

## NOBLE LEADER EDITORIAL

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CEO, ALL HANDS AND HEARTS

### TELL US ABOUT YOURSELF AND YOUR EXPERIENCE IN A LEADERSHIP ROLE?

Over the years: I've led 2 global INGOs as a CEO, teams in more than 20 countries across 5 continents, interviewed thousands of people for jobs, developed hundreds of senior leaders, and supported tens of thousands of diverse leaders to unleash change. I've led from small grassroots outfits to complex, global organizations.

Along the way, I've failed plenty, suffered the imposter syndrome, been blind to my privilege, learned how much I don't know, weathered more crises than I care to mention, and just kept going and kept growing leaders around me.



### WAS THERE A TIME THAT A LEADER DID SOMETHING "NOBLE" TO SUPPORT YOU? IF SO, WHAT WAS IT AND HOW DID IT IMPACT YOU?

One of the most noble things a leader did for me was to take me under her wing and to teach me to lead through sensitivity, empathy, and listening. Until that point in my career, I'd been a rather hard-charging, high-performer type... but it wasn't until I received a masterclass in LISTENING over about 18 months with this leader, did I really find my leadership style. And that recognition - of how to lead through people, listening, and facilitation - has changed not just my leadership but also my life. And she didn't have to teach me one bit of it; she just did.





## WHAT DO YOU THINK MAKES A “NOBLE LEADER”?

The knowledge and awareness that it's not about us.

So much of what we see culturally of leaders is a myth - a myth of the lone leader, the heroic leader, the maverick, the visionary - and so people end up thinking that leadership is all about the leader.

Noble leaders know it's about the causes and the people we serve (including those in our teams), and so they lead in a way that brings the best out of each person, guiding the collective toward a strategic mission.

## IF YOU COULD GIVE A LEADER A TOOL OR STRATEGY THAT'S HELPED YOU ALONG THE WAY, WHAT WOULD IT BE?

Learn how adults learn.

The only way an organization truly grows is when its people grow. And to facilitate that, an understanding of how adults learn is critical. Check out the Kolb learning styles and experiential learning cycle.

It will not only make you a better trainer/teacher, but it is a golden template for giving feedback that works, for holding performance reviews that are about growth not looking backwards, and for creating teams that grow together and expand mission-level impact.

This is the one - and best - tool I've learned for how to lead growth.



## WHERE CAN READERS FIND YOU?

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