



THE JOURNEY OF LEADERSHIP DEVELOPMENT FROM THE INSIDE OUT: BEGINNING

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The following essay is the first in a two part series by Paul Nakai. Look for the second installment, entitled The Journey of Leadership Development from the Inside Out: Going Forward in the 2008 International Journal of Servant-Leadership.

A few years ago, a young boy climbed over a protective fence surrounding a high voltage transformer box. Unfortunately, the box's locking mechanism was faulty and the child managed to get into the transformer and was severely burned. As you would imagine, the various parties started to litigiously position themselves to insure a "fair" settlement. A flurry of emotions, accusations, defenses and explanations followed.

Amidst the positioning and finger pointing and contrary to the suggestions of his legal counsel, the CEO of Wisconsin Electric, Dick Abdoo, stepped forward and accepted accountability for the situation and pledged that the company would do whatever they could to ensure that a similar accident could not happen again. Equally important, Dick went on to guarantee that Wisconsin Electric would partner with the child's family to make the child whole once more.

The conviction to quietly do the "right" thing, often contrary to accepted logic, is a mark of the type of leadership that sometimes goes unnoticed or gets lost in the busyness of our daily work lives. What enables certain leaders to make decisions like this? Is the decision rooted in their personal values or is it the result of their stance toward others? Regardless



of the reason, it is often the product of higher order thinking. On the surface, it appears to be a leadership trait of contradictions, that is, quiet modesty versus strong-willed certainty. But upon closer examination, there is a leadership foundation that has been developed and has evolved over the years.

Over the past thirty years, I have had the good fortune to work with and for a number of accomplished, inspiring and heartfelt leaders. Fourteen of these Chief Officers stand out for me as corporate leaders under whom I would thrive as an employee, as well as persons from whom I would learn a great number of leadership lessons. Perhaps for me, more importantly, I would not hesitate to have either of my children understudy any of these individuals. In speaking with these organizational leaders regarding the many challenges that they face, all fourteen have voiced two similar questions:

- How do I assist “really good people/leaders” to become “great leaders”?
- How do I insure that the organization is on the “correct” path to insure its viability and contribution both for today and for future generations?

The vast majority of my time with these executives was spent exploring their next leadership insight, insuring their company’s future, or furthering their senior team’s leadership journey. However, interestingly enough, these same questions arose when we would occasionally discuss their private or home lives.

- How do I assist my family (spouse, children, relatives and friends) to live more of the time in resilience, love, inspiration, forgiveness, service and openness?
- How do I insure that my family is on the “correct” path to insure its strength and contribution both for today and for future generations?

The observations put forth in this article have applications to both pro-



fessional and personal life. These questions appear to be the motive behind the efforts of these fourteen executive leaders.

MY TRANSITIONING MODEL OF THE EFFECTIVE ORGANIZATIONAL LEADER

For a number of years, I held a very stylized vision of the epitome of the leader. He or she would be a larger-than-life personality, a take-command rainmaker capable of miracles in the face of all odds. In the eyes of many, these special individuals appeared to be the authoritative spokespersons on leadership. Because there were so few of these figures, I assumed that there was limited room “at the top” of this leadership hierarchy and that “normal” folk could only hope to achieve this type of notoriety born from tremendous accomplishment and performance. In my mind, I linked big personalities to big results. Upon reflection, I noticed within me an implied dependency on the capabilities and insights of a demanding central figure. What made this figure so intriguing was that it seemed more immediately reassuring and familiar. In fact, it was more comfortable to me to feel that these actions and traits were beyond my capabilities. More importantly, I felt and believed that these heroic leaders were a “special breed” capable of thought well beyond the abilities of others.

It has only been within the last few years that I started to notice accomplishment and performance occurring without this type of leadership persona at the helm of the organization. How could this be? Without this type of heroic leadership, could great performance be happening because of random luck or serendipitous circumstance? I was soon to discover that luck or circumstance, although important, was not the substance behind their success. As good as the heroic leaders were individually, they did not necessarily awaken the same leadership capacity in those around them. Succeeding with these personalities demanded more of my focus on what they wanted versus listening to my own common sense. Instead of exercising my own capacity for wisdom, my focus was on the application and implementation of their wisdom and ideas.

I started to notice that there were many examples of subtler and quieter

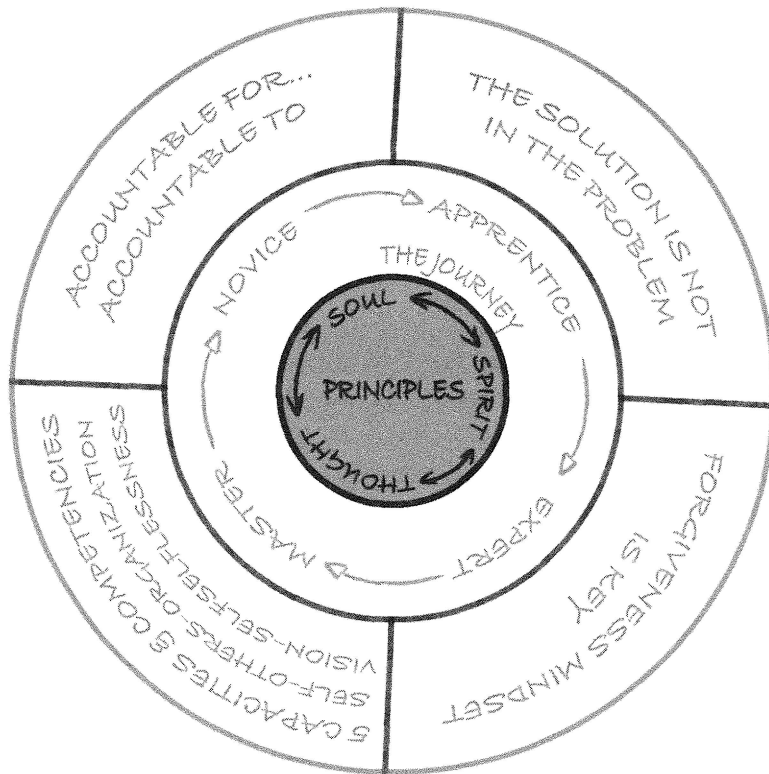


leaders evoking performance, accountability and fulfillment from those around them. However, because of these leaders' very quiet everyday nature, unless you were consciously looking for signs of this leadership or worked with them directly, their public presence often went unnoticed. It was tremendously easier to have a two-way conversation with these everyday leaders. There was a disarming modesty about them, yet they were ethically and directionally definite and strong-willed. They expected and supported an awakening of leadership capacity in those around them.

In working with these leaders and in speaking with those who were with them for awhile, I found that these leaders appeared to follow a common path of increasing leadership consciousness. Although this evolutionary journey of leadership development was not a linear process, its elemental pieces started to become clear. Their journey also served as a model of how one might continually evolve and transform into the type of leader that is most required at any given moment.

I would describe this building and developmental process via three interrelated levels of understanding. This perspective often results in a unique focus, a higher order of solution and laser-effective action. The three inter-related levels of leadership understanding are:

- The personal understanding of the PRINCIPLES of the Soul, Spirit and Conduit of Leadership
- The recursive mindset steps of the JOURNEY of leadership development: Novice – Apprentice – Expert – Master
- The concepts manifesting this LEADERSHIP wisdom, insight and solutions:
 1. The answer is rarely found in the problem
 2. Accountable for and accountable to
 3. Capacities and competencies (self, others, organizationally, vision and selflessness)
 4. Forgiveness mindset is key



PRINCIPLES OF LEADERSHIP. . . SOUL, SPIRIT AND CONDUIT



Like all leaders, these individuals made decisions and took action on what they saw as necessary to do or as the appropriate direction to take. Their focus was one of identifying the path of greatest contribution and service. As these leaders spoke of their developmental journey with me, they appeared to personally share three common understandings or principles of how life worked. These principles were behind every action, every thought and every decision that they made. They were at the source of their resiliency, creativity and impact



on others. With this perspective, their personal journey of discovery, insight and achievement took on clarity and meaning and no longer appeared to happen in a serendipitous or haphazard way. Although they could not make life or people act the way that they wanted, the progress that they precipitated was, in many ways, even more profound.

1. The Journey of the Soul of Leadership—Leadership Consciousness

Many people go through life with the attitude that there is only one way to experience life; or that they are destined to live life following the patterns in which they have been programmed or educated. For the most part, these individuals unknowingly appear to live the same conscious day, 365 times a year. Although they may want more, they succumb to their belief that their past method of operation blocks their progress for the future. There is a consistency in how they react to life's stimuli and they consider their trait of not changing their mind or feelings as a strength and an act of integrity. True forgiveness and a fresh start are infrequent concepts. They can hold a grudge for quite awhile. These individuals will address their challenges or solve problems in the same way—time and again—expecting the problem to yield or go away.

Unlike these people, the fourteen leaders on whom I base this paper have realized that there are an infinite number of ways that life can be experienced. They know that there are infinite levels of awareness and consciousness and that each level yields a new perspective on life. However, this is not an exercise in fantasy, intellectual manipulation or forced creativity, but is more a journey of discovery and insight. They realize that they cannot force this journey of wisdom into occurring, but can only be open to its potential. Their journey is one of clarifying and understanding the Soul of leadership and experiencing it at deeper and more profound levels. They also realize that they cannot make anyone become a leader. All that they can do is to try to awaken this capacity in others by modeling their consciousness and articulating, as best as possible, their understanding of life.

In a small way, we have all experienced this dimension of leadership



when we experience fluctuations in our moods and states of mind. Although it is important to be able to acknowledge this shift in our emotions, it is equally important to notice the impact that our mood of the moment has on our view of life in that moment. Depending on our mood, we can have different opinions of and feelings toward the same event. If we do not realize that this is happening, our decisions and actions reflect our perception of the moment and may not be reflective of our best efforts. However, I hasten to add that the answer to this phenomenon is not to force oneself to put on a happy face or to look only for the positive in every event. This can also handicap a person's ability to perceive what is truly happening and commensurately handicap the appropriateness of the response.

These leaders realize that this Principle of Soul goes well beyond the notion of moods. They realize that this journey of wisdom and common sense is a natural endeavor marked by insights and revelations. These insights or jumps in consciousness often result in seeing things a little clearer and with greater perspective. Although these insights yield a peaceful and centered mind, the resulting actions may take courage, perspective, a greater love and compassion. These leaders accept that on occasion they will feel insecure or uncertain but that it can be a temporary condition of their thinking and consciousness. Their innate capacities and buoyancy are all that is needed to right their vessel.

Perhaps even more poignant is these leaders' realization that their life is a journey of ever more profound clarity, contribution and positive impact. The majority of the executives with whom I work are on this journey of ongoing greater personal fulfillment in everything that they do. In this way, they see their lives as consistently evolving. Contrast this ongoing exploration with the assumptions that many others hold toward learning and growing. Many people will only grow or explore a new way when they feel as though they "have to" do so. Only when the pain is great enough or the problems overwhelming will they look for another way to see things or entertain another methodology to the solution. Is it any wonder that to



these individuals, growth and development takes on a discomfort or painfulness?

For those leaders who are certain in what they know and are consistently open to learning anew, their sadness manifests whenever they step off this path for whatever reason and for however long. But I can honestly say that each of these leaders in their own way finds their bearings and resumes their journey. They realize that they cannot will fulfillment into being, force it to appear in the manner or fashion that suits them best, or make it happen on their schedule. Through their search for greater peace, happiness and fulfillment, they have noticed that what they personally want happens more easily for them when they are unconditionally open to the possibilities through their moments of silence and non-contingent faith.

It is the wise leader who understands that achieving excellence in today's endeavors *and* accepting an openness to change are the two dynamic elements for long-term success. I saw an example of this recently when I observed Dave Roberson, CEO of Hitachi Data Systems, speaking with one of their major clients. Not only did Dave show how their present offering of products, services and support were world-class, but he also displayed how Hitachi has consistently been on this path of ongoing evolutionary change and improvement. Examples of this change mindset manifested in more ways than merely the generation of new products and approaches. In many ways, it questioned and then raised the level of the assumptions behind good business and customer service. In that instance, it appeared that the clients at the briefing took greater heart in knowing that they had a partner in their journey of ongoing improvement to meet an ever-changing environment. They committed themselves not only to doing today's business together, but also to mutually developing the next phase of their journey.

2. *The Spirit of Leadership—Realities and Worlds of Leadership*

In addition to this journey of consciousness, these leaders have come to realize that there are two realities to life, a life of *form* (tangible, measur-



able) and a life *before form* (source, spiritual formlessness). Again, most people are only aware of and familiar with the *form* of life. It is the life in which we live and experience through our physical senses. It is manifested through what we see, hear, touch, feel and smell. It is what we can measure, spend, save, manipulate, control and mold. We learn to function in this life of *form*. We learn our lessons in school and from our past. We strive for titles, promotions and notoriety. The world of *form* is powerful and can quickly solve many problems within short order. In our daily lives, there are many times when we can solve issues or live a fuller life through intellectual redesign of our thoughts or by acting in an understanding fashion. However, frequently there are also times when the capabilities and potential of *form* are inadequate to the task at hand.

In the extreme, sometimes the situation at hand is so multifaceted and complex or so emotion-laden that the world of *form* can, at best, only help us cope. In these times of fear or pain, purposefully reframing our thinking or manipulating our emotions falls short of true peace and realization. Many of these leaders have felt the inadequacy of the intellect or the temporary nature of burying hurtful feelings. However, they have found solace and, more importantly, revelation and a fresh start when they allow the world *before form* (spiritual) to embrace and engulf them. The state *before form* enables us to change our minds, to forgive, and to see new possibilities to old nagging problems by seeing life at a different level of consciousness or awareness. It offers everything for those who are truly in the moment. It is the state of wisdom.

These quiet leaders realize that there appears to be a source of insight, forgiveness and revelation and that these traits are normal and natural events that they can potentially access in moments of quiet vision, non-personal thought and reflection. Some experience the fruits from this source and the enabling state of health through quieting activities like golf, morning walks, meditation, prayer, music or art. Some attribute this state to their religion or to their philosophical and spiritual underpinnings. But the magic is not in the mechanisms that they have come to utilize. Their higher



answers come to them through this state of wisdom. Progressing on this journey, on a day-to-day basis, each of these leaders has developed his or her faith, respect and trust in this state of wisdom, that is, in this state of *formlessness*. Their insights are unencumbered by what's happened in the past. They are not bound by previous failures, confusion or successes. They are not blindly bound to the form of life and work they presently know, but are open to exploring more effective and fulfilling ways to achieve their purpose and mission. Their revelations manifest themselves as a fresh start, intuitive impressions, and clearer vision. I also must be careful not to over-explain the unexplainable, for fear of diminishing its promise and capacity.

Perhaps the more profound understanding displayed by these leaders is that they do not view *form* and *formless* as an either/or phenomenon. They see both *form* and *formless* as ever present and consistent. They are both *simultaneous* elements of life. These leaders are comfortable with both. As Robert Greenleaf has stated: "The leader needs two intellectual abilities that are usually not formally assessed in an academic way: he needs to have a *sense for the unknowable* and be able to *foresee the unforeseeable*" (1977, pp. 21-22).

The spirit of leadership is the source of breakthrough insights, the true power behind every action and the capacity for continual evolutionary growth and impact. The conduit between all of this potential and making it actual is thought.

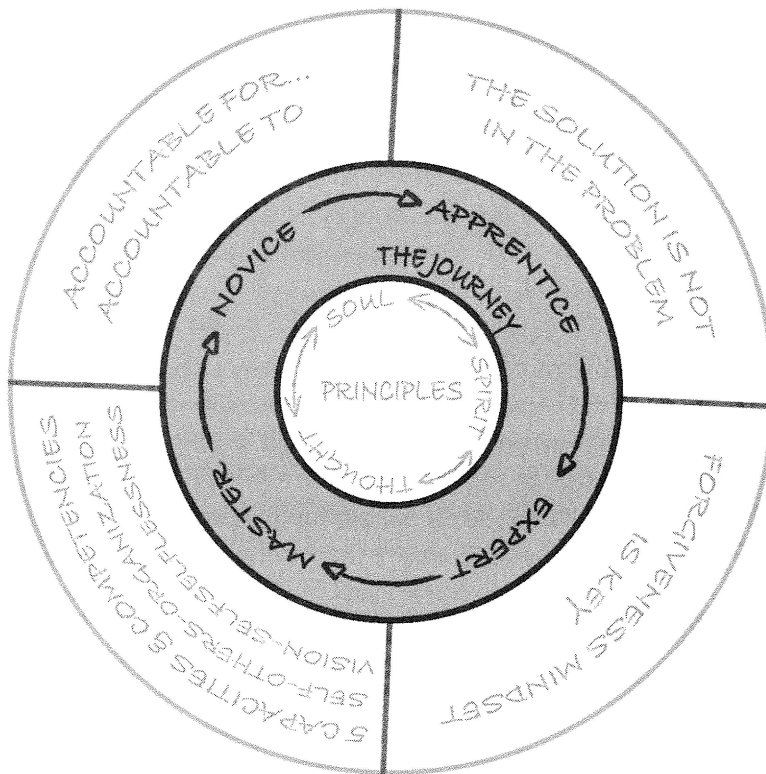
3. *Thought: The Conduit of the Leadership State*

Most people know that they think; however, very few see their thoughts in the moment and fully realize the power that their thinking has on their life and on their actions. Unlike many, these fourteen leaders speak of their thoughts and how their thoughts determine their perception of reality. They can see how their perception determines what they see of life and, commensurately, how they respond to life's events. They realize that their thoughts are their conduit to their experience of life.

Even beyond their psychological understanding of the influence of the

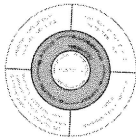


“content” of their thoughts, they appear to have an appreciation and understanding of the process of their thinking. These leaders frequently speak of their thoughts in an impersonal and ego-less way. They appear to see their thinking as an illusion of their consciousness, which enables them to see beyond to a greater truth. They are passionate and certain in their vision, deeply involved with life . . . yet their egos appear disengaged from the situation or events. Because of this, they display an appropriate flexibility, agility and gracefulness as they go about their day. As such, they have the ability to hold their thoughts lightly when necessary.





THE RECURRING MINDSET STEPS OF THE JOURNEY OF LEADERSHIP DEVELOPMENT

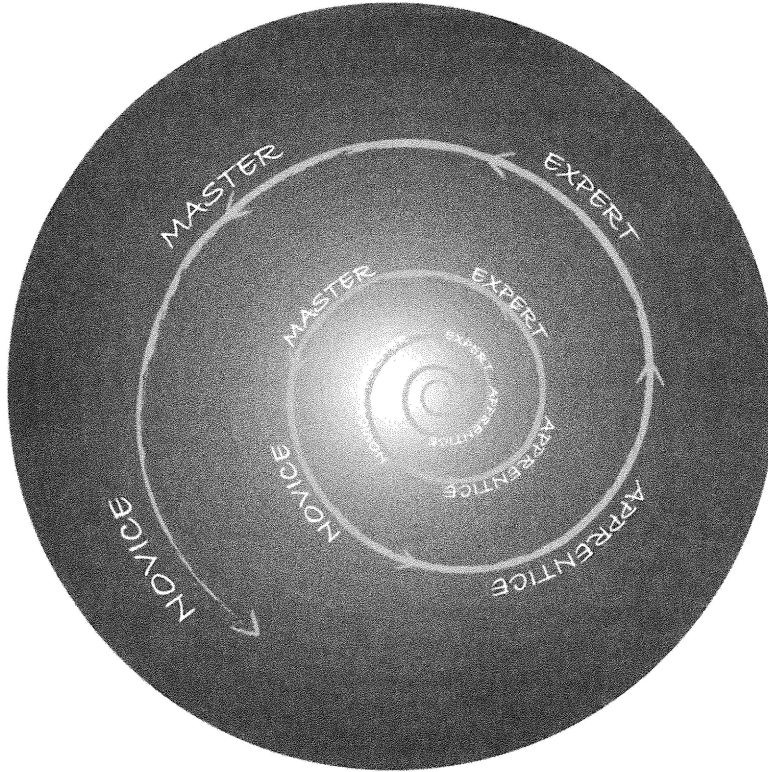


The dynamic understanding of Leadership Soul, Spirit and Thought lay at the foundation of these individuals' ongoing and evolving development as organizational and community leaders. Upon speaking with these leaders about their leadership journey, a pattern of thought, awareness and action started to appear. In every case where learning and development halted, this pattern was either interrupted or stopped.

There arose at least four general states of mind or mindsets that these constantly evolving leaders experienced. They would intuitively move in and out of these states of mind depending on the needs of the moment or the situation they were facing. However, their basic personality did not appear to be significantly altered and the stances or actions that each individual took to these moments in time were varied based both on their perception of the situation and their individual makeup.

The evolving leadership capacity that is experienced through these four states of mind is rooted in one's willingness to be open to new possibilities and to actively admit to—and be OK with—"not knowing" the correct answer. There needed to be a desire and willingness to learn something that could potentially make obsolete everything that one knew up to that moment and to be open to the possibility that one's next insight could radically alter one's experience of life in a profound and positive fashion. Although this journey of discovery and revelation went through many states, the four that were mentioned regularly are:

- The *Novice*
- The *Apprentice*
- The *Expert*
- The *Master*



I will try to describe these states of being in the following paragraphs. To be accurate and complete, I hope to capture the state of mind and the pattern of thought that each state embraces. I have tried to describe how each state manifests and shows up behaviorally. As such, I hasten to caution the reader that the answer does not lie in the behavior and urge you to try to imagine the thinking, perspective and awareness that lead to this behavior. In addition, it does not appear that these mindsets necessarily occur in a linear process or that one state of mind needs to lead to the next. For example, depending on the situation, one could go from Apprentice to Master or from Expert to Novice. I would also imagine that if one's personal revelation was significant, it would be possible to go from Novice to Master



within a short span of time. Here are some of the ways that these states of mind were described.

The Novice mindset: Ego-less exploration and curiosity; exploring with one's heart and spirit as well as with one's head and intellect; having no preconceived idea or expectation of what one is pursuing or a pre-determined idea of what is meant to be found; open to unconditional, non-contingent insight and learning; humble and curious, the potential doorway to discovering new ideas or levels of consciousness; and/or, open to new thought.

From this exploration, something frequently stands out to the seeker. Perhaps it begins as an impression, a feeling or an insight. However, it ignites one's curiosity and creativity and provides the general focus to enable one to step forward to clarify and add substance to this insight or vision. One might then continue the journey with the mindset of a journeyman or apprentice.

The Apprentice mindset: Having chosen a general path of learning and exploration; looking for experts and masters to follow and from whom to learn, the potential doorway to enhancing learning; gathering relevant and appropriate knowledge and skills, furthering one's capabilities and deepening one's understanding of specific areas of life; refining one's focus and conditional/selective discovery; and/or, collecting-learning-organizing and internalizing information, experiences, points of view, data and thoughts.

Once a person is recognized by his or her peers through credentials and performance, he/she begins to gain the station of expert. At this point in time, the "seeker" now becomes the "source" of information and ideas.

The Expert mindset: Has paid the price and worked hard for expertise and competence; very learned—a source of information and experiences; "rightness" based on past performance, insights, credentials and achievements, the potential doorway to heightened contribution and performance; and/or, intellectually refining and deepening one's awareness of the complexity and multi-dimensional facets of one's area of expertise.

By combining a stance of humility and curiosity with a wealth of



knowledge and experiences, the Expert has the opportunity to bring alive the knowledge that he or she possesses. These people hold the potential to inspire others and to awaken in them their vision of contribution. Instead of merely applying, choreographing and strategizing through the intellect, the Expert has the opportunity to personally live his or her ideas and breathe life into them in the moment. This step is the doorway to the Master.

The Master mindset: “What I’ve learned is just and only what I’ve learned”; “The more aware I am, the more I realize how very little I know”; hopes to take what has been experienced and understood to a higher level of performance and profundity; creative and insightful; performs intuitively and instinctively; humility and modesty coupled with certainty and confidence, the potential doorway to greater learning; and/or, sees life through the eyes of a new consciousness which obviates or points out the limitations of the old perspective . . . anxious to become a Novice once again.

Again, although I present these states of mind in a linear fashion, this journey does not appear to progress in a linear, step-by-step way. It is an evolving, recursive process of discovery, exploration, internalization, deepening and expanding one’s consciousness, understanding and action. When a person is in the influence of this journey, an aliveness and enthusiasm about life is apparent. Without it, a person gets stale, predictable and arrogant. The leaders in whom I observe this dynamic aliveness display an almost graceful movement from one state of mind to the other.

Is there a predictable catalyst that causes this evolution to happen? In my conversations with these leaders, it became apparent that there is no one type of event that moves the individual from one level of consciousness to another. Sometimes it appears to be precipitated by crisis that causes one to be brutally honest with oneself . . . personally or professionally. Sometimes it is brought on when the facts and situation require it. Or, the consciousness shift occurs when it is noticed that the current way in which things are getting done is not working well, or even has its own obsolescence built into it. Regardless of the situation, this evolutionary movement takes place because of an insight or revelation. It occurs when one steps aside from



one's ego and looks to spirit (vision) for the answer as opposed to rearranging intellectual thought or choreographing one's feelings and emotions (coping). As such, this shift in consciousness is usually noticed after the fact and usually by someone observing the person. When a consciousness shift occurs, the person just sees life differently. They may not be aware of the difference until it is pointed out to them that their actions and demeanor have changed.

If insight is the precursor to each step of this evolutionary journey, what tends to get in its way? What makes the status quo so attractive that the potential for growth and change in consciousness appears distasteful?

Specifically, there may be as many reasons for this resistance as there are people on earth. Perhaps individuals are so happy or comfortable with the familiar/current situation ("sacred cows") that anything that could change that situation is viewed as a threat. Perhaps they have developed the inability to embrace the uncertainty of change, or perhaps they always need to have the answer. Perhaps they've diminished their ability to truly listen, or perhaps they've convinced themselves that they are the ones who do the influencing and judging. Perhaps they've lost faith and trust in the infinite capacity of the *spiritual*. Regardless, here are some of the observations from these leaders:

Resistance to moving from the Novice mindset: Being swept up in and enamored of the exploration overshadows the desire to focus, to contribute, or to take action; more enthralled with one's personal thoughts versus clarifying and strengthening one's personal vision; and/or, wanting to refine and complete the search, unaware that this is a limitless journey—the "professional seeker" bouncing from one idea to the other.

Resistance to moving from the Apprentice mindset: Greater safety in learning others' insights and actions; knowing *about* subjects without personally owning the ideas; not inspired; holding the lessons outside of themselves versus internalizing and becoming the lesson; regurgitating and



applying others' wisdom and insights; and/or, one's ego remains safe when one learns about leadership versus behaving like and being a leader.

Resistance to moving from the Expert mindset: One comes to enjoy and value the investment, influence and rightness experienced once one is recognized as an expert ("I am the expert, it's worked for me up till now, I do the influencing, my wealth of knowledge is always right"); humility is uncomfortable; and/or, one has become unfamiliar and uncomfortable with not knowing or looking like a rookie.

Everything that can be invented has been invented!

—Charles H. Duell

Director of the US Patent Office 1899

Resistance to moving from the Master mindset: Caught up in their own magic to be creative and innovative with what they already know; and/or, not seeing and accepting the thin veil that lies between Master and Novice, that is, not realizing that the power of the Master lies in the Novice mindset.

Sensible and responsible women do not want to vote.

—Grover Cleveland

President of the United States 1905

However, movement does not occur by merely recognizing one's resistance or hesitancy to explore one's biases and assumptions. To stay on their recurring and evolutionary path of development and greater contribution, these leaders have discovered certain insights that assist them in their journey. The most frequently mentioned realizations follow.

One thing that I value is to be able to honestly say that how I am today is not how I was a year ago. . . and, how I see life next year will hopefully be different than how I see life today. This is not to say that there are not values and insights that will stay with me throughout my life. This is more than merely doing things differently or doing different



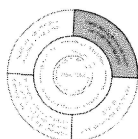
things. It has to do with how the world looks to me and how I feel about me, what I'm doing, my life and those in it.

—Dennis Litos
CEO, Doctors Medical Center

THE CONCEPTS OF WISDOM

Focus, Solutions and Actions

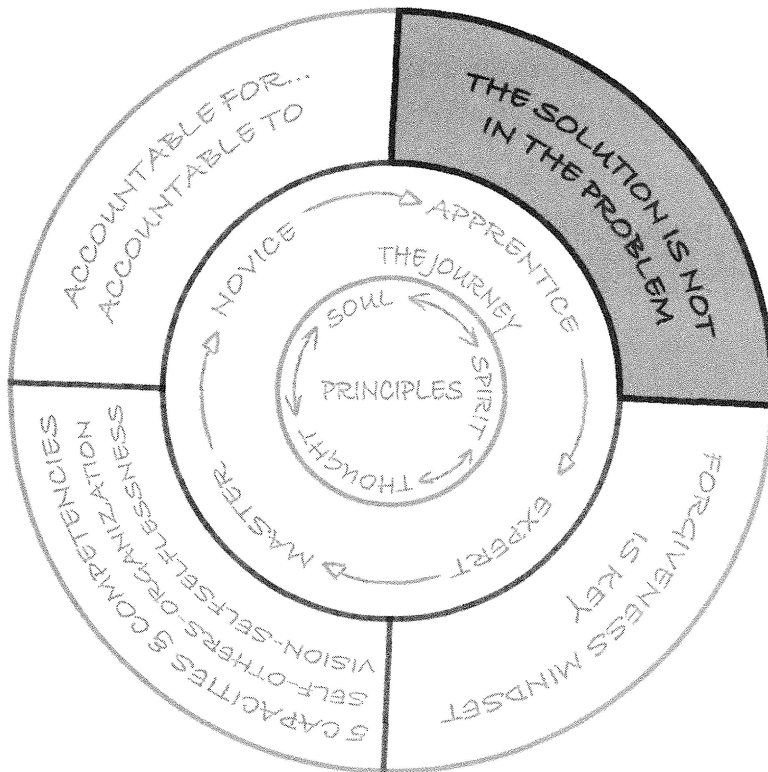
For these leaders, how then do the two levels of understanding, that is, the Principles and the phases of the Journey, come together and manifest in the world in which they live and lead? What realizations guide these leaders in their developmental journey of contribution and service? Four were regularly mentioned.



The Answer Is Not to Be Found in the Problem

For many of us, whenever we are faced with a challenge or problem, our first reaction is to fully understand the issue before us. We analyze it, measure it, trace its history, find the causes or elements that led to its becoming a problem, and so forth. In short, we become an expert on the problem—not necessarily a master of the solution.

In some cases, the fix becomes apparent and is a relatively simple alteration within the parameters and assumptions of the day. However, there are many issues facing leaders that possess many facets and are filled with emotional repercussions. The consciousness that sees the situation as a problem has tremendous difficulty in seeing the larger solution. Often, the more that a person focuses on the problem, the more real it becomes in his/her mind. One indicator of this “realness of the problem” is that one’s spirits go down and hopefulness decreases. In addition, poor judgment, reactivity, insecurity and impatience increase. As a result, the given situation doesn’t get appreciably better. Because the problems are not fully addressed



or are only partially resolved, the problems are ignored, “go underground,” or are avoided until they reappear, perhaps in a different form.

In order for a higher level solution to occur, one’s consciousness needs to shift in order to allow one to see the total situation through new eyes. Without this shift in consciousness, one is doing little more than rearranging the deck chairs on the Titanic.

It is relatively easier to speak as an authority on the problem: one describes reality (as one sees it today). There is usually agreement that a challenge exists. There is little conflict about the activities of the past that got us to this predicament. However, when you speak of the solution, you are speaking of a future state in time, something that has yet to happen. For



the solution to be believable and possibly motivating to other people, there needs to be a sufficient amount of faith, hope and trust in the system. The leader needs to be sensitive to the receptivity of the people and, more importantly, needs to be clear in his/her vision of the solution. This inspiring vision does not come from merely rearranging what one already knows. It comes from that state of *formlessness*, the quiet reflection open to all possibilities. The strength and clarity of this vision get the people in the solution mindset and away from focusing on the problem.

We can see examples of this throughout history. Franklin Roosevelt focused on the promise of hope and work as the antidote for the realities of the Depression, Gandhi focused on the value of personal dignity as the character trait that would conquer foreign occupation, and Martin Luther King's vision of equality provided visible contrast to segregation and discrimination.

This, too, is the promise of Robert Greenleaf's works on servant-leadership. He and those who follow these principles describe a vision of leadership and organizational agility and wisdom beyond the ills of the day. It is a vision that defies obsolescence and is one whose relevancy is consistently validated through the results achieved by those who embrace its principles and put them into action. In many ways, this vision arises beyond the challenges and points in a direction that transcends the problems.

To "The Fourteen" . . . I hope I am hearing your truths.

James A. Attwood, CEO Mutual Life Insurance Company of New York
(dec.)

Bob Best, CEO, Atmos Energy Company

Harry Bubb, CEO, Pacific Financial Corporation (ret.)

John Clayton, Director, Senn-Delaney Leadership Consulting Group-UK
(dec.)



Shinjiro Iwata, CMO, Hitachi Global Storage Technologies

Jim Hart, CEO, Senn-Delaney Leadership Consulting Group

Terry Hartshorn, Chairman and CEO, PacificCare (ret.)

Dennis Litos, CEO, Doctors Medical Center of Modesto

Dr. Mary McFarland, Dean of the School of Professional Studies, Gonzaga University

David Roberson, CEO, Hitachi Data Systems Corporation

John Ruch, CEO, Blue Cross/Blue Shield of Utah and Idaho (ret.)

Richard Rudman, COO, Electric Power Research Institute (EPRI) (ret.)

Larry Senn, Chairman, Senn-Delaney Leadership Consulting Group

Gregory Smith, CEO, Ford Motor Company of the Americas (ret.)

*dec. . .deceased

*ret. . .retired

Paul Nakai is the founding partner and principal of Leadership Spirit International, with offices in San Francisco, California, United States of America. Leadership Spirit International is a consulting group specializing in developing and deepening the leadership capacity of executives, in teambuilding and optimizing performance-based relationships, and in shaping organizational culture to more effectively meet organizational objectives. Paul was formerly a Managing Partner and Executive Vice President with the Senn-Delaney Leadership Consulting Group, where he specialized in executive coaching and leadership development to support and lead intense business challenges such as mergers and acquisitions, shifting corporate cultures, leadership shortages, downturns or upswings in business, and debilitating internal strife. Paul has consulted and led major engagements in healthcare, insurance, financial services, manufacturing, energy, high technology, aerospace, pharmaceuticals, and telecommunications, including crucial engagements at Three Mile Island Nuclear plant and for



NASA in response to critical challenges. Through Leadership Spirit International, he is dedicated to servant-leadership in order to assist executives in unleashing the spirit behind their personal leadership as well as unleashing the collective spirit of their organizations.

The International Journal of Servant-Leadership welcomes Paul's understandings of corporate culture. We look forward to his ongoing editorials which can be found in each volume of the journal under the section entitled: "Servant-Leadership and the Executive."