

EXECUTIVE SUMMARIES

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Foundations of Organizational Excellence: Leadership Values, Strategies, and Skills

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Organizational excellence is difficult to define and even more difficult to achieve. Whether excellence is defined as profitability, market share, customer/employee satisfaction, or product innovation, it is common-

ly sought by leaders, but rarely found. During the course of the past two decades, leaders have introduced many change initiatives, ranging from Quality Circles to Reengineering. Though each of these programs has value, none of them have proven to be a direct path to excellence. All of them focus on changing the organization – its processes or products. None of them focus on changing the leader’s basic way of being – his or her worldview.

The authors purport that organizational excellence is an inside job. It begins with a paradigm shift for the leader; however, lasting success is contingent upon a majority of stakeholders learning to “change their minds,” thus enabling them to see, think, feel, act, trust, and be in profoundly new ways. This article introduces the prerequisite skills – *Quantum Skills* – and explores their foundational values and corresponding leadership strategies. These values, strategies, and skills enable twenty-first century leaders to create organizational excellence by harnessing the most powerful energy in the universe – the energy of the Mind. ■