**Drucker Tells What It Takes to Be a Leader**

Leaders should forget about charisma, management guru Peter Drucker told the American Society for Training and Development (ASTD) recently.

"Leadership grounded in charisma, which is what so many writers today want to advocate, inevitably becomes misleadership," Drucker says. "I am amazed that today's prominent writers on leadership do not seem to realize that the three most charismatic leaders in all recorded history were named Hitler, Stalin and Mao. I do not believe that there are three men who did more evil or more harm. Leadership has to be grounded in responsibility. It has to be grounded in a Constitution. Otherwise it will lead to tyranny."

Drucker spoke in an interview in a recent issue of ASTD's *Training & Development* magazine. He says that leaders must work to distribute authority throughout an organization.

"I have never used the word empowerment and never will. I consider it a despicable word. I have always talked of responsibility and only responsibility," Drucker said. "If an organization is based on power, it makes no difference whether the power is at the top or at the bottom. It is an abomination and an offense, and so I will only talk of responsibility. One must push responsibility as far down as one possibly can. That leads to authority."

Drucker says that the organization's ability to survive the leader is the best indication of how good the leadership was.

"The test of any leader is not what he or she accomplishes. It is what happens when they leave the scene. It is the succession that is the test," Drucker says. "If the enterprise collapses the moment these wonderful, charismatic leaders leave, that is not leadership. That is-very bluntly-deception."

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