

# The Advisory Alliance

**TAA 60-Second E-mail – February 25, 2005**

## *The Key to Leadership Success*

In our last e-mail, we cited the June 21, 1999 article by Charan and Colvin "Why CEOs Fail" to highlight the significance of execution of strategy as the key to any leader's success. Fundamentally, the ability to implement and deliver is by far and away more important than any other measure of leadership. Regardless of what any 360-degree feedback assessment may say about a leader, bottom-line, leaders are paid to produce. Although almost 6 years old, the authors' words are just as relevant today:

"The worldwide revolution of free markets, open economies, and lowered trade barriers and the advent of e-commerce have made virtually every business far more brutally competitive. The frantic spread of information through technology is making customers everywhere more powerful and pushing toward the commoditization of everything.... [T]hose who don't deliver are getting pushed out quicker." [Although some Carly critics would debate the latter point.]

We also cited Jack Welch (in his last annual letter to shareholders), known for his self-confidence, determination and ability to achieve results. In his words, leadership is noted by the 4 "E's":

- "Energy": to cope with the frenetic pace of change.
- "Energize": the ability to excite, to galvanize the organization and inspire it to action.
- "Edge": the self-confidence to make the tough calls, with "yeses" and "noes"—and very few "maybes." And
- "Execute": the ancient GE tradition of always delivering, never disappointing.

So why do CEOs blow it? According to Charan, Colvin and Welch, it's the inability to make the tough calls, and not having the right people in the right jobs. Something we'll address in next month's 60-second e-mail.

PS

If you'd like a copy of Jack Welch's last letter to shareholders, in which he further discusses his thoughts on leadership, reply to this e-mail and we'll be happy to send you a copy.

Best regards,

David

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