

A Short Speech on Leadership

By Tom Coyne

Thank you for inviting me here today to talk about leadership – an issue that is absolutely central to our ability to thrive in a world of increasing complexity and accelerating change.

Let me start with the big picture. Since humans first banded together on the east African plain eons ago, evolutionary selection has primarily operated on groups, not individuals. Teams win and lose. Companies succeed and fail. And nations and empires rise and fall. For this reason, group leadership is critical.

To survive and thrive, every organization must competently execute four processes. Three of them are relatively easy to describe.

- Strategy is about sensemaking and design. The former seeks to identify the key elements in the situation facing an organization, how they are related, and how they are likely to evolve in the future. The result is assumptions that form the basis for the design process – determining how to achieve desired goals with available means.
- Execution implements this strategic design, by developing objectives, metrics, plans, budgets, processes, systems, organization and mechanisms to provide feedback and drive adaptation.
- Finally, risk management ensures survival by identifying and assessing risks and uncertainties, providing warning of adverse changes, mitigating and transferring loss exposures, and strengthening organizational resilience and adaptive capabilities.

However, excellent strategy, execution, and risk management alone won't deliver survival and success. They need leadership to integrate and animate them. But just what is leadership about?

At the most basic level, we need to distinguish between dominance and leadership. In some groups, a dominant individual will seize power and assert control. This is the world of animal herds, of palace intrigue, authoritarian dictatorships, and mafia families. However, while these situations all make for great television, dominance isn't leadership. Rather, over the years I've become more focused on the nature of leadership as a relationship – an honor that is bestowed upon a person by followers who are willing to place their trust in them.

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Robert Frank DeHaan, Jack Kough



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The Primordial Modernity of Malay Nationality Humairah Zainal, Kamaludeen Mohamed Nasir, 2021-12-14 Humairah and Kamaludeen examine contemporary Malay national identity in Singapore and Malaysia through the lens of primordial modernity taking on a comparative transnational perspective How do Malays in Singapore and Malaysia conceptualise and negotiate their ethnic identity vis vis the state s construction of Malay national identity Humairah and Kamaludeen employ discourse analyses of both elite and mass texts that include newspaper editorials school textbooks political speeches novels movies and letters in local newspapers Extending current notions of Malay identity the authors offer a comprehensive overview of Malay identity that takes into consideration both primordial dimensions and the more modern aspects such as their cosmopolitan sensibilities and their approach to social mobility A valuable resource for scholars of Southeast Asian culture and society as well as Sociologists looking at wider issues of ethnic and national identity The Educational Leader ,1939 **Pennsylvania School Journal** ,1923 *Assemblies for Junior and Senior High Schools* Eileen H. Galvin, Mary Eugenia Walker, 1929 The Musical Leader ,1929 **The Speech Bulletin** ,1929 The Christian Leader ,1928 The High School Teacher ,1927 **The High School** ,1928 **Journal of Health, Physical Education, Recreation** ,1933 *Leaders of Men* Henry Woldmar Ruoff, 1902 **Resources in Education** ,1986-10 **The High School Journal** ,1918 **Educational Review** Nicholas Murray Butler, Frank Pierrepont Graves, William McAndrew, 1923 Vols 19 34 include Bibliography of education for 1899 1906 compiled by James I Wyer and others **Association Men** ,1921 **Rural Manhood** Henry Israel, 1915 **Proceedings of the Ohio Youth Leaders' Conference** ,1938 *Educational Review* ,1923 Teacher's Guidance Handbook, Secondary School Edition: Helping students with special needs Robert Frank DeHaan, Jack Kough, 1957 **Leaders of Men** R. Campbell Tibb, Henry Woldmar Ruoff, 1904

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