

Such a profound lack of leadership costs us in every way, including in our hearts and souls. I believe the lack of mature leadership now will cost our children and grandchildren even more dearly. It's time to talk about leaders who grow up and practice a very old, yet seemingly very new form of leadership.

My goal is therefore to jump-start a new conversation about leadership. I will have succeeded if this book annoys, provokes, inspires *or* delights you, as long as you go out and talk to someone else about the ideas you discover here.

First Consumer Protection Warning: Who Should NOT Read This Book

It is customary in prefaces to list the kinds of people who will benefit from reading the book. Upon reflection, I found it simpler and more straightforward to identify the people who should *not* bother to read this book:

- ◆ Anyone who thinks that the current state of leadership — in business, in the public sector, in our faith communities, in education or in international affairs — is just fine;
- ◆ Anyone who thinks leadership and management are the same thing;
- ◆ Anyone looking for a quick fix or seven steps to instant leadership;
- ◆ Anyone who thinks that everything there is to say about leadership has already been said;
- ◆ Anyone who thinks that stories are a waste of time;
- ◆ Anyone who thinks he or she does not have time to think deeply about love, maturity, trust, humility, clarity, compassion, values and the spiritual self in relationship to his or her leadership.

If, however, you have sensed that the leadership training you attended missed the point, or have yearned for a deeper conversation about leadership, or have wanted, as a leader, to see more integrity and clearer standards in the people who were leading *you*, then this book is likely to speak to your condition. And if you have ever been in a position of responsibility and found yourself wondering when the grownups were going to show up, or you longed to work for someone who made you feel terrific about yourself *and* held you to high standards, then you will find this provocative reading.

Second Consumer Protection Warning: What You Can Expect

This is *not* a story about leadership as commonly practiced today. The way many leaders currently behave does not meet our needs, let alone the needs of tomorrow. Nor is this a book about management. (Managers get things done through positional power.) This is a book about genuine and mature leadership, leaders who engage people and consciously elicit their commitment without needing scapegoats.

Much of what has been said about leadership can fit a wide range of people, from the great humanitarian leaders to the truly horrific tyrants. This book calls for a clear form of leadership maturity, a deeply ethical leadership that avoids blaming others, fearmongering or intimidation. Instead, it consistently evokes the best and biggest in people's hearts and souls, so as to enable them to reach higher order solutions in every arena — economic, environmental, political and social — than any we have currently developed.

Speak the Truth and Point to Hope is less a book about how to *do* leaderly things than it is an exploration of a way of *being*, a *leaderly* way of being. It is a study of the leadership required if human beings are to remain a viable species.



Does that sound extreme? In a world inhabited by six billion people, where it frequently seems that there are as many armed conflicts as there are countries, in a world where mega-businesses spring up and die off in less than ten years, in a world where economic success and ecological catastrophe often go hand in hand and threaten to poison (or bankrupt) the planet on which we and our children have to live, such leadership is not a trivial concern. We are being called to invent new forms and new ways of leading. Or perhaps rediscover very old ones. If such things do not interest you, read no further.

About the Title

A few days after September 11, 2001, National Public Radio broadcast a piece on a woman named Jacquie Maughan, the founder and director of Pacific Crest School, a Montessori school in Seattle, and how the school was handling recent events. In the piece, Maughan was quoted as believing that the leader's role is to "speak the truth and point toward hope." A colleague of mine heard the piece and relayed the phrase to me. Over the ensuing months, I became more and more enamored of that phrase, sensing how deeply it captured the essence of the kind of leadership that the twenty-first century will require of all of us.

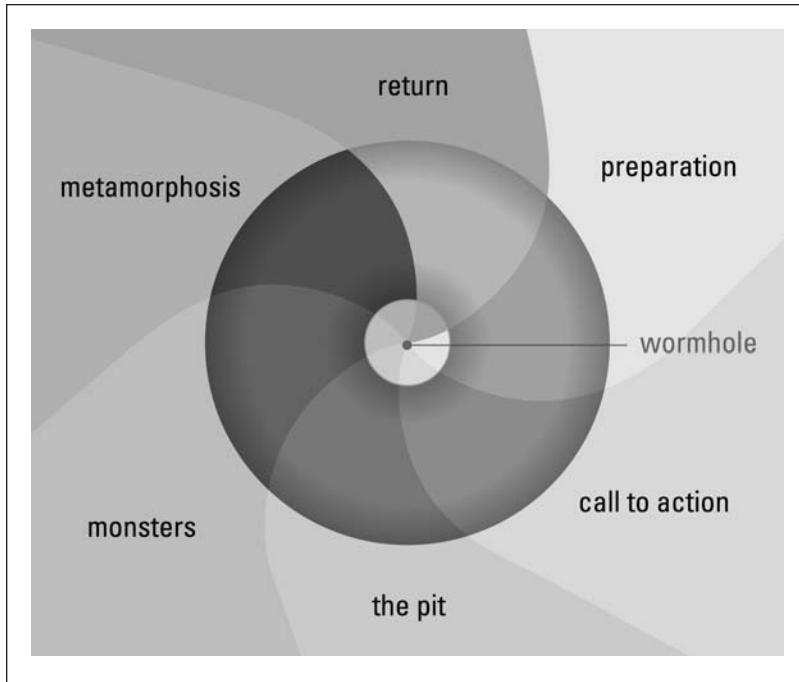
The Reader's Path

The diagram on the following page illustrates the spiral nature of the leader's journey and hence illustrates the reader's path through *Speak the Truth and Point to Hope*. It also provides a "locator" diagram, a way of checking where you are on the journey throughout the book. If you'll check the Table of Contents, you'll see that each section has its own version of this symbol, which is also found at the bottom of all the right-hand pages for that section, to help you remember where you are.

The journey is as follows: after a time of preparation, the leader receives a call to action. Embarking on his journey, the leader enters the pit. But in order to escape the pit, he must first face his

monsters, and in so doing achieve a metamorphosis. When the change is complete, he returns home, changed yet the same in his essence, until the next call begins the process again.

THE LEADER'S JOURNEY TO MATURITY



The structure of this book follows that same path. The preparation begins with an exploration of some of the definitions of leadership that emerged in my fifty-plus leadership conversations. (A copy of the questions used for those conversations appears in Appendix B.)

I also introduce the concept of the living story — the one we're in right now — and address the notion of being the hero in your own story. I discuss how to discover your living story. I examine the stories we collectively hold about leadership itself and consider what role elderhood might have to play. I introduce the concept of “wormholes” (key “inflection points,” as Andy Grove, founder of

Intel, calls them), the dramatic transitions of the journey, where one finds oneself abruptly changed in some profound way.

Then I describe the first wormhole, the call to leadership — what does it mean to be called to lead? Why do we do it? I explore the notion of the hero, look at the many archetypal roles heroes can play and point out that nobody leads alone.

Following the call is the inevitable fall into the pit. To escape the pit, the leader must face the monsters; this is perhaps the most important and most difficult step on the journey. I discuss the nature of the monsters inevitably encountered on our journeys. Even though these monsters may seem to be external people or events, ultimately, that is rarely the case. Most often, the monsters are you and I — how we respond to those people or events. I highlight the developmental tension between our need for autonomy and our need for connection. It is this tension that drives how we define monsters and how we respond to them. I delve into the implications of that developmental process for leadership.

In the discussion about facing monsters, I explore the nature of maturity in each of four critical domains: intellectual, emotional, moral and spiritual. I identify the likely monsters in each domain. The reader begins to see how with mature leadership, the focus inevitably shifts from doing to being, from action to essence.

Ultimately, those two qualities merge, and mature leaders do much of their doing by their being. They influence, enable and help discern the meaning in the moment, helping make clear where value lies in the situation. They enlarge those around them so that others feel more competent and committed.

In the chapter on metamorphosis, I explore in depth the wormhole concept, the deep change experience. I identify four frequently reported wormholes and discover their implications for leadership maturity.

Campbell notes that, in the truly great stories, when the heroes return home, those heroes are the same but they are also different — changed by their experiences. What does that mean for leadership development? To what does one return? How is one the same, and how has one changed? And what does one then give back? Does fear of aging have anything to do with the refusal to address leadership maturity? All these questions are addressed in the last chapter.

After certain chapters, I've included a leadership conversation from my research. Those far-ranging conversations vastly illuminated my thinking about leadership and my spirit and provided me with much of the best language used in this book. Those leaders and I did not always agree, as you will see, but the conversations mutually expanded our thinking considerably. I'm honored and grateful to the people who gave so much of their time and thoughtful attention.

You may want to wait and read the interviews separately, so as not to interrupt your own flow of ideas, or you may want to read them as they occur, as each is designed to amplify and/or provide a counterpoint to the ideas in the chapter they follow. Either way, I know you will find their contributions a rich addition to the conversation we are starting here.

