

## **WHAT IT TAKES TO BE A PROFOUND LEADER**

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The world has all sorts of leaders, some great, some fanatics, some narcissistic, some focused on the common good for all people in the world.

But what does it take to be a Profound Leader, a person who will continually seek Profound Knowledge to make a significant difference in the world?

Here are a few thoughts:

1. Be a continual learner, inside and outside of their own profession. All around them, they create an environment for people to learn and work together. The faster they learn together, the greater their competitive edge!
2. Create an environment where people are *self-motivated*. They realize the power is not in motivating people, but rather that the power is in creating a place where people are *self-motivated* to contribute. Then, get out of their way and the organization will go places you probably did not imagine.
3. Focus on all of the Customers and link the focus of the organization on creating great experiences and quality in product and service for the Customer.
4. Removes barriers so people can do Quality work together. Ask what is getting in the way of the people accomplishing their work and then respond to serve them.
5. Listen to the people at all levels of the organization. Ask questions. Be quiet so you can hear the organization. Do not react. Listen more deeply. Understand.
6. Search and identify the different kinds of fears in the organization. Work to reduce fear and build trust. You'll never eliminate it, but you must minimize it.
7. Create new leaders. Develop the natural leadership in everyone. Help people reach their fullest potential. Coach and counsel people. Learn what is important to people, to different generations, groups and teams, and cultures.
8. Continually challenge your own ego, arrogance, and pride. Instead reflect on what you can improve and how you serve others. Be authentic. Be humble.

9. Work to understand and optimize the Whole Organization. Learn about Systems Thinking and organize the organization as a System, so all understand the interdependency of the parts to achieve the whole.
10. Focus on communicating continually a Compelling purpose that engages all people. Then align them to the methods to achieve the Purpose. Do not Focus on results. Instead, if you focus on the right things, the natural outcomes will be the results you want—or even better!
11. Understand variation. A system will produce variation and various outcomes. You are accountable for that system and only you can change it, if it is not producing what you want. A leader will manage variation and understand it so he/she does not react to it. A leader does not hold individuals accountable for the System they work In. The leader is accountable and works On the System to improve it.
12. Use a foundation of management philosophy to lead, rather than reactions. Management is prediction. Using the strategies, methods and tools for management will show leadership.
13. Reflect and create a relationship with a trusted advisor. Choose your advisor that is not like you, so you will have a greater opportunity for learning. Also choose an advisor who has knowledge of a System of Profound Knowledge.
14. Adopt a strategy and create a system for Innovation. It is not enough to improve or to focus on quality. In addition, the ability to innovate is necessary in our global world.
15. Use a foundation of management to discern the difference between management fads and new opportunities for improvement, innovation, and making a difference. This is critical, as there are too many fads that last too long and have good intentions, but create unhealthy, dysfunctional, unsustainable organizations.
16. Create joy in work and learning for all.

System of Profound Knowledge (definition): a body of knowledge which is a solid foundation, based on a philosophy of management and based in sound theories; in has four integrated parts which together focus on Leading a Transformation (job of a leader): Systems Thinking, Theory of Variation, Theory of Knowledge, and Theory of Psychology.

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