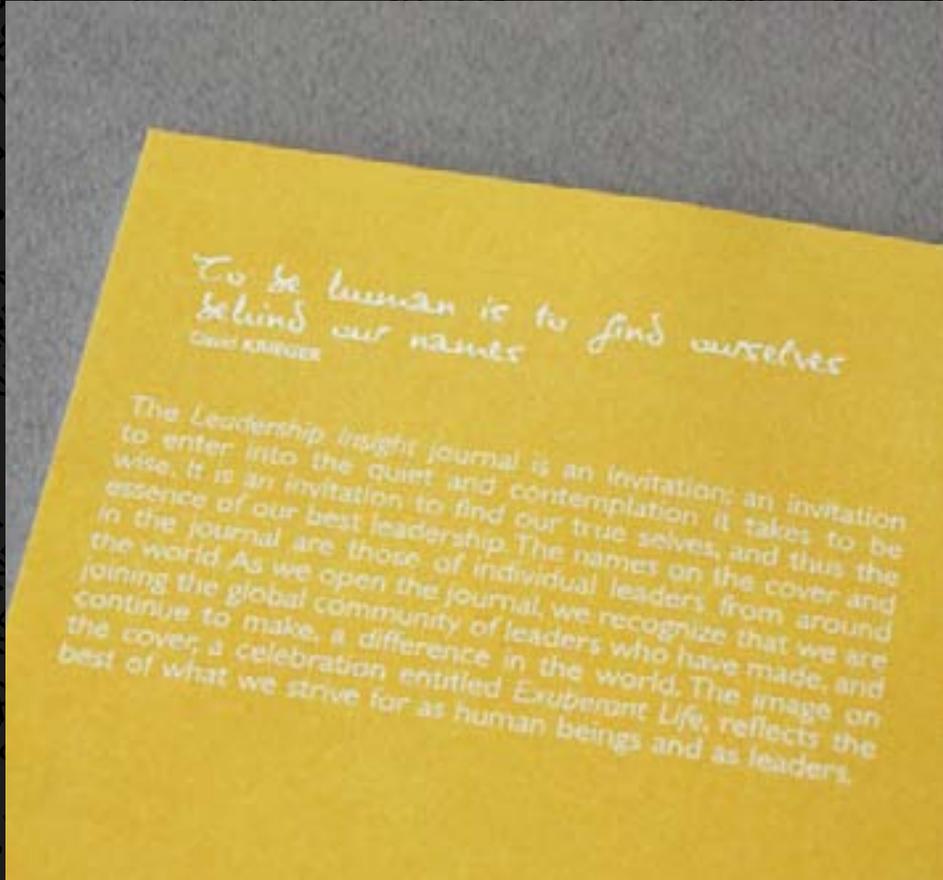


leadership INSIGHT *journal*







The *Leadership Insight* journal is an invitation; an invitation to enter into the quiet and contemplation it takes to be wise. It is an invitation to find our true selves, and thus the essence of our best leadership. The names on the cover and in the journal are those of individual leaders from around the world. As we open the journal, we recognize that we are joining the global community of leaders who have made, and continue to make, a difference in the world. The image on the cover, a celebration entitled *Exuberant Life*, reflects the best of what we strive for as human beings and as leaders.



Echoing the experience of most profound wisdom traditions, Harvard Professor Howard Gardner discovered that most of the world's most influential leaders take time to reflect on a daily basis. Management guru Peter Drucker and philosopher Parker Palmer have similarly concluded that reflection—"leading from within"—is required for profound action.

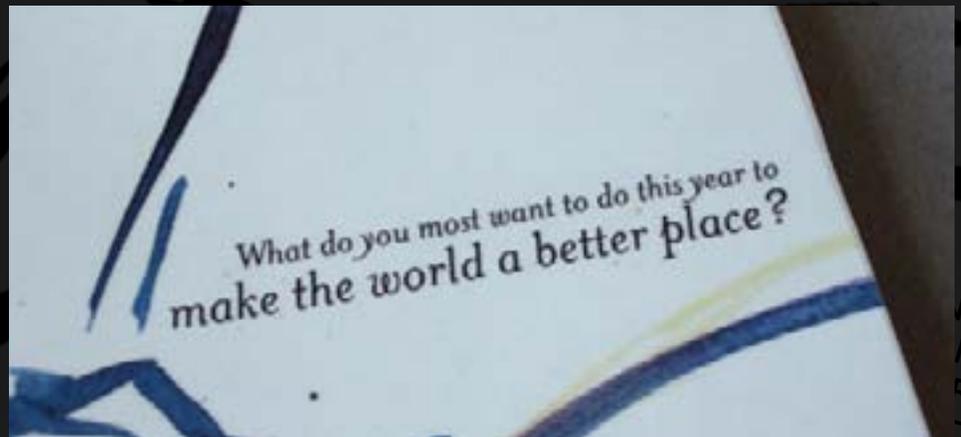
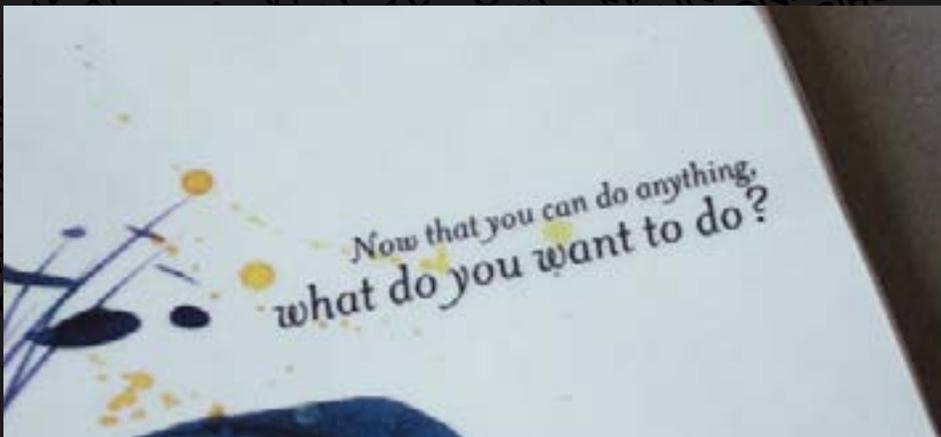
Management and leadership, both as taught and as practiced, however, have focused almost exclusively on action, not on reflection. Most managers guard little or no time for reflective silence. To develop a capacity to lead wisely, the *Leadership Insight* journal offers you a practice of daily reflection. Let the blank pages, along with the leadership questions, wisdom sayings, and paintings guide you toward the contribution you most want to make in the world.

AN INVITATION TO REFLECTIVE SILENCE

We are a busy people in a busy... culture. But even the busiest person wants wisdom and sense in busyness. ... All of us want to work smarter rather than harder. Yet all of us are familiar with frantic busyness as a state that continually precludes us from opening to the quiet and contemplation it takes to be [wise].

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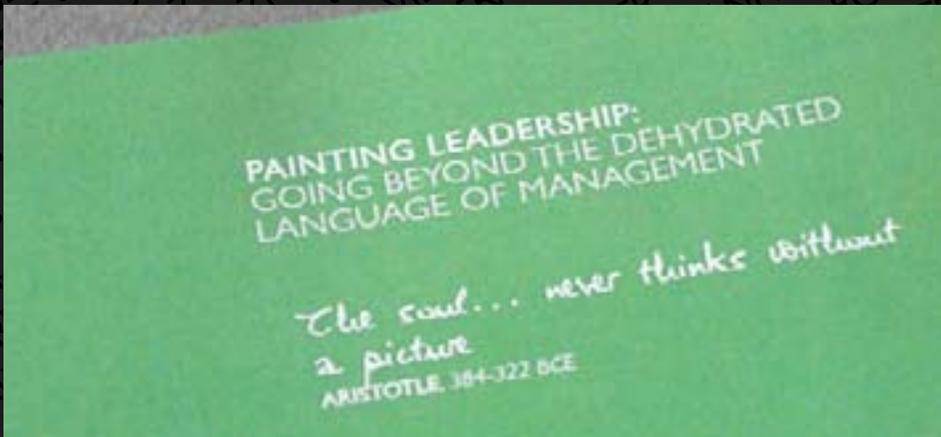


I am not a businessman,
I am just a parent

You see things and you say
"why?" But I dream things
that never were, and I
say "Why not?"



Life is constantly inviting us
into much larger worlds
than we ever imagined



Twenty-first century society yearns for a leadership of possibility, a leadership based more on hope, aspiration, and innovation than on the replication of historical patterns of constrained pragmatism. Luckily, such a leadership is possible today. For the first time in history, leaders can work backward from their aspirations and imagination rather than forward from the past. The gap between what people can imagine and what they can accomplish has never been smaller.

Responding to the challenges and yearnings of the twenty-first century demands creativity. Designing options worthy of implementation calls for levels of inspiration and passionate creativity that, until recently, have been more the sphere of artists and artistic processes than the domain of most managers. The time is right for artistic imagination to co-create our planet's best and most influential leadership.

There is a good practical reason for encouraging our artistic powers within organizations that up to now might have been unwelcoming or afraid of those qualities. The artist must paint or sculpt or write, not only for the present generation but for those who have yet to be born. A good artist, it is often said, is fifty to a hundred years ahead of their time.... The artist ... must ... depict this new world before all the evidence is in. They must rely on ... their imagination to intuit and describe what is yet a germinating seed in the present time, something that will only flower after they have written the line or painted the canvas. [Leaders]... must learn the same artistic discipline, they must learn

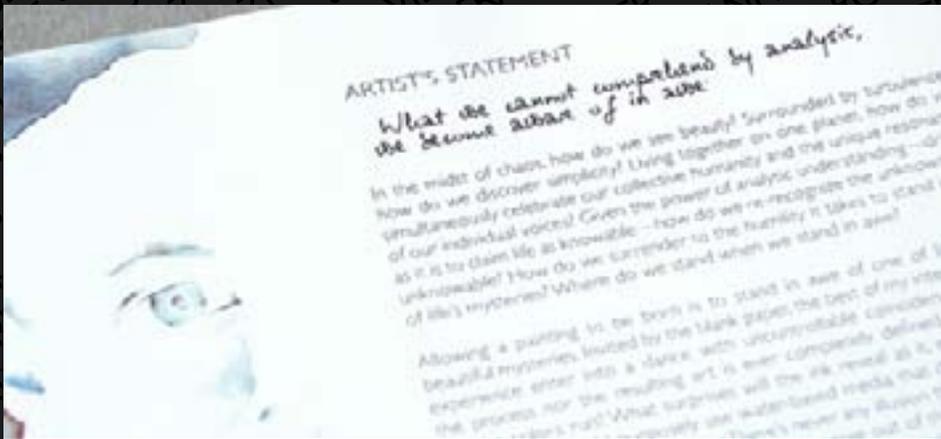
to respond or conceive of something that will move in the same direction in which the world is moving, without waiting for all the evidence to appear on their desks. To wait for all the evidence is to finally recognize it through a competitor's product.

The *Leadership Insight* journal presents a collection of paintings, each of which is an invitation to reflect on the world from a new perspective. Some paintings present the whole image while others reveal only a detail – the global and the local, the universal and the particular. Each painting invites you to go beyond the dehydrated language of management and return to the richer images of leadership.

Spanish artist Pablo Picasso —the founder of cubism, a multiple-perspective approach that predates by a century the needs of today's leaders to simultaneously see the world from multiple points of view— saw painting as another way of keeping a journal.

As the paintings support you in reflecting on your own best self, including your own best leadership, welcome the uncertainty that such reflection provokes. As world-renowned Australian art critic Robert Hughes understood, the greater the leader and “the greater the artist, the greater the doubt. Perfect confidence is [only] granted to the less talented as a consolation prize.” The challenge is clear; great leaders profoundly recognize that:

We have a responsibility in our time, as others have had in theirs not to be prisoners of history but to shape history.



Nancy J. ADLER

Nancy J. Adler has been creating watercolors for almost two decades. She has been an artist in residence at The Banff Centre and has been a guest at the Emily Carr Institute of Art and Design. Her ink and watercolor paintings have been exhibited in Banff, Montreal, Toronto, Vancouver, and Washington D.C. Her paintings are currently held in private collections in Canada, England, Hong Kong, Slovenia, Switzerland and the United States.

Born in California, Dr. Adler came to Canada to become a professor at McGill University in Montreal, where she holds the S. Bronfman Chair in Management. She received her B.A., M.B.A. and Ph.D. from the University of California at Los Angeles (UCLA). Dr. Adler conducts research on global leadership, cross-cultural management, and the arts and leadership. She has authored over 100 articles, produced the film, *A Portable Life*, and published the books, *From Boston to Beijing: Managing with a Worldview*, *International Dimensions of Organizational Behavior* (5th edition, 2008), *Women in Management Worldwide*, and *Competitive Frontiers: Women Managers in a Global Economy*.

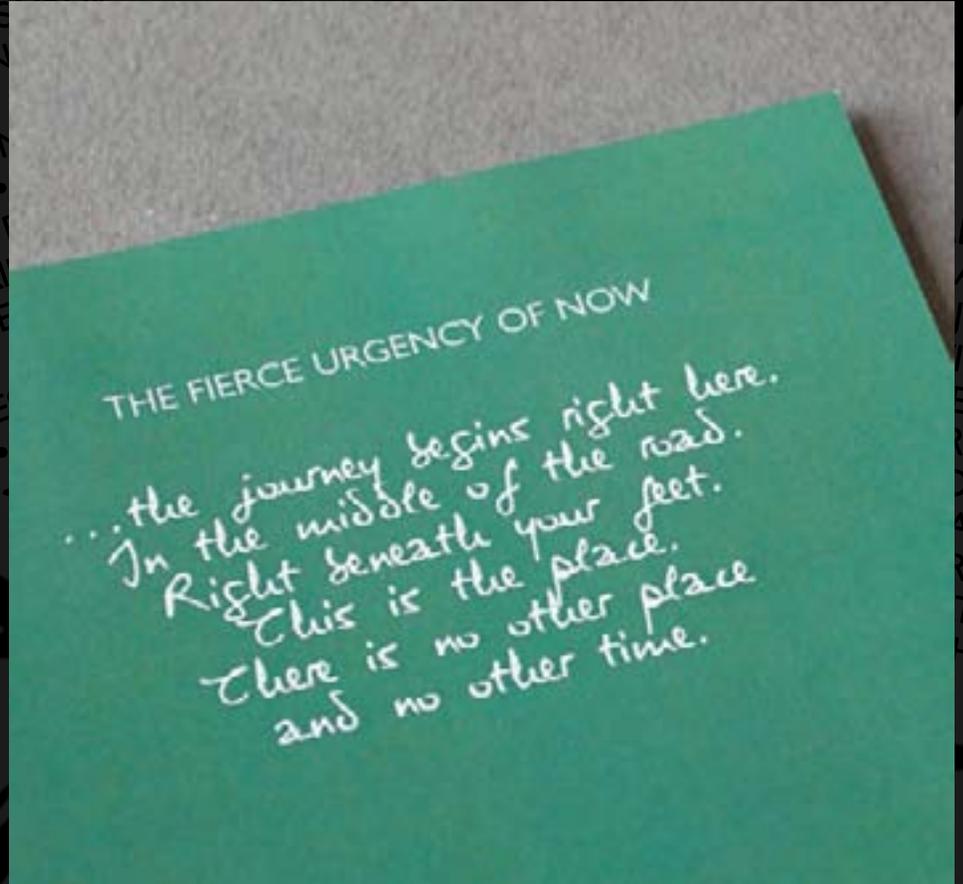
Dr. Adler consults to companies and government organizations on projects in Asia, Europe, North and South America, and the Middle East. She has worked with Chinese executives in the People's Republic of China, held the Citicorp Visiting Doctoral Professorship at the University of Hong Kong, and taught executive seminars at INSEAD in France, Oxford University in England, and Bocconi University in Italy. She received McGill University's first Distinguished Teaching Award in Management and was one of only a few professors to

receive it a second time. Honoring her as one of Canada's top university professors, she was selected as a 3M Fellow.

Dr. Adler co-chaired the Global Forum on *Business as an Agent of World Benefit: Management Knowledge Leading Positive Change*, sponsored by the United Nations Global Compact and the Academy of Management. She received ASTD's International Leadership Award, SIETAR's Outstanding Senior Interculturalist Award, the YWCA's *Femme de Mérite* (Woman of Distinction) Award, and the Sage Award for scholarly contributions to management. She was elected to both the Fellows of the Academy of International Business and the Academy of Management Fellows, and has been inducted into the Royal Society of Canada.

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leadership INSIGHT journal

"Leadership Insight is an amazing combination of wisdom and beauty! It will help executives reflect upon their leadership journey – and become more effective as a result. I love Nancy Adler's work. No one combines insight on leadership, deep wisdom about life and a sharing of beauty like she does!"

— Marshall Goldsmith, *New York Times* and million-copy best-selling author of *MOJO* and *What Got You Here Won't Get You There*

"Nancy Adler's *Leadership Insight* is a magical work by an extraordinarily talented artist and highly respected scholar. It's a one-of-a-kind journal that draws you in and compels you to express yourself. The moment I opened the pages I felt calm and serene. Her paintings are beautiful and stunning, and her words are wise and inspirational. In this hurry-scurry world of always on, 24/7, instant connection, *Leadership Insight* offers us a necessary and welcome bit of quiet space for reflection and contemplation. We know that the most self-aware leaders make the best leaders, and recording in this journal is the perfect way to gain more insight into yourself, your relationships, and your world. I highly recommend you buy one for yourself...and many more as gifts for your friends."

—Jim Kouzes Coauthor of *The Leadership Challenge* and Dean's Executive Professor of Leadership, Leavey School of Business, Santa Clara University

"As we move through this century, we urgently need more leaders to actually lead. It takes a certain kind of courage to stop, reflect, and look deeply into your heart and the heart of your business. Adler's *Leadership Insight* journal allows you to do just that because, in this instance, a great artist has shown courage in creating a series of worlds that will open your mind to possibilities. And we all need possibilities."

—Alastair Creamer Co-Director Creamer and Lloyd London, England

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