

One model of leadership

From: Collins, J. (2001), "Level 5 Leadership – The Triumph of Humility and Fierce Resolve", *Harvard Business Review*, January, 67-76.

Level 5: 'Executive'

Builds enduring greatness through a paradoxical combination of personal humility plus professional will

Level 4: 'Effective leader'

Catalyses commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards

Level 3: 'Competent leader'

Organises people and resources toward the effective and efficient pursuit of predetermined objectives.

Level 2: 'Contributing team member'

Contributes to the achievement of group objectives; works effectively with others in a group setting.

Level 1: Highly capable individual

Makes productive contributions through talent, knowledge, skills, and good work habits.

The Yin and Yang of Level 5:

Personal humility:

- Demonstrates a compelling modesty, shunning public adulation, never boastful
- Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate
- Channels ambition into the company, not the self; sets up successors for even more greatness in the next generation
- Looks in the mirror, not out the window, to responsibility for poor results, never blaming other people, external factors, or bad luck.

Professional will:

- Creates superb results, a clear catalyst in the transition from good to great
- Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult
- Sets the standard of building an enduring great company; will settle for nothing less
- Looks out the window, not in the mirror, to apportion credit for the success of the company – to other people, external factors, and good luck.