

was management material and urged her to enroll in LEAP. She did, and took an IMFM class. That class opened her eyes to the challenges of leadership. She decided to drop out of LEAP and to make an impact at FedEx in a nonmanagerial role. She transferred to human resources, where she develops training material for customer-service agents.

"I realized how tough a manager's job

**"People get into leadership for the wrong reasons. They think it's the only way to advance."**

is," she explains. "And I learned a lot about the transition. You have to make hard decisions about people, decisions you might not be happy with. I certainly have more sympathy for my manager today."

Trent Cobb, an 18-year FedEx veteran, made a different choice. He had spent 10 years in HR, where one of his roles was to facilitate leadership training. Then, in 1990, he decided it was time for him to become a leader. "I had watched the growth of the company, and I saw lots of opportunities to make a serious contribution," he says. So he enrolled in LEAP, attended the IMFM course, and had long talks with his wife

about the pressures of life as a FedEx leader.

Today he is a manager of international-hub operations in Memphis. He has a prominent role in conducting FedEx's business outside the United States and travels around the world for the company. And he's never had more fun. "The transition was good from day one," he says. "I knew what was expected of me as a manager. If you know at the outset how this change is going to affect you, it's much easier to handle."

The self-evaluation encouraged by IMFM is the earliest in a series of rigorous evaluations that FedEx employees must survive before they can become managers. Indeed, only 20% of those who start LEAP ever make it to the final stage of the process.

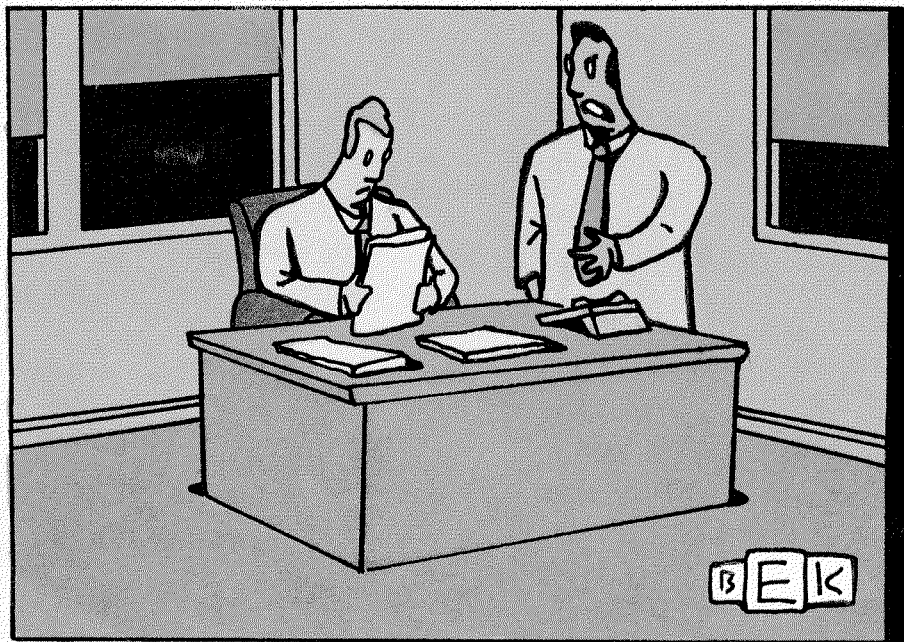
"Too many people get into leadership for all the wrong reasons," says Steve Nielsen, managing director of the FedEx Leadership Institute. "They want power. They think it's the only way to advance. LEAP is a gate that everyone has to pass through. And those who pass through it are attuned to what it means to lead and to work effectively with other people."

# The 9 Faces of LEADERSHIP

**A**CCORDING TO FEDEX, ITS BEST LEADERS share nine personal attributes—which the company defines with remarkable specificity. FedEx also has a system for rating aspiring leaders on whether they possess these attributes. How do you rate? Judge yourself against these edited descriptions of the nine faces of leadership at FedEx.

- **Charisma** Instills faith, respect, and trust. Has a special gift of seeing what others need to consider. Conveys a strong sense of mission.
- **Individual consideration** Coaches, advises, and teaches people who need it. Actively listens and gives indications of listening. Gives newcomers a lot of help.
- **Intellectual stimulation** Gets others to use reasoning and evidence, rather than unsupported opinion. Enables others to think about old problems in new ways. Communicates in a way that forces others to rethink ideas that they had never questioned before.
- **Courage** Willing to stand up for ideas even if they are unpopular. Does not give in to pressure or to others' opinions in order to avoid confrontation. Will do what's right for the company and for employees even if it causes personal hardship.
- **Dependability** Follows through and keeps commitments. Takes responsibility for actions and accepts responsibility for mistakes. Works well independently of the boss.
- **Flexibility** Functions effectively in changing environments. When a lot of issues hit at once, handles more than one problem at a time. Changes course when the situation warrants it.
- **Integrity** Does what is morally and ethically right. Does not abuse management privileges. Is a consistent role model.
- **Judgment** Reaches sound and objective evaluations of alternative courses of action through logic, analysis, and comparison. Puts facts together rationally and realistically. Uses past experience and information to bring perspective to present decisions.
- **Respect for others** Honors and does not belittle the opinions or work of other people, regardless of their status or position.

## Funny Business Bruce Eric Kaplan



"Who cares if it's crap? It's digitally enhanced."