exploring what makes us leaders with heart and soul.

The heart of leadership

In this section I wish to explore the heart of leadership, and how team building, communication, and worker empowerment lie at the basis of compassionate and caring leadership. We may say that many of the principles underlying transformational leadership are similar in nature to leadership by the heart. Transformational leadership is all about raising the consciousness of followers by appealing to their higher ideals and values.

The four key dimensions of transformation leadership are:

- Idealised influence (or charisma): Engender feelings of trust and respect in their workers.

- Inspirational motivation: Appeals to the emotions by raising workers’ expectations about the mission and vision.

- Individualised consideration: The leader coaches and teaches on an individual basis and shows caring and compassion.

- Intellectual stimulation: Encourages creativity in decision-making and problem-solving.

Each of the four transformational dimensions has been consistently shown to account for greater productivity, more meaningful work outcomes, and dedicated, highly motivated workers. Other studies indicate that transformational leadership mitigates feelings of work alienation, and is closely related to personal and organisational values. Further research clearly shows linkages between strong leadership and team performance.
On the basis of the evidence, we can’t deny that leadership is a powerful force. It’s important we learn more about it, and particularly about how to harness its energies constructively, keeping the moral imperative constantly in mind as our guiding principle.

Building teams and effective communication

Building teams may not seem like a critical dimension of leading from the heart. We need to recognise, however, that the formation of healthy teams is in one of the best ways to ensure that people participate in decision-making processes that have a direct bearing on their work roles (and their sense of esteem).

The way to build a proactive, healthy team is through engagement, involvement, and effective communication at all stages of the process. This must, however, be a two-way street. You cannot communicate effectively and with passion without taking the time to listen to what your colleagues have to say.

John Symond, Managing Director of Aussie Home Loans, has said that his ‘number one customer is my team around me... [whose] enthusiasm and confidence will roll out to the paying customer.’ Symond believes that you build such team based on trust and by ‘... leading by example... you’ve got to be able to mould yourself and personality to relate to everybody’. The reality is probably somewhere in between (after all, you can’t please everyone all of the time).

Remember the power of Martin Luther King’s oratory? King’s ability to inspire his audience to take control of their destinies is wonderfully illustrated in his famous ‘I Have A Dream’ speech, delivered on the steps of the Lincoln Memorial in Washington DC on 28 August 1963. His words reverberated in the souls of the African Americans whose lives at the time were disenfranchised from the decision-making and power-brokering sections of American society:
I have a dream that one day this nation will rise up and live out the true meaning of its creed: ‘We hold these truths to be self-evident; that all men are created equal’.

I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slave owners will be able to sit down together at the table of brotherhood.

I have a dream that my four little children will one day live in a nation where they will not be judged by the colour of their skin but the content of their character.

These quotations from King’s enduring speech on that warm summer day illustrate a core element of leadership from the heart. King identified the values which inspire, provide meaning for, and instil a sense of purpose in people. Conger has asserted that ‘By framing his movement’s values in terms of the nation’s values and their protection, King heightened the significance of the black man’s struggle for every American’.

Leading from the heart means putting the needs of your followers ahead of your own. It involves a selfless act of commitment to your people, making transparent your deeply-held convictions and modelling the behaviour and values you would expect to find in others. An Australian study of over 500 executives in 1995 confirmed this role modelling effect, and found that ‘leaders inspire others to achieve through their hard work, commitment to people, and commitment to the organisation’.

Another contemporary example of team leadership is Lynn Odland, CEO of Deloitte Touche Tohmatsu in Australia. Like Symond, Odland affirms that ‘Leaders set the tone of the time. They become the personality of the organisation.’ His success is based on a team approach where everyone ‘gets together and works at it hard,’ and demonstrates the impact of leaders as role models for their workers and teams.

Building a powerful team involves communicating your expectations of the team and how each member’s contributions are valued. Roger Sayers, Chairman of National Forge Ltd, says that:
Improving communication is probably the most significant change that has taken place in business in the last two decades ..... A sense of involvement and communication is simply not defined as telling people where you are but, in fact, encouraging a two-way dialogue so an understanding can be gained of where other people think you are ..... and where you think you are.

As illustrated above, leaders with heart listen with empathy, which is fundamental to successful communication and dialogue. Dialogue is derived from the Greek dia meaning ‘through,’ and logos meaning ‘word’ or ‘meaning’. Dialogue and communication are about teams sharing a pool of collective meaning.

**Empowering workers**

We often hear it said that true leaders empower their workers, but what does this mean? Essentially, empowerment signifies a shift in power and authority from management to workers. When empowerment is used effectively, it ‘mobilises individuals and self-directed teams not just to carry out orders but also to innovate and improve products, services, and programs, often with breakthrough results’.

Obviously, empowerment is an effective tool leaders can use to harness the skills and talents of their workforce to produce outstanding results. The critical thing, however, is how a leader goes about the process.

A study of Australian leaders in 1996 identified leaders who had achieved empowered workforces. The study revealed that when leaders shared decision making authority and power, the full potential of their workers was realised. These leaders viewed the company as a system of processes, not merely a structure existing somewhere in time. In other words, the empowering leader takes a systemic, holistic view of the organisation, instead of breaking it into discrete component functions and accountabilities. Everything fits into place in an empowered workplace.
Leaders who empower workers achieve other results. Research indicates that empowered organisations that are built on trust and conviction build stronger work cultures and achieve more positive outcomes.

The leader of an empowered organisation recognises the massive and multi-faceted mantle of responsibility associated with leadership. In the words of John Reynolds, Managing Director of Australian Provincial Newspapers:

Leadership is a great privilege. Despite all the pressures, despite all the problems that you have as a leader, what could be more fulfilling and enriching than to give meaning to people around you? That’s a wonderful thing... What could be more magical about life than giving responsibility to people around you.

So when leaders empower workers, they infuse the lives of their workers with meaning and significance. They show they care about their welfare, as well as the corporation’s strategic outcomes. The real aim of good leaders is to get their workers thinking differently about their work. Workers who feel they can change the shape of the company become empowered automatically, because they have no fear of retaliation in a company that actively pursues shared vision and decision making processes. This workplace may seem idealistic, but it is something that has been spoken about for centuries:

*A leader is best*  
*When people barely know he exists,*  
*Not so good when people obey and acclaim him,*  
*Worse when they despise him.*  
*But of a good leader, who talks little,*  
*When his work is done, his aim fulfilled,*  
*They will say:*  
*We did it ourselves.*

*Lao-Tzu, 6th Century Chinese Philosopher*
Building leadership with heart

Leadership with heart is about:

Caring and compassion. Looking after your workers should help the company look after itself. Leonie Lorrimer, Partner and Director, Woods Bagot Pty Ltd, claims that if you teach management first and have comprehensive training programs, you ‘encourage a culture that supports and rewards initiative’.

Passion and conviction. Leaders with heart wear their convictions on their sleeve. Their talents and strategies unequivocally illustrate their commitment to their workers and their organisation. The meanings behind their actions are just as important as the content of their actions. And these meanings are clear and consistent.

Communication. Leaders with heart also communicate often, with clarity, and with conviction. Remember, communication is a reciprocal process that demands effective listening and empathetic skills of its leaders.

The soul of leadership

This section deals with the soul of leadership, including values articulation and building credibility through ethical and socially responsible behaviour.

Values

Values are the soul of leadership. Values guide behaviour, and indicate if a leader has the goodwill of the company or country ahead of his or her personal glorification. The best leaders know their own values intimately. They build their actions on the strength of these values.

Xerox maintains a set a of core values which reflect both its business approach and its social responsibilities. The six core values behind the Xerox corporation are: success through satisfied customers; excellent
quality service; premium return on assets; use of technology to deliver market leadership; valuing of employees; and responsible behaviour as a corporate citizen.

Boeing prides itself on being a leader in the aerospace industry. Its vision is to enable its people to work together as one global company. The history of Boeing spans from the first birch-and-canvas biplanes to the Space Shuttle. In 1996 Boeing acquired the defence and space divisions of Rockwell International, and in 1997 merged with McDonnell Douglas to become the world’s largest aerospace company. Like Xerox, Boeing also has a set of core values. These include: leadership; integrity; quality; customer satisfaction; people working together; a diverse but involved team; good corporate citizenship; and enhancing shareholder value.

Values (or your view of life) affect the way you lead and conduct your business affairs (or your way of life). When a leader’s values are articulated through the company’s values, they provide:

- A context for action.
- A sense of order without rules.
- Reduced ambiguity without detailed plans.

Focus and cohesion to the business while allowing for individual self-determination.

It’s critically important, therefore, that leaders with soul first come to terms with their own core values.

Values determine how we interpret things, establish priorities, make choices and reach decisions. It has been said that values are not the things we desire or want, but rather they are conceptions of the desirable. They are standards, preferences, or criteria established to determine desirability.

Values guide actions through orienting us in particular ways towards social and political problems; predisposing us towards certain beliefs;
guiding our evaluations of others and ourselves; and offering the means by which we rationalise our behaviour.

The benefits that result when people confront and understand their values can be immense. Research has shown that in the business world, organisations with strong cultures and clear values increase their chances of success and longevity. In addition, the personal values held by managers have increasingly been shown to have an impact on their behaviour and performance and, ultimately, on organisational performance.

The organisational culture is shaped by the leader’s values. Leaders maintain control by embedding and transmitting the basic assumptions of the organisation through these values. The personal and work values and beliefs of a founder guide and selectively direct the development of the organisation and its culture. Top management’s actions emerge from their values and influence how things are done in the enterprise.

A 1999 study of Australian executives revealed that their top five value-orientations, in order of priority, are:

- Achievement (personal success)
- Benevolence (goodwill for work colleagues)
- Self-direction (independent thought/action)
- Security (harmony of self with others)
- Conformity (self-restraint)

Interestingly, from among a list of eleven value orientations, the need for power and the upholding of tradition rated second-last and last respectively. Here we see that Australian executives are both guided by their need for personal and professional success (achievement), but that they balance these needs by looking after their workers (benevolence). The executives also indicate a firm commitment to promoting independent thought and action among workers (self-direction). These
are very potent examples of leaders with soul, being guided by sound values, and constantly keeping the interests of their workers in mind.

Credibility through ethical and socially responsible behaviour

Leaders with soul are credible leaders. They can be trusted. They model appropriate behaviours, and uphold strong moral principles. When over 5000 managers in the United States were surveyed in 1987, it was found that the majority believed the key leadership attributes of credible leaders were:

- Honesty
- Competence
- Forward-looking behaviour
- Intelligence

Leaders with soul learn that the best way to build credibility is by coaching their workers in what are acceptable behaviours and processes for achieving personal and business outcomes. According to Lawrence Bossidy, former CEO of AlliedSignal (a major industrial supplier of aerospace systems and automotive parts, based in New Jersey):

You coach people to win... Values give our people a view of what behaviour is expected of them... You have to appeal to them by helping them see how they can get from here to there, by establishing some credibility, and by giving them some reason and help to get there.

In Australia there are also countless examples of companies conducting their businesses along ethical guidelines. A review of most company’s web-sites will reveal corporate statements that include visible and powerful ethical imperatives. For example, BHP, under its then new CEO Paul Anderson, reinvented itself as a socially responsible company: ‘We are successful when the communities in which we operate value
our citizenship’. Compaq Computer Australia has a global policy of local community contribution. Since 1992, Compaq has worked closely with the Starlight Foundation, an international non-profit organisation which aims to brighten the lives of seriously ill children and their families. Compaq is also a technology sponsor of Clean Up Australia and Clean Up The World, thereby raising international awareness about the environment. Kodak Australia is environmentally conscious, with part of its corporate platform emphasising health, safety and environmental responsibility as fundamental components of Kodak values.

Building leadership with soul

Leaders with soul have the long-term needs of their workers and the company in mind. These outcomes are grounded in firm moral and ethical imperatives.

Leadership with soul is about integrity, about confronting personal values and making sense of them in the workplace.

Values guide behaviours, and for Australian executives these values are finely balanced between satisfying personal ambition and the welfare of workers. Values-based leadership achieves positive outcomes for the company, builds strong corporate cultures, and develops trust and commitment among workers and leaders.

Vaill best sums up the intricate relationship between personal values, organisational vision, and spirituality (which form the basis of leadership with soul):

The leader takes the lead in humility, in being a learner . . . the most important area of learning is in values, priorities, and meanings. One who is learning in these areas has traditionally been seen as a person in a process of spiritual growth.
Conclusion

This journey of discovery has revealed that when we lead from the heart and soul, we can achieve extraordinary results. Workers feel more committed to the organisation, and obtain a greater sense of self-esteem and satisfaction. Both their worlds of work and home life benefit. Leaders also benefit personally, knowing they have contributed to a more meaningful life for many of their colleagues and in the long run, a more transparent and socially conscious organisation. The leader’s values and the organisation’s vision statements are more closely aligned when seen through the lens of caring and ethical leadership.

A fitting way to conclude this chapter, and to herald in the many different perspectives of leadership contained in this book, is to ask you to prepare your own leadership credo. This credo will help you come to terms with what leadership means to you instead of what leadership achieves quantitatively.

A credo is a personal statement of belief. We all have notions of what is important in our lives, such as family, fame, wealth and health. The very best leaders live by their credos. The best credos reflect the wisdom of experience distilled through trial and error, success and failure. The very best credos involve everyone, from governments to business to whole world events. All contingencies and conditions are covered in these credos.

I have included my personal leadership credo to help get you started.
My Personal Credo

There is no blame, only reason.

When we assume anything, we make an ass out of u and me.

Looking for the easy solution often leads to bigger problems.

At times, people depending on discipline as well as direction.

People need to feel important—listen to what they have to say.

Progress involves risks.

Knowledge is power only when used wisely.

What matters most is how you sleep at the end of the day.

Showing how it’s done is better than telling how it’s done.

Trust people and they will trust you.

Know when to lead and when to stand back.

Learn how to control emotion when explanation is required.

Be comfortable with ambiguity and change.

Be sensitive to the needs of others.

Communicate clearly, consistently and reliably.

Everything has a purpose.

Avoid ostentation.

Speak with conviction after you have all the facts.

All hard work deserves a reward—take a holiday every year.

Everyone has something meaningful to contribute.
For Further Exploration

Recommended Reading

The following references are provided as useful commentaries on various models of leadership and their relevance in today’s demanding and problematic environment. Some of the sources contain sections and questions for reflecting on and applying the leadership concepts and constructs presented in the reference. Others provide more detailed information of research findings that confirm the strong and positive linkages among leadership approaches and work outcomes.


The Leadership Letter. Information Australia newsletter (ACN 006 107 071), 75 Flinders Lane, Melbourne, 3000 (phone 03 9654 2800).

The St James Ethics Centre, Young Street, Sydney, 2000 (phone 02 9299 9566)

**Tools, Exercises or Study**

There is a vast array of leadership development tools, activities, instruments, and providers. A useful text that both covers the concepts of leadership, trust, communication, among others, and their applications, is by Peter Senge and his colleagues, entitled The fifth discipline fieldbook: Strategies and tools for building a learning organization. (1994, London: Nicholas Brealey).


For readers with a penchant for serious examination of leadership and its relationships to intra- and extra-organizational variables and constructs such as organizational trust, organizational culture, job satisfaction, and the like, then a reading of the following journals is recommended: Academy of Management Executive, Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Harvard Business Review, Journal of Applied Psychology, Journal of Leadership Studies, Leadership Quarterly, Organizational Dynamics, Personnel Psychology to name just a few.
References


In Australia, surveys were distributed as recently as late 1999 to executives who featured on the Forbes listing of the top 500 men and women executives in Australia. This was in addition to the BRW top 500 Australian companies listing, and to those known through business networks and consultancies, and personal contacts. Additional data was collected through the Australian Institute of Management and the Leadership Consortium, both executive development and research organisations. In 2000, AIM members throughout Australia contributed to a joint AIM-Monash University study of leadership and organisational culture. Respondents to this latter study also contributed their thoughts on where leadership is heading.


Reference for quote from Roger Sayers (cannot find the source)


Reference for quote from Leonie Lorrimor

www.xerox.com
www.johnsonandjohnson.com


About the Author

James C. Sarros, PhD B.A., Dip Ed (La Trobe), MEd (Melb), PhD (Alberta)

James Sarros is Professor of Management, and Director of the Leadership Research Unit in the Department of Management, at the Monash University. He is subject leader of graduate leadership subjects and coordinator of research graduate students in the Department. He is also a founding member of the Australian Consortium of Leadership Studies.

Dr Sarros is a consultant and guest presenter to various industry groups engaged in leadership development programs. He has worked with numerous companies on leadership research and training and development assignments, and was commissioned by the Karpin inquiry to prepare a national leadership curriculum for use in the training and development of organisational leadership.

He has published extensively in organisational leadership research both domestically and internationally and is on the editorial board of various organisational behaviour journals. He has over 200 publications to his name, including commercial texts, book chapters, invited manuscripts, refereed articles, working papers, conference presentations and professional journal articles. In addition, McGraw Hill Australia has recently published Right from the Top: Profiles in Australian Leadership which Dr Sarros co-wrote with Rosetta Moors. This series of case studies of business leaders in Australia examines their philosophies, strategies and techniques of leadership.