

ELGAR  
LEADERSHIP  
CASES



# CASES ON CRITICAL LEADERSHIP SKILLS

EDITED BY

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# Foreword

**Alan Mulally**

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In today's fast changing world, there is a strong need for committed leaders at all levels of organizations, in all types of jobs, and all parts of society who understand the significant positive influence formal and informal leaders can have on people, teams, and organizations. These leaders lead with a sense of purpose and bring out the best in others in efforts to accomplish worthy goals. When skilled leaders lead, great things are possible!

I have been a student of leadership books, articles, training, and coaching for many years. I have also had the privilege of serving in many leadership positions including the very challenging CEO leadership roles of helping turn around Ford Motor Company as CEO after they had suffered their greatest losses in their over 100-year history, and helping build Boeing Commercial Airplanes and Boeing Information, Space, and Defense Systems and leading the company after the 9/11 terrorist attacks. In my commitment to learning as much as possible about good leadership and my passion to develop and train others in sound leadership practices, I have tried to identify the best sources for present and future leaders to learn about good leadership. This book, *Cases on Critical Leadership Skills*, is one of the books I would strongly recommend to students learning about leadership and leaders at all levels committed to being skilled leaders. The editors have taken a unique and much-needed approach to identifying and communicating the critical skills needed by leaders by collecting cases written by many of the leading authors and thinkers in leadership and organization development and change from around the world that show practical applications of each of the leadership skills they have identified.

The editors have recognized in selecting cases for the book that it is helpful for leaders to have a systematic way of thinking about leadership that identifies critical skills that they can develop. The cases in the book are closely aligned with my thinking about good leadership and I am pleased to write the Foreword for this comprehensive leadership development book.

With my leadership formation and service I have developed an approach I call "Our Working Together Leadership and Management System." Notice that I use the term "Our" and not "The." Our Working Together Leadership and Management System is explained in detail in Case 15 in the book. You will find similar leadership principles throughout *Cases on Critical Leadership*

*Skills.* For example, the first few chapters of the book emphasize the positive impact leaders can have, the need for leaders to lead with a sense of purpose, how important it is for leaders to genuinely care about those they lead, and for leaders to be ethical leaders of strong character who set examples worthy of following. Our Working Together Leadership and Management System similarly emphasizes the importance of leaders being committed to making a difference, being of strong character with qualities such as humility, a genuine concern and love for their people, and a commitment to serving others, and a higher purpose of creating value for all of their stakeholders and for the greater good. The rest of the book focuses on skills in bringing out the best in people, teams, and organizations, building strong cultures, and managing change, and ends with an inspiring case by one of my closest and dearest friends and mentors, the late Frances Hesselbein. Our Working Together Leadership and Management System is also an approach for helping individuals, groups, and organizations excel, for building and nurturing strong cultures, and for achieving excellent results in creating value for all the stakeholders involved and the greater good.

My final comment in recommending *Cases on Critical Leadership Skills* as a book all present and future leaders should read is that while some leaders are naturally gifted leaders who are continually developing their gift of leadership, others can learn good leadership. Leaders at any stage of their development as a leader can greatly benefit from this book.

Alan Mulally

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