



The Five Temptations of a Leader

Overcoming the Five Leadership Pitfalls

Temptation #1: Choosing Status over Results

Strategy for Overcoming: *Focus on Results*

- Publicly commit to measurable results
- Evaluate your success based on these results alone

Temptation #2: Choosing Popularity over Accountability

Strategy for Overcoming: *Hold People Accountable*

- Confront direct reports immediately about behavior and performance
- Clarify expectations up front to make confronting direct reports easier

Temptation #3: Choosing Certainty over Clarity

Strategy for Overcoming: *Provide Clarity*

- Set public deadlines for making key decisions
- Practice making decisions without complete information around less risky issues

Temptation #4: Choosing Harmony over Conflict

Strategy for Overcoming: *Establish Productive Conflict*

- Draw out differing opinions and perspectives from staff members
- Engage in – and allow – passionate discussions about key issues

Temptation #5: Choosing Invulnerability over Trust

Strategy for Overcoming: *Build Trust*

- Acknowledge your own weaknesses and mistakes
- Allow direct reports to see your human side

