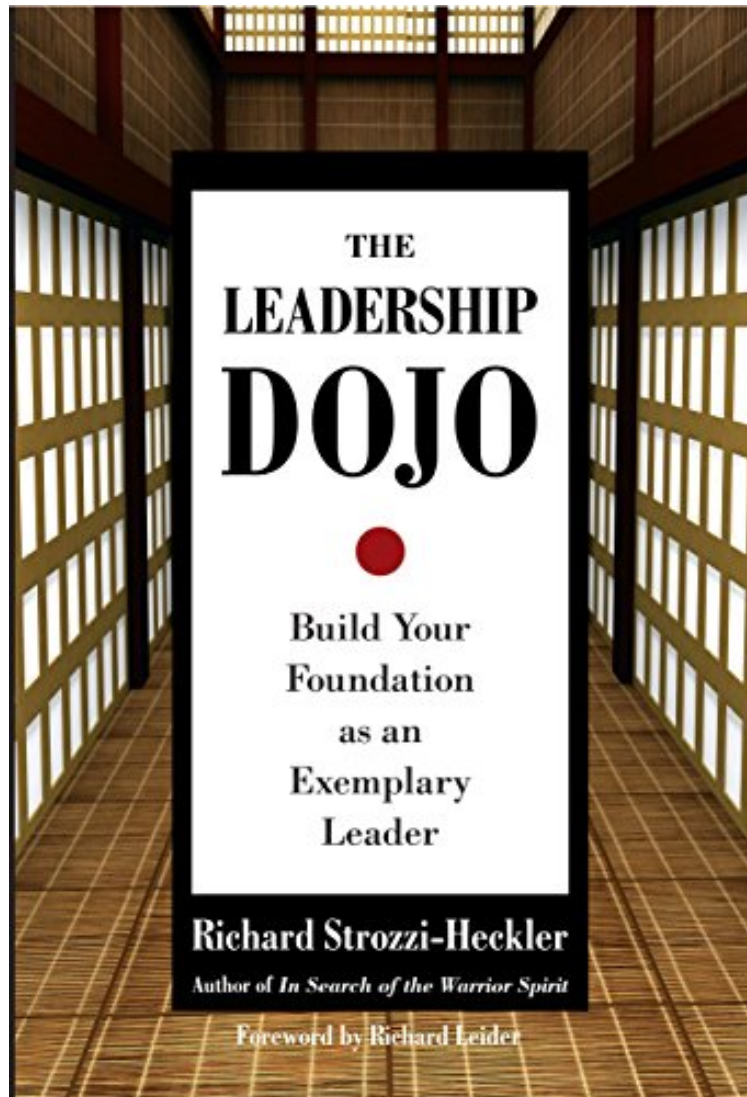


# The Leadership Dojo: Build Your Foundation as an Exemplary Leader

*Richard Strozzi-Heckler*

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**Richard Strozzi-Heckler : The Leadership Dojo: Build Your Foundation as an Exemplary Leader** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Leadership Dojo: Build Your Foundation as an Exemplary Leader:

8 of 8 people found the following review helpful. Strong message, but a bit light on analysis.By T. Hooper"The Leadership Dojo" is an attempt to bring the practices of martial arts and eastern philosophy into the business world, and it succeeds in presenting some very unique ideas. One of the key concepts in this book is that body and self are the same. What this means is that the way you present your body, whether consciously or unconsciously, is actually the

true self that you are presenting to others. In fact, if the body is not well balanced it could lead to actual physical and mental stress that will hinder your efforts to become an efficient leader. This really makes you think about the way in which you present yourself in the office or workplace. What message is your body sending out? The only thing that I found a bit of a letdown was that the author discusses his theories through case studies rather than in general, so sometimes as you read it you may feel that it's nice that the person mentioned could get over his or her personal issues, but the issues that you as the reader are facing are different. The author does give some tips for practice in developing a sense of body, but he doesn't provide much in the way of how to interpret signs from the body. In the end, if you're looking for a book that will raise some interesting and profound questions, then this is a book for you. If you're looking for a book with the answers, then you may not find what you're looking for. I feel that this book is worth a read. As for the answers, I'm still thinking about them myself.

0 of 0 people found the following review helpful. Great Book - If you are a leader buy it study it and practice it  
By A. B. Powell Exactly the book I was looking for. I did not realise it when I bought it. I thought they were using the term Dojo in the more general way of a training place for leaders. But this book turned out to be much more important than that. It opened up a set of practices that are the best mind hack for dealing with life that I have ever had. I have been meditating 30 years. I have studied many many many books on managing your mind from many perspectives. I have been doing HeartMath training for about 1 year. I am very involved in quantified self and lifehacker type movements. The basic practices from this book that I learned in 1 hour have had a bigger immediate impact than all the above put together. The changes in my personal and business life in the last two days has been amazing.

2 of 2 people found the following review helpful. The Leadership Dojo: leading from the inside out.  
By S. Hales I currently supervise a small team, within a larger organization. I have always been resistant to authority, and had a hard time "embodying" it, when I have been expected to lead. This book is really giving me insight into the values and principles of leadership from an experiential point of view, not from an "Outside-in" approach. The book makes me interested in training with the author, or following a body-centered, process oriented approach to becoming a better, more confident and effective leader. I recommend this book for anyone who wants to be a more effective leader of other people, or those who just want to "lead their own lives", more effectively, confidently and congruently. It's not just another self-help book, or another business success book with the latest buzz-words, but it's based the author's years of leadership consulting work with top corporations and the military, as well many years of committed Aikido practice. (Aikido is a Japanese non-resistant form of martial arts, whose philosophy can also be applied to other types of interactions with others.)

History is filled with accounts of great leaders, but how did they become so? Written for emergent leaders in any endeavor, this new work from renowned consultant Richard Strozzi-Heckler offers a new approach to leadership. The first book of its kind to base business and management strength on integral body awareness, the book presents key principles such as shugyo, or self-cultivation, as crucial in developing the individual responsibility, social commitment, and moral and spiritual vision required to lead with authority and efficacy. The Leadership Dojo is based on three questions: What does a leader do? What are the character values most essential to exemplary leadership? How do you teach these values? Drawing on the wisdom of ages from Plato to the Bhagavad-Gita, from Thucydides to the Abidharma, the book asserts that understanding and answering these questions holds the key to superior leadership skills. Strozzi-Heckler teaches with real-world examples based on his wide experience training decision-makers at companies like ATT and Microsoft. The book's multifaceted approach helps readers establish a powerful Leadership Presence, a platform from which they can take ethical action with compassion and pragmatic wisdom.

"Strozzi-Heckler, a martial arts expert, former marine, and executive coach for ATT and Microsoft, provides a decidedly mystical primer on leadership. Effective managers, he says, must cultivate their inner "warrior spirit"—becoming, a la George Washington in the Revolutionary War, the physical embodiment of their organizations. Unorthodox, sure, but it worked against the British."—U.S. News World Report, New and forthcoming books for the executive's nightstand

In The Leadership Dojo, Richard Strozzi-Heckler draws on his vast coaching experience and encyclopedic knowledge of somatics to pinpoint the true source of leadership: the commitments we hold; the values underlying them; and our presence in the world—through body, language, and action—as we pursue those commitments. The Leadership Dojo describes concrete, straightforward practices that nurture extraordinary leadership by deepening our awareness of the commitments we represent, the purposes we embrace, and how we carry ourselves as physical beings. The result is a pragmatic, powerful, and promising approach, worthy of study by anyone seeking to educate, train, or develop leaders to do well and do good at the same time."—James N. Baron, William S. Beinecke Professor of Management, Yale School of Management

"The teams that I led using this training met goals on time and under budget. Team members became effective leaders who went on to bigger roles and responsibilities. I would not dream of leading a team without relying on the teachings of Richard Strozzi-Heckler. It would be like skiing without the snow."—Nancy J. Hutson, Senior Vice President, Pfizer Research Development

In this day and age, the question confronting all sectors is how to develop exemplary leaders who embody their message. The Leadership Dojo goes far beyond the traditional concept of leadership

development, illumi...About the AuthorRichard Strozzi-Heckler, PhD is the author of the nationally acclaimed *In Search of the Warrior Spirit*, which chronicles his training of the Green Berets and his vision of reclaiming traditional warrior virtues in a technologically-oriented society. He also authored *The Anatomy of Change*, *Holding the Center: A Sanctuary in Times of Confusion*, and *The Mind/Body Interface*. Having worked with tens of thousands of people over the last 30 years including corporate executives, Olympic and professional athletes, managers, political leaders, and inner-city gangs, Strozzi-Heckler's client list includes U.S. Marines, U.S. Army Green Berets, U.S. Navy SEALs, ATT, DMV, Microsoft, Sportsmind, Capital One, Barnes Noble, and Hewlett-Packard. Excerpt. copy; Reprinted by permission. All rights reserved.

**Introduction**In 1985, after sixteen years of working primarily with individuals and training professionals in a body-oriented psychology, I embarked on a new and unanticipated direction. I was selected to be part of a team that designed and conducted a bold and experimental training for the Army Special Forces. Our task was to increase the physical fitness, mental enhancement, and team cohesion of the Army's Special Forces' soldier. In the words of an officer who promoted the program, "To train a holistic soldier." For six months our team introduced twenty-five Green Berets to the newest methods of mind/body/spirit integration including aikido, other martial arts, nutrition, physical fitness training, stress reduction, meditation, warrior values, healing arts, team building, and communication skills. Code-named the Trojan Warrior Project after the Greek soldiers who hid inside the belly of a wooden horse this classified experiment produced positive off-the-chart results in every area tested. Even though these men were the most highly trained soldiers in the United States Army they radically improved their existing scores in the areas of physical fitness, mental alertness, team alignment, psychological balance, and moral integrity. The results of the Trojan Warrior Project made it apparent that the research I had been conducting in human performance for almost two decades with individuals and small groups could be accomplished in teams and organizations, with significant impact. At the conclusion of the program when the men returned to their units a curious phenomenon began to occur. Their commanding officers began reporting how the leadership skills of these men had dramatically improved. This was unexpected in that the curriculum of the Trojan Warrior Project was not specifically designed to address leadership issues, but to improve individual and team performance. Soon, the Trojan Warrior Project began to be referred to as a leadership program in military circles. Subsequent programs with the Navy Seals and Marine Corps produced similar comments from their senior leadership: the practices the men were doing created significant advances in their ability to lead, motivate, and mobilize their troops. While it made sense to me that the whole of one's life--professional and personal--would positively be affected by the cultivation of mind, body, and spirit, it aroused my curiosity why the project produced such positive results in the area of leadership. Soon I began to look more closely at what was the fundamental ground upon which exemplary leadership stands and how it can be trained... With every team and organization I worked with I began by asking three questions. In an initial meeting with forty senior executives at ATT, for example, I proposed the question, "What does a leader do?" and I received forty different answers. Responses included: motivate others, execute plans, manage meetings, delegate responsibility, give orders, design strategies, produce organizational charts, make speeches, inspire, balance the budget, hire the right people, build alliances, mobilize skills, maintain an optimistic mood, until we had a white board filled with the varied activities that took up an executive's time. This informal poll was duplicated in other companies and inevitably it was the same--as many different answers as there were people. While all these activities were relevant it was clear to me that performing these tasks didn't necessarily make a successful leader. I wanted to know who was the person behind these activities? What ground of being did they embody to successfully perform these actions? My second question--"What are the character values most essential to exemplary leadership?"--produced an entirely different response. The answers fell into a consistent and predictable pattern. Whether the poll was taken with Chilean telecommunication executives, the senior leadership of the Marine Corps, thirty-something technology entrepreneurs, European financiers, Directors of non-profits, United States Senators, CEOs of Fortune 100 companies, or Canadian utilities executives, the same virtues unfailingly appeared. Honesty, accountability, integrity, vision, commitment, empathy, courage, trustworthiness, and self-control showed up time and again as the hallmarks of a leader. The literature and research on the character aspects of leadership also reflected this response. There seemed to be a universal consensus about the type of character values necessary for leadership and leading an honorable life. Moreover, this list of values was anything but new. As far back as Plato and Thucydides in the West, and the Indian epic Bhagavad-Gita and Buddhist text Abidharma in East, these attributes have long been distinguished as the cornerstones of exemplary leadership, and life. It seems that as long as human beings have recorded their history there has been universal agreement about what kind of person is a successful leader. When I asked my final question, "How do you teach these virtues?" I was met with blank stares. It seemed I had reached the end of the trail. Most managers and leaders could say very little about how the character values of leadership are learned and even among the brightest the conversation descended into cliché, "It's either there or it isn't"; "You can lead a horse to water but you can't make him drink"; "Leaders are born not made." Presumably, this has something to do with the difficulty of measuring values, and business schools are notorious for demanding empirical measurements for everything. A typical refrain in the business world is, "If it

cannot be measured or managed. Nonetheless, the point is we can give examples of a leader's behavior, but nothing about how it's learned. Bookstores are filled with stories of great leaders and what they did in certain situations, but nothing about how they got there. There's precious little written about the how of learning leadership and certainly no notable discourse representing it. It's as if we know what we're aiming for, and we can point to it when it's present, but we don't know how to get there. This book is about learning the human side of leadership and it's informed by a life long passion for learning and nearly three decades of studying how people excel and achieve mastery. This hasn't been an academic pursuit of pouring over texts but working closely with leaders and leaders in a wide variety of organizations. This includes the senior leadership of the Marine Corps (including the Commandant and Assistant Commandant), the command staff of the Special Operations Command, Navy Admirals, and a multitude of executives from large multinational corporations such as ATT, Microsoft, Citibank, Pfizer, British Petroleum, Cisco, Hewlett Packard, Cemex, American Express, as well as national utilities, non-profits, and small technological start-ups in the U.S., Canada, the United Kingdom, Europe, Asia, and Latin America. Working in these different environments it became apparent to me that leadership is something that can be learned and it's generated in relationship with others.