

## When CEOs Lead by Bad Example... (...Everybody Ends Up in the Ditch)!

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When you ask most people to define the characteristics of a “great” leader, many cite “CHARISMA”. Who of us isn’t inspired and energized by a charismatic CEO who can give the team a rousing pep talk at a moment’s notice. What’s wrong with charisma, you ask? In the right hands, nothing. But frequently it goes hand-in-hand with arrogance & delusion. It is not uncommon for the charismatic leader to be 100% on the ball in identifying the faults and weaknesses of those under him. He is quick to define how these faults & weaknesses can be fixed; but in the same breath he denies that he has any areas that need improvement and vehemently balks at the suggestion that he could benefit from Executive Coaching.

The flaw in this kind of philosophy is obvious, but it’s the contagion of it that dangerous. This philosophy can trickle downward through Executive Management who, naturally see a promotion path by imitating the flawless CEO. Eventually, as many adopt this philosophy, you can end up with a dysfunctional team, disgruntled employees and a morale that poisons any chance of the team’s success. This sounds bleak; and there is never a “one-size-fits-all...not every charismatic CEO is spreading this poisonous philosophy in his leadership wake. It is matter of balance:

1. Use charisma for what it was intended; those rousing “once-more-into-the breach” pep talks.
2. But, temper charisma with humility; having the strength to humbly admit that we all have weaknesses empowers you to transition from a good leader to a great leader.
3. Step outside of your comfort zone. Relying too heavily on one thing you do well can cost you chance to develop in other areas that will ensure your success.
4. Have the courage to loosen your grip on “control” by embracing change and making way for personal & career development.

These things are, for all of us, easier said than done. But they are achievable through the use of an experienced Executive Coach. And for many CEO’s, embracing change and utilizing an Executive Coach can the difference between failure and success. Ask yourself: How can I benefit from Executive Coaching?

**About the Author:** Reginald Winston, CEO and founder of RJ Winston Consulting, Inc. has 25+ years’ experience in Organizational Development with a focus on Executive Coaching & Training, Team Building, Group Facilitation and Conflict Management. Before consulting, Mr. Winston held positions in numerous large organizations including Ameritech, SBC, Motorola, Advocate Health Care, Corning Consumer Products and the Federal Reserve. In addition, Mr. Winston’s service in the US Marine Corps and assignments with the United States Department of State gives him a unique insight in the challenges management teams & leaders face in the expanding global world market. Mr. Winston has extensive experience in working with Hospital Administrators and Senior Medical staff (doctors, nurses and executive-level hospital administrators) in a wide variety of hospital settings and departments. Mr. Winston holds a Master of Science Degree in Organization Development (MSOD) from Loyola University, in Chicago, Illinois.