

What Stops Leaders from Good to Great?

**Identify Your “Missing Software,”
Take Your Leadership to Level 5**

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Take Your Leadership to Level 5**

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Los Angeles

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*The book is dedicated to
Tova, who has brought sunshine to millions regardless
their status and origin, who might be still with us
had one more leader reached Level 5.*

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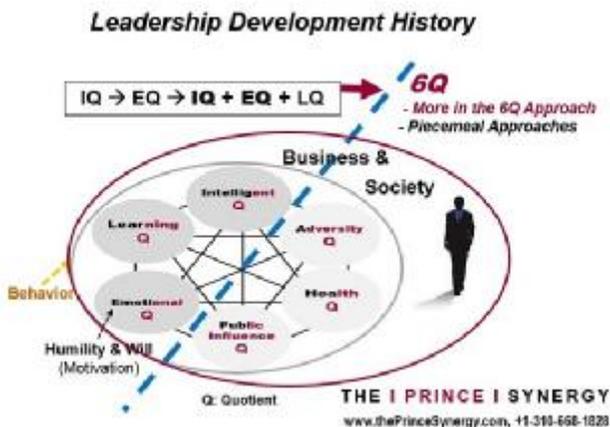
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Preface

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?



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 as needed. Speed and results mean rise and fall in today's world.

Human beings need to meet challenges while keeping their body functioning. They can either gain the ability to meet the challenges or

alter the challenges with their capacity. Thus, they need to perform well in both society (macro) and their personal world (micro).

Unlike computers, human capacity can fluctuate in change, adversity, and storm. In addition, the world does not challenge only individuals' strength. These make adversity Q, health Q, and public influence Q essential to leadership development along with IQ, EQ and learning Q. Behaviors can reflect the whole 6Q structural change but have limited power to change the 6Q structure. In addition, all elements within the human system are integrated, interacting with one another. Thus, it is important to look at the big picture, get to the root causes, identify the "missing software," and target issues with the right tools.

A lot of time can be saved. More dreams can come true.

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 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. However, the two are only behaviors that can reflect their underlying structure but often change as environments change, especially under setbacks and failures.

Traditional IQ, EQ, and learning Q tools that MBA uses can only evaluate a half of the human system, which is insufficient to handle more complex issues. Most institutions use DISC and the 360-Degree Evaluation. DISC can discover and capitalize on behavioral strengths. The 360-Degree Evaluation can close the gaps between individual self-awareness and objective reality. However, both cannot get to the root causes of behaviors.

MBTI gives great insights on personality. However, great leaders can have all kinds of personalities. Family and friends can help to balance human nature, which is like to have the 360-degree evaluation but in a safe environment. A recent study by Deloitte found that only 13% institutions feel that they can produce effective leaders. Partial tools are one big reason behind the study findings.

The above tools provide valuable information about different aspects of leadership. However, because they do not evaluate leaders' entire 6Q underlying structure or interactions among all elements, partial approaches may not get to the root cause(s) and provide fast and lasting solutions, which is critical in today fast-changing world.

This book aims to empowers leaders to look at the whole 6Q picture, get to the root causes, and target issues with the right tools through the 6Q Whole System Approach. What are the benefits? Too many. For example, leaders can catch development needs before the 360-Degree Evaluation, make wise investments, and take early action. They can strengthen their leadership in days to weeks instead of months to years.

What empowers us to do more? The 6Q Approach is the integration of Business, Law and Medicine (including Psychology), evaluating how individuals meet challenges (macro) and develop new capacity (micro). We help leaders be their best at micro and macro levels and know 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 Approach at clinics when I was looking for tools to help my patients beat setbacks and stay healthy. 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. Once a leader is ready for the worst, everything else would be easier for them.

Many leaders can go from good to great and build Level 5 leadership if they have the right tools. Many case studies in the book were impossible to partial approaches but have efficient solution through the 6Q Approach.

The more great leaders are out there, the more people can enjoy prosperity, health, and happiness, the better the world will be. A lot of time can be saved, and many dreams can come true.

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

Chapter 1. Causes vs Tools

Almost every leader wants to go from good to great and become a Level 5 leader after Jim Collins wrote the book *from Good to Great* that defined 5 levels of leadership*. I was impressed deeply and then discovered something unexpected.

To my surprise, the key features of Level 5 leadership that Jim Collins listed are humility and will, which are only behaviors, a part of EQ, and each person has 6Qs. Then I found that most leadership studies are behavior summaries, for example, seven characters of good leaders and 20 distinct leadership traits. Top MBAs offer people skills or EQ training on top of industrial insights.



Several articles have sharply pointed out that leadership programs do not make leaders. Some opinions are very constructive, for example, one-for-all format and lack of practices and measurements. Some opinions are exactly the reasons why the leadership development needs to improve.

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.

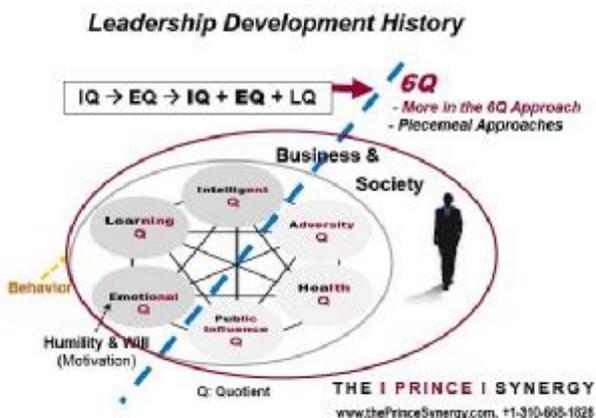
Some articles blame that university programs omitted students' mindset and failed to use behavior tool properly. What can fail a person with behaviors like Humility, Will, and seven characters of good leaders?

The person can head in 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 get to the underlying causes, take precise action, or reinforce his humidity, will, or other behaviors?

As discussed in Preface, human beings need to meet challenges while keeping their body functioning. Human capacity can fluctuate in change, adversity, and storm, which makes adversity Q, health Q, and public influence Q essential to leadership development along with IQ, EQ, and learning Q.

Traditional IQ, EQ, and learning Q tools that MBA uses can evaluate a part of the human system but are insufficient to handle more

complex issues. Behaviors can reflect the whole 6Q structural change but have limited power to change the 6Q structure. Behavior analysis can assess some parts of the human system and solve certain issues, but cannot get to the root causes. DISC and 360-degree Feedback that most institutions use mainly collect behavior observation. To analyze personality is another partial approach. In fact, leaders can succeed with all kinds of personalities.



To use partial tools to solve complex problems is the major cause of leadership development failure, which we will discuss future in Chapter 2. The right approach is to evaluate all 6Qs, get to the root cause, identify the “missing software,” target issues with the right tools, save time and let more dreams come true. We will have case studies in in Chapter 8.

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

Because of our focus on Level 5 leadership and expertise in handling setbacks and failures, some Fortune 500 CEOs and industrial leaders

think of The Prince Synergy after they get into “hot water.” It is heartbroken for me 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

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 eight 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 can be eager to tell the world how smart they are, which is not good for their decision-making and 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. 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.

To take leadership Level 5, it is essential for leaders to focus on the big picture instead of personal benefits, be 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 somewhat self-centered also share these great features, for example, Winston Churchill, Franklin D. Roosevelt, and Steve Jobs.

Yuval Atsmon, a friend of mine, introduced Servant Leadership as doing primarily for others, not self. Although I can see the selfless element and a healthy Ego beneath, two questions remain: “Is everyone equal in front of the God? Is selfless equal to self-depreciation?”

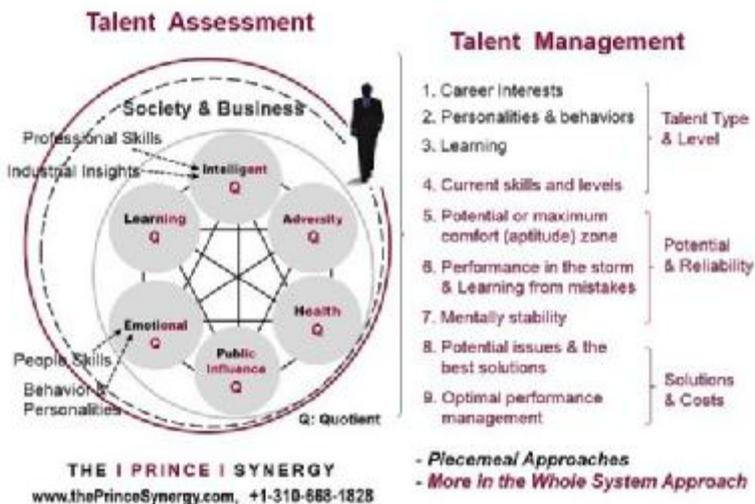
Most leaders understand the value of selflessness. However, not all of them can apply the principle on themselves due to internal conflicts. Making them servants does not solve their problem. Instead, we should minimize their internal conflicts, restore their healthy Ego and enhance their confidence so that they can focus on the big picture naturally and passionately.

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. Lack Deep Knowledge of Talent

To use the right people is the key to success. However, our studies have found that many leaders are lack of deep knowledge of their talent. Dominic Barton, the Global Managing Director at McKinsey, said at Stanford Business School in 2013 that there have been two hardest issues to businesses: how to task talents and allow them grow from mistakes and failures, and how to handle setbacks and failures. The root cause is lack of knowledge of the other half of human system.



Knowing talent deeply is essential to task talent, manage conflicts,