



# LEADERSHIP IS TOUGH

## WHAT GREAT LEADERS DO DIFFERENTLY

### ONE-PAGE OVERVIEW

#### CORE PREMISE

Leadership is accountability without control. It is about carrying responsibility in an environment of uncertainty, competing demands, and constant change.

Great leaders step up not because it's easy, but because they develop the **skills**, make the decisions, and practice the disciplines needed to lead when it's hard.

#### PART I: The Reality of Leadership Today

##### 1. Why Leadership Is Tough Today

- Economic volatility
- AI and rapid technological change
- Workforce disengagement and burnout
- Conflicting stakeholder expectations

##### Key myths:

- Leaders must have all the answers
- Leaders must be liked
- "Hardest part is workload" (*it's actually the weight of responsibility*)

#### 1 PART I. The Reality of Leadership Today

##### 1. Why Leadership Is Tough Today

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##### Key myths: Leaders must have all the answers

- "Leaders must be liked" → Leaders must be liked
- "Hardest part is workload" (*it's actually the weight of responsibility*) ← Over-communicate

#### 2 PART II. Leading in a World of Constant Change

##### 2. Leading Change in an Uncertain, Change-Fatigued World

- Brain under threat triggers fear, cognitive overload, and identity disruption
- **The J-Curve of Change:** Denial → Resistance → Exploration →
  - Normalize the dip
  - Increase clarity
  - Over-communicate



#### 3 PART III. The Core Leadership Disciplines

##### 3. Strategic Decision-Making

- Make decisions with incomplete information, and listen
- Avoid delay— indecision

##### 9. Leadership Gets Lonely

- Leadership is measured by who comes next.
- You must lead yourself first

#### 7 PART IV. Building the Future Through Others

##### 12. Succession Planning

- Focus on high-impact work.
- Protect attention and decision making capacity

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- Build accountability by sinhe
- Manage competency to construct
- Leading tetamspinoct4pracucises

#### 15 PART VI. Becoming a Transformative Leader

##### 15. What Great Leaders Do Differently

- Provide clarity in uncertainty
- Make tough decisions
- Choose respect over popularity
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- Make tough decisions
- Choose respect over popularity

MARY KELLY & PETER STARK

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