

**CHOOSE TO  
BE GREAT**

# **THE LEADERSHIP DIAMOND®**

*“When leaders live out their deepest and most personal  
commitment to excellence, they bring out what is great in  
others as well.”*

*(Peter Koestenbaum)*

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*“Be not afraid of greatness: some are born great, some achieve  
greatness, and some have greatness thrust upon them.”*

*(William Shakespeare)*

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*“Greatness is not a function of circumstance. Greatness, it turns  
out, is largely a matter of conscious choice, and discipline.”*

*(Jim Collins)*

## Background on the Leadership Diamond—A Note from Eileen

As Leaders, we are expected to be creative, ethical and innovative problem solvers, as well as agents of change and of service to others. As human beings, we possess abilities to think, feel, chose, change, leverage others' ideas and 'create' for the sole purpose of creation. I have always been taught that the opportunity to lead is earned as is respect, and can easily be lost when abused, misused, or not used. I was brought up knowing that there is no retreat from the constant choice between right and wrong. We are bound to ethical standards and principles if we chose to play on this earth. Whether innovative problem solvers, critical thinkers, agents of change – the essence of life experience and passion, true leaders feel obligated in some way to share their wisdoms and learnings with others. In a sense, great leaders can be defined not by how many or for how long they 'lead', rather, great leaders are defined by actions, reactions and legacies of those that have chosen to learn from and be led by them, (their followers).

For over 20 years I have studied leadership – academically, experientially, spiritually and as a student in many forms. **Ken Blanchard** in **Insights on Leadership** writes: "Leadership has two aspects – a visionary part and an implementation part. Leadership is an influence process in which you try to help people accomplish goals. Servant-leadership is all about: making goals clear and then rolling your sleeves up and doing whatever it takes to help your people win." **Marcus Buckingham** professes that managers engage employees and earn the right to lead when they clearly and openly *know, focus and care* about them. **Jim Collins** implores that we must have the right people, in the right seats, in the right bus, first, and then we can move forward in action. All great leadership lessons, but something was missing for me – a frame in which I could hold all my learnings – and rely on my ability to create just the right tension between dynamic characteristics to bring forth my greatness and the greatness of others.

It was 2001 when I was first introduced and had the opportunity to study with the brilliant Philosopher and Author, **Dr. Peter Koestenbaum**. Reading through his book **Leadership – the inner side of Greatness – a philosophy for leaders** (which was NOT an easy read I must say), changed my life. It gave me a simple (and brilliant) way to help think about and understand where I am, where I need to go, how I was going to get there, and how I can effectively lead teams, processes and myself. Becoming a certified Diamond Practitioner, (at the same time as I was becoming a certified Strengths Coach), I was able to use the **Leadership Diamond®** theory and the idea of Strengths as a model for leadership and a platform in creating many training and development programs, coaching sessions and ways to serve myself and others.

The Leadership Diamond®, created by Peter Koestenbaum, Ph.D., is a model of the leadership mind and a methodology for expanding leadership. The Diamond distinguishes four interdependent leadership imperatives, or "orientations": Ethics, Vision, Courage and Reality. These orientations are your inner resources, always available to help you if you access them. The relationship among the four orientations determines the shape and size of the space within your Leadership Diamond®. The space within the Diamond is your leadership capacity which is called "greatness." My family would say that I have always been drawn to diamonds...and that would be true. However, now I can claim that the radiance and brilliance of a shiny stone, pales in comparison to the *light* the **Greatness Diamond** can produce. I have actually adopted this Greatness model as a way of life and am eager to share a bit of **The Leadership Diamond®** with you.



The four points of the diamond – **ETHICS, VISION, COURAGE, and REALITY** - at optimum polarization, yield **GREATNESS**.

**ETHICS** refers to the importance of people and integrity. It means caring about people; being sensitive and of service to them; and behaving in accordance with moral principles. To strengthen your Ethics orientation:

- Value and develop teamwork
- Strive for meaningful work
- Prioritize good communication and mature commitment
- Act with integrity and in accordance with your principles

**VISION** means applying analytical skills, thinking big; looking at situations in new ways; and being inspirational. To strengthen your Vision orientation:

- Exercise abstract reasoning
- Cultivate a strategic and systemic perspective – providing direction and seeing the interrelationships within the big picture
- Engage your creativity
- Practice reflection

**COURAGE** is defined as taking charge; using power wisely; acting with sustained initiative; managing anxiety; and being free and responsible. To expand your Courage orientation:

- Advocate and stand for something
- Be willing to stand alone
- Constructively experience anxiety
- Take responsibility for your choices and accept being free

**REALITY** refers to a no-nonsense approach to facing life without illusions; relying on data that is factual rather than emotional; and being tough, task-oriented and results-focused. It also means being able to understand other people's perceptions of what is actually true. To develop your Reality orientation:

- Pay attention to bureaucratic detail
- Be objective and well-informed
- Do what it takes to survive
- Seek shared reality

**GREATNESS** is a place of “clarity” that as leaders, is our ultimate goal. We know that we will constantly be pulled between the polarities of Vision versus Reality, Ethics versus Courage, etc. But, we hold steadfast to the Leadership Diamond® Model as a guide for aspiring to greatness and motivating others who we lead to do the same.

By assessing the relative strengths and weaknesses of your Diamond orientations, you can identify where your increased efforts can be best leveraged, giving you the maximum impact from the least effort. Your weakest orientation is your Leverage Corner. Cultivating your Leverage Corner, while continuing to value your stronger orientations, is key to breaking through your “stuck points” so that you can experience leadership transformation.

## The Leadership Diamond



### ethics questions

1. What does it mean to be a decent person in this situation?
2. What is the likely impact on others?
3. What is the right thing to do?
4. How might people see what you are doing as unscrupulous?
5. What would you do if no one were looking?
6. Who might be negatively impacted by what you are proposing?
7. What might be the unintended consequences of you work?

### vision questions

1. What do you want to create?
2. What will be different as a result of your work?
3. What will it look like if you are successful?
4. How could you imagine things being different?
5. What is the long view?
6. What are your dreams?

## The Leadership Diamond



### courage questions

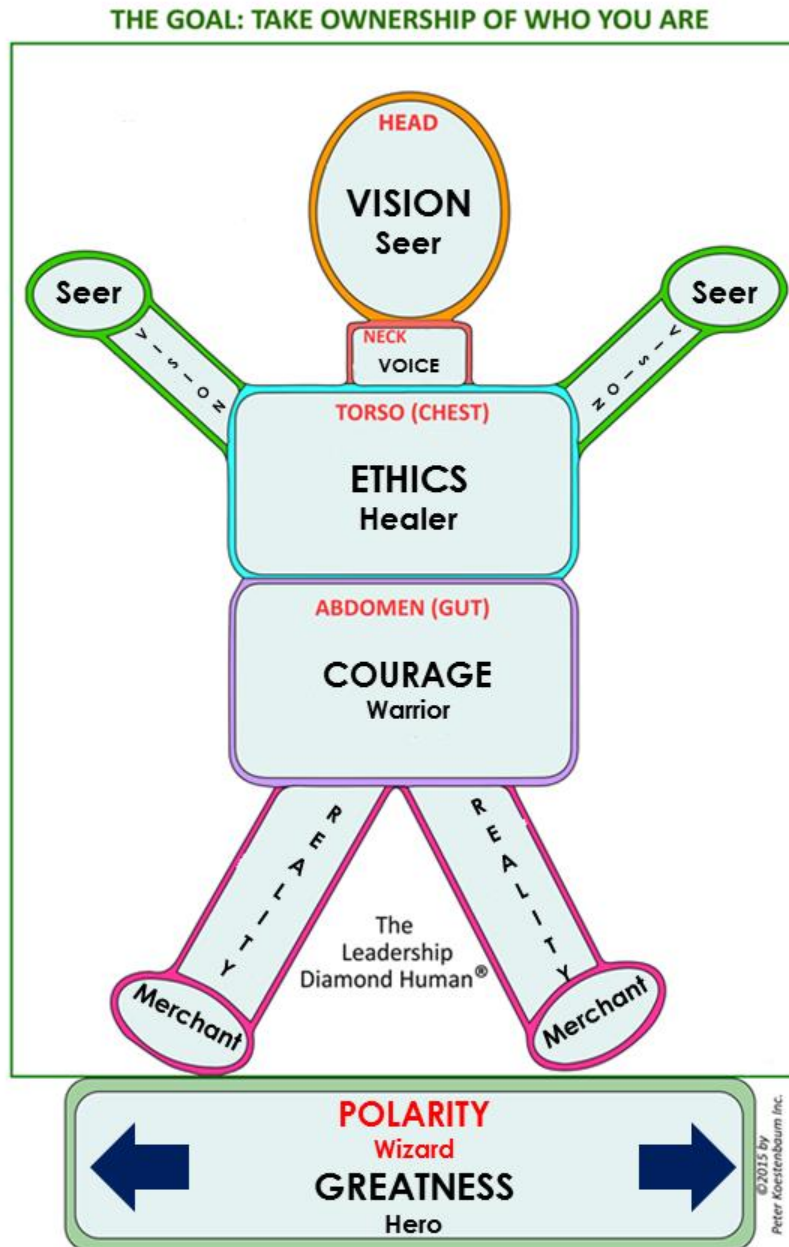
1. What do you need to do that you have been avoiding?
2. What do you need to say that you have been avoiding?
3. What will success require of you?
4. What are you afraid of?

### reality questions

1. What are you seeing and/or hearing?
2. What obstacles are present?
3. What is the bottom line?
4. What are the facts?
5. How did you come to this conclusion?
6. What events contributed to this situation?

**POLARITY**, the parallelism of opposites, is a feature of existence as pervasive as it is ignored. We demand clarity but get double-talk. To manage polarity successfully in every one of the strategies in their interrelationships is the mark of a mature leader.

## The Leadership Diamond Human®



In sum, the Leadership Diamond® says this:

- **Polarity** is the parallelism of opposites. It is a feature of existence as pervasive as it is ignored.
- **Vision** gives you the larger view.
- **Reality** means facing the marketplace, the pragmatic facts.
- **Ethics** goes beyond 'doing the right things', it is more about 'doing things right'.
- **Courage** is the power and the freedom of the will.
- **Greatness** is a place of 'clarity'.

## About Eileen



**Eileen Coskey Fracchia** founded El Camino Group, a national, boutique leadership consulting firm specializing in executive coaching & strategy execution. Engagements drive tangible business results via individual coaching and consulting on team effectiveness and organizational performance. With mastery in building leader clarity, confidence and courage, the El Camino Group provides strength-based tools and techniques for cultivating team engagement and accelerating

performance. Formerly Chief Learning Officer and Executive Vice President of The Marcus Buckingham Company (TMBC), Eileen continues her association with TMBC working with clients such as Facebook, Accenture, Quora, and William Morris Endeavor among others.

Prior to her time at TMBC, Eileen served 25 years as a leader at Wells Fargo and held multiple senior positions in line, staff, and group management. As Senior Vice President and Head of West Coast Regional Development, Eileen managed Strategic, Organizational, Sales, Customer, Leader and Team Member development. She successfully navigated regional and enterprise strategic teams through 4 mergers and acquisitions, including the Wells Fargo/Wachovia merger.

A recognized speaker, Eileen has presented and facilitated numerous company meetings and industry conferences. Her signature topics include: *Leading through Change*, *Linking Business Objectives to Training Solutions*, *Team Member Development and Engagement*, *Strengths-Based Innovation*, *Translating Strategy and Execution into Traction and Motivation*, and *Productive Thinking*. Eileen works with executives, leaders, and companies of various sizes, across multiple industries, to boost productivity and drive engagement through strengths-based coaching and consulting.

Eileen holds a Master of Science degree in Executive Leadership from the University Of San Diego Graduate School Of Business. She graduated from the Coaches Training Institute and is trained to coach, facilitate, and deliver multiple leadership and employee programs, assessments, tools, and trainings. Eileen is a Harvard Medical School Affiliate Founding Fellow - through the Institute of Coaching and an accredited coach with the International Coach Federation (ICF).

Eileen is very active in the LA community. She is the chair of the Women's Leadership Network and is a vice president of the Los Angeles Jewish Vocational Services Board. Eileen is the proud recipient of a *Certificate of Recognition* from the City of Beverly Hills, commending her for her participation in the City Council Team educational program.

### About Peter



**PETER KOESTENBAUM, Ph.D.**, founder and Chairman of PiB and the Koestenbaum Institute, brings leadership philosophy to business people globally. He has been close to business executives and their deepest concerns, sharing with them insights and feelings, new perspectives and more serviceable adaptations.

Peter Koestenbaum is presently active in establishing the **Leadership Diamond®** globally through the Koestenbaum Institute, headquartered in Stockholm and Los Angeles. Koestenbaum's Leadership Diamond® is a complete program of leadership awareness.

The Leadership Diamond® focuses on the power of depth, which leads to emphasizing the power of free will, the ubiquitous presence of polarity and paradox, analyzing the structure of courage, and the critical importance of understanding systems and strategy. This leadership philosophy leverages the power of negative experiences for clues to breakthroughs. Koestenbaum talks about the development of the leadership mind as the key for achieving business results. And he spends much time on the tough issues of implementation.

Peter Koestenbaum's education was in physics, music, and above all philosophy, having earned degrees from Stanford (physics and philosophy), Harvard (philosophy), and Boston University (philosophy) -- (B.A., M.A., and Ph.D. respectively), but also attending the University of California (Berkeley, in music and philosophy). He taught for 34 years in the Philosophy Department of San Jose State University, in California, having received the Statewide Outstanding Professor Award. While a professor of philosophy, Peter Koestenbaum spent 25 years working with psychologists and psychiatrists in seminars, lectures, and books, exploring the relationship between psychiatry and the healing potential of philosophy.

Peter Koestenbaum founded in California an accredited institute for teachers, nurses, physicians, psychologists, and psychiatrists. It taught the uses of philosophy in education, psychology, psychiatry and psychotherapy. Over twenty five years ago (some overlapping with teaching) Peter Koestenbaum decided to apply the insights he gained in philosophy and psychiatry to business: management, strategic thinking, marketing, but above all to leadership. This journey has taken Peter Koestenbaum to over thirty-six countries in five continents. Among the firms where he worked with intensity are IBM, Electronic Data Systems, Ford, Ciba-Geigy (now Novartis), Citibank, Volvo, Amoco, Xerox, American Medical International (now Tenet HealthSystem), Warner Cosmetics, Statoil (Norway), Sparbanken Gruppen (Sweden), etc.

He is an active faculty member in the School for Managing and Leading Change. Peter and his wife, Patty, live in Carmel, California.



## **Resources**

PETER KOESTENBAUM – VARIOUS MATERIALS

PHILOSOPHY-IN-BUSINESS™ (PiB™) – VARIOUS MATERIALS

OTHER SOURCES – QUOTED

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