1. **Transleaders are intelligence officers.** They are always looking for the unexpected insight, the unrecognised trends, and the subtle changes in the marketplace. They are information junkies — about the company’s markets, customers and technologies. And they maintain a large network of sources and informants.

2. **They are intuitive & creative people.** They deeply understand the business environment and naturally have insights about how to operate within and beyond it.

3. **They are open & easy to know.** They can be trusted and they are able to trust.

4. **They are marathon runners.** They know they recognise changes more quickly than others in their organisation and they are well aware of the need to begin, at the earliest opportunity, convincing their colleagues and employees that changes are on the way — major shifts in business models, competitive landscapes and technology.

5. **They are encouraging, as opposed to judgmental.** They are always inclined to appreciate the efforts and talents of others.

6. **They reject the “more of the same” option.** They recognise that continuity of traditional models is not the road to growth, but the path to stagnation. They are not advocates of the “if it isn’t broke, don’t fix it” method of operation. If it isn’t broken, they are nonetheless eager to figure out how to do it better — before someone else does.

7. **They are highly flexible,** ready to change directions at the drop of a hat if conditions warrant and are not stuck on pre-determined paths, even if they had personally chosen the old direction.

8. **They have great clarity,** about themselves, about their organisation and all of those who have a stake in its products, its services and its success.

9. **They act like orchestra conductors,** drawing great music from their associates, according to the vision they have for the company and in accord with the organisation’s deepest values.

10. **They make decisions quickly and surely,** gathering the information they need, but not paralysing themselves with the need to know everything.

11. **They are revolutionary thinkers.** They don’t spend time trying to figure out how their business can join trends. Instead, they work on ways to generate preference shifts, based on their observations and knowledge of their customers and their markets. They are open to both tangible, rational observations and intangible, immeasurable insights and flashes of inspiration.

12. **They do not try to forecast the future.** Instead, they focus on inventing it. They are fascinated by the possibilities of creating futures of their own design, in which they will control how industries and markets evolve.

13. **They are both optimistic and stubborn.** They know that their openness to change, innovation and course alterations will inevitably put them into conflict with members of their teams.

14. **They welcome the conflict,** because they know it will help them hone their ideas and bring others aboard.

15. **They also know that if their ideas are easily adopted,** they are not really re-inventing the future, they are simply demonstrating how compliant their employees can be.

16. **They are excellent listeners.** They are highly skilled at eliciting the opinions, observations and preferences of others. As a result, their perspectives are broadened and their information flow is strong and steady.

17. **They are high-energy people.** It takes a lot of energy to adopt a broad view of your own organisation. It also takes a lot of energy - and determination - to make things happen. Low-energy people seldom, if ever, make good transleaders.

18. **They understand that their life experiences, their characters and their personalities are at least as important as their professional experiences** - in other words, they realise who they are is as important as what they know.

19. **They are intrinsically curious,** eager to know about new people, new trends, new developments, new ways of doing things. They make sure that their leadership is relevant even to those who know more than they do.

20. **They see themselves less as forceful commanders and more as energetic teachers,** social workers, mentors, coaches, guides, conductors and Sherpas.