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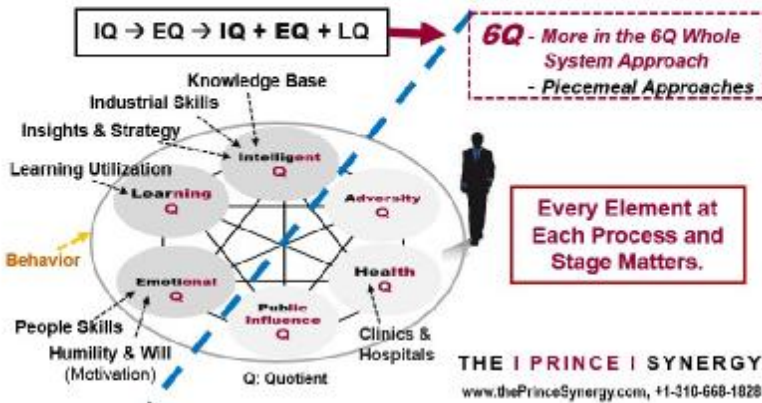
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## Preface

### What Stops Leaders from Good to Great?

Many leaders desire to go from good to great and reach Level 5, but have failed. Various sources pointed out that MBA (EMBA) leadership programs do not make leaders. However, some suggestions are the exact causes. For example, should the world change so leaders can utilize their new skills or should leaders learn how to manage conflict wisely and change the world?

#### Leadership Development History



The fundamental cause of insufficient leadership development is that partial approaches cannot get to the root cause(s), and therefore, cannot always provide fast and lasting solutions, which can mean rise and fall in the world with increasing uncertainty and complexity.

Looking back, IQ had been over estimated in leadership development until Daniel Goleman brought in EQ. However, EQ can be very vulnerable under changes and storm. Michael Porter strengthened IQ with strategy and competitiveness. Lominger expanded IQ and EQ with breadth of experience, operation, and motivation, and add Learning Q. Peter Drucker perfected management. However, they offer no anticipation and solution if leaders crash in setbacks and failures or lose health due to work stress. The latter two can happen daily.

Jim Collins defined 5 levels of leadership within the 3Q and raise the importance to focus on the big picture than personal benefits. In addition, he listed the key features of Level 5 as Humidity and Will that are only behaviors that can reflect their underlying structure but often change as environments change, especially under setbacks and failures. Some use family and friends to balance their human nature, which is like to have the 360-degree evaluation but in a safe environment—catch the symptoms, but not all the causes and potential issues.

The above tools review different parts of leadership. Because they cannot evaluate leaders' entire underlying structure and get to the root cause(s), partial approaches cannot always provide fast and lasting solution, which is critical in the fast-changing world. Top MBAs offer people skills or EQ training on top of industrial insights (IQ).

This book aims to empowers leaders to target issues with the right tools through the Whole System Approach. What are the benefits? Too many. For example, leaders can catch development

needs and the seeds of decline before 360 degree, so they can take early action to empower self, use right people, minimize damage control, and shorten the time and money needed to achieve their goals.

What allows us to do more? We know how to help leaders be their best at micro and macro levels and where the best tools are if the tools are not ours. I first went to medical school due to my parents although I was talented and passionate in Business and Law. I invented the 6Q Whole System Approach at clinics when I was looking for tools to help my patients beat setbacks and be their best, and many patients got well the same day.

We cannot anticipate everything happening in the world, but we know what takes to handle various situations, including the worst—setbacks and failures. In addition, we can help leaders be ready for the worst, which makes everything else easier for them. Many case studies in the book were impossible to partial approaches but possible through the Whole System Approach.

Many leaders can go from good to great and reach Level 5 if they have the right tools. The more great leaders are out there, the more people can enjoy prosperity, health, and happiness, the better the world will be.

The book is also an excellent learning ground for the leaders of tomorrow to start right and start strong.



For example, some stated that students fear to give top leaders honest feedback and therefore cannot utilize their skills. Shouldn't the students learn how to manage conflicts wisely and change the world, or should the world change because the students have learned new "skills?" It is leaders' daily job to manage conflicts wisely. We have an in-depth discussion in Part 5.3.

Some articles blame that university programs omitted students' mindset and failed to use behavior tool properly. **What can fail a person with behaviors like Humidity, Will, and seven characters of good leaders?**



The person can head a wrong direction without excellent blind spot management in his decision-making. The person can miss technology interruption without continuous learning. The person may crash in the storm without a strong Adversity Quotient. The person may not function at his full speed without a good health. When things go wrong, can this person lose temper, lose sleep, and doubt self? Definitely! By then, should we look at the big picture, get to the underlying causes, take precise action, or reinforce his humidity, will,

or other behaviors? A few tools are not enough to manage complex leadership ecosystem and microsystem.

Behavior tool can assess some part of the human system and solve certain issues. However, leadership involves the entire human system. To use a few tools to solve all problems is the major cause of leadership development failure. We will discuss future in Chapter 2.

Because of our expertise in handling setbacks and failures, some industrial leaders think of The Prince Synergy Level 5 leadership after they get into hot water, which allows us to watch many great leaders rise and fall:

- Some leaders have taken their companies to the top of their industries and lost their office due to improper behaviors.
- Some leaders have brought their companies to Fortune 500 but lost their spots because of rivals.
- Some have made miracles in the past but could not repeat success with their "winning methods."
- Some could not anticipate technology interruption and lost value in their investments.
- Some had some bad quarters.
- Others

### **What stops leaders from good to great and reaching Level 5?**

While searching for answers, I visited Silicon Valley and other areas to get more first-hand discoveries and how they are handled through partial approaches. In general, there are six leading causes.



## **1. Miss the Big Picture**

Without vision, leadership is no more than the "people skills" at other levels. Most people know the technical reason but miss another critical one—the health of the Ego. Individuals with an unhealthy Ego may be able to see the difference between an ass kisser and a praiser, but often choose the ass kisser to satisfy their Ego and get pulled back. Individuals with an unhealthy Ego can be eager to tell the world how smart they are, which are not good to their image. They like to avoid any thought of an "imperfect self," so they tend not to shoulder the blame, resist learning, etc. Thus, others will not follow them blindly into battle.

To take leadership Level 5, it is essential for leaders to focus on the big picture than personal benefits, open to new ideas, be fair to others, etc. Jim Collins raised the importance but listed Humility and Will as the key features. Humility can reflect a healthy Ego but is not the only reflection. In addition, many leaders who are great public speakers and somewhat self-centered also share these great features, for example, Winston Churchill, Franklin D. Roosevelt, and Steve Jobs.

Parents, culture, personal development, and environment all contribute to Ego formation. Most institutions use behavior modification, which can be painful and slow. By rebuilding a healthy Ego, we can quickly address many issues with less effort. Does it take years? No, with the right tools, this can be done in months.

At last, strategy also matters. For example, Japanese are well-known for their organizational focus and organizational efficiency. However, many of them fail in strategy by imitating one another, cutting out their own profit, and turning their competition into rat races. These Japanese' behaviors have a lot to do with their culture-- encourages obedience and loyalty instead of creativity and independence.

## **2. Self-Destruction**

In addition to an unhealthy Ego, many aspects of human nature can be self-destructive-- fall in love with self, over-credit self, make excuses, may not be aware of own behaviors changes, etc. They can have emotional tagging, insist on personal beliefs, cling to the past, acting out when angry and punishing the messenger. Without excellent human nature management, leaders can miss what they ought to VISION and run into the hot water.



When their Ego is inflated by past successes, the self-destruction is often worse. Some believe they will always be the best once they have been the best. Some believe what got them here will get them ANYWHERE since it is "proven." They step out of their circle of competence, make unwise investments, or do not prepare self properly. They refuse new ideas, disrespect others, or even abuse others. Some lose risk-taking and innovation. Some act with strong bias, which can be politics, social, etc. Here, human nature can blind

their IQ and EQ and stop their LQ.

It would be the most efficient to stop the decline here. However, it is often hard to get leaders' attention at this stage. They may see more "successes" coming. Some leaders may discount negative data or put a positive spin on equivocal data. Some may blame external factors for their setbacks instead of accept their responsibility. Can a pioneer in innovation be immune to self-destruction? No. I will tell you the story at Part 4.3

### **3. General Development Needs**

Dominic Barton, the Global Managing Director at McKinsey, said at Stanford Business School in 2013 that how to task talents and allow them grow from mistakes and failures, and how to handle setbacks and failures have been two hardest issues to businesses. The root cause is due to lack of knowledge of the other half of human system.

Another challenge is conflict management or conflict resolution that is inevitable since leaders need to change structure to achieve new strategy and continue business growth. Successful conflict management or conflict resolution is the integration of leadership styles, business knowledge, law, innovation, public image, and others, which require more than traditional IQ and EQ practices.

Talent is key to success. Without efficient tools to use the right people, a business empire can be torn down and its turnaround can be impossible. Conflicts can consume a leader even if the leader has no sign of self-destruction but extraordinary business success. IQ, EQ, and Learning Q alone cannot solve these issues. These are

why leaders at Level 5 need to manage conflicts efficiently, know key performers' 6Q, not IQ & EQ alone, and choose the talent model that does not lose money from entrance. (Chapter 5 & 6)

#### **4. External Challenges and New Personal Development Needs**

Leaders have many challenges to face -- technology disruptions, economic change, politics, cyber insecurity, nature disasters, institutional structure, and culture, etc. For example, IBM had to switch away from computer hardware because its profit too thin. When the rules of the game change, the required competency changes. Some new personal development needs can disable the leaders. Just imagine what would have happened if Franklin Roosevelt had to run marathon (President Roosevelt is my hero).

It takes the right talent, knowledge, learning, innovation, motivation, resilience, resources, energy, and others to meet new challenges. Every element matters. In addition, leaders can have rivals both internally and externally. Without up-to-date capacity, internal and external challenges can crash leaders quickly. Hard working and positive thinking alone often push people into the hospitals faster due to stress-related illness, such as heart attack, stroke, insomnia, etc.

I met many this type of patients at the hospital, which prompted me to invent the 6Q Whole System Approach. Many patients got well the same day. I have gone through several challenges that almost put me out of my circle of competency, for example, to recover from Traumatic Brain Injury and run business instead of practicing medicine.

## **5. Be Vulnerable in Setbacks and Failures**

Regardless the reasons of decline, it is hard for leaders to rise again if they cannot handle setbacks and failures efficiently. However, many leaders are lack of the unique training, which is another general development needs. I separate the needs to address it more.

Some leaders can give up totally because of a few bad quarters or some conflicts with the board despite of their astonishing past achievement. Some only look for silver-bullet solutions. Being highly effective under the storm requires not only talent type, knowledge base, learning, innovation, motivation (IQ, EQ, and LQ), but also resilience, resource, energy, and others (Adversity Q and HQ), so the person can think, learn, and act efficiently. Without building AQ and other quotients ahead of time, human mind and body will be closed due to the destructive power of setbacks and failures. I will discuss how to handle setbacks and failures in Chapter 4.

## **6. Lack of A Big Dream or Motivation**

Many people do not step forward although they have all the other Level 5 keys because they do not have a big dream or sufficient motivation. The two may not be the same. Without a big dream or motivation, a leader can be good, insightful, and wise, but cannot unleash full potential and charisma within. I discuss more later.

## **The Difference Between Good Leaders and Great Ones**

Harvard Business Review published an article, "The Difference Between Good Leaders and Great Ones," which divide leaders as amiable, vital, vacant, and maleficent by their current force and

direction. Can force and direction of today define good leaders and great ones? No! Some tigers are still sleeping.

We have discussed the above reasons that can fail leaders at different stages. If they can face the music and are motivated to learn the right tools, those leaders still have good chance to dust themselves and grow stronger. They can be and will great leaders. On the contrary, if they refuse to face reality and continuous learning, their today's direction and force will not work tomorrow.

It is easy to understand that leaders' underlying 6Q structure, motivation and learning make the difference between good leaders and great ones. However, the challenges leaders meet can also contribute to their lasting success. The right time and the right place matters. When something is not going the right way, the right tools matter even more.

## **I have been there, too!**

I have integrated backgrounds due to my parents. Although I was passionate about Business and Law, I went to medical school instead since my parents insisted that only sciences could save the world. Unexpectedly, I did very well at the clinics as well and had the nickname "X-Ray." I always found time for Business, Law, Public Relations (PR) and other sciences.

I have had some extraordinary successes because of my integrated backgrounds. I first recovered myself from Traumatic Brain Injury and passed all three steps of medical license examinations in 2.5 years,

which is still impossible to Harvard University today. Later, I helped many people beat setbacks and failures and get well the same day. Somehow, my past successes made me believe that I could conquer anything easily. Without proper preparation, our business had a significant setback, and my health suffered, too. I took my own medicine and dusted myself off. I have learned from my mistakes and turned some of them into opportunities. Failures are a great teacher!

### **Different Approaches, Different Speed, Results, and Future**

The world is full of challenges, uncertainty, and complexity. Leaders need to look at the big picture, get to the root causes instead of symptoms with the right tools, not Behavior and EQ alone. Level 5 leadership development is not to trap leaders with high standards, but make all learning and action as easy and nature as possible. We can help leaders not only catch their development needs before the 360 degree, but also avoid decline and maximize their leadership efficiency at personal, interpersonal, and system levels.

\* Jim Collins 5-Level Leadership Hierarchy

Level 5: Executive: builds enduring greatness via personal humility plus professional will.

Level 4: Effective Leader: commits and pursuit of a clear and compelling vision and can stimulate the group performance to high standards.

Level 3: Competent Manager: organizes people and resources effectively and efficiently to pursue predetermined objectives.

Level 2: Contributing Team Member

Level 1: Highly Capable Individual