The Journey of Leadership Development From the Inside Out: Going Forward

—Paul M. Nakai
Leadership Spirit International

Two years ago, Jack Welch spoke of an Ethiopian CEO who had led his organization into becoming a global multi-million dollar company. Over the last two years, this man became aware that 60% of his workforce had tested positive for HIV. He sought the advice of many contemporary business consultants, unfortunately without much personal satisfaction. Most of the individuals with whom he conferred tried to analyze the problem and resolve it through the state of mind that saw the situation as a problem. They spoke of recruiting programs, procedures and protocols, protection against diminishing productivity, infection dangers, and other operational measures. Although these ideas made logical sense, they did not provide what the CEO intuitively wanted. One weekend, he decided to return to the village of his childhood to be quiet and to reflect on his life and his company's situation. He realized that his contribution went well beyond leading a successful organization. He became clearer that his inspiration was to provide a higher level of living for his fellow countrymen. He realized that fulfilling his vision and personal inspiration for the company was the best thing he could do. He touched inner feelings, dreams, and hopes, and made his decisions from that state of mind.

The result has been that the company has stepped onto another growth path. The company, its leadership, and its people are financially successful, tempered with tremendous empathy and support for all employees. They are also a beacon of support and guidance for their employees' families, the survivors of the virus, and the communities in which they live. They are leading the way in medically and socially combating the HIV epidemic as

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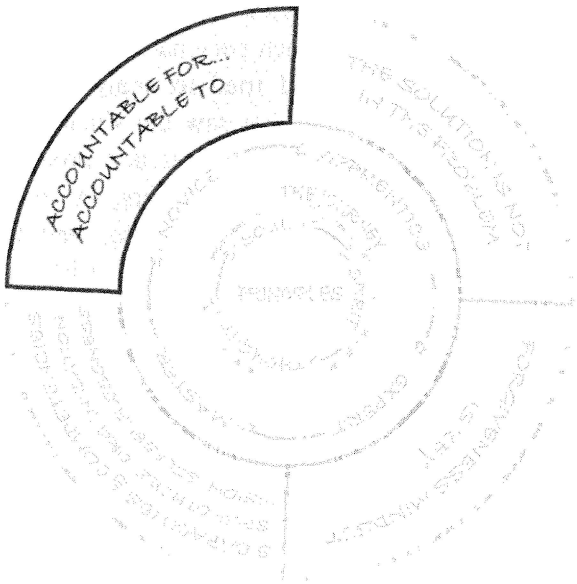
well as sponsoring healthcare and social legislative reform. The leader could not find the true answer by dissecting and analyzing the problem. It was only after he returned to his personal vision, his personal state of health and inspiration, that he could look at the total situation and the role he was to play through his healthy state of mind.

> I am convinced that the best thing that I can do for the people in my company is to make sure that my decisions and actions have one thing in mind. . . the overall and lasting *well-being* and profitability of the organization. In this way, our employees can continue to thrive and their lives are not unnecessarily disrupted.
>
> —Bob Best
> CEO, Atmos Energies



UNDERSTANDING THE DYNAMICS OF ACCOUNTABILITY "FOR" AND ACCOUNTABILITY "TO"

How well life works or doesn't work is in direct proportion to how

well one keeps or breaks his/her agreements. These agreements are both implicit and explicit. For instance, our physical health is based on the implicit agreements about how our body functions. Smoking tobacco breaks that agreement. Exercise and meditation are in alignment with that agreement. The result of keeping our physical agreements with ourselves is greater resilience, vibrancy, and stamina.

When nations break their agreements with one another, conflict and war ensue. When the agreements are kept, peace and progress are enabled. When couples violate their vows (agreements), divorce occurs. When their vows are honored and furthered, they build a loving and trusting life together. When parents fail to keep their implicit and explicit agreements with their children, families fall apart. When they keep these agreements, they positively seed the next generation.

All too often, not realizing the long-term and cascading impact broken agreements have on one's life, individuals will choose to keep or break agreements based on short-term gains or consequences that come from doing so. Being late to an appointment has an apparently miniscule affect that can be neutralized with an apology. Missing sales targets or quality goals may be more important. Unfortunately, there are some organizations in which keeping or not meeting any agreement is dealt with in a cavalier fashion.

We live and function in a life of spiritual agreements, emotional agreements, relational agreements, ethical agreements, and mental agreements. We work in a world of positional and performance agreements. Simplistically speaking, these agreements are frequently captured and articulated through our expectations and promises. At times, these agreements are obvious and easily identified. At other times, they are subtle, and assume and require quiet contemplation and reflection to see. Regardless of their nature, fulfilled agreements and expectations yield a sense of completion and calm, while unfulfilled agreements and expectations are at the source of agitation and displeasure.

Making and keeping agreements is more than a statement of character

or a position on moral and ethical values. It comes from a practical and pragmatic realization about how life works. In addition, because of their long-term cultural and individual impact, wise leaders do not arbitrarily turn every goal and objective into an agreement, but selectively choose and declare the high priority agreements. They inspect what they expect and make adjustments wherever necessary. They realize that if an agreement cannot be met, the time to negotiate it is well *before* it is broken. If the agreement had to do with something critically important, to negotiate it after it is broken is merely a statement of the obvious. Realizing the value of keeping agreements is one way that these executives exercise and model their sense of accountable leadership.

Our ability and our commitment to live a life of kept agreements is a measure of our accountability. It comes from a healthy stance toward life and is rooted in love, understanding, and wisdom. It is an *accounting* of how we live life. Regardless of whether we recognize this, it is an innate perspective that we all share and move toward in our own ways. Being accountable is our "default" setting toward life.

The way in which these fourteen leaders consistently manifest and develop their accountability is to realize that they are on a personal journey of greater clarity and understanding. They realize that ignorance of an agreement is not a valid excuse for continually violating the agreement. When life becomes difficult, they start to explore their understanding of how life works, that is, their agreements about life. They honestly assess the compromises that they have made, the decisions and actions they have taken, the assumptions that they hold as true. In so doing, their consciousness rises and they establish a higher level of agreement with both who they are and the contribution they are to make.

In addition, these leaders have taken their understanding of accountability to another level. They have noticed how their state of mind, feelings, and actions are different when they feel accountable *for* something versus when they feel accountable *to* something. We can be accountable *for* our children until they develop the ability to be accountable for themselves. In

certain situations, we need to be accountable for others who, for whatever reason, are unable to be fully accountable for themselves.

However, these leaders have realized that, truthfully, they can only be fully accountable *for* themselves. When they are accountable for themselves, they are personally vested in and open to exploration, learning and change. They do not blame others or situations for their lot in life. They do not blame others or situations for how they feel or for their state of mind. They no longer feel the need to *de*fend, *ex*plain, or just*ify* (the acronym "dexify") the way that they understood things. If they find themselves tempted to "dexify," they recognize that they were anchored in the status quo. They live by the simple adage "reasons or results." They realize that when they have an inspiring and clear focus (vision), their performance and contribution soon follow.

In addition, they understand that a large part of their responsibility as a leader is to be accountable *to* all those around them: *to* their families, their employees, and/or their clients. They realize that they cannot make anyone think or feel the way they wanted them to think and feel without their permission. Rather, they can be available and "in the moment" with others and assist others in their awakening to their own state of wisdom and health.

Regardless of the most positive intentions, when these leaders start to think and act as though they are accountable *for* any of their people is when things start to get complicated. If they innocently convince someone that these leaders need to be accountable *for* others, they send a subtle message that those people are unable to be accountable for themselves. Unfortunately, if they succeed in this, there are two possible responses, and neither is ideal. The first response is one of resistance, avoidance, and revolt, where their people resent the implications and are in essence fighting to regain their personal sense of accountability. The other response is one of dependency and subjugated compliance, where their people agree with the message that they are incapable without the guidance and interventions of the leader.

Granted, there may be times when being accountable for others is a

good thing—temporarily. It provides them with a backstop and respite while they regain their bearings and get back on their path of learning. The intention is to keep them out of harm's way. This works only if the people are constantly learning to be more comfortable in their own thinking and actions (and are reducing their dependency on the leader). However, it takes a bad turn when, in lieu of this increasing accountability for self, they take the other path of strengthening the dependency mindset and avoid doing anything to jeopardize that relationship. In essence, you witness the birth of the proverbial "yes man."

Although we've presented the idea of accountability in a relatively binary fashion, it is not this neat or easily categorized. The fourteen leaders realized that depending on the moment, we are consistently finding the right balance between being accountable *for* and being accountable *to* ourselves, others, or the situation. Choosing the appropriate path truly requires one to be totally in the moment and accessing one's state of wisdom.

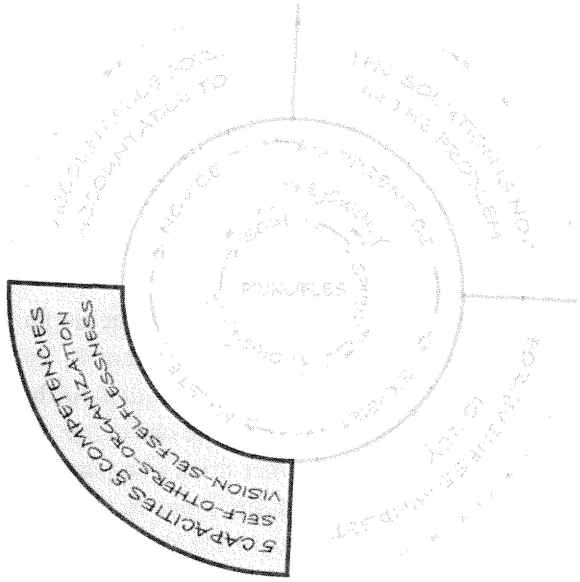
For example, in being accountable *to* your child, you allow the child to struggle and possibly fail in the attempt. If you intervened in every challenge or problem, you would slowly take away the child's ability to exercise his or her own capacity. Similarly, there are times when being accountable *for* the child is most warranted—that is, you need to do things for or support the child directly. It then becomes part of the child's evolving process of development. A close friend, Blackburne Costin, a Deloitte Partner, is fond of saying, "A leader's role is not to save people from stubbing their toes. A leader's role is to keep them from breaking their legs."

Finding this balance point is an ongoing and ever-changing effort. It is true for self-development, working with and through others, fashioning the organization's structure, setting the most appropriate direction and vision, and awakening these leadership capacities in others.

As you further refine your consciousness of accountability, the benefits become apparent. These benefits were captured by Jim Collins when he wrote about the culture of "discipline." His observations were synonymous with the culture of "accountability":

When you have disciplined *people*, you don't need *hierarchy*. When you have disciplined *thought*, you don't need *bureaucracy*. When you have disciplined *action*, you don't need *excessive controls*.

—Harvard Business Review, July-August 2005



THE CAPACITIES AND COMPETENCIES OF THE ORGANIZATION LEADER

Up to now, much of this article has dealt with the insights and revelations that these leaders have had about life in general. However, during our conversations about their developmental journey, many of these leaders did not speak in generalities, but spoke of specific situations and the specific lessons learned. When they spoke of their disappointments or of those times when they could not reach certain individuals, again, they spoke in specifics. From our conversations with these leaders, we find that their enabling strengths and required competencies appear to fall in five areas.

A. Self Leadership (Accountability *for* One's Experience)

B. Collaboration & Relational Leadership (Accountability *to* Oneness)

C. Managerial Leadership (Accountability *to* Organizational and Operational Competency)

D. Visionary Leadership (Accountability *to* Cultural Authenticity & Agility)

E. Selfless and Transcendent Leadership (Accountability *to* Awakening)

Each area holds the potential for infinite growth and insight. Development in these five areas is ongoing and recursive; it manifests in an evolving self-vision which touches every aspect of one's life. In addition, these lessons can be learned, as the insights are always available regardless of age, tenure, or station in life.

However, the determiner of the distance and the depth of this discovery and internalization process is purely personal choice. No one can make or cause another to have the necessary insights that further that person's consciousness in these five areas. Perhaps one can cause another to act in a certain way, but no one can make another think in a particular way. This is so because all people have the freedom of choice to think the way that they choose. At best, one can lead another to the doorway; but that final step into a new room of thought is a personal one and can be made only by the individual.

Here, then, is a description of each of the five competencies.

A. *Leadership of Self (Accountability for One's Experience)*: How to continually contribute in a positive and effective fashion as an individual through knowledge, experience, skills and capabilities, character, and discipline; and, how you see and define yourself and your role, exploring and learning new skills, protocols, capabilities, and technologies. Developing clarity and focus of your personal vision; listening to your deeper voice or intuition; being open to your own wisdom and insight; and, knowing when your inspiration is speaking and when your ego-voice is speaking. Acting with certainty yet continually questioning the relevance or obsolescence of your understanding and capabilities.

Being accountable for oneself and for one's results in life was a personal trait that distinguished these leaders from many others. Even when they were caught unawares by life's events, they did not spend any time making excuses, justifying their actions, or damning/blaming the unforeseen circumstance. They displayed resilience in response to personal attacks and criticisms and found solace in their values and in the worthiness of their vision. At the heart of their resilience and forward movement was a keen sense of self-accountability.

Their awareness of the leadership principles and of the phases of their developmental journey lay at the foundation of their proactive journey. In many ways they would gracefully and with ease move from Expert to Master to Novice and then to Apprentice.

In addition, my role as their coach is not to tell them what to do or not to do. It is neither to present a parade of experts (and their advice) to them, nor to make recommendations based on what someone else did in a "similar" situation. The majority of my efforts are focused on assisting them in awakening their personal state of wisdom and, in so doing, assisting them in clarifying their vision and legacy of contribution for themselves. It is through this healthy state of mind that their breakthrough insights and revelations occur.

> I've come to realize that the source of our continued growth and success hinges on the clarity of my vision and inspiration as the CEO. Although important, intellect and experience have their limits. What we do with these elements will be the difference between success and mediocrity. Behind every major step in this journey, I need to question the assumptions of the business through the eyes of strategic common sense and with as much wisdom as I can muster.
>
> —David Roberson
> CEO, Hitachi Data Systems

B. *Collaboration & Relational Leadership (Accountability to Oneness)*: How to unify and align others' efforts without relying heavily on position power, intimidation, coercion, debate, compromise, and authority. Based

on a foundation of mutual respect and trust and rooted in effectively listening to others and promoting dialogue until mutual (common) understanding is reached. Decisions are based on common sense, service, and gratitude, not on the title or credentials of the speaker.

This competency involves contributing to the achievement of team goals and working effectively with others in a focused and respectful way. However, this competency embraces more than choreographing and attending to relationships. It points to a higher vision and consciousness of oneness. Although it may differ in form as one is promoted up the organization, the basic principle remains the same. For example, as one rises in the organization, the ability to notice and minimize the impact of obedience to authority and blind agreement or compliance becomes more and more difficult. Many executive leaders realize that their position provides an automatic filtering device that subtly causes others to edit their thinking and their comments. The more secure leaders are looking for greater candor and honesty so that more effective decisions can be made.

Yet there are those who are blind to the benefit of this type of relationship. They tend to do a good job of managing their relationships with their bosses (up the organization) and/or with their peers, but do a horrendous job with those they view as subordinate. They get the job done through these people through manipulation, temporarily being pleased, processing others, judgment, coercion, and veiled threats. This competency of being able to minimize the implied impact of one's station optimally begins when one does not have the assigned authority of title and is truly a peer in the conversation.

One of the frequently mentioned traits of these fourteen leaders is the amount of respect and professional courtesy that they extend to everyone, regardless of title or station. Throughout their careers, they are known to promote candid conversations and appear to have intuitively strong negotiating and collaboration capabilities. Some of my coaching assignments are spent with executives who yield positive performance, but do so at the expense of others' good will and self-worth. The obvious strength is that

these individuals get results. The not-so-obvious price is the impact that it has on others' performance. In every situation where the person has lifted his or her consciousness to perform collaboratively with others, or the person's negative influence has been eliminated because he or she left, the cumulative performance of others rose well above the individual contribution of the "results at any cost" person.

> Yet it is terribly important that one *know*, both about oneself and about others, whether the net effect of one's influence on others enriches, is neutral, or diminishes and depletes.
>
> —Robert Greenleaf, "Servant Leadership," p. 43

C. *Managerial Leadership (Accountability to Organizational and Operational Competency)*: How to understand an organization and the means by which it functions and prospers; continually—and in an evolutionary manner—organizing and directing both people and resources toward the achievement of blue chip objectives; listening for system opportunities; identifying the select high-impact organizational levers for change or performance; and, focusing on coordination and processes.

This competency deals with more than just policies, systems, and protocols. There are thousands of different interventions which have the potential to move organizational performance forward that are available to the executive leader. The capacity to identify and choose the ones that have the highest impact and are the least disruptive and most acceptable to employees is a skill unto itself. The mark of an effective executive is the ability to identify the few levers that cause tremendous positive change in attitude as well as performance.

I recall working with a relatively newly-appointed COO who was concerned about the growing disappointment of the CEO over his approach to the role. The COO had received the promotion for the most part because he was a brilliant operations tactician; when he looked at the organization, he could quickly see where improvements were needed. In addition, whenever a new procedure or system needed to be implemented, he could identify the

major systems that needed to be involved. He then visualized and implemented the coordination of the necessary activities to a successful end. However, the CEO wanted the COO to be more of a futurist and strategist. Instead of improving the status quo, he wanted the COO to better anticipate future industry and operational demands. He wanted the COO to regularly question the assumptions upon which the operations were organized. Unfortunately, the COO was hearing the words of the CEO through the mindset and ears of a tactician. It was only after the COO stepped into the vision and understanding of a strategic visionary leader that he was able to fully understand what the CEO wanted and to see the difference between the two levels of consciousness.

D. *Visionary Leadership (Accountability to Cultural Authenticity & Agility):* Creating a compelling vision and inspiring core values; stimulating and establishing organizational commitment to these higher performance expectations; possessing concern about the spiritual and pragmatic good of the organization and its people; and, listening for consensus that the desired change is consistent with employees' motive for work.

Surprisingly, there are still quite a number of executive leaders who are uncomfortable articulating, or who do not understand or value, the contribution of a compelling vision. They feel the same way toward creating a values-based corporate culture. For these individuals, at best, they consider it a nicety or "fluff" and use verbiage such as "touchy-feely." On the other extreme, they see these elements as getting in the way of doing "real" business. The vast majority of these executives are fine, respectful, and accomplished leaders. It's just that at present they do not see the subjective elements of life as being as real and having as much meaningful impact as the objective elements.

I spoke earlier about those executive leaders who see the value of personally leading their organization to a compelling vision. At first, I viewed these individuals as heroic leaders with a penchant for acclaim. However, I soon came to realize that, for the most part, this behavior was born out of a personal proclivity to step forward and to declare their accountability for

the results of their company. This was more of a personal act of accountability than any desire for self-aggrandizement.

I recall working with the Chief Medical Officer (CMO) of a large hospital system. He was a fine executive and a highly competent physician. He was dedicated to creating a healthcare system that delivered the highest possible standard of quality medical care. His major (and sometimes only) evaluation yardstick was the displayed competency of the practitioner. Unfortunately, there were numerous instances of harsh and disrespectful behavior often used by the most competent physicians practicing in the hospital. Although the CMO spoke to these doctors, he resisted doing anything more for a couple of reasons. First, since the physicians were not actually employees of the hospital, he did not feel as though he had the necessary leverage or even the right to do anything more. Second, he was aware that if these doctors felt slighted or misunderstood, they might take their patients to the other hospital across town. Although he was part of the executive team which was leading a culture-shaping endeavor, he saw the effort as primarily being something that the CEO wanted him to do.

This CMO was not totally closed to the possible impact that a healthy corporate culture could contribute to the overall level of medical care practiced in his hospital. He had frequent and regular conversations with the CEO. They were candid with what they saw and how they felt. The CMO started to research everything that had been written about the impact that physicians' dysfunctional behavior had on overall performance and fulfillment of all employees. Over the course of a few months, he started to realize the importance of an aligned and a healthy corporate culture. He called together the medical department chairs and gained their support in creating a more professional and respectful medical culture. Together, they created and instituted a code of conduct as well as appropriate supportive protocol to coach each other and to enforce these values. In the end, one (out of 500) physicians decided to leave. But the overall level of care by both the nurses and the physicians jumped substantially. The hospital earned a Distinguished Hospital Award from J. D. Powers and Associates.

In addition, HealthGrades evaluated a number of their medical services to be in the top 5% nationally.

E. *Selfless and Transcendent Leadership (Accountability to Awakening)*: Laying the foundation for lasting and evolving success through unleashing the collective common sense and wisdom of those involved; non-spotlight non-heroic leaders: "it's not about me – it's about us"; modest-humble-shy-gracious *and* strong-willed, confident, determined and disciplined; and, providing transformative and rejuvenating leadership that assists others in awakening and bringing forth their leadership capacity—in other words,

> someone who builds enduring greatness through a paradoxical combination of personal humility plus professional will.
>
> —Jim Collins
> Harvard Business Review, July-August 2005

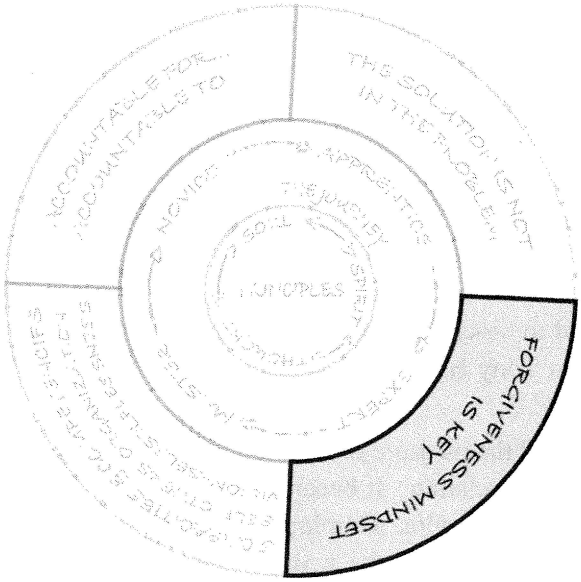
> When leaders become superstars, the teacher outshines the teaching. The wise leader settles for good work and then lets others have the floor. The leader does not take all the credit for what happens and has no need for fame. A moderate ego demonstrates wisdom.
>
> —Lao Tzu, *Tao Te Ching*

I first started to work with Denny Litos when he was CEO of Michigan Capital Health. After successfully merging two hospital systems, he realized the necessity of creating a corporate culture for the newly combined entity. During the first year, we had aligned his new senior executive team and the Director team with the corporate vision, core values, and strategic expectations. However, during the second year, in order to remain competitive with the other health systems, it became necessary to reduce personnel. In spite of the bitterness and insecurity expressed about Denny's decision, he decided to change the focus of the process from introducing people to the new culture's values to introducing the employees to concepts and principles that would assist them to best handle difficult times, to weatherproof their spirits, and to increase their psychological and spiritual resilience. He

realized that the same principles that brought the core values to life provided this level of healthy perspective. He did this quietly and without any desire for fanfare or votes of appreciation. Even after many of the employees, both those who remained employed and those who were furloughed, voiced their gratitude for the unexpected steps that the company had taken, Denny remained silent and wanted his managers to accept the credit for the idea.

> The great leader is seen as servant first.
>
> —Robert Greenleaf, "Servant Leadership," p. 7

Figure 3



In 1995, 21-year-old Tariq Khamisa was working his way through college as a pizza delivery person. One night he was confronted by a gun-brandishing, 14-year-old gang member named Tony Hicks. Hicks demanded that Tariq turn over his pizzas and receipts to the gang; in the moment that Tariq hesitated, he was shot to death by Tony. The anguish that invaded Tariq's family was beyond the intensity that anyone could imagine. It was especially difficult for his father Azim, a successful investment banker. The pain and sorrow eclipsed the capabilities of intellectual manipulation or emotional reframing.

For two years, Azim turned his damaged spirits over to his God with the hope for a healing revelation. Over these two years, this revelation came as an evolving sense of true forgiveness toward Tony. Azim's forgiveness led to humble curiosity, and his curiosity led to his new vision of contribution and service. Together with Tony's grandfather, Ples Felix, Azim has been speaking to elementary school children to urge them to make the choice toward brotherhood and sisterhood and away from gangs and violence. They have formed the Tariq Khamisa Foundation to bring their message to and inspire as many people as possible to take the path of forgiveness and to co-create a peaceful world. Azim's spirit has had a dramatic impact on Tony Hicks and, as of today, Azim is leading the effort to get Tony parole.

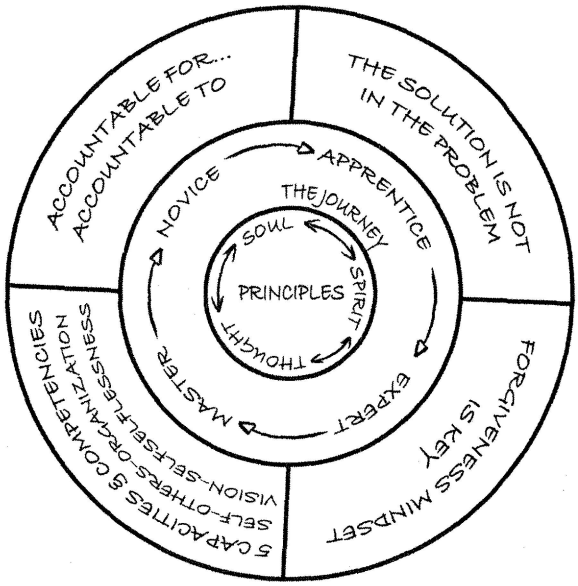
I recently had the pleasure of meeting and conversing with Azim about his life-affirming revelation. It became apparent that forgiveness does not begin as an act or a behavior. Coming from a true state of forgiveness does not imply that one condones the wrong done or ignores the hurt suffered. Rather, forgiveness is of greater benefit to the forgiver than to anyone else. It comes from listening for a deeper answer of peace that comes from the spiritual quiet of *formlessness*. It is through this state of being that insights and revelations occur. At best, you can make tolerance happen, but forgiveness comes from a truly spiritual state of being.

> A true sense of forgiveness, not a false forgiveness that overlooks the harm caused by others, but a true forgiveness inherently bound to the ideas of integrity and justice, can move us toward the kind of robust and resilient relationships that build the foundation of legitimate power, both personally and professionally.
>
> —Shann Ferch, "Servant-Leadership, Forgiveness and Social Justice," p. 227

Metaphorically, when your mettle is tested by the heat of anger, insecurity, fear, and hate, it can either become more brittle and vulnerable to further heat—or it can become stronger and more adaptable. The determining catalyst as to which way you go is the mindset of forgiveness. I have always been inspired by the resilience and character of the fourteen leaders upon whom this article is based. In spite of experiencing sometimes egregious and threatening acts and accusations, these leaders have met the anger of others with understanding and compassion. This is not to say that they back down from their position or that they no longer feel the pain of the attack upon their spirits. It is to say that they are able to regain their bearings and their perspective much quicker. Their decisions and acts display the wisdom and healing that come from this state.

> [H]ealing, with its meaning "to make whole". . . suggests that one really never makes it. It is always something sought . . . . the servant-leader might also acknowledge that his own healing is his motivation. There is something subtle communicated to one who is being served and led if, implicit in the compact between servant-leader and led, is the understanding that the search for wholeness is something they share.
>
> —Robert Greenleaf, "Servant Leadership," p. 36

Figure 4



Early in my career, I worked in Xerox Corporation's Training and Development Division. We were informed that we could anticipate reaching only a third of our audience with whatever lesson or message we needed to communicate. Back then, our answer was to do the same training, perhaps with different approaches, three times. Our hope was that in that way, we would eventually reach 100% of the people. What we failed to truly take into consideration was that we could put on training programs, but we could not train or develop anyone without first gaining their permission and agreement that that was something that they wanted to do. The same idea applies to leadership development.

This idea is the cornerstone of ongoing and evolving leadership development. It starts with those individuals who have chosen to step onto this path of evolving learning and internalization. These "candidates" have chosen a life-long journey of exploration, discovery, and deepening. One per-

son cannot cause another person to make this choice. All that one can do is to find those individuals who choose this path and assist them.

Many development efforts present ideas, knowledge, skills, and theories to individuals for them to learn and understand. These lessons are heard and interpreted through their present level of consciousness. The challenge is for the candidates to raise their consciousness so that they hear and understand at a deeper, more profound level. The endeavor of leadership development is both a consciousness journey of awakening and bringing forth, and one of learning, intellect, and experience. These fourteen leaders point toward leadership development that continually affects and raises the foundational consciousness of the candidates. By doing so, these individuals can experience and interpret these lessons with greater wisdom and perspective. These fourteen also realize that the insight and revelation leading to this higher consciousness cannot be mandated. At best, it can be massaged.

Among fourteen executives who are on this journey, there is an uncanny level of alignment in terms of what they've noticed for themselves. Although their personalities and approaches may vary, they appear to share similar insights and revelations. Regardless of whether you are seeking leaders who are on this path, wanting to assist in their development, or on your own journey, I hope the ideas in this essay have provided you with some food for thought and a hopeful direction.

To "The Fourteen" . . . I hope that I heard 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 for 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."