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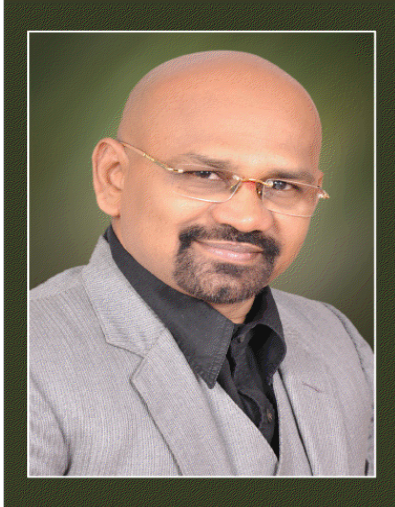
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M.S.Rao, Ph.D.

Secrets of Your Leadership Success – *The 11 Indispensable E's of a Leader*

We Have Everything within Us

Everyone craves success. However, success comes at a cost. Success comes when you sweat hard in the trenches. Success comes when you struggle when the rest of the world sleeps. Success comes when you sacrifice. Success comes when you don't give up, but rather lead from the front.

Why do some people succeed while some fail in their lives? It is very simple. People fail because they make mistakes which they never rectify. In contrast, some people succeed because they have access to the right tools and know the proper techniques, secrets, and strategies to succeed. Successful people work harder, smarter, and wiser with passion, perseverance, and persistence.

Some people don't realize their hidden potential. When they realize their hidden potential, it is often too late to act. Some people don't try at all to achieve success as they get complacent with what they have and where they are. Some people try and fail and don't try again. The truth in life is that there are no failures, but only lessons. Remember we all have huge potential within us. Wilma Rudolph rightly said, "Never underestimate the power of dreams and the influence of the human spirit. We are all the same in this notion: The potential for greatness lives within each of us."

Everything is there in our minds. We must break our mental barriers and limitations. At times, people are beset with their preconceived mindset which might have developed due to their past failures or setbacks. At times, the pre-conceived mindset may become a bottleneck for further endeavors.

"If you trust in yourself, and believe in your dreams, and follow your star... you will still be beaten by people who spent their time working hard, and learning things and

Sun Tzu and Success

Every human being likes to be noticed. Everyone wants to be liked and appreciated by others. As William James surmised, "The deepest human need is the need to be appreciated." This need motivates people to strive for success throughout their lives. It

generates enthusiasm and forces people to follow uncharted paths. It compels them to risk all to attain their objectives. However, very people realize their goals and achieve success while the majority fail and fall aside in the race towards success. In this regard, let us see success from the perspective of Sun Tzu, the Chinese philosopher and author who wrote the book, *The Art of War*, 2500 years ago.

According to Sun Tzu,¹ there are not more than five musical notes, yet the combination of these five give rise to more melodies than can ever be heard. There are not more than five primary colors: blue, yellow, red, white, and black. There are not more than five cardinal tastes: sour, acrid, salt, sweet, and bitter. Yet combinations of them yield more flavors than can ever be tasted (Clavell, James, *Forward to The Art of War*). Similarly, when you blend your inherent talents with various permutations and combinations you create more new talents. When you combine these talents with the skills that you acquire through reading, training, observation, learning, and practice, you can achieve your leadership success.

The five elements — water, fire, wood, metal, and earth — are not always equally predominant; the four seasons make way for each other in turn. There are short days and long; the moon has its periods of waning and waxing. Similarly, life is all full of peaks and valleys, ups and downs, and success and failures. People must learn how to harness their energies for achieving comprehensive success in their lives. They must learn to adjust their sails to accommodate the changing winds and move forward towards the destination of success.

Tips to Unlock Your Hidden Potential

Winston Churchill once said, “Continuous effort — not strength or intelligence — is the key to unlocking our potential.” Unlocking your hidden potential helps you boost your self-confidence and self-esteem, culminating in your leadership success. Here are tips to unlock your hidden potential:

- Believe in yourself.
- When others can do, why not you?
- Apply focused and sustained efforts and energies to unlock your hidden potential automatically.
- Work hard, smartly, and wisely to tap your hidden potential.
- Don't compare yourself with others as this is nothing but insulting, self-deprecation. However, you can monitor yourself to check on your progress and growth regularly.
- Blend your inborn talents with cultivated skills and abilities to reveal your capabilities.
- Share your knowledge with others as knowledge grows when shared.

Michael J. Gelb reveals in his research that you begin learning in the womb and continue learning until the end of the moment of your death. Your brain has a capacity for learning that is virtually limitless, making every human a potential genius. Therefore, we need to dismantle our mental barriers and limitations to strive towards success. There are no dull people in this world. All are active people. But few people keep their mental faculties lying dormant. At times, people are more concerned about their weaknesses than their strengths. Hence, it is vital to acknowledge opportunities and slough perceived misfortunes.

¹ *The Art of War* by Sun Tzu, Foreword by James Clavell.

What is Leadership?

“Leadership is not magnetic personality that can just as well be a glib tongue. It is not ‘making friends and influencing people,’ – that is flattery. Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations” (Drucker, Peter F.).

Anything about leadership inspires all. There are number of articles on leadership which are accessible globally. It is very interesting to note that people love to read about leadership. Leadership is neither a task nor a title — it is a way of life. Leadership is not a badge of honor, but an undertaking with responsibility. Leadership is not a popularity contest, but involves coping with challenges and changes. It is the process where you convince other people to follow you and to do voluntarily what you want them to do. You can handle machines easily. But you cannot handle men and women easily as this interaction involves emotions and egos. Therein lies the opportunity to inject the visions and convictions of true leaders. Leaders have the uncanny ability to take their followers to uncharted paths; they are passionate about their collaborators and goals.

Leadership is the ability and capability to lead from the front despite formidable opposition and obstacles. Leadership embraces the act of bringing people together to champion a common cause or objective. It is all about setting the goals, influencing the people, forming teams based on competencies and qualifications, strengths and weaknesses. In this process, the leader motivates his or her constituents by allaying their apprehensions, if any, and aligning their energies and efforts towards achieving organizational goals. In the event of success, the leader acknowledges: *“We achieved success because of the team behind me.”* However, concomitant with failure, the leader will understand: *“It is I who is responsible for the failure.”* Precisely, the leader spreads the fame in case of successes and takes the blame in case of failures.

The 11 Important Keys to Your Leadership Success

There are 11 secrets to your leadership success. They are more than secrets; in fact, they are the keys to your leadership success. These keys are 11 E’s that are the quintessential ingredients for effective leadership. They help you unlock your hidden leadership potential and make you an effective leader. They are: Example, Energy, Enthusiasm, Endurance, Emotional Intelligence, Eloquence, Empowerment, Effectiveness, Execution, Excellence, and Ethics. Each will be discussed succinctly.

Example

The first key is leading by example. Mahatma Gandhi, Martin Luther King and Mother Teresa were effective leaders as they set an example for others. These leaders practiced what they preached throughout their lives. They have left deep imprints on mankind.

***“Example is the school of mankind,
and they will learn at no other.”***

Energy

The second key to your leadership success is *Energy*. Every leader must demonstrate a high level of energy. Energy does not exclusively refer to physical energy. It includes mental, emotional, and spiritual energy. When we analyze leaders like Genghis Khan, Theodore

Roosevelt, and Barack Obama, they all exuded much energy. Only when leaders are energetic will they be able to energize and influence others.

Enthusiasm

The third indicator of leadership success is *Enthusiasm*. Enthusiasm refers to interest towards one's own field of concentration. It is different from passion. Enthusiasm is contagious. Bo Bennett rightly said, "Enthusiasm is excitement with inspiration, motivation, and a pinch of creativity."

Endurance

The fourth key, *Endurance*, is the ability to survive shocks and setbacks. It is a state of being unruffled and undeterred when problems arise due to external forces and factors. Leaders should not abandon their objectives just because of a few setbacks. They need to demonstrate endurance at all times in order to effectively motivate their followers. Alexander the Great demonstrated amazing endurance by conquering the world at the age of 32. Samuel Adams, one of the founding fathers of America and Sir Earnest Shackleton, the explorer, both represented notable historic figures of endurance.

Emotional Intelligence

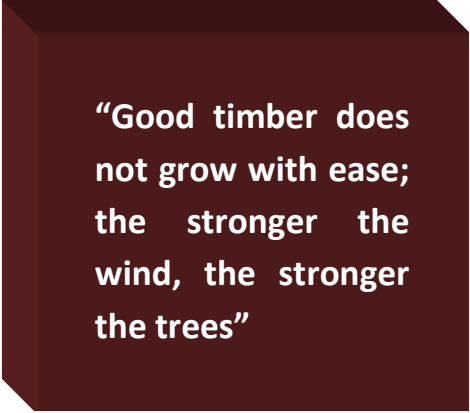
The fifth element to attaining leadership success is *Emotional Intelligence* — defined as the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others. Emotional intelligence involves listening to others, picking up the hidden data of communication, acknowledging others' perceptions, and managing people's egos and emotions. It is the ability and the intelligence to manage the behavior of divergent individuals in a group. Research reveals that 80 percent of your leadership success depends upon emotional intelligence.

Eloquence

Eloquence is the sixth key to acquiring true leadership. Eloquence involves making one's speech comprehensible to all audiences. Eloquence is about being persuasive, fluent, and elegant in your speaking. Eloquence is articulating your ideas, insights, and thoughts while putting others at ease. It is one of the indisputable ingredients of effective leadership. When you study leaders like Woodrow Wilson, Abraham Lincoln, Swami Vivekananda, Winston Churchill, Franklin D Roosevelt, Adolph Hitler, Martin Luther King, and John F Kennedy — regardless of infamy or political stance — it is very clear that they were all great orators who ignited their followers long after their deaths.

Empowerment

The seventh key is *Empowerment*. Empowerment means relegating powers to your collaborators and encouraging them to act independently so that they can learn by trial and error and eventually become self-reliant and tenacious. It builds confidence and develops competence in them. Over a period of time followers can also excel as leaders. When you empower others it indicates that you have confidence in them. It shows that you have trust in others. As trust begets trust, empowering others elevates you as a leader.



**“Good timber does
not grow with ease;
the stronger the
wind, the stronger
the trees”**

Effectiveness

Effectiveness is the eighth key element to successful leadership. Effectiveness is all about being qualitative in applying your efforts and energies. It is rightly said that managers are efficient and leaders are effective. This means being thorough in planning and execution, thus minimizing mistakes. It is a kind of qualitative and smart work. In brief, effectiveness is all about doing right things rather doing things right.

“Effective leadership is not about making speeches or being liked; leadership is defined by results, not attributes.”

Execution

The ninth key to your leadership success is *Execution*.

Execution is a systematic method of exposing, understanding, and appreciating the ground realities and acting accordingly. It is a kind of mission to introduce and implement. It helps translate vision into reality and is the link between strategy and reality. It closes the gap between the vision and outcomes. Every leader must possess this ingredient to enhance his or her effectiveness.

“I’d rather have a first-rate execution and second-rate strategy any time than a brilliant idea and mediocre management”

Excellence

Excellence represents the tenth key. Leaders must excel in their areas in order to command respect from their followers. Excellence should not be confused with perfection. Excellence

means being the best. Leaders like to be at their best and they constantly strive for delivering the best results.

Ethics

Last, but not the least, and constituting the eleventh and final key in the quest for leadership success is *Ethics*. When leaders possess all the ten E’s and fall short of

“The mind of the superior man is conversant with righteousness; the mind of the mean man is conversant with gain.”

this eleventh element, they are extremely susceptible of falling into the abyss of pseudo achievement. The recent global financial turmoil is due to the dearth of ethics in the corporate world. Hence, ethics are the backbone of leadership success and effectiveness as it builds trust and confidence in others.

Having explored all of the essential ingredients, we can now summarize the definition of *leadership* as follows:

Effective leadership starts with Example and ends with Ethics and imbedded throughout this process are the factors of Energy, Enthusiasm, Endurance, Emotional Intelligence, Eloquence, Empowerment, Effectiveness, Execution, and Excellence. All are necessary to excel as a successful leader. Any shortcoming or deficiency in any one of these elements inevitably creates an imbalance in leadership effectiveness.

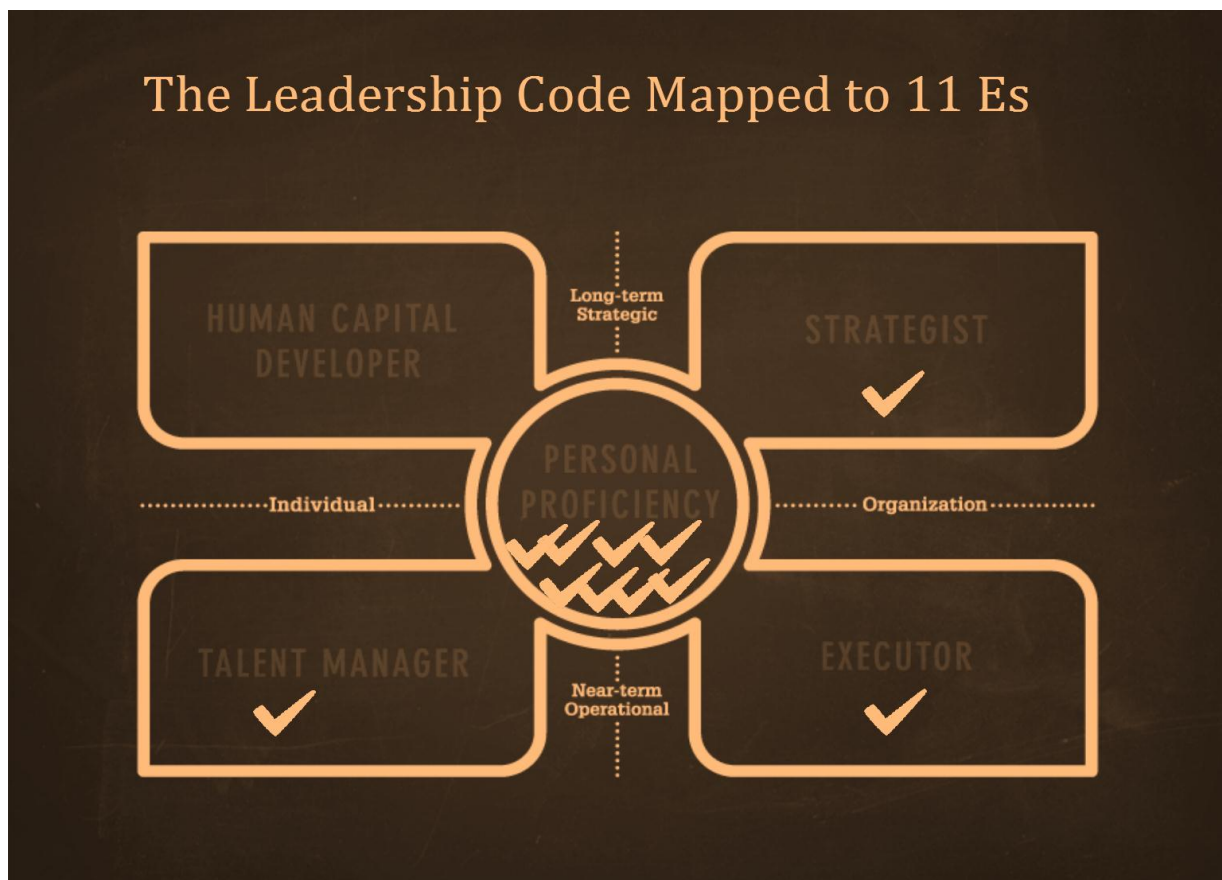
Provided below is a diagram connecting all the 11 E's required for leadership effectiveness and success.



Norm Smallwood's Leadership Code

Norm Smallwood has interpreted all 11 E's by way of constructing a leadership code provided as follows, accompanied by his individual comments:

<i>11 E's of Successful Leadership</i>	<i>Code Domain</i>
Example	<i>Personal Proficiency</i>
Energy	<i>Personal Proficiency</i>
Enthusiasm	<i>Personal Proficiency</i>
Endurance	<i>Personal Proficiency</i>
Emotional Intelligence	<i>Personal Proficiency</i>
Eloquence	<i>Personal Proficiency</i>
Excellence	<i>Personal Proficiency</i>
Ethics	<i>Personal Proficiency</i>
Empowerment	<i>Talent Manager</i>
Execution	<i>Executor</i>
Effectiveness	<i>Strategist</i>



Conclusion

All 11 factors primarily focus on the personal proficiency domain of the Leadership Code. Personal proficiency underlies effective leadership at every level. Every leader needs to have the 11 E's in order to deal with the daily demands of various stakeholders.

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Biographical Note

Professor M.S.Rao is the Founder of MSR Leadership Consultants, India, with more than three decades of experience in leadership development. He is recognized as one of the world's leading leadership consultants, coaches, and speakers, and is the author of 16 books including *Secrets of Your Leadership Success: The 11 Indispensable E's of a Leader*. His areas of interest include Leadership, Learning and Development, and Soft Skills.

Professor Rao has published more than 250 papers and articles in international publications such as *Leadership Excellence*, *Leader to Leader*, *T+D Magazine (American Society of Training and Development)*, *Personal Excellence*, *Chief Learning Officer Magazine*, *Emerald and Sage*. He has created the *11E Leadership Grid* and *Soft Leadership Grid*. He coined an innovative teaching tool – *Meka's Method*. He is the Advisor for the Board of Global Leadership Awards Committee — Malaysia and presided as a judge for the 2011 and 2012 Global Leadership Awards in Malaysia. The video link to this is: <http://globalleadershipawards.com/HTML/judges.html>. Professor Rao is additionally ranked first among the speakers in India as per reviews on Speakerwiki.org. Testimonials by internationally acclaimed leadership gurus are located at the following link: http://speakerwiki.org/speakers/Professor_MSRAo.

He is the Editorial Board Member for various prestigious international journals including *Development and Learning in Organizations*, *Industrial and Commercial Training of Emerald, U.K.*, *International Journal of Business Administration, Canada* and *Journal of Business Studies Quarterly, USA*. He can be reached at: profmsr7@gmail.com and additionally maintains two well-utilized Internet blogspots: <http://profmsr.blogspot.com> and <http://professormsraoguru.blogspot.com>.

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