

EGO, HUMILITY AND EMPATHY *Its Role in Leadership*

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EGO HUMILITY AND EMPATHY

It's Role in Leadership

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Components of Great Leadership

- To be a great developer of people, you must be personally secure because taking your people to the height of their potential may mean they will pass you by. It takes a very secure person to face that possibility, but without such a mind-set, you may be competing with your people instead of developing them.
- Leaders put empathy ahead of authority. Leaders are friendly, not arrogant or egotistical. They are as friendly with the janitors as they are with the Chairman of the Board.
- An apology is the sign of a secure leader.
- In most instances, the people you work with will know as much or more about the specifics of the details as you will; it's foolish not to bow to their expertise.
- True leaders don't have fragile egos. They recognize that no single person can have all of the answers all of the time, and that they can always learn from others. Leaders don't let their ego get in the way.
- Good leaders are teachable. Leaders must always learn.
- Leaders look at others as equals, not as subordinates.
- Empathy can come from asking questions, really listening and trying to understand what someone else is feeling. Good leaders do this.
- Leaders can take charge without always being in control.
- What you must value most is candor. "Tell me the bad news and I won't bite your head off. Tell me the bad news and I won't start looking for someone to blame." The biggest risk you run as the CEO of any company is that you'll never hear the truth again if the word gets out that you shot the messenger.
- You have to establish authority while concurrently encouraging input and consultation. People should say, "He really listened to me and asked good questions. I didn't persuade him this time, but I know he's flexible and really listens to all sides."
- Leaders must be willing to say, "I was wrong," "I made a mistake," "I accept responsibility for our failure and am willing to accept the full consequences of that failure."
- You expect the CEO to be incredibly energetic and to bring a sense of vitality and life to a problem. They are very clear thinkers, so they make decisions and they instill in people a sense that failure is not something to be afraid of. What about you?

- It's very important to restore the confidence inside the company. Give people a goal, a target. Go to your people and say, "Look, here's my plan, I have every reason to believe that it will work, but you know I could be wrong, so look it over and give me some feedback.
- Say, "You can make mistakes, that's the way we all learn. All I ask is that you always come back to me the moment you've made a mistake so we can quickly sort it out. Just don't ever give me a big surprise, never cover up bad news. You must come to me quickly, while there still may be time to do something."
- People should be frank with you. They should not be afraid of you. There has to be a bit of irreverence, so that not only is someone allowed to tell you that you're wrong, but also that there's a culture where it's better to say we disagree than we agree. In the end they have to have the respect, that when you say, OK, I've heard all of you and I think we have to do this, nobody will second guess you. **That's leadership!**

About the Author



*Don Zillioux,
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For more than 20 years Don has advised a diverse variety of businesses, large and small, throughout North and Central America, Europe and Russia. He is a recognized thought leader and senior advisor in effective change management and the senior leader and chief scientist to SDW's Worldwide Organization Effectiveness practice.

Don has worked with various Native American government and business organizations including the Seneca Tribe of New York, Gila River Community, Fort Sill Apache Tribe, Snoqualmie Tribe of Washington and the Comanche Gaming Enterprises in Oklahoma.

Along with an extensive business within the Native American communities, SDW clients have also included SKF-West Germany, University of Rochester Medical School, National Training Institute for the Deaf, Casino Arizona and Talking Stick Resort, PURE Canadian Gaming along with many others.

Don is the author of *The Results-Focused Organization*, the soon to be published series of Field Guides to Organizational Effectiveness and *Instrument Based Training: A Guide to Increased Effectiveness in Training*. Don's writings and consulting/advisory work focus on planned change, organizational development, managerial effectiveness, sustainable performance, effective leadership and managing change with measurable results. He has been visiting professor and lecturer at the University of Rochester, National University, USIU in San Diego and is regularly featured at the National Indian Gaming Conferences. Don has authored over 30 assessment and training instruments and over 40 specific competency focused trainings.

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