

# Full Extension: The Presence of a Leader

THE FORTHCOMING BOOK BY DICK HELLER

Full extension is a term from the worlds of dance and sport. An athlete is at “full extension” when using every muscle, every fiber, every available resource to be as present in space as humanly possible. A leader must do the same thing. As successful leaders we utilize every available aspect of our selves: our body, our voice, our awareness of the world. Leaders must show others, through what they do and what they say, that they emphasize:

## **VISION**

A keen eye and a clear view of the desired shared future  
Sharing our “lens,” our view of the world, with others

## **OPTIMIZATION**

Full effective use of all available talent and assets  
Alignment of organizational systems and goals

## **INCLUSION**

Gaining the commitment of others  
Valuing the potential of everyone

## **COURAGE**

Stepping into the unknown requires faith and hope  
Leaders dare to accomplish the extraordinary

## **ENERGY**

Positive attitude requires contagious optimism  
Persistence and purpose trump stress and fatigue

These five elements spell “VOICE.” A leader’s influence derives from their physical and vocal presence. True leadership makes it possible for organizations to share lofty aspirations with absolute clarity, giving everyone the strength and power to realize great accomplishments. In this cynical age, leaders must be credible beyond reproach. They must earn the solid respect of their constituents in order to invite their teams to excel. Due out next spring, “Full Extension: The Presence of a Leader” will outline the concepts, behaviors, and ideas that contribute to great leadership for the Twenty-first Century.