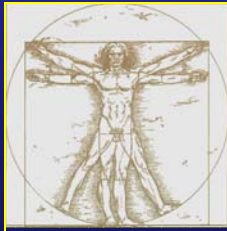


# LEADERSHIP - THE FATAL FLAW

*PRESENTER:*  
*BRIAN KOOYMAN*  
*MANAGING DIRECTOR*



# THE TBH GROUP

*“I want to be the leader!  
I want to be the leader!  
Can I be the leader?  
Can I? ..... I can?  
Promise? Promise?  
Yippee! I’m the leader!  
I’m the leader!*

*What shall we do?”*

*Roger McGough, b. 1937*



*So what is the term “Leadership”?*

In my opinion there are certainly two quite distinct aspects to leadership:

Moral Leadership, and

Intelligent Leadership



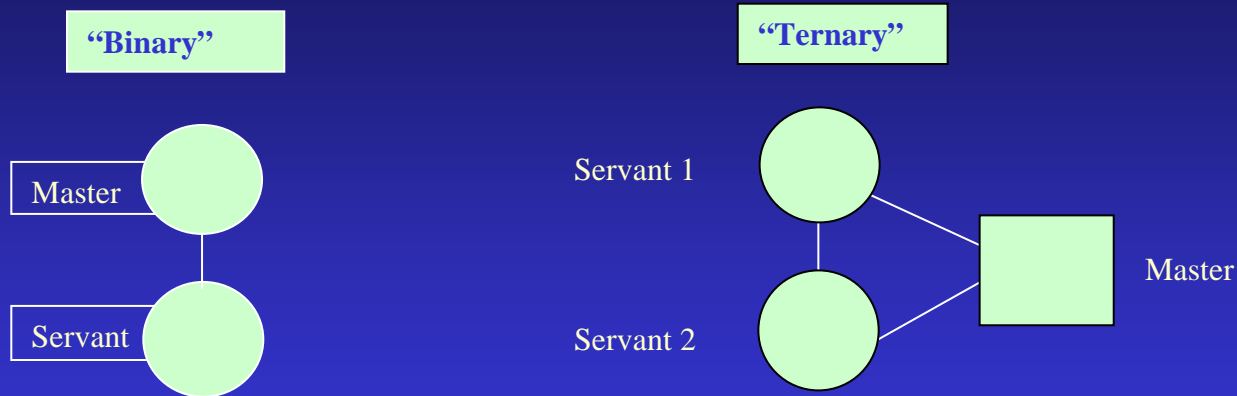
They become leaders because of their intelligent or intellectual qualities that supported their natural talent and desire to be leaders.

(Something “genetic” or “inherited” gives people a desire and ability to be leaders it is not “JUST LEARNED”).

Put more simply, they were good at the process, their timing was immaculate, but their moral or ethical direction was perhaps at best non existent.



At this stage I recommend a book titled “Intelligent Leadership” by Alistair Mant.



Key Words

Raiding  
Fight/Flight  
Win/Lose  
Power  
Survival

Building  
Mature Dependence  
Consensus  
Authority  
Quality

**In the binary mode of thought somebody always comes out on top.**

**In the ternary mode the product or purpose or ideal comes out on top.**

**The central binary question is: “Will I win?”**

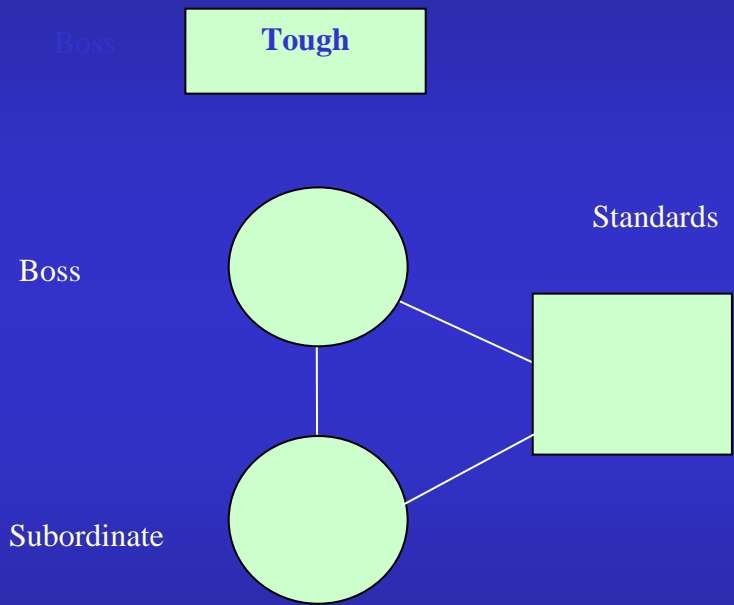
**The central ternary question is more intelligent: “What is it for”**

**The Australian Culture tends to lead from the “Ternary Leadership” concept.**

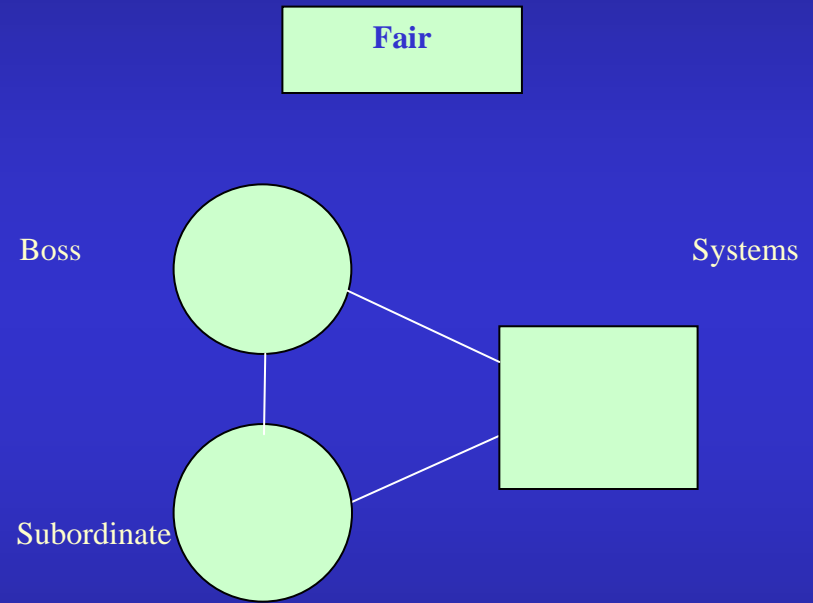


Paul Keating's 1996 election slogan, *"You don't have to like him but you've got to respect him"*

But



Not a "tough" personality but strict on STANDARDS



Not a "nice" personality but creating equitable SYSTEMS



Alistair Mant in his book also refers to Australia's inheritance when he describes the binary elements of the British culture:

*This was an attempt to say something helpful to the English, in whose midst I had been living for ten years or so. By that time, I had discovered that the Scots, the Irish, the Welsh and the citizens of northern England were the salt of the earth. These were the people who provided the best of the original Australian immigrant population stock. But the people who called al the shots in Britain – the financiers and captains of industry – clustered around London and surrounded by flatterers and chatterers, were in my judgement mostly bad news. They were charming and witty and altogether seductive. Most of them were crooks, but in a very gentlemanly way. They had a mindset so distinctive that I had to coin a term to describe it. The word was “**binary**”. Their kith and kin provided Australia with the worst of its bad habits”*



Mant also refers to a previous book by Robert Hughes titled “The Culture of Complaint”, where in the words of Mant:

*“He paints a picture of a permanently infantilised population, wanting gratification now but unwilling to pay the long term costs, always needing someone to blame for life’s reverses. This is the well known “dumbing” of America – the widespread loss of capacity to see the connection between the immediate and the longer term”*



# PMBOK (PMI) AUSTRALIAN COMPETANCY STANDARDS (AIPM)

Both of these documents view the key functions of Project Management as:

1. Scope
2. Cost
3. Quality
4. Time
5. Procurement
6. Risk
7. Human Resources
8. Communications
9. Integration

Where is LEADERSHIP??????????



I recently read a book titled “Project Leadership – From Theory To Practice” authored by 5 Americans which talked about two distinct forms of leadership, Transformational versus Transactional Leadership. This sounds very technical, but simply put:

**TRANSACTIONAL LEADERS** refers to those who are good administrators in that they operate as problem solvers and therefore tend to be more reactive, as they deal with problems as they come up. This seems to tend closer to the Binary model I mentioned earlier.

**TRANSFORMATIONAL LEADERS** tend to operate in a forward thinking way to transform their area to anticipate problems, thus tend to be more proactive.

This seems to tend closer to the Ternary model.



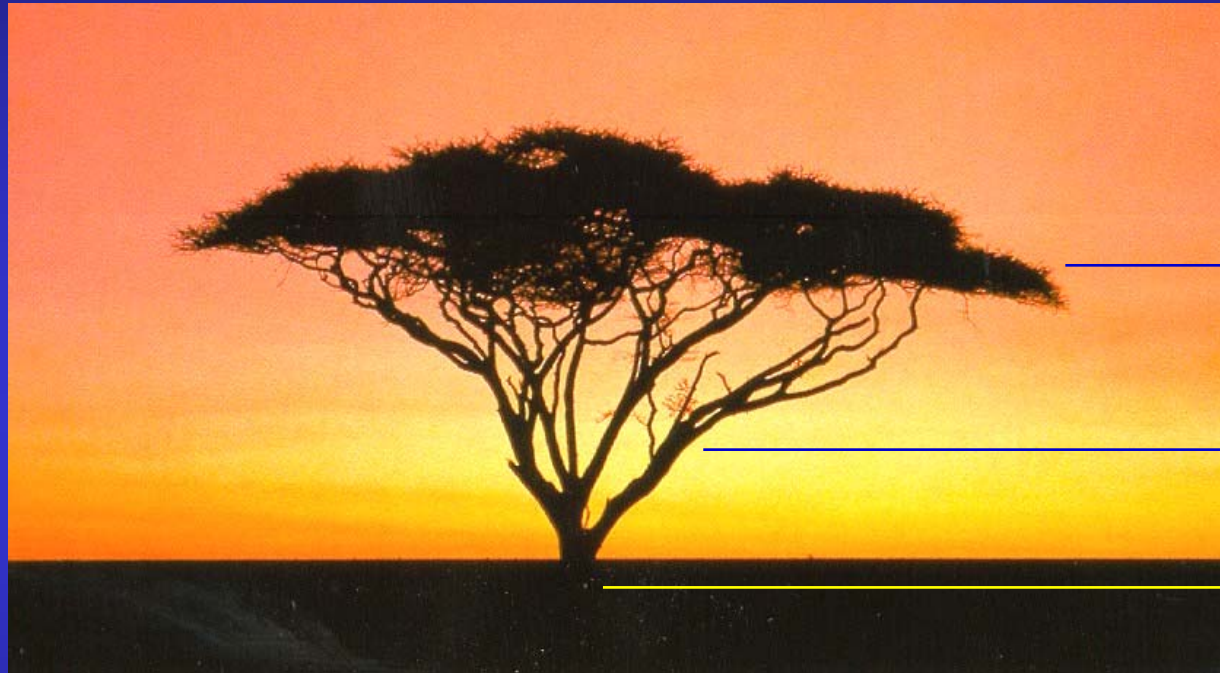
# THE LEADERSHIP MODEL

In this article, Covey states that leadership can benefit from following the Greek model:

$$\begin{aligned} \textit{LEADERSHIP} &= \textit{Ethos} \\ &+ \\ &\textit{Pathos} \\ &+ \\ &\textit{Logos} \end{aligned}$$

*(Stephen Covey)*





*Logos*

*Pathos*

*Ethos*

## *THE TREE OF INFLUENCE*

*Stephen Covey*



THE TBH GROUP

# *FUNDAMENTALS OF GOOD LEADERSHIP*

## ETHOS

- Inspire Trust
- Emotional Expressiveness
- Empowerment
- Legacy

## Spanning ETHOS & PATHOS

- Sensitivity
- Personality

## PATHOS

- Risk Taking
- Capable in Crisis

## Spanning PATHOS & LOGOS

- Energy
- Focus

## LOGOS

- Use of conventional Strategies
- Excellent Communication
- Vision

## Spanning ETHOS PATHOS & LOGOS

- Ethics
- Good Judgment



FATAL FLAW that will leave us stranded on a FATAL SHORE

I would leave you with one last quote from Alistair Mant's book

*There goes the mob!....I am their leader –  
I must follow them!”*

*(French Revolutionary Leader (in café, circa 1848)*

