

Five deadly sins

Penny Tamkin

Rogues gallery



Greed



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Hubris



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Short termism

- Sits with greed as ethical and structural failing
- Locked into systems and processes
- Financial reporting, linking short term results to executive pay
- Provides climbing frame for moral failure

Blinkered thinking

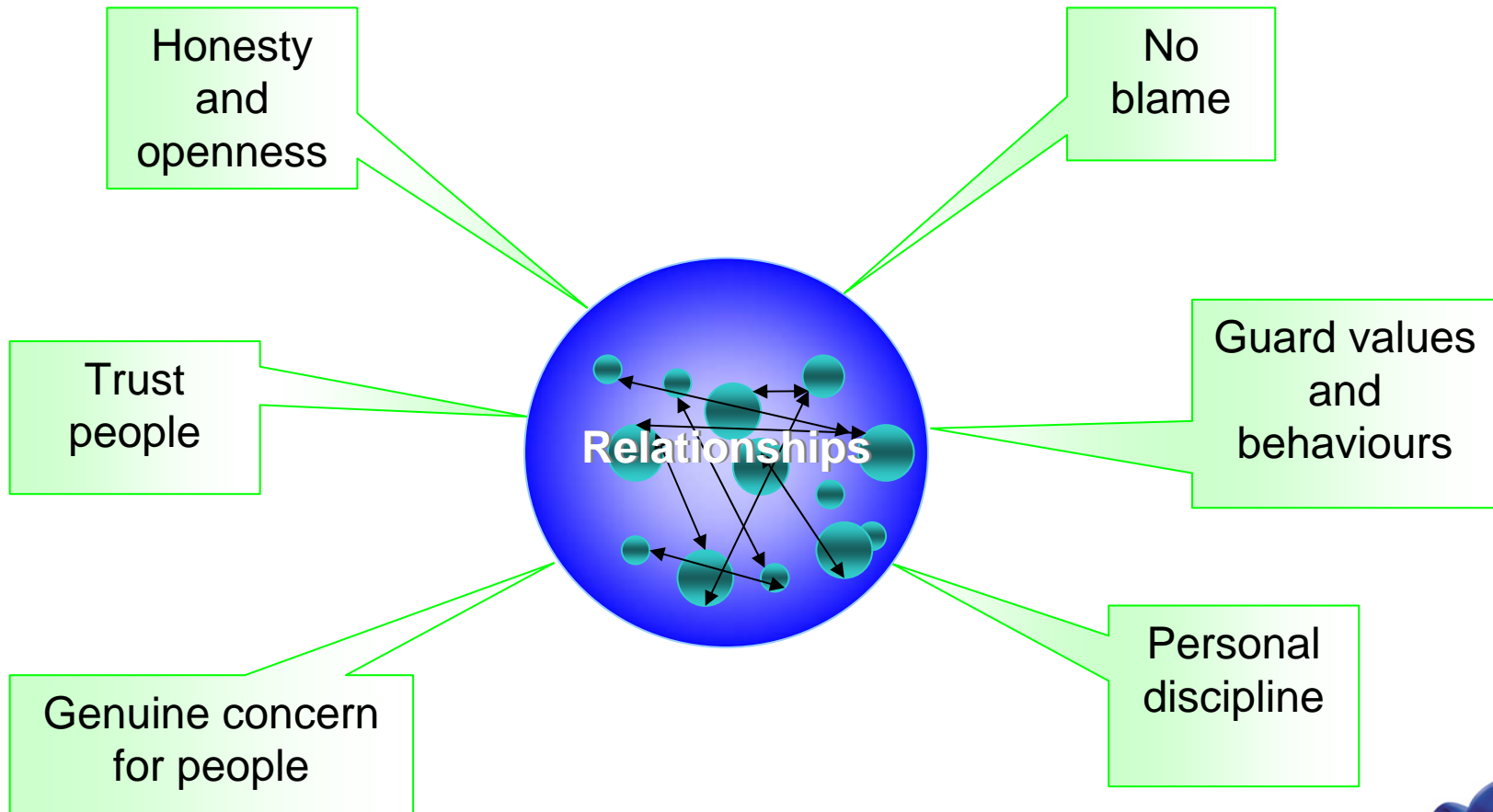


Indecisiveness



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Dusting off ethics



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Leadership for what?



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Cure for hubris

The wise leader speaks rarely and briefly

- Offer ideas tentatively and receive criticism
- Seek diversity of view
- Accept weakness in others
- Respect colleagues

Empowerment



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Collective strength

- exceptional competence, both tacit and explicit understanding of 'business'.
- quiet self belief from understanding core strengths *and* weaknesses.
- fill gaps with strengths of others - recruit, grow and engage with those stronger than themselves.
- lack of insecurity means listen and act from personal competence, confidence and collective wisdom.



A modern kind of leadership

- Systemic
- Roots throughout organisation
- Avoid heroes
- Enable not disable others
- Focus on the long term.



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