



Leaders who do the work, rather than just talk about it, help prevent the knowing-doing gap from opening in the first place. Working on the front lines keeps them in touch with the organization's real capabilities and challenges; that experience allows them to play a critical role in turning knowledge into action.

-- Jeffrey Pfeffer and Robert Sutton (Harvard Business Review, 1999)

Leadership Requires Hard Competencies

The **TEC Leadership Model** says three things: **Build Trust, Engage with your people and have solid Competencies.**

A leader with great vision but without these hard competencies will lead to chaos. In other words, a leader should not just inspire, they should also know how to organise and control. A major reason for Singapore's success is government's deliberate targeting of the brightest brains the country produces. Singapore's government targets, attracts and rewards hard skills; not the most politically aligned people.

Walter Isaacson recently revealed Steve Job's 14 leadership tips for CEOs; 12 require hard *competencies* (refer Table below).

Steve Jobs: 14 Leadership Lessons <small>(HBR April 2012)</small>	TEC Model
Focus (Limited but great product range)	Competence
Simplify (Simplicity is the ultimate sophistication. Go deep.)	Competence
Responsibility to The End (Passion is focus and energy)	Competence
When behind, Leapfrog. Innovate. (iPod was built into iPhone)	Competence
Products before Profit. (Apple and Microsoft were hurt by their leaders -- Sculley & Ballmer -- who put profit before product)	Competence
Customer's don't know what they want. (Design & show them)	Competence
Bend Reality (Reality distortion field)	Competence
Impute (Nail all our senses – touch, smell, etc. in a product)	Engagement
Push for Perfection (Keep making it better. Redesign. iStore.)	Competence
Tolerate only "A" Players (He was rude and rough, but people Trusted him because of his Engaging vision, and Competence)	Competence
Engage Face-to-face (Creativity from spontaneous meetings)	Engagement
Know both the Big Picture and The Details	Competence
Combine the Humanities with The Sciences (Emotions/science)	Engage/Comp
Stay Hungry, Stay Foolish (Counter culture, high-tech hippie)	Competence

Source: Isaacson, W. (2012). Leadership lessons of Steve Jobs. Harvard Business Review. April 2012. pp.93-102.