

Conclusion

If he were here now, my father would say that my days of leading beyond authority must be coming to an end: *“because you must really be losing it, if you are writing books about it now.”*

I hope not.

I believe that we need leaders who can create their own legitimacy. Because they see further and wider – and maybe even deeper. Because they are not in it for themselves. Because they care for people and practice courage. Because they can express their vision in ways that resonate with people. Because they can inspire. Because they know how things work in different worlds and they can bring them closer together. Because they have not allowed their success in their core circle to corrupt them, to convince them that they are right and everyone else is wrong. Because they have learnt how to deal with complex equations, rather than shy away from them and stick to simple ones. Because, like great actors, they want to achieve great things and they will happily play bit parts in the great achievements of others too.

In the end, leading beyond authority is something you do because you want to be a better leader and because you want to make the world around you better.

In writing this book, I have spoken to many fine exponents of this art. I believe even more passionately in the importance of it now than when I set out. Not just for organizations. Not just for wider society. But for the individuals who do it. Because, if you do go outside your core circle, negotiate the complexities, develop the networks, and do it all successfully, your life becomes much more interesting. And so do you.