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# Leadership Excellence

ESSENTIALS

» 06.2014

Vol.31 No. 6

Essentials of leadership development, managerial effectiveness, and organizational productivity

Presented By

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The Standard of Global Leadership Development

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How Can I Help?  
*The leader's role in renewing passion*

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The Journey Ahead  
*Consummate leaders provide why and ask what*

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Future Self-Continuity  
*Leaders must meet their future selves*

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Leadership is Not for Wimps  
*Effective leadership is acknowledging the brutal facts*

## THE 21st CENTURY LEADER

Restoring trust, influence and common sense

Lou Solomon

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# Warrn Bennett's Leadership Excellence

ESSENTIALS

The Standard of Global Leadership Development

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## The 21st Century Leader

*Restoring trust, influence and common sense*

When you meet Jane McIntyre you know instantly you're with the real deal. **PG 06**

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Taking inspiration from these simple yet powerful words by famous author and leadership expert Robin Sharma, we have to understand that leadership is all about your actions. A true leader can rise from ashes and recreate the empire once again. The power with him/her might not be money or any other material comforts, but people. And the basis of people power is the TRUST the leader has built previously.

Our cover article *The 21st Century Leader* by Lou Solomon is one such leadership stories that speaks about restoring trust, influence and common sense. Jane McIntyre, the CEO of the United Way of the Central Carolinas, one of the largest fund-raising agencies in the country has gone through the real leadership test. The article talks about how Jane was able to win back her lost crown – a truly inspiring and motivating read! As a leader you should be strong, talented and competent, but remember, employees want to follow leaders who are also honest, likeable, personable, inclusive and regular people.

The quality of leadership is not just relegated to business; it applies to everyone in each part of our lives. If parents cannot set an example of leadership to their kids, no wonder they turn more disruptive, poorer learners and less respectful. Author Ken Keis

brings out this fact blatantly in his article *Leadership is Not for Wimps*. It definitely gives some food for thought!

Leaders should be great visionaries. If you cannot think about tomorrow owing to the difficulties you are facing today, you fail to become a good leader. One has to look ahead in time has to connect with the future-self if looking for a long term goal. Bruce Rosenstein’s article *Future Self-Continuity* brings home this great truth. Leaders have to define the future not only for themselves but also for their organizations.

One of the golden qualities of a leader is to remind his/her employees about their humanity and worth. When employees are inspired, they are ready to create greatness. On top of that when a great leader has had a hand in that flight, they are endowed with a new sense of security and trust. Motivational speaker and author Chip R Bell’s article *How Can I Help?* discusses in brief about the leader’s role in renewing passion.

This issue of Leadership Excellence Essentials also features interviews with top heads of companies that have won the Leadership500 Excellence Awards this past April. Packed with leadership stories, opinions, tips and advices, the magazine takes you for the leadership journey infusing you with fresh spirit and immense energy. Happy reading!



Regards,  
Debbie McGrath  
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# The 21st Century Leader

*Restoring trust, influence and common sense*

By Lou Solomon



**W**hen you meet Jane McIntyre you know instantly you're with the real deal. She is CEO of the United Way of the Central Carolinas, one of the largest fund-raising agencies in the country—but it's not about her title. She is admired for turning around non-profit agencies in free fall, but it's not about her reputation. She is deeply Southern without apology, but it's not about her Carolina drawl.

No, Jane McIntyre is distinctly real because she is full of heart and takes zero crap. You recognize the look in her eyes as the mark of someone who knows who she is—and has the confidence to risk moments of vulnerability. She tells you the truth. She fakes nothing.

In 2008, McIntyre's predecessor left her post in disgrace and the agency in crisis. The newspaper ran stories daily about her greed and mismanagement and the community was outraged.

Contributions dipped and the employees of UWCC were scapegoated. The scandal was poignant as the bigger economic crisis turned darker.

McIntyre, who was heading up the YWCA, stepped up and took the job no one wanted, which was to bring UWCC back from the edge. At the same time, she became my client—and one of the most colorful to date. She is small in stature but every bit of a red-headed cowgirl who can rope the biggest steer at any rodeo.

McIntyre made it clear to the employees at United Way that she would ask a lot of them—but together they would do extraordinary work to change lives. The employees have delivered because they trust her, which is no small thing in this economy.

We've all been living with scandal, crises and uncertainty since the recession hit in 2008. The greatest majority of employees

in this country are disengaged and distrustful of leaders--and distrust can erode an organization's bottom line. Gallup estimates that employers lose between \$450 billion to \$550 billion a year due to employees who lack commitment to their work—and contribute to absenteeism, employee theft, poor service, safety-violations, turnover and mediocre work.

At this crossroads, we have to pause and become intentional about the future. Crazy amounts of money are pumped into business processes, while employees long for the kind of human connection and common sense that builds trust, inspired engagement and pushes performance.

### Three Stories

We need a new kind of leader who is ready for the rodeo of the 21st Century. The corporate landscape has become a place of so much posturing and over-managed communication that leaders don't trust themselves to get real.

Before each talk, Jane considers, "What's the most important thing I should be talking about today?" I can tell you it's never about statistics and data. Jane knows that people just like her are looking for a meaningful conversation.

There are three stories every leader should know: Who I Am, Who We Are, and Where We Are Going. People need to hear these stories to trust your motives (and by the way, you can't fake it, you have to feel it).

Who I Am is not found on your resume or bio. It is the story of what your life has taught you and the obstacles you've overcome on your way to being a leader. One of the many defining stories Jane shares with people is her battle with cancer in her twenties. She tells them that the disease forced her to grow up. She tells them she has not taken one day for granted since. She advises, "You've got to live to the max. One day you look up and say, 'It's time to go to work.'" People can see who she is and they trust her because she "Walks the Talk."

Who We Are is the story of defining successes within the organization. Jane is intimately aware of the unique abilities of the individuals who work for her. She doesn't care about triple-degrees nearly as much as she cares about people who are smart and have the heart that it takes to do meaningful work. She celebrates the employees, contributors, heads of agencies and clients of United Way. She does it in a way that makes the core values of her organization crystal clear.

Where We Are Going is the focus and vision of the leader who understands the greatest good for all involved. Upon accepting the position, McIntyre appeared on an NPR affiliate talk show and began driving the conversation from scandal to, "What's important is that the United Way makes a difference to thousands of people in our region and in the community. That message has been lost. It's time to get the focus back and ask how we can do more for the people who can lift the entire region." This is no script. McIntyre says it with heart and she says it often.

Can you restore trust in your for-profit organization? The answer is yes, but there are no short cuts. The human connection is an attitude, a practice, a commitment and a relief valve.

Within less than one week on the job, McIntyre was meeting one-on-one with every employee before moving to the large contributors, and then to the community agency leaders. No one heard her sugar coat, awfulize or put a spin on the truth. She

listened and she laid out her vision, along with what it would take to get there.

Jane never led from the fear of loss of funding. She led from a positive urgency. She said, "It's time to go to work." She invited people to be a part of it. For those who said "yes" to the new landscape, she extended trust by delegating power.

It hasn't been easy. Jane has had to make tough calls. When she did, she gave employees as much information as soon as she could. She shared the realities she was weighing and her intention for the best, balanced outcome. She didn't hide budget cuts under a flowery name.

### 7 Steps to Restore Trust

1. Show up and look people in the eye. Be interested, ask questions and listen.
2. Zero-crap mindset. Everyone has spin-fatigue. Say something real—and people will hear you.
3. Keep big and small promises, and choose people over immediate personal gain.
4. Lead from positive urgency, not negative fear.
5. Invite people to the table, ask for feedback and thank them for it.
6. Know your three leadership stories and tell them from the heart.
7. Get honest with yourself. What keeps you from being real and saying what needs to be said? Start where you are.

You must be strong, talented and competent. But employees want to follow leaders who are also honest, likeable, personable, inclusive and regular people.

McIntyre has a way of connecting with the common sense and dignity within people. She leverages meetings, speeches, interviews and conversations as a strategy for making human connections to drive the United Way agenda. She has brought one of the nation's leading agencies back, one interaction at a time. Is any of this easy? No, but leadership in the 21st Century is no cakewalk. As Jane has said in the past, "If you can't take the heat, you shouldn't be in leadership." **LE**



**Lou Solomon** is CEO of Interact, a communications consultancy that helps business leaders and their teams build authenticity, make connections, earn trust and build influence. She is also an adjunct faculty member at the McColl School of Business at Queens University of Charlotte. Solomon's new book focuses on building trust, influence and charisma, and is set for release later this year.

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## *The leader's role in renewing passion*

 By Chip R. Bell



“We’re on break!” the warehouse attendant barked in response to my repeated, “Excuse me!” I was at the pickup counter awaiting a lawn mower part. It was my third encounter with apathy that Monday morning. The first was the woman at coffee shop who gave me a curt, “what’s good about it?” response to my morning greeting. The next was the gas station owner who gave me no verbal response or eye contact as I enriched his coffers by twenty bucks. And now, “We’re on break!”

Apathy can come in many forms. It can be complete emotional indifference of a sales clerk, the sleepwalking movement of a hotel housekeeper, or the wooden sound in a call center operator’s voice. Apathy robs teams of energy, marriages of romance, and organizations of much needed productivity. It is not a life-threatening malady—no one ever died from apathy—it is simply a spirit-killing one.

We live in an era of passion larceny. Downsizing has robbed colleagues of colleagues, leaving them hollow and hopeless. Constant reorganizing has not only reshuffled key alliances, it has stolen valued allegiances. And, the heartless hustle for razor thin margins has too often put short-term profits at center stage and long-term partnerships in the cheap seats. As the soul of an organization is put in a profit-at-all-cost vise, what can be

squeezed out is the positive spirit of workers. How do leaders turn lethargy into lively and “We’re on break” into “How can I help?”

### **Pursue a Compelling Cause**

There is a sign on the wall of an ancient church in Italy that reads, “Vision without action is daydreaming. But, action without vision is random activity.” Passion can be released when employees view their role and responsibility in grander terms that simply a job. People are more enthused about “building a great cathedral, than simply laying bricks.” It means an authentic elevation of the meaning of work by helping employees know its significance and value. It is helping every employee see the link between their effort and the customer’s experience. It includes ensuring employees witness purposeful (read “full of purpose”) in the actions of all leaders.

A stroll through Universal Studios Hollywood with theme park president Larry Kurzweil says a lot about his “full of purpose” passion for serving. He warmly greets associates and guests, asks if they are having a great time, and “polishes the park” by picking up trash. Bill Marriott, Chairman of Marriott Corporation, queries guests in hotel lobbies and elevators about their experience with service. Fred Smith reminds couriers they are not just “taking stuff for next day delivery,” they are delivering

precious cargo—medicine that may save a life, papers that could rescue a company, or someone’s fifth wedding anniversary gift. Kurzweil, Marriott, and Smith all know that what people see leaders do is more important than what they hear leaders say.

One of the most powerful tools leaders use to sincerely communicate a clear, compelling purpose is through storytelling. Stories are memorable and rich in their capacity to convey cause and meaning. It is stories that create legends out of organizational heroes, parables out of organizational errors, and folklore out of organizational beliefs. “When we started telling great service stories at the start of leadership meetings,” says EVP Katy Wild of Freeman, headquartered in Dallas, Texas, “It helped our vision become living, relevant part of the life of the company.”

### Create a Legacy of Contribution

“How would you like people to remember the contribution you made while you were here?” CEO Alan Steel asked his associates at a Javits Convention Center leader meeting in New York City. His legacy-seeking charge was a powerful one. Assume your children are not just inheriting your stuff but also the sounds of people talking about the work you did here. Would that message be one that would make you proud? Great leaders know that as people remember the past they could leave behind, they passionately pursue the future they can create ahead.

Helping people see how they contribute to the future is a vital part of the role of a great leader. Helping them discover how they contribute to a rich history is also a part of that role. A CEO addressed her managers during an off-site retreat at a crucial turning point in the company’s life. “We stand today on the shoulders of the pioneering giants who came before us,” she told them. “They made this company what it is today. But, you are the people on whose shoulders others will stand in the future. Make sure the quality of your work ensures they have a sound footing.”

Passion comes from the kind of belief in the future that gives us security. It also emerges from a legacy of the past that arms us with substance. Great leaders don’t let employees forget their corporate ancestry. Not to perpetuate an ineffective “we’ve always done it that way,” but rather to honor the emotional ground on which the organization stands.

### Insist on Excellence

Passion can come through the pursuit of excellence. How many movies have you seen that had as its subject the transformation of a team from a lackluster ‘also ran’ into a pride-filled winner? What we witness in *Hoosiers-Remember the Titans-Twelve Years a Slave* like stories is the resurrection of passion. As the hard work of preparation and the drive for quality crowds out the tolerance of mediocrity, renewed passion begins to emerge.

Great leaders release worker passion through an insistence on high standards and an obvious impatience with “barely adequate” performance. And, should these leaders fail at helping inadequate associates get strong; they mercifully but diligently find them a suitable exit strategy from the unit. The CEO of a bank frequently tells his employees to “stand up and be counted or go somewhere else where sitting down is tolerated. We are about passion here. We cannot make you passionate. We will do our best to create a supportive environment for you to contribute with enthusiasm. But it is partly up to you. And, if you can’t

get turned on about what we are striving to be here, we both made a poor employment decision and we will help undo that mistake by making it easy for you to go to work someplace else.”

### Nurture Healthy Relationships

Passion can come through the commitment employees feel toward the people in a unit or company and those they serve. In a take-off on the “Ask Me About My Grandson” button for grandparents, a financial services division made “Ask Me About My Team” shirts for the participants at an off-site retreat designed to work on strategies for better teamwork within units and stronger partnerships between units. As they worked on their differences and ironed out their conflicts, their allegiance shifted from work group only to the entire division. With renewed pride came increased passion...and, profits.

Passion for relationships can help workers weather work assignments that are practically unbearable. Passion for relationships enables employees to stomach anxious organizational changes and apprehensive leadership realignments. “We are going through some very tough times,” said the flight attendant on a major airline in the midst of a merger. “But, my great relationships with my colleagues and my customers help me stay enthusiastic about what I do every day. A strong family gives you a bulletproof vest to handle whatever is thrown at you.”

We can recall friends who have remained strong through traumatic, life-altering circumstances. The strength of their friendships is cited as their antidote to burnout or breakdown. Great leaders invest energy into building relationships between and among employees. They sponsor celebrations that affirm teamwork. They institute metrics that reward collaboration. And, they put as much thought to assigning who works with whom as they do what gets done.

“Wait a second!” you may be thinking. “We can’t have the chaos of unbridled emotion and the confusion of out-of-control desire. What would the stockholders say? After all, is it not the role of a leader to bring forth a sense of “order when all around you is losing their head?” Should leaders not strive to be more anchor than sail? Don’t we need rationality to govern spirit?”

The truth is rationality oozes from the seams of every business encounter. Leaders do not have to add order, rationality, or logic. Every dimension of business life today already reeks of those qualities. Passionate leaders remind us of our humanity and worth. When we feel inspired, ennobled, even incensed; we have visited that magical realm of passion. We return from that realm often renewed, revitalized and ready to create greatness. And, when a great leader has had a hand in that flight, we are endowed with a new sense of security and trust. **LE**



**Chip R. Bell** is the founder of the Atlanta-based Chip Bell Group, helping organizations build a culture that supports long-term customer loyalty. He is a highly sought-after keynote speaker, and a prolific writer. His 20th book, “The 9 1/2 Principles of Innovative Service,” was released in August 2013. The bestselling book sold out the first printing in sixty days. Marshall Goldsmith labeled it, “A fun book that will turn on the imagination and turn up the passion for everyone who reads it.” Visit [www.chipbell.com](http://www.chipbell.com)





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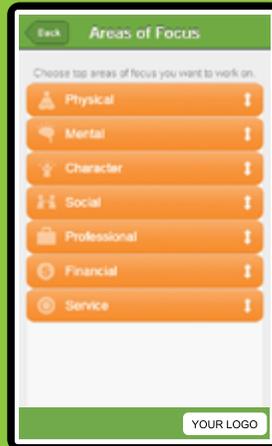
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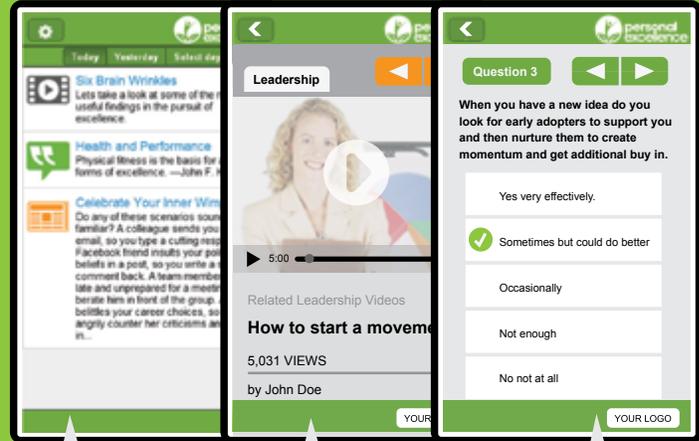
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# Humanize Your Workplace

## *5 tips to improve the employee “lived experience”*

 By Alex Somos



According to [Deloitte’s Global Human Capital Trends report](#) released earlier this year, 79% of organizations worldwide struggle to engage and retain their employees, and 86% believe they do not have an adequate leadership pipeline to address these problems.

In a competitive economy clamouring for sales and profit share, that’s a lot of bad news for business. Perhaps that is why an increased number of people are beginning to call for a more “humanized” workplace: one that energizes employees by creating environments where it feels good to work, people get things done more efficiently, and business results flow.

The good news is this: [businesses can have it all](#). They can have a high performing workforce, provide a great customer experience, and experience fantastic business results. So what’s the key? It’s the employee experience—each individual’s “lived experience” within their work environment—that drives the other two elements.

As a result, leaders must begin [looking beyond traditionally touted engagement initiatives](#), and instead focus on day-to-day behaviours that drive “organizational energy.”

Here are five immediate and easy ways leaders can begin to humanize their workplace: creating the conditions that allow employees to flourish and thrive, be passionate and innovative, have purpose...and fuel great business results.

### **1. Be authentic**

Employees know a carefully orchestrated message designed to look like a tailored suit when they see it. At one organization Juice worked with, employees and stakeholders complained of a lack of authenticity among its leaders, citing town hall presentations as “too slick,” as though they were being marketed to. This can lead to mistrust, ultimately having the opposite effect of what leaders are looking for.

Perhaps surprisingly to leaders, employees appreciate direct and oftentimes difficult conversations: even in negative times, and even when their leaders come across as imperfect. Why? Because when leaders address these issues in a real way, it can actually give employees a sense of optimism for the future. And that optimism is what organizations need to energize employees, improve engagement, and get outstanding results.

## 2. Simplify the complex

Leaders can significantly increase the odds their project will be a success by ensuring employees feel mentally and physically prepared for any task at hand—not only at the beginning, but for the duration. There are several ways to do this.

For example, leaders may wish to frequently instill in team members a mental picture of what “success” will eventually look like. I regularly travel to Mexico to build homes and schools for people in need. Many of my team are not handy—so to help them prepare, we show them videos of previous trips where they see other first-timers having fun and being successful. We show them what simple construction looks like, helping them figure out how to use an array of tools. That way, when the team arrives in Mexico, they have an end-picture in mind, a set of skills and some confidence to do the job at hand.

When projects go astray as they often do, leaders must also be able to respond to kinks in the system. However, quickly finding solutions to these problems can be challenging. Use visuals whenever possible: there is tremendous power in white-boarding a project or an idea, particularly when there are many moving parts. When my team is in a meeting and we feel like we are not moving ahead, we write down those moving parts. Then we break things down into smaller chunks, prioritize, and choose one item that will move us forward faster.

Creating simplicity is one of leadership’s biggest challenges—but it also presents opportunities to harness the power of teams.

## 3. Have more face-to-face conversations, especially in difficult times

When inter-office friction infects the workplace, leaders cannot afford to be the silent third party. Employees feel that friction, and it will often impact morale and relationships. Be willing to step into potentially difficult conversations to get to the heart of the matter and “release” the existing tension in a positive way.

A client talked to us about an employee he inherited, who had an absenteeism problem. When the leader approached the conversation and stepped in without judgement or criticism, he discovered that the employee’s stress was not caused by work/life balance issues as originally believed: what surfaced was that the employee felt unsupported and not valued as a person. There had been some conflict with others in the department, and her previous managers had not supported the resolution of the problem.

When people are in conflict, they may be unskillfully expressing their needs and polarizing others. Oftentimes, all it takes is uncovering the unmet needs of those employees through direct, fact-to-face conversation.

## 4. Create and communicate meaning to others

There is nothing wrong with introducing employees to the “next big thing”—that is, a new business strategy, program or technology. However, leaders must understand that success of that initiative hinges almost entirely on employee buy-in.

Employees can only take so much back-to-back or concurrent initiatives such as enterprise-wide software implementations, making customer service the number-one corporate priority, or executing a new employee performance management system. After a while, employees will dismiss everything their employers do as the newest flavour-of-the-month. In other words, “corporate A.D.D.” does not lead to a higher performing business, but—more often than not—to wasted resources and a jaded workforce.

Leaders can improve the probability of employee buy-in by tying each initiative to the day-to-day world of their employees; and com-

municating and demonstrating how each initiative connects to the lived experience of their employees—making it meaningful to everyone.

## 5. Infuse (appropriate) fun

Workplaces that create a fun-friendly environment will see employees give more effort and be more innovative. The challenge for leaders, however, is in understanding what is considered “fun” to their employees.

Some time ago, my business partner met a young leader who rewarded his team for their hard work by taking them to a hockey game. While his intentions were honourable, most of his employees had no interest in hockey. And so, rather than coming back to work energized, these employees returned feeling like the reward was less about them and more about making their manager feel good.

Good leaders have the ability to make their team feel special and important. However, when trying to infuse fun into the workplace, leaders must ensure it is an appropriate reward based on who their employees are.

Of course, bringing fun into the workplace does not require spending a lot of money or holding events. Small human moments are equally important. For example, at JuiceInc., we have monthly pot-lucks where everyone can connect and share a meal. We also have impromptu Thankfulness Thursdays—a chance for the team to talk about all the meaningful things we’ve done during the week, and to recognize everyone’s contributions. We go back to work feeling energized, appreciated, and with a much higher motivation to “keep up the good work.”

### The ripple effect

A quote I like goes something like this: “The healthy brain needs three things: oxygen, glucose and community.”

Ultimately, [humanizing employees’ lived experiences in the workplace](#) and creating a sense of connection is about building a community where people feel more energized and motivated to do their best work. As a result, improving the employee experience will pay big dividends to your organization. And not only that: employees will have more energy at the end of the day for their communities, families and other important relationships.

It’s a win-win for all parties. **LE**



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# The Journey Ahead

## Consummate leaders provide why and ask what

 By Bradley Ann Morgan

**A** good part of our work this year has been with a non-profit food bank organization. They perform a tremendous service in providing low-income families and three million seniors with nutritious food, both fresh and packaged. In their expansion efforts, they wanted to be more visible and recruit more volunteers and sponsors from their speaking engagements. To do that, they anticipated placing several leaders in specific regions that could state their mission, encourage and motivate others to enroll in their efforts; and, identify what other resources were needed in a particular area for achievement. The individuals they were looking for were ‘consummate’ leaders, not just an enthusiastic leader.

What is a consummate leader? These are the men and women that have some *history* of accomplishments and are skilled at unifying human efforts for a common purpose. They often have heartfelt stories from social engagements, involvement in self-less causes, or even ‘scars’ from board room battles. But wherever they gained their experience, they became a specialist in definitively stating the purpose or the ‘why’ we should do this; and, then asking those that enroll, what they need to achieve that purpose. The consummate leader knows that achievement is not had by their position or rank in an organization, but from the impact they can have with people. Consequently, that impact can build and nurture commitment from other staff members, company partnerships, and outside affiliations where needed.

What are some of the skills of the consummate leader? Use any or all of these to develop your expertise of consummate leadership:

- Don’t hold back your emotional connectedness to the vision, the project, or the venture. People become energized by the vital force you present and what you will risk to realize your efforts in the final success. Even from his wheelchair Christopher Reeve relied on his emotional intensity to fuel campaigns for spinal cord injury research.
- Use simple language to state what the benefits will be in the final achievement of the mission or campaign. Each person hears the message differently, using language from their internal self, their generation, culture, gender, & experience to interpret the implied meaning.
- Release the team members from using conventional problem solving tools or rules. Often innocent statements of the problem puts folks into a creative space where no flawless solutions are presented, but a combination of thought could be the steps to achievement. Remember Einstein’s statement, “No problem can be solved from the same level of consciousness that created it.”
- Delegate wisely. Delegating tasks or responsibilities to others make them feel an integral part of the final achievement. Everyone has the ‘right’ to be needed.
- Listen intently for areas of misunderstanding and potential problems. Effective leaders listen for repeated phrases that may be hints at underlying problems that the group is feeling or experiencing. They immediately address rumor or gossip with effective conversation, stating what the real facts are around the issue and what they do know.
- Be certain you define any sacrifices that will have to be made for this mission to come about. Clearly state how much time you think it will take. These leaders are good motivators to keep the effort going when the horizon may not be in sight; and, present the mission

so that all understand that excellence in achievement is difficult, but not impossible.

- Do not be afraid to show gratitude to everyone involved. Simple statements such as, “great job,” or “thanks for your work here”, are all appreciated and can make the difference in the future effort of that worker.

- Consummate leaders understand the power of their presence, staying visible as much as possible. Their workers will stay motivated when they see their efforts directly supported by the leader. Remember the effect Patrick Swayze had when he appeared on TV with the Stand Up to Cancer campaign, exhilarating.

As you develop your consummate leadership skills, ask yourself:

- What exactly is the new mission, project, or campaign we’re in? Who are the recipients and how will the benefits change the current condition or their lives? What do we, as individuals, risk by putting our hands into this venture?

- What cause or vision are you asking others to commit to? How articulate can you be so that others feel the same passion you have?

- In pursuit of this cause, how are you able to reframe what is happening today with what will be different when the cause is accomplished? What will be the benefits for the recipients of the actual cause? Will there be more medical supplies for hurricane victims, less community hunger, safer housing, or less bullying in schools?

- How can you overturn one of the biggest objections to success, the fear of disappointment? Remember Dyson said he had learned 52 ways not to make a vacuum. The first proof of concept may not be the final solution.

- What is the commitment of each colleague to fulfill the mission and keep the effort going?

- What will be the guidelines for conflict resolution when one person is pushing their single idea?

- What experiential exercise can you have your colleagues engage in for curiosity and courage, igniting the idea of ‘what if’, ‘why not’, or ‘what can we create with what we have’?

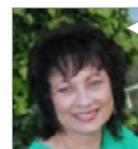
- What other resources will you need for success such as, departmental advocates to spread the mission or individuals to recruit company employees for additional labor power?

- What measurements will you put in place to gauge progress? What will be the checks & balances on the group’s activities so that they can catch miscalculations in time to recover?

*“Learn from the past, set vivid, detailed goals for the future, and live in the only moment of time over which you have any control: now.”*

**Denis Waitley**

If this resonates with your current situation, we invite you to realize your efforts with us. **LE**



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Video

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Leadership Excellence Rank

Small sized Leadership Partners & Providers Category

## New thinking for leadership growth and development

*Our editorial team interviewed **Andrew Johnson** from **Brainard Strategy**, at the **Leadership Excellence Awards** this past April. Here are some excerpts from the exclusive interview.*

### Can you tell us your overall leadership vision and mission specific to this program?

We aim at developing 'leaders of leaders' into all-around great corporate athletes, enabling motivated employees, corporate performance and culture enhancement.

### What makes your program unique and differentiated?

Our branded executive development solution, EXCElerate, is unique and differentiated in two ways: first, by those we impact, and second, by how we deliver development. Our program is meant for leaders of leaders who have the greatest impact on the organization with the decisions they make and how they represent the company culture. Our program is not only designed to impact the individual executive, but also the executive team, as well as the entire organization. Our method of delivery is unique in that we begin by providing participants with a customized strategic 360°, along with additional assessments that provide a comprehensive view of the leader. We provide each leader with individual feedback sessions by an Executive Coach before they enter the program. Next, we take company-specific cohorts through a multi-module program which includes instructor-led learning, social networking for peer-to-peer learning, online learning, and action learning projects all supported by one-on-one coaching for the duration of the program.

We conducted a needs analysis before we launched the program and found that senior leaders would like to learn more from one another and their peer groups rather than a subject matter expert in the front of the room. Our program is designed to facilitate those conversations both in the classroom and through a digital portal throughout the length of the training. In addition to the applied learning, we also found that we could provide an opportunity for senior level executives to focus their learning on specific strategic objectives from the organization and work with one another on those projects as a platform for learning and growth.

### Tell us something about your involvement/participation. How many people do you impact per year with this program?

This year we will impact more than 175 senior executives directly as well as 1000's of their direct reports.

### How long does it take to complete this program?

The length of the program fluctuates depending on client desire. Typically, it takes 6 months to a year.

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## **How is this program delivered both online and in the classroom?**

The program is delivered to cohorts via multi-modalities, including; 6 classroom modules, online, social learning through a proprietary portal, and action learning projects.

## **What level of leaders do you address?**

EXCELerate is designed for executives (directors and above), the “leaders of leaders.”

## **How do you measure success and ROI of your program?**

We roughly follow the Kirkpatrick model. In Level One, we assess the satisfaction of the modalities at each instructor-led session. We assess satisfaction with online learning, the instructor-led module, the coaching, and the delivery consultant. In Level Two, we assess impact on the learner’s behavior. We assess via 360° feedback both pre-program and post-program. Additionally we ask the executive leader for a one time rating of behavior change post program. In Level Three, we interview the senior executive team—often the CEO—about the organizational impact of the cohort group’s performance and impact on culture over the duration of the program.

We can and will assess employee engagement of the direct reports of the participants, as well as the actual participants’ engagement and retention. We believe this blended approach offers our corporate customer insights into value creation relative to the costs. From a business perspective, we assess cost per participant compared to the costs of executive coaching, executive academic development programs and private development offerings. We assess both from a pure cost perspective as well as comparing the cost to the impact at three levels.

We intend to demonstrate the impact for:

- The individual learner via metrics such as their 360° feedback and their specific level of engagement with their organization
- The team via metrics such as engagement of direct reports and the observed positive change by boss
- The organization via metrics such as the cost for executive development relative to other options and the two above levels of impact combined.

Additionally, we can compare key organizational performance metrics and employee engagement for participants and non-participants, and assess for significant differences at the client’s request. The impact for the individual, their team, and the overall organization is incredibly high.

## **What is your area of expertise in leadership training, in the areas of teamwork, execution and frontline managers?**

We have vast experience developing all levels of leaders. Our sweet spot is with senior leaders. We have developed more than 50 custom executive development programs for many large and small companies. We have developed dozens of assessment engagements for clients, and we have delivered hundreds of executive coaching engagements

throughout the country.

## **What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?**

At the end of each instructor-led session, each executive is asked to commit to two behaviors they will apply, then report back the experience. There are many specifics, so we will mention a partial list below: first, we assess direct reports for their top five priorities, then engage in goal clarification one-on-one quarterly with individuals and teams to drive performance and focus. Second, we discuss their development plan with all the stakeholders and then engage in a two-development dialogue with their team about their own development. Third, we collaborate on a model for strategic planning and a model for disciplined execution. Finally, the participant engages in mentorship and acquires an industry mentor. There many other tangible takeaways.

## **What impact does your program have on the users?**

The qualitative feedback has been incredible. Participants are challenged in this program so much so that we have experienced very emotional responses to the feedback, the peer discussions, and in the experiential learning. As an example, we have had several participants use the peer sessions to confess fairly major flawed management approaches and commit to change. We have had our HR colleagues marvel at the turn-around for some of very tough leaders, and we have had the CEO of a company acknowledge the positive collective impact for his company.

## **What’s in store for the future?**

We’re growing in developing partnership between senior executives and the Human Resource function. EXCELerate is evolving both because it is client-specific and because we are learning and adapting to feedback in real time. The impact on clients has been enormous due to the fact that we are creating change at the top of the organization. If we can make an impact at the top of the organization, leadership as an everyday practice will be much more engrained in the fabric of the company’s culture.

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Deborah Huyer  
Executive Coach & Trainer



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Leadership Excellence Rank

Small sized Leadership Partners & Providers Category

## New thinking for leadership growth and development

Our editorial team interviewed **Deborah Huyer** from **People Biz**, at the **Leadership Excellence Awards** this past April. Here are some excerpts from the exclusive interview.

### Can you tell us about your overall leadership vision for this program?

Our vision is that managers and leaders transform their teams and organizations by shifting from a command and control style of communication to one of collaboration and engagement. Our purpose is to engage participants in their capacity to grow, leading the change for new thinking, unprecedented results and innovative leadership.

### What makes your program unique and differentiated?

The Leading Change program intentionally walks participants through the process of developing emotional intelligence. Participants report freedom to fully engage with others without concern for self. The program is based on a transformational change management model versus technique, or top down strategies. This is a personal growth and development program that frees up the leader to implement all that he or she has learned about leadership. In contrast to more traditional training they have likely received in the past, this program supports leaders in being able to integrate what they have learned in their day-to-day interactions.

### How many people do you impact per year with this program?

We impact around 40-50 people. Our program fills itself four to five times a year through referrals from past participants.

### How long does it take to complete this program?

There are 3 one-hour sessions per month over a 5 month period, with assignments in between sessions.

### How is this program delivered, both online and in the classroom?

It is transmitted via Tele-classes and virtual classroom boards.

### What level of leaders do you address?

We address all levels of leaders so that everyone benefits. Someone is always watching who we are and how we are leading and managing.

### How do you measure success and ROI of your program?

We do leadership surveys to a participant's community at the beginning and at the end to measure areas of growth and development within a participant. Participants report an increased ability to operate from their commitment, their goals and their

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vision versus letting fear direct their decisions. We call this moving from being externally directed to being internally directed. Participants report the ability to have fearless conversations and see growth and development in those around them as a result.

### **What is your area of expertise in regards to leadership training, like teamwork, execution and frontline managers?**

We have experience developing all levels of leaders. People Biz, Inc. has over 20 years of experience writing customized training programs for individuals, teams and organizations. We have expertise in many areas of leadership training including emotional intelligence, management and leadership, change management, culture, consensus building, individual development plans and accountability.

### **What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?**

Participants report that the combination of deep change and practical tools has a lasting impact because they are able to implement the change they have experienced. They continue to push boundaries long after the program is over. There is an understanding and responsibility for the difference they make in the world. The quality of their relationships completely shifts from where they were prior to the program. Both

their career and personal lives go through a fundamental paradigm shift from the experience. There is a better, deeper, understanding of both their own emotional patterns and judgment and that of others, allowing them to lead from a place of authentic personal integrity and core values. They come into focus with their own fears and how it feels thereby allowing them to step back and notice others' fear and emotions. They begin to notice and choose behaviors generated from a place of understanding and real power versus being generated from fear. They experience higher energy because of their emotional freedom.

### **What impact does your program have on the users?**

What I like about 'Leading Change' is that it's not just another leadership course that has you hone in on your style and develop it further. It makes you look at your style and question it and everything else about the way you lead or don't lead. It is a personal growth course that has the power to transform the way you connect with yourself and others.

I think the biggest impact our program has on its participants has to do with our delivery model. Many people, especially those that work for companies, don't have a lot of time in a week to spend in leadership course. Our course only takes a one-hour call three times a month for five months, which makes it easy to fit into even the busiest of schedules. It's also limited at 10 participants so the course becomes more personal and easier to integrate into the day-to-day. And the best part? You can take the call from anywhere, making it more accessible and economical. Our method allows us to reach out to more people and makes the course accessible to virtually anyone who is ready to take the next step into leadership.

We reach out to people in small and medium size businesses, and large companies where a lot of leadership programs only are able to touch the top 10%. In brief, our mission is really to get this as far out into the market as possible and our model allows us to do that.

### **What's in store for the future?**

Our vision is to get our leadership development program out to as many people as possible, making leadership growth and development more accessible to everyone – not just the top 10% elite. That's our focus. We have filled our program through word of mouth and referrals up to now. As a recipient of the Leadership Excellence Award, and through our unique delivery model – we want to touch more people.

# Leading Change through Vision

## 4 strategies for implementing change

 By Deborah Huyer

 The world, business and of course each one of us is in a constant state of change. New trends and patterns of thought are always influencing us and changing every part of our business and lives. How we navigate change itself is vital to our success as a leader. Therefore, leading ourselves, our staff and our organizations through change is a key leadership competency for success.

Our job as a leader is to look out ahead and say “here’s what I see coming,” “here’s what is possible” and “how can we best prepare or adjust?” Most managers deal with problems in the present and past versus preparing for what is to come tomorrow, next month and next year. Great leaders have vision, communicate the vision effectively and lead from there. They inspire a future that others want to share and follow. There is nothing more demoralizing to a team than a leader that can’t articulate where they’re going and why. What managers often do is tell and direct, rather than engage their employees in change by articulating a clear and compelling vision.

There seems to be four commonly used strategies for implementing change

**#1 Telling and Directing:** The most common approach, this assumes that people are guided by reason. We know this is not always true. People are guided by beliefs and emotions, especially around change and uncertainty. This approach is not effective in situations requiring significant change, so when telling doesn’t work managers often resort to forcing change.

**#2 Forcing:** Here power and authority is exerted to manipulate others to change or accept change. Using position, authority and/or performance discussions to bring about change usually evokes anger, passive resistance, subtle sabotage and damage to relationships. If there is fear and anger present in your culture, there may be forcing occurring.

**#3 Participating:** A collaborative and participative approach to change welcoming input, inquiry and dialog. The emphasis is communication and win-win situations. It can actually work, however it only works if leadership really wants to collaborate and is not just trying to manipulate people into being engaged in the change (if not it’s just forcing in disguise). People can easily become cynical if leadership is not truly open, transparent and willing to let go of control.

**#4 Alternative | Engaging through Vision:** Leading change by creating and articulating a clear and compelling vision, potential or possibility is a strategy that works, but is not often used. This is also called the transformational strategy model in organizational change models.

Most managers use the first two which are easiest, but also the least effective. Collaboration can work if people really have an opportunity to participate and provide input into change. Very few ever apply the fourth strategy. This is the sole strategy that not only works, but also defines us as leaders.

**A well-articulated vision has these qualities:**

- It is easily understood by others

- It paints a visual picture of what it looks like when complete
- It has a clearly set direction and purpose
- The person articulating the vision is clearly in the experience of what it will be like when the vision is realized, not just talking about it
- There is passion and enthusiasm present (If you’re not engaged in it, they won’t be either)
- It is clearly about the people and organization, not about you as a leader.

**When done well and consistently, others will:**

- Be inspired and care by participating.
- Inspire enthusiasm, belief, commitment and excitement in members of the project or team.
- Believe they are part of something bigger than themselves and their daily work.
- Start sharing the vision themselves.
- Feel challenged to outdo themselves, to stretch and reach. They find their vision in your vision.

You communicate vision through little conversational nuggets and consistent daily sound bites - not speeches!

When vision is communicated well and repeatedly, people get inspired by their involvement because they discover their own vision inside of yours. It gives context and helps the people around you see the big picture. It gives meaning to all the little things they do. Then people start to share their own vision- it encourages them to reach, step up and create for themselves. They become engaged in the change and start stepping into that future. **LE**



**Deborah Huyer** is an Executive Coach and Organizational Consultant for Peoplebiz Inc. and a facilitator for their award winning Leading Change Program of which this is an excerpt. Visit [www.PeopleBizinc.com](http://www.PeopleBizinc.com)

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# Future Self-Continuity

## Leaders must meet their future selves

By Bruce Rosenstein

Recently, social psychologists discovered a problem most of us have in preparing for the future: we think of our future selves as strangers—as different people altogether.

Valuable insight into this problem is provided in research by two university educators—Hal Hershfield, an assistant professor in the marketing department of New York University's Stern School of Business, and Kelly McGonigal, a health psychologist and lecturer at Stanford University and author of *The Willpower Instinct*.



In experiments with undergraduates, Hershfield discovered that students who were shown a digitally aged image of themselves allocated twice as much to their retirement accounts as those who didn't see themselves as they aged. Hershfield says that "looking ahead in time and feeling a sense of connection to one's future self can impact long-term financial decision-making, converting a consumer into a saver." People with this "future self-continuity" also accumulate more assets than others; including owning their own homes and having bigger bank accounts.

McGonigal has pointed out that connections can also be made along shorter future-oriented timelines. For instance, she suggests writing a post-dated letter from your future self to your present self about specific achievements and successes in the future. For leaders, it's especially important to bridge the present and future. Leaders have to define the future not only for themselves but also for their organizations. Still, with the extraordinary demands and difficulties of each present day, it's easy to let the urgency of today cause you to squander the opportunities of tomorrow.

Odds are, the success of your organization will depend on how well you figure out the future. Here are five strategies to help crystallize the future into the present moment and draw you closer to your future self.

**1. See yourself as the leader you could become.** Productivity guru Jason W. Womack, author of *Your Best Just Got Better*, advises that to strengthen and build your professional capabilities, you should set a 15-minute timer and then write, in as much detail as possible, about a future ideal day. Apply Womack's advice to

describing your ideal future. Then ask yourself: What will it take to make this happen?

**2. Create your future in the here and now.** Peter Drucker, the legendary father of modern management, taught that you can deliberately and systematically build your future into the present moment with your thoughts, actions, ideas, decisions, and commitments. His work on taking the best approach to constructing your future is illuminated in my book *Create Your Future the Peter Drucker Way: Developing and Applying a Forward-Focused Mindset*.

**3. Design a better tomorrow for others.** Joshua David and Robert Hammond were the driving forces behind the development of the High Line elevated park in New York City. Today, the park is a smashing success, attracting more than 4 million visitors annually and boosting real estate values in the surrounding area. It took 10 years for High Line to become a reality, however, and neither David nor Hammond had experience in urban planning or design. But they did have the vision and dedication to save an elevated rail line in danger of demolition. One way you can design a better tomorrow for others is by mentoring, volunteering, or teaching.

**4. Resist going only for quick wins.** Though change can be difficult, it's an inevitable facet of the future. A crucial part of change is how we consider our relationship to time—specifically, whether we look at time from a perspective of lack or abundance. Tom Butler-Bowdon, author of *Never Too Late to Be Great: The Power of Thinking Long*, believes that when you have a long-term view of the future, you're more ready, willing, and able to build things that will unfold over years and decades, rather than going only for easy, short-term results.

**5. Think with beginner's mind.** Shunryu Suzuki, founder of the San Francisco Zen Center and author of the classic book *Zen Mind, Beginner's Mind*, writes: "In the beginner's mind there are many possibilities, but in the expert's there are few." In her work coaching and advising business leaders, Bruna Martinuzzi, founder of Clarion Enterprises and author of *Presenting with Credibility*, challenges clients to adopt the beginner's mind approach. This isn't easy for most leaders, she says, but it can pave the way for continuous learning and development.

You may not need a digitally aged image of yourself to take action as a leader today. If you practice these five strategies, you can meet your future self. **LE**



**Bruce Rosenstein** is a leading management writer and speaker. A former researcher and writer for USA Today, he is managing editor of *Leader to Leader* and author of *Create Your Future the Peter Drucker Way* (McGraw-Hill) and *Living in More Than One World* (Berrett-Koehler). Visit [www.bruce Rosenstein.com](http://www.bruce Rosenstein.com) Email [bruce@bruce Rosenstein.com](mailto:bruce@bruce Rosenstein.com)



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Ephraim Schachter

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CONSULTING

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Video

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## Helping Leaders Change!

Our editorial team interviewed **Ephraim Schachter** from **Schachter Consulting LLC**, at the **Leadership Excellence Awards** this past April. Here are some excerpts from the exclusive interview...

**Can you tell us about your overall leadership vision and mission specific to this program?**

The overall leadership vision is to provide leaders with self-awareness so that they can change behaviour to improve performance. Our mission is to create a context, process and space for that to be accomplished.



**What makes your program unique and differentiated?**

There are three key differentiators of the Senior Leader 360-Degree Feedback Program. The first is the depth of customization to each individual. The interview protocol is open-ended and designed to elicit responses specific to the individual's strengths and key areas for improvement. We don't proceed with an existing competency model on which questions are based. The responses, then, are completely individual. Second, the system's voice gets embedded in the feedback. The confidentially presented verbatim deliver richness and nuance which remain in the document without getting filtered out by a consultant. Third, we set the context for learning and assimilation of the message and implications. We build rapport and trust in order to create a safe space for the learning, beginning in the introductory meeting and up and through the

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feedback debrief meeting.

## **How many people do you impact per year with this program?**

We run approximately 20-25 executives and senior leaders through the program yearly. Since these leaders are in large and medium sized organizations and have broad spans of control, tens of thousands are impacted indirectly by the enhanced leadership behaviour of the feedback recipients.

## **How long does it take to complete this program?**

The feedback gathering, analysis and debrief typically take place over a month or two and are usually, though not always, followed by six to twelve months of executive coaching.

## **How is this program delivered, both online and in the classroom?**

The hallmark of our approach is that it is high-touch. Each aspect of the program is delivered in live, one-on-one interactions. We meet with the feedback recipient face-to-face in the same room. Geographies allowing, we even conduct rater interviews in person, as well. For dispersed raters, interviews are conducted through live telephone interactions.

## **What level of leaders do you address?**

We address C-Suite, all VP levels and Directors.

## **How do you measure success and ROI of your program?**

Given the senior level audience and the nature of our 360-degree feedback program, the measures are based on informal behavioural observation. Here's why that is appropriate and effective in this instance. The intent of the program is to provide self-awareness and recommendations for actions, which can readily be adapted into a formal Development Plan. The key indicator of success is the extent to which the feedback recipient internalizes the messages, communicates them to his/her boss and HR Business Partner, and earnestly seeks out assistance and support for forward development. The boss and HR Business Partner make this judgment on the basis of the behaviour they observe. Improved behaviours in a key leader typically increase retention of high performers and also lead to objectives getting accomplished by their teams sooner and with greater buy-in. While it's hard to isolate these gains singularly and measure them or ROI with scientific accuracy, they are worth in the hundreds of thousands, if not millions of dollars.

## **What is your area of expertise in regards to leadership training, like teamwork, execution, frontline managers?**

For over 15 years, we've been helping senior leaders and execs with their leadership and team effectiveness. For individuals, our expertise is in the 'substance & demonstration' of leadership. The 'substance' covers leadership values, frameworks, perspectives

and aspirations. The 'demonstration' refers to the behaviours they exhibit, from strategic thinking down to execution and the skills required for visioning, problem solving, communicating with different behavioural styles, creating win-win approaches and influencing with or without authority. For teams, our expertise lies in helping them charter and launch, get clear on their goals, roles procedures and interactions, and set an example of institutional leadership in their organizations.

## **What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?**

The feedback recipient takes away a comprehensive report (usually about 15 pages in length) with clearly organized themes and messages. It provides deep insights into the collective perceptions of her/his performance, along with ready-to-apply recommendations. In the 2.5-hour feedback debrief meeting, we use the report as a platform for deeper discussion and consideration of the issues as well as to provide even more specific developmental recommendations, on the basis of the shared discussion. Invariably the key areas for development include aspects of how these senior leaders manage their teams more effectively.

## **What impact does your program have on the users?**

Clients consistently report that this feedback program was nothing short of an inflection point in their career. They consistently reflect that their learning was deeper, more targeted and actionable than from the multiple other feedback instruments and processes they'd undergone throughout their careers.

## **What lies ahead for your program?**

We have been increasingly working with entire C-Suites and/or senior leadership teams to assess their effectiveness and develop their performance as individuals and work groups. We see more of this coming. Our purpose is – and has always been – to help our client organizations make great things happen with and through their people. Senior leaders determine whether this can be accomplished through their values, abilities and day-to-day choices. Our 360 Degree Feedback Program helps leaders change for the better. This impacts their teams, their departments, their functions, business units, and ultimately organizations. It's an honor and delight to do this work.

# Leadership Values & Virtues

*Has your corporate culture gone stale?*

 By Dan Shyti



**C**ompanies often spend tens of thousands of dollars to develop, publish and disseminate their corporate mission and values statements. Over the course of my career I've worked for large companies and several small ones, and they all thought it was important to have at least a mission statement. So what's the purpose? Is it just company propaganda and politically correct eyewash?

I believe most companies earnestly publish their mission and values in an attempt to shape their company culture for the better. The leaders at the top of the organization want their employees to know what their company stands for and what they believe in. However, while the intent may be noble, I question the effectiveness of these tools.

For one thing, how many mission statements have you seen that drone on and on in multiline paragraphs, chock-full of

sophisticated words all neatly arranged in compound, complex sentences? Who memorizes that stuff? Likely, no one except maybe the person who proudly wrote the check and the consultant who created it. If the employees can't easily articulate the mission statement, chances are that it's not having much of a daily impact on corporate culture.

The test of a really good mission statement is this. Can you say it to someone as you pass in the hallway? In order to do that, the statement can't be more than about seven words long. It took me a long time to finally settle on a mission statement that was pithy enough to meet this test while still capturing the heart and soul of my business. I finally settled on this:

## **Teaching leadership through virtues**

If you want your mission statement to have impact, you've got to keep it pithy. As Mark Twain once quipped, "I didn't have time to

write a short letter, so I wrote a long one instead.” Through his razor-sharp wit, Mark Twain acknowledged the effort it takes to express our ideas with the fewest words possible. Simple, direct language makes for clear communication.

So where do values fit? Corporate values are intended to set the tempo for leadership. The mission should capture why your company exists, and the values should tell people how to behave. What we believe affects what we feel and how we behave. Values are supposed to help define what to believe in an attempt to create an accepted norm for behavior. Most corporate values come up short of the intended goal.

Like mission statements, values statements are often too wordy, become stale, and are ignored. The typical values statements are hardly inspirational. Recently, I undertook a brief research project to analyze the values statements of the top 20 companies in the Fortune 100. Here are the most common values statements, which I paraphrase:

1. We will uphold the highest standards of ethical behavior.
2. We will take really good care of our customers because they are important to us.
3. We will be really good to the environment.
4. Our employees are our most important resources, so we will be really good to them too.

It must also be noted, that in the first statement, “legal” can easily be substituted for “ethical.” Most corporate values statements that address ethical conduct are really concerned with keeping the company out of legal trouble.

Besides the stale and lack luster nature of these statements, values are also not the fullest expression of what creates good behavior in any community. To understand this point, we must briefly analyze what is truly at the core of great leadership.

If you want to be a great leader, I agree that you must have sound values, but we can’t stop there. Great values don’t create themselves. It’s the character of the leader that defines values, but what determines character? The answer is adherence to virtues.

The chain of excellence is as follows: great leadership is based on solid values, solid values are derived from a sound character, and a sound character is rooted in virtues. It’s not very complicated, is it? However, when we attempt to shape behavior and stop the conversation at values we’re ignoring half of the chain. We should be talking about virtues in corporate settings as well as values. Virtues are what yield great values.

Virtues are very simple, emotionally charged words that can be easily woven into the fabric of corporate culture. Words like: honesty, honor, humility, dignity, temperance, courage, prudence, justice, and loyalty have powerful impact. The practice of virtues creates ethical behavior, but we can only benefit from their impact if we use the words daily and if they are integrated into company culture.

People crave virtues though we all fall short of virtuous conduct at various points throughout our lives. Though we are so hopelessly fallible, we are inherently good at our core, and we want to aspire to higher ideals. Virtues inspire us.

Some may say that people are either virtuous or not by the time they become adults and there’s nothing corporate culture can do to influence their conduct. I disagree with that perspective. Psychologists have shown that people influence each other’s thinking regularly. There are four primary filters we use either consciously or unconsciously to evaluate what we see and hear before we adopt a point of view.

- Do the words I hear tap emotions inside me?
- Does the community think it’s important?
- Are the right thoughts consistently reinforced?
- What are others doing?

The same thought processes apply to accepting and practicing virtues. It’s just a matter of reinforcing the message regularly.

Are all corporate cultures crumbling and pathetic? Absolutely not, there are plenty of shining examples of companies that pour a great deal of effort into sustaining a powerfully positive culture. Ritz-Carlton and Southwest Airlines are two that are routinely mentioned as having outstanding work cultures. If we examine the Ritz-Carlton company motto for example, we see how it embodies virtues. “Ladies and gentlemen serving ladies and gentlemen.” This motto captures a sense of dignity, humility, and honor through service.



Figure 1 - How our thoughts are influenced

At Southwest Airlines, they have turned the grueling business of air travel into a cause that inspires its employees daily. Even the company’s stock symbol represents this commitment – LUV. Love is the greatest virtue of all.

If your company culture is starting to resemble a smelly pond on a sweltering summer day, here’s what you can do to refresh and reinvigorate the environment. First, write a pithy and powerful mission statement that is easily repeatable, memorable, and inspirational. Second, inject as many virtues as possible into your company values. Third, repeat the central messages constantly and communicate them with passion to everyone in the company. Last, but most important, make sure your leaders walk the talk or the whole process will implode faster than a Florida sinkhole. **LE**



**Dan Shyti** is an author, professional speaker and trainer. He is the founder of 4 Power Leadership a company specializing in leadership training. He is also the author of the popular book “4 Power Leadership: Your Pathway to Leadership Success.” Visit [www.4power.com](http://www.4power.com)

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## Making good businesses even better

*Our editorial team interviewed **Larry Levin, Phd** from **The Levin Group LLC** at the Leadership Excellence Awards this past April. Here are some excerpts from the exclusive interview.*

### Can you tell us about your overall leadership vision and mission specific to this process?

We are ultimately focused on making good organizations better and smart leaders and their teams even more effective. We continually expand and improve the art and science of Leadership Development, Executive Coaching and Team Performance. The Levin Group is an internationally recognized leadership development firm with deep and extensive experience within complex organizations. Our coaches and consultants draw on a core set of proven solutions and approaches based upon our research and experience developing leaders. We have the team and the scale to coach anywhere in the world.

### What makes your approach unique and differentiated?

We believe that experience matters and context matters. In our work with senior leaders and mission-critical managers, we only deploy the most experienced consultants and coaches consistent with the needs, strategy and culture of the client organization. Many firms provide a form of coaching, but very few utilize coaches who are deeply experienced and can work well within and across industries to improve current and evolving business issues. We offer an integrated approach that maximizes value and impact for the client. As knowledgeable advisors, we work closely with our client systems in navigating complex change, developing top performing leadership and functional teams, and working with internal HR partners to develop leadership capabilities through our 'FastForward Process'. We are totally committed to being great partners with our clients.

Our approach differs from most Executive Coaching in that we coach in context by focusing on linking the role of the leader and their key stakeholders with achieving the strategic and business imperatives of the enterprise. The focus is on leaders in mission critical roles and strategically important positions who must work through those specific leadership challenges necessary to be ready for broader jobs. We bring a depth of psychological knowledge to deepen personal awareness, relational intelligence, and influence. We tailor the best practices in assessment, executive coaching, leader and team development to drive relevant and sustainable results. Finally we bring deep experience and an unparalleled track record of success in working with smart leaders and their teams in complex organizations.

### How many people do you impact per year with this program?

This is difficult to directly answer as we are not a training firm. Our work is mostly with the top three echelons of leaders in large to mid-size organizations. As they

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improve as leaders and as teams, we directly impact them and their direct report and functional teams. We indirectly impact the entirety of the organization as our work is and should be tied to driving business success, typically in the form of growth and engagement of mission-critical employees. We work across multiple industries and operate in six continents. In 2013, we worked with leaders in world-class manufacturing, high-technology, communication, pharmaceutical, research, chemical, health-care, family businesses and governmental research entities. Our 'TopTeaming' process and Global Team Assessment is utilized by Leadership Teams across the world. The 'FastForward' process of helping leaders in transition continues to expand, and our global Executive Coaching practice is sought after for the quality of the coaches and the consistency of the process.

## **How long does it take to complete this process?**

Most of our Executive Coaching work is 6-9 months in duration. FastForward and Transition Coaching is between 90 and 120 days. Top Teaming is typically an on-going process over a multi-year span. We deliver open enrolment and customized FastForward programs over a 6-8 week span.

## **How is this program delivered online and in the classroom, etc.?**

Our methodology is delivered both in-person and virtually.

## **What level of leaders do you address?**

With Executive Coaching we usually work from the Executive Level to 2-3 levels down. This would include CEOs and other 'C-Level' leaders, their direct reports, and usually one to two levels below that. We almost always work with the senior team, and usually with key functional and project teams. We also have a unique expertise in providing team development and coaching to global virtual teams. Our 'FastForward' program is also delivered as a global class, encompassing leaders from the director through senior vice president levels.

## **How do you measure success and ROI of your process?**

This is one of the most difficult questions among Executive Coaching professionals. We always measure results as we conclude engagements from the experience of those most directly impacted by the leader we coach. We ask a series of questions from bosses, peers and direct reports about whether the leader has improved, how and where they see this improvement, and the value to them of she/he getting even better as a leader. From a team perspective, we utilize the Top Teaming Assessment as a baseline and get subsequent measurements of improvement over time. We also frequently ask how the work is impacting a leader, a team, and the business. We seek to tie results into enhanced business performance. And we ask for feedback and 'feedforward' -- how did we do and what could we have done even better.

## **What is your area of expertise in regards to leadership training, like teamwork, execution, and frontline managers?**

We have authored a book on improving leadership teams entitled *Top Teaming: How Leadership Teams Navigate the Now, the New, and the Next*. Therefore, we have a point of view and a clear process, anchored by 15 years of experience on how to evolve Leadership Teams. We have supporting facilitator materials and guides for using the Team Assessments. We are frequent authors in collaboration with Marshall Goldsmith and our Alexcel Alliance, about topics focused on addressing leadership issues and improving leadership capability. Patricia Wheeler's monthly newsletter *Leading News*, written in collaboration with Marshall Goldsmith, has over 30,000 subscribers. We have also contributed to *Coaching for Leadership*, Volumes 1 and 2. Our Managing Partner, Dr. Patricia Wheeler, offers on-line and in-person training in the 'FastForward' methodology. She is a contributing author to *The AMA Handbook of Leadership* as well as to the 2013 publication *Taking The Stage: Breakthrough Stories from Women leaders*. She is also a frequent contributor to *Leadership Excellence* and *Personal Excellence*. We also are active in providing monthly blogs, white papers, articles and speaking engagements. Through *Leading News*, we offer free Thought Leader TeleForums with our consultants as well as other thought leaders in the field to our events, positioned toward our audience of senior leaders, leaders who aspire to the senior ranks and the HR/OD/Talent professionals who support them.

## **What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?**

We believe in providing sustainable growth at the individual, team, and company levels. Therefore, we are always focused on how our work, at all levels impacts the individual and the enterprise. Our long-term relationships with most of our clients is, I think, testimony to the value we offer over time and through periods of rapid change.

## **What impact does your approach have on the users?**

As a global firm, our work must be of value and impact across regions, cultures, and industries. This represents our fastest growing segment of organizations. We currently work across 6 continents, both in-person and virtually, in multiple languages. We are committed to bettering our understanding of how to work effectively and impact fully in the interconnected global world.

## **Whats in store for your program?**

In addition to our great practice, our evolving focus over the next 2 Quarters is to raise the bar of Virtual Team Performance -- especially Global Virtual Teams. Our newest Global Top Teaming Assessment (GT<sup>2</sup>A), has gained popularity as organizations seek to harvest the promise that truly diverse teams can bring. We will be providing certification in this instrument for both in-house OD leaders and qualified external consultants.

# Character at the Top

## Are you over-led and under-managed?

By Morag Barrett

“It has become popular to talk about us being over-managed and under-led. I believe we are now over-led and under-managed.” Henry Mintzberg, *Simply Managing: What Managers Do—and Can Do Better* (Berrett-Koehler Publishers, 2013)

I’ve just finished facilitating a senior leadership program for a technology company where the participants got into a heated debate about the relative importance of management and leadership; how they are similar; how they are different; and their relative importance for business success and for the individual. The group spent time exploring the impact for an organization that is over-led and under-managed and the consequences for one that is under-led and over-managed. It was an eye-opening discussion, one that has been repeated time and time again. Their conclusion – it’s not about being a leader or being a manager, no matter your level in an organization success is about being an effective leader and manager.



“Leaders are people who do the right thing,” note leadership experts Warren Bennis and Joan Goldsmith in *Learning to Lead: A Workbook on Becoming a Leader* (Basic Books, 2003). “Managers are people who do things right.”

As they further explain: “There is a profound difference between management and leadership, and both are important. To manage means to bring about, to accomplish, to have charge of or responsibility for, to conduct. Leading is influencing, guiding in a direction, course, action, and opinion. The distinc-

tion is crucial.”

While this distinction is correct, it has brought unintended consequences. Some leaders now believe their job is about coming up with big ideas, the “glamor of leadership”. They dismiss executing these ideas and planning the details as mere “management” (the unglamorous) work. You rarely hear anyone voice excitement about receiving training to become a better manager.

Have we become so enamored with the cult of “leadership” that we ignore the foundational necessity of rock-solid “management”?

My experience, both in corporate finance, and as a global leadership and management development expert, is that that sustained success can’t be achieved by leveraging one at the expense of the other; it is not about being a leader or being a manager. The successful business moguls and companies are the ones who achieve the appropriate balance between leadership and management.

Mintzberg, a professor of management studies at McGill University in Montreal, says it well: “Just as management without leadership encourages an uninspired style, which deadens activities, leadership without management encourages a disconnected style, which promotes hubris.”

Perhaps we need to stop glorifying leadership and embrace it as a necessary component of management.

### Fire-Fighting or Fire-Prevention? What Managers Actually Do

“No job is more vital to our society than that of the manager. It is the manager who determines whether our social institutions serve us well or whether they squander our talents and resources.” ~ Mintzberg

According to traditional management theorists (Henri Fayol and others), managers are supposed to plan, organize, coordinate and control. In truth, the pressures of reacting to urgent matters supplant most reflection and planning. Fire-fighting becomes the norm.

Managers respond to daily crises, take on too much work, operate with continuous interruptions and make instant decisions. They have no time to step back and consider bigger issues—a problem that often causes them to act with superficial, fragmented information. As a consequence, fire-prevention doesn’t get the time and attention required.

In a classic November 2003 *Harvard Business Review* article, “Manager’s Job: Folklore and Fact,” Mintzberg outlines 10 daily management roles that fall within three broad categories:

#### 1. Interpersonal Category (3 Roles)

- a. **Figurehead.** You represent your group to your organization and the community at large.
- b. **Leader.** You hire, train and motivate employees.
- c. **Liaison.** You maintain contact with colleagues and stakeholders outside your immediate chain of command.

#### 2. Informational Category (3 Roles)

- a. **Monitor.** You leverage your personal network to scan the environment for vital information.
- b. **Disseminator.** You feed information to subordinates who

lack your access to critical data.

**c. Spokesperson.** You provide information on behalf of your unit to senior management and outside organizations.

### 3. Decisional Category (4 Roles)

**a. Entrepreneur.** You initiate projects to improve your unit's processes or profits.

**b. Disturbance Handler.** You manage crises precipitated by employees, customers, suppliers, systems or accidents.

**c. Resource Allocator.** You decide who will get what, coordinate the impact of interrelated decisions and allocate managerial time.

**d. Negotiator.** You use strategic information to resolve grievances, establish contracts and promote shared decisions.

If you want to improve your managerial skills, take a good look at what actually happens each day:

- How do you spend your time?
- In which activities are you engaged?
- Are you really operating in all 10 pivotal roles?
- Where do you need help or to learn and grow?

### 5 Effective Managerial Mindsets

"No institution can possibly survive if it needs geniuses or supermen to manage it. It must be organized in such a way as to be able to get along under a leadership composed of average human beings." ~ Peter Drucker

Mintzberg further describes five critical managerial mindsets:

**1. Managing self (reflective mindset).** A reflective mindset allows you to be thoughtful, examine familiar experiences in a new light, and set the stage for developing innovative products and services.

**2. Managing organizations (analytical mindset).** An analytical mindset ensures that you make decisions based on in-depth data (quantitative and qualitative).

**3. Managing context (worldly mindset).** A worldly mindset helps you operate in diverse regions, with the cultural and social insights needed to serve varied customers.

**4. Managing relationships (collaborative mindset).** A collaborative mindset fosters relationship-building among the individuals and teams who produce your products and services. Instead of managing people, focus on managing your relationships with them. Lead by engaging them.

**5. Managing change (action mindset).** An action mindset energizes you to create and expedite the best plans for achieving strategic goals.

Expecting managers to excel in all five managerial mindsets misses Mintzberg's point. Managers are people, not superheroes. But when they're at least somewhat familiar with each way of thinking, they can more easily recognize which skills are needed and appropriately switch mindsets.

This is the role of leadership and management development programs, to provide the common language and framework by which employees can hold themselves and others accountable. To develop well-rounded role-models who effectively lead and manage those around them.

### The Care and Feeding of Managers

Managers are the single greatest factor in retaining employees (Gallup Organization, *State of the American Workplace*, 2012). CEOs who wish to retain top managers need to see them as important resources and nurture them accordingly. Nurturing good managers is crucial

to building great companies.

SkyeTeam has partnered with companies around the world to provide their managers with development opportunities and professional coaching. Having a coach helps managers build stronger skills and resilience. Companies that offer coaching enjoy marked performance improvements—not only from managers, but from those who report to them, as well. The ripple effect of successful development!

Executive coaching grants managers time to practice introspection, which is necessary for ongoing learning. Job pressures frequently drive managers to take on too much work, encourage interruptions, respond quickly to every stimulus, seek the tangible and avoid the abstract, and make decisions in small increments. Effective managers consciously deal with these pressures, taking time to step back, view the broader picture, seek others' expertise and carefully review analytical information.

### Becoming a More Effective Manager

Conquer the challenges associated with managerial demands by developing introspection skills and insights. Consider the following suggestions:

- Be aware of which roles you naturally prefer. Don't ignore those that make you uncomfortable. Stretch beyond your usual limits, depending on what the situation calls for.
- Be sure to disseminate information to others so you can delegate more and help your people grow more self-sufficient.
- Avoid the traps of superficial decision-making because of time pressures. Make use of other experts and analysts.
- Schedule time for the tasks you believe are most important. Don't let daily pressures crowd out time for reflection, innovation or other critical values. Make sure you are as focused on fire-prevention as you are on fire-fighting.

### The Mixology of Success

Stanford University Management Professor Robert I. Sutton notes in "True Leaders Are Also Managers," an August 2010 *Harvard Business Review* blog post:

"I am not rejecting the distinction between leadership and management, but I am saying that the best leaders do something that might properly be called a mix of leadership and management. At a minimum, they lead in a way that constantly takes into account the importance of management.

"Meanwhile, the worst senior executives use the distinction between leadership and management as an excuse to avoid the details they really have to master to see the big picture and select the right strategies."

As an adjunct to Bennis' oft-quoted distinction between managers and leaders, Sutton proposes the following:

"To do the right thing, a leader needs to understand what it takes to do things right, and to make sure they actually get done."

When we praise the value of leadership and begin to denigrate management's role, we greatly risk failing to act on these experts' obvious, yet powerful, messages.

What's your experience? Are you over-led and under-managed? Do you favor one at the cost of the other? What would be the impact if you were to focus on both, and achieve the appropriate mix for success? **LE**



Morag Barrett is the author of *Cultivate: The Power of Winning Relationships* and founder of SkyeTeam, an international HR consulting company. Visit [skyeteam.com](http://skyeteam.com) Email [Morag@SkyeTeam.com](mailto:Morag@SkyeTeam.com)

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Dr. Christopher Avery

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## Developing Responsible Leadership Worldwide

Our editorial team interviewed **Dr. Christopher Avery** from **Partnerwerks Inc.**, at the **Leadership Excellence Awards** this past April. Here are some excerpts from the exclusive interview.

### Can you tell us about your overall leadership vision and mission specific to this program?

Modesty aside, we are out to change the way leaders worldwide demonstrate personal responsibility. This leads directly to greater success and happiness.

And we are making good progress. We are showing leaders how to understand, take, and teach personal responsibility, the first principle of success in any endeavor.

Our vision? We see The Responsibility Process™ poster hanging in every office, classroom, place of worship, and home in the world. Derived from decades of field studies on the front lines of leadership, The Responsibility Process documents the mental processes that result in avoiding or taking responsibility. It is the most powerful tool for successful learning and problem-solving we know.

By the way, denying reality – and thus responsibility -- is a perennial Top 5 reason for executive failure.



### What makes your program unique and differentiated?

The Responsibility Process is the world's first "how-to" guide for understanding, taking, and teaching responsibility – what success experts have always called the first principle of success in anything. Before this research responsibility was seen as a character trait – people either have it or they don't.

We see things a bit differently. Your mental framework for learning and growth can now be identified, honed, and enhanced – and that means ever more power to take ownership of your life, work.

### How many people do you impact per year with this program?

Thousands. The Leadership Gift Accreditation Program attracts leaders and coaches world-wide. Our corporate programs provide sustainable change with measurable results enterprise-wide. Between these two avenues numbers are large and growing.

### How long does it take to complete this program?

Leaders can see results in the first few hours in terms of clarity of thought and action. The path to mastery -- and ever greater effectiveness and value -- continues for years. We support people, teams, and organizations from orientation to mastery.

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## **How is this program delivered, both online and in the classroom?**

We strive to deliver the right content to the right person in the right mode at the right time and cost. Thus we offer a consultative approach to leadership organizational change.

Clients often first request a diagnostic. Then they may deploy a co-creation team to select target audiences, metrics, and customization opportunities. We use a blended services approach so rollout can involve a combination of classroom workshops, self-paced online learning, a video-learning series, coaching, or mastery groups – all depending on the clients' needs.

## **What level of leaders do you address?**

From Chairmen of the Board and CEOs to the front line and informal leaders.

The Responsibility Process works identically in all people regardless of age, education, or authority. So you can select products and services for every level.

## **How do you measure success and ROI of your program?**

Our clients know what they want to change. We want to understand and address their business goals so we can link services to existing metrics and scorecards.

This is an interesting aspect of responsibility. Since Socrates, taking 100% personal responsibility has been the first principle of success in any endeavor. Therefore, The Responsibility Process can produce sustainable change and measurable ROI on any metric!

We keep a growing list of about 50 metrics we have addressed at the individual, team, or organizational level. The most popular are engagement, performance/productivity, quality, innovation, customer satisfaction, and agility.

## **What is your area of expertise in leadership training in areas like teamwork, execution and frontline managers?**

Personal and shared responsibility for results, period. FORTUNE magazine suggested my book *Teamwork Is An Individual Skill* (5 Stars on Amazon) is the only book on teamwork you need to read. While we are honored by that praise, we are unmatched in this arena in terms of depth of experience, unique value proposition, accurate and precise no-fluff intellectual property, and execution with integrity.

## **What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?**

The specific benefits individuals mention most include: Increasing confidence, clarity, resourcefulness, awareness, happiness, and fulfillment; and lower anxiety/stress.

The ultimate benefits are freedom (feeling unconstrained), choice (perceiving more viable options), and power (feeling self-empowerment). With The Responsibility Process leaders are able to move off of the natural coping states of Denial, Lay Blame, Justify, Shame, and Obligation to the (also natural) resourceful state of Responsibility. In the coping states they stay stuck, spinning their wheels. In the resourceful state of Responsibility they can break through any problem to new-found sources of freedom, choice, and power.

Yes, it seems like a preposterous claim – too good to be true. We say “check it out.”

## **What impact does your program have on the users?**

For owners, CEOs, and other buck-stops-here executives, Partnerwerks products and services simply make their jobs easier. They get more done with and through others.

DTE Energy's CIO doubled productivity and significantly improved engagement.

The CEO of an auto-industry supplier with manufacturing in California and China grew sales, revenues, and profitability. He also turned a culture of ongoing labor-versus-management grievances into one of mutual respect and harmony.

All-Plastics CEO led his previous business from being the worst employer in town to the best. And from bleeding money to the top of the industry in every metric. They achieved margins 12 times industry average and sold the company for 15 times earnings.

Partnerwerks helps senior executive leaders master The Responsibility Process for themselves and their teams and then dramatically shape the culture of organizations. Clients say this content is extremely sticky. They see profound changes in how leaders and teams step up to responsibility for the larger whole, the bigger purpose, and the wider vision.

We also support a growing world-wide community of leaders and coaches through The Leadership Gift Program. It is available to every leader and coach in the world. The first-order impact is that members are mastering The Responsibility Process for significant improvement in their overall effectiveness.

The second-order impact is the improved lives and results for the people our members serve across the US, Canada, Europe, Australia, South Africa, and Asia. A third-order impact is that coaches and leaders in this community launch valuable new conscious businesses and social impact projects with each other with higher purpose. They are devoutly committed to The Responsibility Process and how it is a better, more productive way to live and lead.

## **What's in store for the future?**

The global community of leaders, coaches, and organizations mastering responsibility is growing and rapidly accelerating.

Soon corporations will find increasingly easier access to The Responsibility Process. As we innovate in ways to get the right message to the right person in the right way, you will see progress across the entire talent acquisition and development spectrum. Imagine, for instance, if you could scan a candidate's resume or application (or a CEO's annual letter to shareholders) and assess their propensity to avoid or take responsibility? We see that day coming soon.

In the global community, you will see a growing number of ventures spin out of The Leadership Gift Program that will bring The Responsibility Process to hungry new audiences such as teachers, parents, politicians, and children.

Stay tuned!

# Leadership is Not for Wimps

*Effective leadership is acknowledging the brutal facts*

 By Ken Keis

**L**eadership: The office or position of a leader; capacity to lead; the act or an instance of leading

Sometimes, the responsibility of leadership and being a leader is a lonely business—especially if you are the only one embracing your vision.

Now before you think this article is for business only, leadership applies to everyone in each part of our lives.

The reality and documentary shows are now too numerous to count. They give us a peek into today's societal values and, more important, the role of leadership in our world.

When you watch TV shows like *Super Nanny*, *Nanny 911*, or *Honey, You're Killing The Kids*, there clearly is a lack of parental leadership in the family unit. Those parents don't take responsibility for their family's condition.

Not very long ago, a UK mother was in court trying to retain custody of her son who is morbidly obese and just 10 years old. She was feeding him to death. Her lack of leadership could have cost her son his life. Being well intended is not necessarily equal to modeling great leadership.

A school board in Quebec banned all cell phones and electronic devices in school during school hours. The devices were not only distracting students, they were being used to cheat and abuse other students and faculty.

As expected, the board's new *Use it and you lose it* policy did not sit well with the students. The real shocker came when many parents attacked the board for the policy. The board demonstrated leadership; the parents did not.

Leadership is not about being popular but being committed to principles and vision—no matter what.

As parents of a 17- and an 18-year-old, my wife and I have daily discussions about their desires and guidelines. There is strong peer influence on our kids to engage in activities counter to our leadership teachings. I am certain that if we did not make a consistent effort to show leadership, our children would not be as mature as they are.

As a past school board Chair, I have experienced firsthand the cost of lack of leadership in families. In general, children from parents who show little or no leadership are more disruptive, poorer learners and less respectful, and they lack self-discipline.

In one case, custody of two young children was transferred from unfit parents to the grandparents. That change helped transform the behavior of the children—both under 10—from being unmanageable to becoming two of our top students who really love school! The difference was the leadership example shown by the grandparents.

Many years ago, I was called to resolve a dispute between a credit union board and its long term general manager. After much investigation, the conflict came down to one issue—lack of leadership by the credit union board. They avoided or deferred decisions that were difficult or controversial. That lack of leadership completely frustrated the general manager because he could not grow the organization. Here are a couple of leadership characteristics Jim Collins' researched for his book, *Good to Great*.

**1. Great leadership, in business or in personal life, has an**

**unceasing commitment to the goal—not the ego—of the leaders.**

These leaders are incredibly ambitious—not out of self-interest but for the fulfillment of their vision. This style of leadership is dedicated to the process until success is attained. Quitting is not an option. Slightly different from pure optimism, this leadership style is committed to the vision—no matter how long it takes.

**2. Effective leadership is committed to acknowledging the brutal facts.**

According to recent research, nearly one third of North American children are now obese. Less than 20% of the parents of these children acknowledge that their child is overweight. Unless they confront the facts, these parents—by their absence of leadership—are severely hindering the future health of their children.

The credit union board needed to admit they had a leadership style-deficiency. They were more concerned about what their members and others would think than about the success of the organization. That was **the brutal fact**.

• **Leaders will be criticized for blazing a new trail.**

In the 11 years since purchasing CRG, I have been challenged many times on the vision and direction of the company by individuals outside of the company. Although I appreciate insight and seek wise counsel, in the end it is my decision and my decision alone that counts. I feel comfortable and confident with our direction. If you worry about dissenting opinions you will never get to where you are going.

If you have absolutely no negative feedback on your leadership—from parenting to business—you need to determine whether you are truly modeling leadership or taking *the safe route*, like the credit union board.

• **Leaders know where they are going and what they stand for.**

Confident leaders know themselves well. Understand yourself better by using these resources:

- [Personal Style Indicator](#)
- [Self-Worth Inventory](#)
- [Stress Indicator and Health Planner](#)
- [Values Preference Indicator](#)
- [Leadership Skills Inventory-Self](#)



**Ken Keis, MBA**, President of CRG, is considered a global authority on the way assessment strategies increase and multiply your success rate. In 25 years, he has made over 3000 presentations and invested 10,000+ hours in consulting and coaching. He is the author of **Why Aren't You More Like Me? Discover the Secrets to Understanding Yourself and Others.** Call 604 852-0566 Visit [www.crgleader.com](http://www.crgleader.com) Email [info@crgleader.com](mailto:info@crgleader.com)



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**Group 4** – Begins Aug. 6th - Wednesdays & Sundays @ 8:00 PM EST

**Group 5** – Begins Aug. 6th - Wednesdays & Sundays @ 10:00 PM EST

**Group 6** – Begins Aug. 11th - Mondays & Thursdays @ 5:00PM EST

**Group 7** – Begins Aug. 11th - Mondays & Thursdays @ 8:00 PM EST

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# From Manager to Leader

*Stop doing what's made you successful*

 By Prof Sattar Bawany



**M**anagers often viewed as task-oriented, and not necessarily focused on their employees. Leaders on the other hand are viewed as people-oriented; they impact and influence as well as work through and motivate their employees, utilizing their resources to perform assigned tasks in the most productive and profitable way possible.

Many managers confuse management with leadership, and feel they are automatically leaders because they occupy a position of higher responsibility. While this assumption is often true, many fail to display active leadership qualities. The roles leaders fulfil are different than those of managers, although sound management practices are complementary to effective leadership. While some individuals are natural leaders, most managers must evolve into leaders both by investing time and effort in developing their abilities and by adapting their man-

agement roles to a more flexible, effective leadership style.

As an Executive Coach, I've partnered with many executives who have made this transition successfully. There is one piece of advice I give that sometimes comes as a surprise: ***I tell people to stop doing some things that earned them that management position*** in the first place.

## **From Manager to Leader**

What makes a leader? Is it a compilation of certain behaviors? Is it style? Is it a certain way of communicating? What do leaders do that makes people perceive them as leaders?

In order to answer these questions, let's first look at what makes a good manager. We've all had poor managers, so we know a good one right away. It's someone who inspires us, who cares about what we do and how we do it. It's someone for whom everyone wants to work - the person who makes the

group work as a successful team. If you're lucky enough to be on that team, coming to work is fun and challenging. You work hard, but you get results.

Given that description, isn't a manager also a leader? Are these not leadership skills? What would keep a great manager from being seen as a potential candidate for leadership?

Leaders do share many of the traits of a great manager. They inspire. They motivate. However, leaders take it all a step further. Leaders are enthusiastic, optimistic and articulate when talking about plans, hopes and successes. Their genuine enthusiasm energizes and attracts others. It brings visions to life. Leaders sincerely believe in what they are saying and they demonstrate their personal convictions through their behaviors. This is what gives them the confidence to make unpopular judgment calls and to sell ideas that contradict the status quo. It's what enables them to inspire others to follow them down a difficult road while keeping up the group's morale.

### **Are there recipe for success for those moving from managerial to leadership roles?**

Leaders must identify the right goals, develop a supporting strategy, align the architecture of the organization, and figure out what projects to pursue to secure early wins.

Leaders at all levels of the organization must demonstrate a high degree of emotional and social intelligence in their leadership role. Emotionally intelligent leaders create an environment of positive morale and higher productivity and this would result in sustainable employee engagement. The critical transitional skills for leaders in transition include having emotional intelligence competencies in effective relationship management, cross-cultural communication, effective negotiation and conflict management.

The reality for leaders in transition is that relationships are great sources of leverage. By building credibility with influential players, you are better able to gain agreement on goals, and commitment to achieving those goals.

In the leader's new situation, relationship management skills are critical as they aren't the only one going through a transition. To varying degrees, many different people, both inside and outside the leader's direct line of command, are affected by the way he or she handles his or her new role.

### **Transition Coaching Approach**

Transition coaching has three overall goals: to accelerate the transition process by providing just-in-time advice and counsel, to prevent mistakes that may harm the business and the leader's career, and to assist the leader in developing and implementing a targeted, actionable transition plan that delivers business results.

While many of the issues covered by transition coaching are similar to those included in executive coaching, such as sorting through short and long-term goals, and managing relationships upwards as well as with team members, transition coaching is focused specifically on the transition and designed to educate and challenge new leaders. The new leader and coach will work together to develop a transition plan, a road map that will define critical actions that must take place during the first 90 days to establish credibility, secure early wins and position the

leader and team for long-term success.

The transition coaching relationship also includes regular meetings with the new leader as well as ongoing feedback. Frequently, the coach conducts a "pulse check" of the key players, including the boss, direct reports, peers and other stakeholders, after four to six weeks to gather early impressions so that the new leader can make a course correction if needed.

### **Conclusion:**

Whether a manager is moving into a new leadership position or looking to get back on the road to success, transition coaching work to bring out the best in leaders through the support of a professional relationship with an Executive Coach. The relationship is built on a foundation of trust and confidentiality. The ability of coaches to provide leaders with an outside resource that can also act as a sounding board helps them become the successful leaders they were meant to be.

Organizations must clearly define the purpose of coaching, gauge the process, and evaluate results. Coaching is not just about providing support. Ultimately, coaching should deliver what any business needs – real results. **LE**



**Prof Sattar Bawany** is the CEO of Centre for Executive Education (CEE Global). CEE Global offers executive development solutions including executive coaching and leadership development programs that help professionals develop the skills and knowledge to embrace change and catalyze success in their industries.  
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LaSonya Berry

15

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## Women in active leadership roles

*Our editorial team interviewed **LaSonya Berry, President & CEO of McPherson, Berry & Associates, Inc.,** at the **Leadership Excellence Awards** this past April. Here are some excerpts from the exclusive interview.*

### Describe your overall leadership vision and mission specific to this program

Our aim is to develop, guide, and increase the number of women to have active leadership roles, especially in STEM areas, which can make significant impact in the economy.

### What makes your program unique and different?

There are a couple of unique features; one of course, is leadership from the inside out program. The other unique feature is that we're focusing on women and the next generation workforce to have an active leadership role in organizations and make an impactful difference. This program begins with self-leadership and progresses to transformational leadership. Learning extends out of the classroom to experiential, social learning. Again, our program is innovative because the approach that we use is blended, social learning.

### How many people do you impact per year with this program?

Well it is currently targeted at about 40/year. However, we are expanding across the country to include 100/year. The focus is on quality and not quantity. Having an award winning program will increase our impact and partnership in various organizations.

### How long does it take to complete this program?

6 months

### How is this program delivered, both online and in the classroom?

We follow blended - experiential learning approach: Facilitator-led, online sessions, coaching sessions, case studies and through video conferencing.

### What level of leaders do you address?

We address first and second level leaders.

### How do you measure success and ROI of your program?

Success is achieved when the participant progresses in their career. The post assessment provides the impact of the learning, skills developed, positive financial impact to their organization, and business results post training. Our evaluation rating is 85% and above.



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Again, now that we have received the award from HR.com, it proves that our leadership development program has been very impactful. I am sure our program is really going to be more in demand in the market, because they see the need and the results they receive from their employees. It is not just development as an individual, but it is helping the organization to meet their bottom line, which is increasing employee engagement as well as performance excellence.

**What is your area of expertise in regards to leadership training, like teamwork, execution and frontline managers?**

The area of expertise is frontline managers and execution.

**What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?**

There are two key takeaways for the participants: leading authentically through self leadership and learning the landscape of the workplace to improve their influence.

**What impact does your program have on the users?**

The program gives the participants the confidence and skills required to lead effectively, build the proper network, improve their workplace knowledge, and engage others to perform better.

**What's in store for the future?**

Well, we started out on a regional basis, but now we're starting to have more nationally with organizations with an international footprint. We see that this is an opportunity for corporations and partners of the company to have a compelling, results oriented approach and drive their HR strategy and function. So we built capacity around leadership development for organization.

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# What Great Leaders Do

## Know how they do it

 By Robert Pater

 Thank you to Taylor Mali for the inspiration for this article (See his TED Conference short presentation, [“What Teachers Make?”](#))

Great leaders are special people. Almost magically, they change the world for the better. These results emanate from their design and actions, not luck or happenstance. Here’s how they do this: They have a personal code they work and live by (more than just lip service.)

They turn small things into big things. They plant seeds and nurture growth.

They lead from the front while having others’ backs. They exemplify in their actions what they’re wishing to see in others. They look at their part first, rather than making excuses. They go out of their way to take responsibility for their own actions.

They invite, rather than try to force change. And continue to invite in even those who previously opted out.

They involve and engage everyone in some way. They work with and through others, rather than above them or alone.

They give hope when all seems dim. They remind people they’re better than just allowing themselves to collapse into a black hole of fear.

They help others find best ways out when they feel utterly trapped between a rock and vise-squeezing wall.

They inspire people to go beyond their own self-imposed ceilings.

They help people attain much more from themselves than they previously thought possible.

They ignite the passion that exists, sometimes well-hidden, in all people. They harness others’ personal interests towards common themes that bring them together to accomplish major results.

They communicate high expectations of improvement for everyone, beginning with themselves.

They scope small indicators at an early level so are rarely taken off guard.

They befriend changes they can’t control, even unexpected or unwanted change, turning these into best possible outcomes. They accept that change is always occurring and welcome this.

They are enthusiastic and excited about helping others learn and improve.

They help people work together, even those who tend by nature to be lone wolves.

They publicly spread credit to others for actions and ideas – even when the leader originally proposed these.

They thank people for their efforts and help them feel appreciated and significant.

They show sincere concern for the well-being and safety of others.

They are continually working on getting better, not basking in others’ praise.

They prepare and practice, prepare and practice, putting the odds in their favor of attaining desired results.

They persuade strongly, appealing to others personal interests, not taking a quick “no” too easily.

They make things happen, even when others are bogged down in complaining or blaming.

They can work effectively even with those who are very different

than them.

They look for and see connections between communications and actions.

They understand that what they don’t do and don’t say can transmit even stronger messages than what they do.

They hold up an honestly reflective mirror to help people look at and then throw out their weak same-old patterns, while maintaining their dignity and self-respect.

They make it OK, even desirable, to creatively disagree and to challenge ideas and suggestions without personally devaluing others. They spur people to think critically and for themselves.

They see the handwriting on the wall as well as potential branching routes down the main road.

They encourage courage and appropriate risk-taking to slough off ineffective always-been-done-that-way practices.

They culture by creating a surround system that supports change and high performance.

They balance protecting strong current practices with calling for going beyond the status quo.

They identify and root out mixed messages that paralyze or immobilize people into spending an inordinate amount of time covering their rears (rather than accomplishing breakthroughs.)

They help others learn to be *internally* motivated and self-directed, reducing dependency on external approval or intimidation.

They work with others’ strengths, to put their best foot forward and not expecting them to immediately be different than who they are. At the same time, they help others work on their own weaknesses, to reduce these as limitations.

They help people believe in themselves and in their innate power to improve, to overcome “insurmountable” obstacles.

They cultivate leadership skills in everyone and help them think of themselves as leaders, while understanding there are many types of leaders and different ways to lead.

They prefer to excite and entice rather than reflexively reproach and reject. But they also know when to detach from those that have consistently resisted self-honesty.

They don’t support dig-in-the-heels procrastination or excuses while, at the same time, they are patient with sincere learning efforts to improve.

They make a real difference in the lives of others and in the fate and fortunes of organizations.

They change the future for the better.

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Robert Pater is Managing Director of Strategic Safety Associates/ MoveSMART™ and author of “Leading from Within: Martial Arts Skills for Dynamic Business and Management.” He is a frequent conference speaker and has been published widely in a number of respected publications.  
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## Let your differences make a difference in the world

 By Sahar Andrade

**N**owadays, in order to succeed as a leader, as a business, and as an organization the need for cross-cultural and trans-global competencies is crucial.

In the age of the internet, the new political and economic reforms as the falling of the Berlin wall, the disintegration of the USSR, NAFTA, ASEAN-China Free Trade Area, EU as well as the emerging BRIC countries like (Brazil, Russia, India, and China ) and the MIKT countries (Mexico, Indonesia, South Korea, and Turkey); it becomes clear and evident that organizations' leaders need to build not only trans-global competence but also cross-cultural competence, awareness and flexibility to develop the ability and capability to survive and thrive in the new reality of the competitive world we live in.



Confusion, frustration and costly mistakes are the results of lack of global skills mainly due to the ignorance of the impact of cultures on the workplace.

The old mentality of “We have always done it that way” leads to expensive failures, along with the idea of “Color blindness” are detrimental to the workplace because of the erroneous belief that paying attention to color or race is fundamentally discriminative.

The most important facets of Cross-Cultural leadership are the following three main competencies:

1. *Being Culturally flexible*: Basically to roll with the punches realizing that there are differences in other countries, populations, and cultures that are not wrong or weird, just different
2. *Value Cultural differences* and Minimize Ethnocentricity (My culture is better than yours theory)
3. *Tolerance of ambiguity* (Which is part of Geert Hofstede four main components of Cultural insights)

There is still a misguided assumption that Culture pertains only to race, color, religion, and ethnicity: meaning that there is still a lot of confusion between Diversity, Affirmative Action, and Protected groups.

Diversity are the unique characteristics that makes each one of us as a human being, Culture is the lens that we see the world through and shapes our beliefs, values, assumptions and behaviors, the way we communicate, negotiate, take a decision, behave socially, even the way we feel.

It is important to note that there are individual cultures within the group cultures.

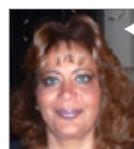
Why should we care about cultural competence in the workplace?

- One million legal immigrants enter the United States Annually
- The minorities are soon to be majorities (Hispanics 3 to 1, the Asian American and African American communities are increasing as well, more communities emerged in the latest Census report as Armenians, Middle Easterns etc...)
- Women are becoming a workforce to reckon with – very soon the workforce will be 50/50 males to females. Women are reaching high leadership positions with a leadership style totally different from their male counterpart
- Due to the civil rights and the change of laws, the LGBT community is thriving and constitutes a huge buying power and part of the society that can no longer be ignored
- Due to the changes in the ADA (American Disability Act) laws: Now workplaces have to deal with disabilities both visible (Physical) as well as invisible (emotional and other) in a different way to accommodate the disabilities with reasonable accommodation without a hardship on the organizations
- For the first time in US History, four generations are at work with different cultures, communication and working styles due to the ADEA (Age Discrimination Employment Act) that protect employees older than 40 years. Also, due to new scientific research people are living longer and enjoying their lives in a healthier way. Also the economic events of the last few years forced some employees to continue working due to the loss of their retirement or 401K.

These are only some of the reasons why we should get serious about enforcing (yes enforcing) cultural competence and developing cross-cultural leaders that can bridge the gap between the different cultures. Practicing Cultural competence generates acceptance and satisfaction between the diverse workforces. When you value people they give you value back. So cultural competence is not only a nice thing to do but the right thing to do for the business growth and increase revenues

I am very passionate about Diversity, and cultures that is why I do what I do.

**Let your differences make a difference in the world. LE**



**Sahar Andrade**, MB.BCh is the founder of Sahar Consulting, LLC. She is a Diversity & Culture Competence Speaker/ Consultant, as well as an International Marketing expert, certified both as an E-marketer and Social Media Strategist. She is also a “Business Advisor” for PCR-SBDC (Small Business Development Center) a subsidiary of SBA consulting small business. She is currently writing a book “Re-Invent YOU” to be published late 2015. Visit [www.saharconsulting.com](http://www.saharconsulting.com)  
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## Building a great work culture

Our editorial team interviewed **Dianne Crampton** from **TIGERS Success Series**, at the **Leadership Excellence Awards** this past April. Here are some excerpts from the exclusive interview.

### *Describe your overall leadership vision and mission specific to this program*

Our vision is to develop cooperative work communities that employees love coming to on Monday mornings. We help leaders build work cultures with a palpable sense of trust, interdependence, genuineness, empathy, risk and success.

### *What makes your program unique and different?*

TIGERS® is proprietary and evolved from the question, “What is necessary to build an ethical, cooperative, productive, quality-focused and successful group of people?” The answer to this question came from a Meta Analysis of group dynamic research in the business, education and psychology sectors. Out of these studies, six principles for high functioning group dynamics surfaced. These principles are trust, interdependence, genuineness, empathy, risk and success. They form the acronym, TIGERS. Once these principles were identified, the next step was to determine if they could be individually isolated and identified in group behavior. Validation studies were done and then Merrill Lynch nominated TIGERS for the Inc. Magazine’s Entrepreneur of the Year awards because of our work in mergers and other large scale change efforts.

We’re very thankful that we’ve been able to work with the type of leaders who really want to have a good team dynamic with a welcoming working environment for employees. A couple of those leaders are actually on the most ethical leaders list in the US, which is wonderful. We’ve been able to work with champion people, so TIGERS® is proprietary. It’s our own.

TIGERS provides an opportunity to measure improvements in employee relationships and team behaviors. And it corrects a lot of issues that employees hate stepping into every day because there are not clearly defined group behavior ground rules and group norms.

### *How many people do you impact per year with this program?*

Not enough. We have systemized our tools and are now certifying and licensing others to use our royalty free resources.

### *How long does it take to complete this program?*

Program completion depends on a number of client controlled factors. The TIGERS System is a complete system including a 360-degree culture diagnostic survey, facilitation resources and interactive activities that result in change action planning, workforce development planning and work culture improvement. Therefore, completion would depend on the organization implementing the plan. However, when TIGERS was called in to heal a merger that two consulting companies could not perform, what

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was anticipated to be a long and arduous process was signed, sealed and delivered in 18 months.

### ***How is this program delivered, both online and in the classroom?***

The survey is delivered online. Training in facilitation methods occurs on line and in small groups. Ideally, a live practicum would benefit participants. Survey training occurs in person.

### ***What level of leaders do you address?***

We address the full spectrum of work operations from the C-suite for action planning, leadership team development and culture evaluation to the front line for engagement, team development and problem solving.

### ***How do you measure success and ROI of your program?***

Well, first the 360 survey pinpoints what the team's next steps are confirmed by onsite facilitation. The information provides the frame work for team development, workforce training and development goals and/or for culture improvement goals. Then the COO or Finance takes a look at the company's P&L along with cost savings or productivity improvement line items to determine where a favorable change would potentially show up. For example, with one client a sequence of 5 leadership training events produced 3 line item notations. The first was in absenteeism and turnover, the second in scheduling time management and the third was in risk management and self insurance rates which were reduced and were sustainable. Therefore, we track ROI through cost savings and/or productivity improvements. The TIGERS survey is like a bucket with three surveys in it. The benchmark survey for launch and then two comparison surveys to monitor team dynamic changes over time.

### ***What is your area of expertise in regards to leadership training, like teamwork, execution and frontline managers?***

Team work and sustainable collaborative work culture development from the break room to the board room.

### ***What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?***

TIGERS is a system with multiple feedback loops. Curriculum includes training, facilitation skill development, survey administration and strategic action planning. The take home value for serious and committed leaders is as follows:

1. Gains in profit through cost savings or productivity improvement
2. More cooperation between departments for the benefit of the organization
3. More cooperation between employees and less disciplinary action
4. Better talent attraction and retention
5. Improved employee engagement, commitment and accountability.

For the employees it would be more joy in work and less conflict, more job fit and work culture fit, 360-degree respect and support

behaviors, a more enjoyable and fulfilling work culture with enhanced interpersonal caring and support and enhanced work stability.

### ***What impact does your program have on the users?***

Work becomes more cooperative. There is less conflict. Behavior expectations are known. Co-created behavior expectations become codified into performance evaluation, employee hiring practices and group norms. Management has a good framework for employee coaching. C-suite has the framework for coaching managers and for change management monitoring and evaluation.

How we're making an impact right now is through people who we're licensing. And their impact is my goal and I think this is what alliance with HR.com can do. To really transform the world of work to where people can grow within communities, work communities and that's not something I can do by myself.

### ***What's in store for the future?***

We're building our two-day workshop and we're studying so many wonderful people and their best practices. We're studying HR.com, for example and the experts we met at this conference. We decided to offer the Six Principles that Build High-Performance Teams, two-day workshop so workshop attendees could actually experience the tools because it is one thing to say TIGERS catalyses employees to build high performance teams and it's another to experience that catalysing process. There's no intellectual description for it. It's an emotional experience based on emotionally intelligent, catalyzing resources. We will be taking participants through the steps and processes to develop team championed charters and team improvement action plans that people are committed to implementing. We're excited about this workshop because we're going to be actually demonstrating the process so people leave the workshop with valuable organizational development methods. Then if they see the value in certifying, they'll know how to deploy our powerful team development resources for their ongoing team development success.

Currently we are developing a series of eight video webinars that participants will be able to view prior to arriving at the event so that everyone has the same baseline understandings when they arrive. This provides not only good educational content but also a superior learning experience so that people are prepared with everything they need to experience the team and workforce development process.

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John "Jack" Zenger



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1

Leadership Excellence Rank

Medium sized Leadership Partners & Providers Category

## The path to extraordinary leadership

Our editorial team interviewed **John "Jack" Zenger** from **Zenger Folkman**, at the **Leadership Excellence Awards** this past April. Here are some excerpts from the exclusive interview.

### Describe your overall leadership vision and mission specific to this program?

Zenger Folkman's flagship program is *The Extraordinary Leader™ Development Program*. Featuring a fresh, data-driven approach to leadership development, *The Extraordinary Leader* is proven and practical. It features instruments, tools, and development approaches that increase leadership effectiveness and delivers positive organizational results. Utilizing 360-degree feedback, participants learn exactly how they are currently perceived as leaders and gain a clear understanding of the positive impact they can make by becoming better. *The Extraordinary Leader* has been honored in numerous magazines and trade publications as one of the premier development programs in the market today.

### What makes your program unique and different?

*The Extraordinary Leader* focuses on building strengths. Our research shows that leaders who create action-oriented development plans to build their strengths, rather than fix weaknesses, are more likely to become extraordinary leaders. In addition, our unique cross-training approach builds on the participants' strengths, passions, and the organization's needs, providing a clear development roadmap for each leader to implement back on the job. Finally, with data from over 500,000 individual 360-degree assessments, we are able to use hard science to determine what separates good managers from extraordinary leaders. This empirical data is used to set bench marks against thousands of leaders across hundreds of industries, giving leaders a clear picture of where they stand in relation to their colleagues and other professionals across the world.

What our clients like most about this extraordinary program is the remarkable business outcomes. We can talk to the CFO and we can talk to the skeptical engineers and we can show them that there is a very strong relationship and correlation between leadership effectiveness and business outcomes. Helping them understand this very clear relationship greatly increases their motivation to participate.

### How many people do you impact per year with this program?

There were 12,000 *Extraordinary Leader* Program participants in 2013.

### How long does it take to complete this program?

In addition to the one-day workshop, components of our comprehensive system include pre-workshop preparation, 360-degree assessment, and follow-up activities. After participating in our 360-degree assessment, participants take part in a facilitated workshop that guides them through the feedback interpretation process and helps them focus on their areas of strength and potential fatal flaws. They then build an actionable personal development plan during the session. Many executives opt

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for personal coaching with our thought leaders as a mechanism for interpreting personal feedback, individual development planning, goal setting, and sustaining the development process over time. We also offer follow-up programs and progress-tracking software to help ensure the development initiative is successful. We have a new Content Refresher system which includes a stream of timed follow-up emails sent directly to participants, delivering content, i.e., worksheets, questionnaires, activities, case studies, and self-assessments, specific to the competency they are currently working on developing. Additionally, we have a process to help keep groups of participants engaged in leadership development initiatives called Team Sustainers. These include agendas, scripts, videos, surveys, and other resource materials that members of the leadership development staff may use to lead informal, 45-60 minute sustainment sessions.

We also have a half-day *Extraordinary Leader* follow-up program to enhance results from initial implementations. *Advancing The Extraordinary Leader™* is designed to be implemented 12 months following *The Extraordinary Leader* workshop. It includes a 360-degree re-assessment with a gap output report. It is specifically designed to help organizations continue to gain value from initial leadership development efforts through a perpetual development process.

## **How is this program delivered, both online and in the classroom?**

*The Extraordinary Leader* is delivered in a classroom environment. However, we are currently developing a virtual classroom program where participants will be able to participate in *The Extraordinary Leader* in an online setting.

## **What level of leaders do you address?**

*The Extraordinary Leader* is applicable for leaders at all levels of an organization from senior executives to first-line supervisors. It may be delivered to executive or management teams, other intact or cross-functional work teams, or to individuals gathered from different parts of an organization.

## **How do you measure success and ROI of your program?**

Our research, based on our data from over 500,000 individual 360-degree assessments, shows that extraordinary leaders have 4.8 times higher profits, 70% higher employee engagement and productivity, 40% higher customer satisfaction and 50% less turnover. *The Extraordinary Leader* has been recognized by Training Industry, Inc. as a "Top 20 Leadership Training Company" for three years (including 2014). The popularity of our strengths-based approach to leadership development has led the way for our success in organizations such as General Mills, Boeing, Marriott, Deloitte, and more fortune 100 companies. With thought leaders Jack Zenger and Joe Folkman at the helm, Zenger Folkman is known for its regular contributions to Harvard Business Review and Forbes, in addition to dozens of books and white papers on the subject of leadership development.

## **What is your area of expertise in regards to leadership training, like teamwork, execution and frontline managers?**

Zenger Folkman is at the forefront of the strengths-based movement and regularly produces ground-breaking research to further the importance of extraordinary leadership in today's workplace. Our

unique, strengths-based development methodology enables leaders to move faster and higher. Each offering is solidly grounded with research, utilizing our extensive empirical database. The end results are statistically significant improvements in how leaders lead, how their employees engage, and how their companies profit; allowing both leaders and organizations to soar to new heights.

## **What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?**

Participants create a customized, actionable development plan based on their 360-degree feedback that builds on their strengths, passions, and the organization's needs, providing a clear development roadmap for each leader to implement back on the job. In addition, a variety of tools they can continue to use in their on-going development efforts. These tools include follow-up programs and progress-tracking software to help ensure the development initiative is successful, a Content Refresher system which includes a stream of timed follow-up emails sent directly to participants, delivering content, i.e., worksheets, questionnaires, activities, case studies, and self-assessments, specific to the competency they are currently working on developing. Additionally, we have a new process to help keep groups of participants engaged in leadership development initiatives called Team Sustainers. These include agendas, scripts, videos, surveys, and other resource materials members of the leadership development staff may use to lead informal, 45-60 minute sustainment sessions.

## **What impact does your program have on the users?**

After years of research and analysis, we have found that organizations with extraordinary leaders (that is, 'leaders who performed at or above the 90th percentile in more than one core competency') see a dramatic change in relation to these key business issues: employee productivity, inspiring leadership, leadership effectiveness, and profitability. In addition to these key areas, extraordinary leaders affect a number of other areas, including employee engagement and commitment, customer satisfaction, product innovation, and employee loyalty.

Also speaking about the impact our program has had in the market place, we continue to grow 20% per year and so we continually find highly reputable clients who hear about it, believe in our approach, and believe in our strengths-based philosophy. We are very fortunate to have a number of fortune 500 companies who have migrated away from other kinds of programs and have come to us saying, "we really prefer this approach that you're taking."

## **What's in store for the future?**

We are creating a virtual instructor-led training version of *The Extraordinary Leader* so that we can reach out to people who are in multiple locations simultaneously. We will also continue to create follow-on programs that will help address the needs that this kind of process covers. We are considering a program that helps organizations develop leaders into better strategic thinkers. Organizations can be better at how they go about creating stretch goals with their group and not just dictating those goals.

# What Your Boss Really Wants From You

## Take responsibility for the relationship

 By Steve Arneson

**A**s an executive coach, I've worked with hundreds of people in all types of organizations. Each person has their own story, of course – a unique narrative that includes their skills, experience, strengths, weaknesses, and relationships. While every engagement is different, these people all have one thing in common; their boss *always* plays a central role in the story. That's why my first coaching question is “*what does your boss really want from you?*”



Now, some of my clients have great bosses, so we discuss the relationship briefly and move on. However, a lot of my clients don't work for a great boss. They're not clear about his views, or don't understand what she really wants... and all of this is impacting their engagement, performance, and happiness.

### The Unexpected Solution

I'm talking about the unknown expectations; those hidden motives that may drive your boss's behavior - the real reasons behind her agenda. If you don't understand what the boss wants from you, you'll likely be worried, frustrated, and disengaged; you certainly won't be delivering your best work.

I wish there was an easy solution to this problem. The first thing my clients want to know is: “*how do I change my boss?*” Do you know what I tell them? Forget about changing him. That's right, the hard truth is that all of your efforts to improve, fix, or convert your boss won't work and will only leave you feeling frustrated.

The solution is changing your own approach to interacting with the boss; the transformation has to be one you undergo... in your awareness, attitude, and behaviors.

### The Power of Insight

The secret ingredient to improving your boss relationship is *insight*.

Insight allows you to understand his underlying motives – what really makes him tick. To help you recognize his motives, you must answer several questions about your boss to gain the insight needed to figure out why he behaves the way he does; I call this first step in the process “**study your boss**”. The resulting insights will help you explain his work style, behaviors and motives. Among the 10 questions I use in this process are: When is he most approachable? What is he worried about? Where does he have influence across the company? What is he trying to accomplish in this role.

Next, you must look objectively at the relationship from the boss's vantage point; I call this step “**consider the boss's perspective**”. In this step, there are five insights you must gain, including what she values about you, how vital you are to her mission, and how she represents you to the rest of the organization.

Finally, you have to turn all of this insight into self-awareness and behavior change. In short, you have to take responsibility for the relationship. If the first two steps are about gaining awareness, this step is about turning those insights into action. In this final step, you have to adjust your attitude, commit to modifying your boss story, and adopt new behaviors designed to improve your relationship with the boss.

### Your Most Important Work Relationship

Look, your relationship with your boss matters – a lot. It's the most critical factor in your engagement and enjoyment of the job. If you have a great boss, he's motivating you to work hard, develop your skills, and thrive in the role. However, if you have a bad boss, he's likely the cause of your frustration, disengagement and stress, and he probably isn't getting the best out of you.

I believe you need to be the catalyst for improving this relationship. You don't have to be a victim – you can proactively change your attitude and behaviors. Start by studying your boss to really understand his motives. Next, take an honest look at how she sees you, and be prepared to incorporate that perspective into your plans for change. Then, armed with these reflections, rewrite your story and adjust your attitude. Try new behaviors, and stop destructive ones. The point is to figure out what your boss really wants from you, and try harder to make it all work.

You can do this; you can change your relationship with your boss. But you have to make it happen. I know you want the boss to change, but I wouldn't sit around waiting for that miracle. He's not going to change or adapt to your style; you need to adjust to his. You must look at this relationship differently, and take responsibility for improving it. You can make a more enjoyable work experience for yourself, one where you're working more productively with the boss. But you have to put in the work, and really take ownership of the relationship. If you follow this simple process, I'm confident you can build a better relationship with your boss! **LE**



Steve Arneson is a leadership coach, speaker and the author of *Bootstrap Leadership* and *What Your Boss Really Wants from You*. Visit [www.arnesonleadership.com](http://www.arnesonleadership.com)  
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Betsy Leatherman  
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Full Circle Group  The Leadership Circle

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Video

2

Leadership Excellence Rank

Medium sized Leadership Partners & Providers Category

## Effective Leadership Measurement

Our editorial team interviewed **Betsy Leatherman** from **Full Circle Group**, at the **Leadership Excellence Awards** this past April. Here are some excerpts from the exclusive interview.

### Describe your overall leadership vision and mission specific to this program

We see all leaders as serving a significant purpose of reaching business results, growing people and creating a positive impact on the world around them. We know that effective leaders outperform ineffective leaders every time™. It is with this in mind that we developed The Leadership System.

The Leadership System is a set of integrated and reinforcing components that, taken together, accomplish more than any single component could alone. The purpose of the Leadership System is to develop a leader's ability to articulate the vision/strategy, define and create their organizational culture, and commit to the results the organization needs in order to thrive. Realizing that the Leadership System ultimately impacts the success of the organization and all its stakeholders, we ascribe to the following mission and vision:

Mission: We exist to evolve the conscious practice of leadership to steward the planet and awaken us all to our inherent unity. Vision: We are a global source for conscious leaders realizing sustainable business performance. These statements guide our organization and our employees on a daily basis. We continually emphasize the importance of the long-game which drives the quality and impact of our work and relationships, and is not simply a financial reward.

### What makes your program unique and different?

We use a systemic approach to leadership development that is aligned with Robert Kegan's theory of Adult Stages of Development. Our program includes concrete experience, reflective observation, abstract conceptualization, and active experimentation to deeply imbed personal learning. In addition to the development of leadership competencies, we guide leaders through an exploration of their thought patterns that challenges long-held assumptions and beliefs. This brings about a level of individual and collective transformation that delivers exponential impact.

Our clients return to us often based on our commitment to their business imperatives and the respectful manner in which we do business together. Every Full Circle Group consultant is certified in The Leadership Circle model. They hold advanced degrees and have Senior Consultant experience, meaning they are not between jobs or cutting their teeth, they are professional consultants with many years of experience. The Leadership Circle model is the foundation of our Leadership System.

Full Circle Group and The Leadership Circle bring unique differentiators to the market. Full Circle Group is a world class leadership consulting organization. We work with customers on building the most effective leaders and effective leadership

teams so that they can achieve their business results. We use the tools from The Leadership Circle directly with our clients. The Leadership Circle profile tool allow us to quickly understand exactly what is working and what is not working with a leader. We then have several different approaches, products and tools that can help them to be the most effective leaders possible. We have built a curriculum called Leader to Leader, it helps leaders develop effectiveness in 16 different categories. Additionally, we have an entire curriculum built around The Promise of Leadership and another on being an Authentic Leader. To help our leaders through each of these we use a pulse survey process where they are getting feedback from key stakeholders and seeing their progress toward effectiveness grow every day.

#### **How many people do you impact per year with this program?**

In 2013 alone, FCG directly delivered to approximately 2,500 leaders. Each of these leaders impacts numerous constituents in their organizations and communities. Our work at the executive level provides us with a reach beyond what we can practically measure. With that said, we are confident that our indirect impact likely reaches hundreds of thousands of leaders and members of the workforce.

#### **How long does it take to complete this program?**

The length of each engagement is tailored to the organization's needs. A typical Leadership System engagement spans 8 to 12 months and is reviewed, and most often renewed, on an annual basis. Our current client list contains numerous organizations that have retained our services for 10 years or longer due to the strength of the relationships we form and the value added by our systemic approach to leadership development.

#### **How is this program delivered, both online and in the classroom?**

The Leadership System is delivered using a variety of mediums based on client needs which consider desired outcomes, time constraints and budget. With more in depth explanation provided later in the Content/ Curriculum section, our program relies on a multi-modal delivery approach including online, phone, one-on-one, onsite presentation and onsite facilitation interaction.

#### **What level of leaders do you address?**

Vertically, we focus on the C-suite and executive levels, where effective leadership is paramount. Full Circle Group's leadership consultants are fluent in the business conversation and anchor our leadership development work in that enhancing the leadership and business skills of our strategic leaders. Our work often cascades throughout the organization and we work with front-line leaders and high-potentials using models and programs that are consistent with those used at the senior levels, but that are adapted appropriately to the business needs of the audience.

#### **How do you measure success and ROI of your program?**

In measuring the results of our programs, we draw from Kirkpatrick's four Levels of Learning Evaluation (Reaction, Learning, Behavior, and Results). We use a broad range of measurement systems determined by client preference. On the most basic level, we use post-program surveys and conduct debriefs with program leaders and participants (Kirkpatrick Levels One and Two). A key component of our system is the behavioral measurement (Kirkpatrick Level Three) afforded by our Pulse Survey (described in more detail in the Content/Curriculum section), which allows leaders to assess the level of progress being realized through the developmental stages of our system.

Our primary focus is on an Effective Leadership measurement that is based on the Leadership Circle model created by our sister company, The Leadership Circle. This approach allows us to measure the increase or decrease in leadership effectiveness with a combination of pulse surveys, 360° quantitative and qualitative assessments and bottom line business results. Near program completion or at key milestones, we correlate Effective Leadership with Business Results (Kirkpatrick Level Four) and we have created the only Effective Leader Baseline Measure that exists in the market place. The comprehensive measurement system described above involves establishing a benchmark based on twelve factors compared to a norm base of peer organizations.

The relative strengths and weakness of the leadership group are understood by comparing the average percentiles on each factor. Our database includes over 52,000 leaders and over 500,000 raters, and grows every day.

#### **What is your area of expertise in regards to leadership training, like teamwork, execution and frontline managers?**

Our specific area of expertise lies in assisting senior leaders to evolve their conscious practice of leadership with the outcome of elevating individual, team, and organizational effectiveness. Each component of the Leadership System reinforces and builds on the other components. While flexible and often tailored, the general curriculum includes: Pre-work: Discovery and diagnosis take place utilizing phone, face-to-face, and online 360° assessment administration to assess the current state of the leadership at the team and individual levels. We then dive into "the work". Sometimes that work requires custom design. Other times we are able to pull from our core curriculums to meet a clients need.

Once the initial assessment has taken place our consultants work with the leaders or leadership teams to determine their Leadership Development Plan. The plan is then set into motion and monitored through our unique Pulse Process.

Pulse Process: A series of 3 online surveys that measure a leader's progress toward achieving a One Big Thing goal and related start and stop behaviors identified in response to the leader's insights from their 360° assessment; progress is measured by a peer group called an accountability circle selected by the leader.

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**The Promise of Leadership Workshop:** A facilitated workshop that frames the team's collective view of leadership and functions as the kick off for Leadership System development.

**Leader-to-Leader Cohorts:** A series of six to sixteen module-based, two to four-hour workshops delivered to intact cohort groups of 6 to 14 leaders that can be facilitated onsite or remotely via webinar.

**One-on-One Coaching:** These coaching sessions typically last one hour and can be conducted by phone or face-to-face.

**Authentic Leader Workshop:** A facilitated 2 to 3-day workshop designed to deepen the leader's experience and focus on the internal work of shifting mind set from reactive to creative.

## **What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?**

Our programs provide clear and specific developmental objectives for the individual leaders and correlate their objectives with those of their internal department or function, and with the overall organization. Being a journey, leadership development requires regular reinforcement and redirection. Our key strength and differentiator is the impact our content provides the leader and the fact that we help them focus on just one or two areas of development that, when successfully addressed, will have an exponential impact on their results.

It is this focus on one or two areas, combined with the tools and systems we provide to guide leaders, that brings about the unique results we are well known to deliver. A natural outcome of this process is that leaders who participate also report a positive change in their relationships and results outside of the workplace as they become more conscious of their behaviors and impact in all settings.

## **What impact does your program have on the users?**

Every Full Circle Group leader is exposed to and participates in our own Leadership System. The experience of delivering our system to our clients enables us to look inward at our own leadership operating system and take our own medicine. As a result, we believe we are better leaders and co-workers, and we know this carries home to our families as well. Operating in this way, we model our system openly in front of our clients.

This transparency reinforces the powerful, impactful, and important work we do with our clients and motivates them to emulate it within their companies. Qualitatively, the impact of our program naturally extends to the families, friends, and communities of the leaders who participate. While we cannot measure the reach of this program with numbers, we are profoundly honored to be a part of helping leaders worldwide become more conscious of their impact on those within and outside of their organizations.

## **What's in store for the future of your program?**

Along with launching several new products that are based upon decades of practice and learning in helping organizations increase their collective leadership effectiveness, we are bringing to the market the first ever metric to gauge Collective Leadership Effectiveness. We have the equation, model and data to show what we all know Effective Leaders Outperform Ineffective Leaders, Every Time™. Our entire Leadership System is designed to increase an organizations collective leadership effectiveness and bring about full circle results.

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3

Leadership Excellence Rank

Medium sized Leadership Partners & Providers Category

## Executive Leadership and Cultural Transformation Program

Our editorial team interviewed **Helanie Scott** from **Align4Profit**, at the **Leadership Excellence Awards** this past April. Here are some excerpts from the exclusive interview.

### Can you tell us your overall leadership vision and mission specific to CoachQuest?

Align4Profit helps leaders create workplaces where everyone profits. Our CoachQuest Leader-as-Coach program forms the basis of our leadership-development training.

### What makes your CoachQuest program unique?

CoachQuest is an outcome-focused, fit-for-purpose program that provides real, relevant, transformational, and sustainable results as measured by a host of validated metrics. That alone separates us from programs that offer one-size-fits-all training. We restrict the number of participants. We do lots of follow up, and we invest a lot in each CoachQuest participant.

### It sounds like quite an innovative approach.

I do believe we're on the edge of innovation when it comes to leadership training, because we focus on individual needs. CoachQuest is intimate and personal, which can make some people a little uncomfortable as they approach it. Nevertheless we take every participant to the brink of their comfort zone and say, "It may make you uncomfortable to actually take accountability for your personal development as a leader. You may have to start doing some things differently."

That scares most people a little. But I find that leaders don't always know what they need. So we use our Leadership Attraction Profile multi-rater to uncover leadership strengths and behavioral blind spots to make sure we reach each of our participants on a level of intimate understanding that allows us to tailor their training to their specific leadership-development needs.

### How many people do you reach per year with this program?

We train around 500 to 1000 leaders from around the world every year.

### How long does it take to complete the CoachQuest program?

It takes about a year. We precede our two-day CoachQuest workshop with a month or more of pre-workshop activities. Then all participants receive about a year's supply of weekly Leadership Attraction Tools that help them put what they've learned into practice. Individual coaching is also available as needed for a year.

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## **What level of leaders do you address?**

We train experienced and emerging leaders as well as intact teams who want to learn together.

## **How do you measure success and ROI?**

CoachQuest is presented in a phased-learning cycle to ensure sustainability and true behavior change. Our pre- and post-workshop impact evaluations include ROI metrics. We plan desired outcomes with our clients to include both leading and lagging indicators of success. Most certainly we focus on results realized through employee surveys and performance metrics.

## **What accounts for your success in training frontline managers?**

We have driven cultural transformations for an impressive list of organizations. I believe it is because we are real, provide immediate and transparent feedback, our content is relatable to their specific situations, and we make it simple to remember the key principles. Our clients rave at the way we're able to freshen outdated mindsets and deliver immediate and measurable, results-oriented, and aligned results.

## **What do your CoachQuest participants take away to improve themselves and the performance of their team members?**

CoachQuest participants learn how to coach their teams for High Commitment and High Performance. After completing the CoachQuest leadership development workshop, each participant begins to make a profound impact on their organization. They return to work with the ability to drive accountability and motivate engagement. They know how to implement quality coaching that is intentional, intimate, interactive, and iterative. Every participant is able to explicitly state what they are doing differently based on their learning.

## **What lies ahead for your program?**

We are formalizing our train-the-trainer processes and offering even more adaptable solutions based on client needs. Also, we are investing in additional virtual learning solutions.

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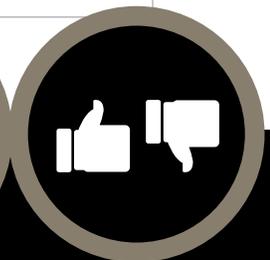
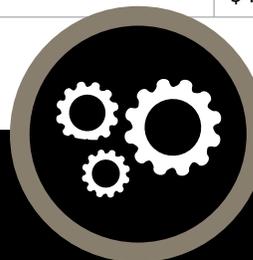


Carla Lawrence, Business Transformation Group

### How Can HR.com Help YOU?

The Institute for Human Resources (IHR) provides certification and accreditation to industry professionals along particular HR verticals or domains. In doing this, we are able to build talent pools of highly skilled and trained professionals with critical niche skills and networks that can share best practices across these key HR verticals. The certification and accreditation process is developed through an independent board of advisors who are industry experts within each domain and have access to the latest technology, best practices and thought leaders in their space. The Institute for Human Resources provides two learning programs: Certificate Program and Expert Certification.

	IHR Certificate Program	IHR Expert Certification
Learning hours/ Credits Per Vertical	5 Webcasts/Credits (live or archived)	40 Webcasts/Credits (live or archived)
Number of Verticals	19 Verticals of Study	22 Verticals of Study
Exam Questions (from the webcasts you attended)	25 Questions	100 Questions
Time to Complete Exam	1 hour	2.5 hours
Pass Rate	60%	60%
Cost of Exam	\$99	\$499



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Wendy Erikson

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Leadership Excellence Rank

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## Helping you achieve your optimal results

Our editorial team interviewed **Wendy Erikson** from **The RBL Group**, at the **Leadership Excellence Awards** this past April. Here are some excerpts from the exclusive interview.

### Can you tell us your overall leadership vision and mission specific to this program?

The RBL Group's focus is on creating a Leadership Development program for our clients that is trusted by employees, customers and investors to deliver great results today and into the future. We believe that our focus on results and our thought leadership make us particularly suited to provide a customized leadership development solution for our clients. Our name, Results-Based Leadership (RBL), says it all. We will help you define and achieve your optimal results. The RBL Group has conducted the most comprehensive research on Results-Based Leadership and increasing intangible value through leadership and talent management and our programs are designed to incorporate this cutting-edge research with the needs of each client to deliver the results that matter to stakeholders.

### What makes your program unique and differentiated?

We really believe in understanding what key stakeholders are looking for from leaders and we then imbed that in all of our training and development programs.

Our unique intellectual property allows us to tie the rigors of academic research with the practical implementation that resonates with managers and drives results. All of our work integrates the latest theory with the most innovative practices. We believe in partnering, not just consulting—in increasing the effectiveness of you and your people, so that you can increase the effectiveness of your organization, now and in the future. And we can give you the tools to track performance with verifiable business results.

### Tell us something about your involvement/participation. How many people do you impact per year with this program?

Our programs typically involve cohorts of 20-50, and depending on the client's needs, we will teach one or more cohorts per year. In 2013, we taught over a thousand leaders around the world. The impact of our programs extends beyond the effect on those who participate. By developing better leaders at the highest level of an organization and creating a set of leadership competencies that can be implemented on a much broader scale, our leadership development programs create a culture of effective leadership that applies to leaders throughout the organization.

### How long does it take to complete this program?

Our typical leadership program lasts one year, although the length of the program varies significantly based on the client's needs.

### How is this program delivered both online and in the classroom?

Our research and experience with hundreds of organizations suggests the need for

## The RBL Group

Company Name: The RBL Group  
Program Name: Leadership Development Academy (Custom-Programs)  
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a blended approach involving three key components: One-on-one coaching combined with on-the-job learning, world-class education face-to-face and on-line through various technologies and tools, and highly tailored life experiences.

#### **What level of leaders do you address?**

Well, our programs are typically administered to senior leaders and/or high-potentials in an organization. We also offer virtual learning solutions that can be administered to a broader pool of managers. As we develop our blended learning approach, we're able to ensure that the same frameworks being taught to upper level management are then implemented in a similar, yet tailored way, allowing the learning to reach the front-line managers.

#### **How do you measure success and ROI of your program?**

During the design phase of our leadership programs, we work with senior leaders to establish key measures that will define the success of the program. These measures are chosen based on the needs of key stakeholders.

#### **What is your area of expertise in leadership training, in the areas of teamwork, execution and frontline managers?**

What sets us apart from other leadership firms is our research and our frameworks developed from this research. In the last year, we published *Leadership Sustainability*, pioneered a new mobile app to accompany the book, and conducted the world's largest talent study (sponsored by the Singapore Ministry of Manpower), which was captured in the newly published book, *Talent Accelerator*.

We take a holistic approach to development by looking at the business from the outside-in and obtaining the stakeholders' insights and viewpoints. We also take into account where the industry is going in order to determine the type of leadership the company needs to develop to obtain those business objectives. Through our assessments, we then identify the gaps between the current capabilities and the capabilities needed to reach their business objectives.

Once these gaps are identified, we use our research-based frameworks to help train and develop more effective managers. These frameworks assist managers in developing a way to apply tangible concepts while creating consistent 'language' among the organization's leaders.

#### **What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?**

After completing a leadership development program with RBL, clients will have articulated a clear business case for why investing in leadership matters. They will have created a customized competency model that covers both fundamental leadership skills and competencies that are unique to each organization, and trained a cohort of leaders on how to make lasting changes and apply those competencies to their day-to-day work. Our blended learning approach, which integrates classroom learning with on-the-job training, life experiences, and one-on-one coaching, ensures that the changes leaders make during this program will last. Action Learning Projects/Business Projects help

apply the theory as well.

Through our method of presenting 1.) theoretical models, 2.) tools to help leaders apply what they are learning, and 3.) practical application of the concepts taught, we design our programs carefully to ensure that changes stick. Also, by encouraging participants to look at the business from the outside-in, you generally see a shift in the way people connect their day-to-day activities to a bigger purpose by thinking more strategically about the business, where the organization needs to go to achieve results, how to help it get there, and their role in achieving this success.

Finally, as we incorporate distributed learning, we've begun training and supporting executive teams so that they can then implement the programs using our IP to their teams. This allows the executive to acquire the knowledge and then implement it, which is a direct application of our concept of developing talent.

#### **What impact does your program have on the users?**

Our programs help leaders learn what is required for them to be more effective in their organizations and how to develop those skills on an individual level. In our work on leadership sustainability, we have identified seven principles of sustainability to make change stick. These include:

**Simplicity** - Leaders must focus on a few key behaviors that have high impact on the most important issues. Leadership sustainability requires that we find simplicity in the face of complexity and replace concept clutter with simple resolve. It entails prioritizing behaviors that matter most, shifting from analytics with data to action with determination, framing complex phenomenon into simple patterns, and sequencing change.

**Time** - Leaders put their desired behaviors into their calendar and this shows up in how they spend their time. Employees see what leaders do more than listen to what they say. Leadership sustainability shows up in who we spend time with, what issues we spend time on, where we spend our time, and how we spend our time. Leaders should monitor how they invest their time as carefully as their money.

**Accountability** - Leadership sustainability requires accountability, where leaders take personal responsibility for making sure that they do what they say. Accountability increases when leaders assign personal commitments from others and follow up on those commitments.

**Resources** - Leaders dedicate resources in order to support their desired changes with coaching and infrastructure. Marshall Goldsmith found that when leaders have on-going coaching, they are much more likely to enact desired behavioral change. We have found that a mix of self-coaching, expert-coaching, peer-coaching, and boss-coaching can be woven together to resource sustained change.

#### **What lies ahead for your program?**

I think there are some huge opportunities and so part of my role is to work closer with companies to explain some of these differentiators I've described above. I think that the impact of these programs will just grow and as we get more recognition in the market.

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Henry Evans

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Leadership Excellence Rank

Medium sized Leadership Partners & Providers Category

## Accountability Method for Outstanding Business Results

Our editorial team interviewed **Henry Evans** from **Dynamic Results, LLC** at the **Leadership Excellence Awards** this past April. Here are some excerpts from the exclusive interview.

### Can you tell us your overall leadership vision and mission specific to this program?

Properly applied, Accountability is a driver of outstanding business results and strong relationships. Based on our best-selling book *Winning With Accountability, The Secret Language of High Performing Organizations* (over 100,000 in print), we have built a teaching method that enhances corporate cultures, driving new levels of innovation, team building, and profitability.

### What makes your program unique?

We get results. Most of the work we've seen in the accountability space is punitive in nature, based on how to punish people or hold them accountable *after* the relationship or product has failed. Although such tactics might be occasionally useful, they come very late in the game. Our process is *Frontloading*, a language-based framework for making and requesting accountable commitments at project inception and adjusting those commitments as necessary till successful completion.

This process translates into real business results. Harvard says less than 10% of what gets written into a strategy is ever executed. Our clients are averaging 86%. We teach that accountability, rather than being an organizational issue, is a personal one. In using our Accountability Method, our clients execute their strategic plans 3 to 8 times better than their competitors.

### Tell us about your involvement/participation. How many people do you impact per year with this program?

We have about 4000 participants every year.

### How long does it take to complete this program?

On average: 2 full- and 1 half-day session followed by four supplemental 'virtual' meetings, up to 75 minutes each.

### What levels of leadership do you address?

We generate accountability at all levels of our client organizations. We start at the top (where culture is created) and work our way down the org. chart.

### How do you measure success and ROI of your program?

Our clients outperform their competitors and lead in more than 25 sectors. They

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implement their strategies at 3 to 8 times the rate most organizations achieve. One client has gone from number 14 in their sector to number 1.

#### **What is your area of expertise in leadership training, in the areas of teamwork, execution and frontline managers?**

Our expertise lies in the areas of Building Accountable Cultures, Strategic Planning and Execution, Organizational Chart Restructuring, Core Competency Modelling, Individual & Organizational Assessment & Development, Emotionally Intelligent Leadership, and Custom Learning Programs.

#### **What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?**

They now understand the language of high performance vs. the language that leads to relationship and project failure. They leave the

session energized and informed about how to distinguish between these two types of conversations and, of course, what to do in order to drive accountable discussions wherever and whenever they are needed.

As said above, our clients are implementing their strategies at 8 times what Harvard says the average is. This translates to a solid competitive advantage in the marketplace. Imagine there are five companies and all five go to work with consultants (we are one of them, of course) doing offsite strategic planning. A lot of money is spent (rumor has it that consultants are the largest expense, but it's actually client payroll and travel).

After the meeting, and back to work, Harvard says that 4 of those companies will actually implement 10% or less. The one client that worked with us will average 86%, doing what they said they would do, on time, and just about always.

#### **What impact does your program have on the users?**

People understand exactly how to apply our method, driving better results in their very next e-mail, phone call, video conference, or in-person meeting.

#### **What lies ahead for your program?**

We currently deliver Asia, Europe, North America, US and Canada. To begin introducing our programs and methods into Spanish speaking countries, we've just taken on a Mexican associate, who will be translating our programs into Spanish. In addition we have several eLearning platforms in development which will enable people to support their organization's programs without having to fly in.

We've also made innovations in the meeting room. In addition to live polling, we now use push technology that actually gets participants interacting with us on iPads. *PowerPoint* will no longer be the center of the universe in that room. People can work in breakout- and workout-groups creating their own universes within those groups. This technology also allows us to push needed information to these dispersed environments. We always seek out new technologies that support our commitment to our clients.

# Upcoming Virtual Events & HR.com Webcasts

## Virtual Events

A Selection of Verticals	Schedule		
Benefits: Cost Containment, Audits and Legal Risks	July 22-23/14	Oct 1-2/14	Feb 4-5/15
Compensation: Best Practices and Trends	Sept 8-9/14	Jan 26-27/15	Sept 14-15/15
Contract Workforce and Talent Exchanges	Aug 5-6/14	Dec 11/14	April 8-9/15
Developing Organizational Leadership Capabilities	July 7-8/14	Oct 21-22/14	Jan 7-8/15
Core HR - Payroll for HR and HRIS	July 9-10/14	Oct 15-16/14	Feb 9-10/15
Integrated Talent Management	Sept 22-23/14	Feb 18-19/15	June 1-2/15
Online Staffing and Sourcing	Aug 25-26/14	Nov 17-18/14	May 4-5/15
Quality of Hire	Sept 3-4/14	Feb 23-24/15	July 13-14/15
Performance Management	Nov 19-20/14	Mar 30-31/15	Aug 19-20/15
Recruitment Process Outsourcing	July 16/14	Oct 27/14	Mar 26/14
Rewards and Recognition	July 29-30/14	Oct 29-30/14	Jan 12-13/15
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Workforce Planning and Analytics	Nov 3/14	April 29-30/15	Aug 13/15

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## Webcasts

A Selection of Webcasts	Date	Time	
Coordinating Payroll and Workforce Management	Jul 9 2014	12:00 PM - 1:00 PM	<a href="#">Register</a>
Leadership Assessments & Human Behavior	Jul 14 2014	11:00 AM - 12:00 PM	<a href="#">Register</a>
The Ethics of Leadership	Jul 14 2014	12:00 PM - 1:00 PM	<a href="#">Register</a>
The New Architecture for "The Job at the Top"	Jul 14 2014	1:30 PM - 2:30 PM	<a href="#">Register</a>
Higher Purpose for Organizational Performance	Jul 14 2014	2:30 PM - 3:30 PM	<a href="#">Register</a>
Preparing Millenials for Global Leadership	Jul 15 2014	11:00 AM - 12:00 PM	<a href="#">Register</a>
Leadership and the Tendency to Overlook Intrapersonal Skills	Jul 15 2014	12:00 PM - 1:00 PM	<a href="#">Register</a>

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Zackarie Lemelle



Company Name: Institute for Professional Excellence in Coaching (iPEC)

Program Name: Coach Centric Leadership™ Engagement Program

Program Director: Zackarie Lemelle

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## Leadership™ Engagement Program

Our editorial team interviewed **Zackarie Lemelle** from **Institute for Professional Excellence in Coaching (iPEC)**, at the **Leadership Excellence Awards** this past April. Here are some excerpts from the exclusive interview.

**Can you tell us your overall leadership vision and mission specific to this program?**

The Institute for Professional Excellence in Coaching is the world's pre-eminent coach training organization, certifying individuals from all walks of life to become professional life, business, corporate, and executive/career coaches. Leveraging our expertise as a coach training institute, we also offer the Coach Centric Leadership™ Engagement Program to corporations, organizations, small-to-medium sized businesses, government, law enforcement agencies, colleges and universities, and school systems around the world, training leaders to integrate coaching as a key component of their leadership style.

We embody the following vision and mission statements: Company-wide: To raise the consciousness of the world through energy and engagement Coach Training Division: To develop successful and masterful coaches Leadership Engagement Services Division: To build energized and engaged organizations that drive innovation and growth. The need to realize the above is real and the tools exist to achieve them, primarily through our proprietary Core Energy Coaching™ process, our advanced coaching methodology, Energy Leadership™, and our Coach Centric Leadership™ Engagement Program. Our processes, methodologies, and programs provide a base for understanding how human dynamics and engagement factors work together to bring about transformational change, which we bring to bear with our team, our students, and our clients.

In fact, we do more than just teach coaching principles and skills; we ensure that our employees, our students, and our clients incorporate their inherent abilities into their coaching and leadership styles so that they can make the greatest impact on the individuals they coach, the people they work with, the teams they manage, and the organizations they lead.

**What makes your program unique and differentiated?**

We transform the way leaders lead by helping them change HOW they do what they do not WHAT they do. By using a transformative and sustainable inside-out approach, based on the Core Energy Coaching process and Energy Leadership framework, our program provides a methodology that gives leaders the opportunity to understand how they see themselves and others and how they interact as a result. Participants look at their perceptions, their thoughts, their filters, their values, their beliefs, their principles, their assumptions, their emotions, and their behaviors.

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They get clear on who they are and how they show-up in situations, events, and relationships. Through our program, they're able to identify the core beliefs that hold them back, and consciously redesign those beliefs to propel themselves, and their teams and organizations, forward. As a powerful result, organizational behaviors become driven by collaboration, teamwork, and continuous learning, leading to a culture of high engagement.

## **Tell us about your involvement/participation. How many people do you impact per year with this program?**

The number of people who take some form of our Coach Centric Leadership Engagement program is roughly 500-600/year. The impact, based on the ripple effect of the lives they touch, is immeasurable.

## **How long does it take to complete this program?**

It takes five months to complete this program.

## **How is this program delivered both online and in the classroom?**

In keeping with current adult learning theories, we incorporate the following instructional methods throughout the training program: lecture, individual and group practice with feedback, peer-to-peer collaborative learning, role-playing, modeling, mentoring, reading, worksheets, and coaching simulations and demonstrations.

## **What level of leaders do you address?**

C-suite executives, presidents, vice presidents, directors, managers, professional staff, HR executives and staff, organizational effectiveness executives and staff, organizational development executives and staff, federal/state/local government executives and staff, law enforcement command staff and supervisors

## **How do you measure success and ROI of your program?**

Skills are strengthened by direct practice, combined with feedback by certified instructors through the duration of the program. They're also measured by the client's mentor coach through practice coaching scenarios with oral and written feedback given based on a 15-point list of criteria. Additionally, before training begins, and 60 days after its conclusion, iPEC's executive coaches provide one-on-one debriefs for each participant's Energy Leadership Index assessment results.

Through the debrief process, participants can choose to alter their attitudes and perspectives, make a shift in their level of awareness, and increase their energy, emotional intelligence, and leadership effectiveness. As part of the Energy Leadership Index debrief, participants will learn about the 7 levels of leadership and how much energy they currently have at each of those levels. They will be debriefed on the findings of the assessment, and coached/trained on how to navigate into higher performance. In the two months following the program conclusion, when the

client repeats the assessment and debrief process, levels of energy are re-assessed and significant changes can be seen.

## **What is your area of expertise in leadership training, in the areas of teamwork, execution and frontline managers?**

We focus on the difference between leading vs. managing. Leading is very different from managing. Managing focuses on the details, controlling the process and results, as well as keeping employees on-task; it also encourages employees to come to you with problems and expecting you to provide the answer. Leading is about empowering employees to understand the details and their relation to the bigger picture; it's about focusing on personal development and appreciating employee suggestions and motivations.

Leading inspires employees to come to you with alternatives and recommended solutions. Managing is about standing out in front of your team; leading is about standing behind them and setting them up for success. True leaders engage employees; it's their ability to bring out the creative, innovative greatness in the people that work for and with them. Our training program helps leaders to build energized and engaged cultures for innovation and growth, by helping them to understand how to lead from the inside out what we refer to as your core.

The Core Energy Coaching™ process is the backbone of our Coach Centric Leadership™ Engagement Program. Created by Bruce D Schneider, PhD, MCC, the Core Energy Coaching process helps bring out all the potential in a person, a team, a business, an organization, a corporation, a couple, a family you name it. Our proprietary coaching methodology is the most efficient process to bring about substantial and sustainable positive change and is done by connecting inner purpose and passion to outer goals and strategies to bring about extraordinary results.

The process puts people at the cause, instead of the effect, of their lives, both personally and professionally. The only way to create sustainable change, and exponentially greater results, is to help people change the way they think, feel, and act, and to focus on changing their consciousness; meaning, their self-awareness and their awareness and interpretation of the world around them.

## **What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?**

Upon successful completion of our program, participants will have acquired advanced coaching skills, competencies, and direct training in organizational scenarios in order to become more authentic, energized, and engaged leaders within their organization. In addition, participants are given a new framework for transforming their leadership skills / style, based on our Coach Centric Leadership Engagement foundation, with a plan for significantly improving interpersonal, communication, self-leadership (emotional intelligence), and teaming behaviors.

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Sample takeaways include: effective and dynamic communication, strategic thinking and planning, meta-view and meta-planning approaches, personal accountability, instructional leadership and coaching, conflict resolution, organizational understanding and planning, creating buy-in, moving from resistance and compromise to collaboration and synergy, engagement methods for individuals and organizations.

#### **What impact does your program have on the users?**

We don't simply teach a program in which the participant takes notes, receives handouts, and goes back to their office, just to file them away and never look at them again. Given the experiential nature of our training, participants are left with a whole new way of being not a new way of doing. As a result, the way they show-up as leaders is transformed, shifting from command-and-control managers to authentic, energized, and engaged leaders. Our program prepares them with the ability to see opportunities when others see problems, and to see what's right, instead of what's wrong.

They are prepared with a way to inspire and champion their team members to see and act upon their own greatness. They have a way of listening and responding to others (as opposed to telling and reacting), quickly building connection and rapport and minimizing resistance and conflict. The ripple effect to their

team, their culture, and their clients and customers, is readily apparent (as evidenced, for example, in the big leap in customer satisfaction scores for one of our clients). The reason is simple: engaged leaders pave the way for engaged employees; engaged employees pave the way for engaged clients and customers.

#### **What lies ahead for your program?**

Hopefully, continued growth, expansion, and adoption, along with an online capability, or e-coaching campus, which will allow us to operate on a more expansive level within the larger organizations we serve.

For example, one of our clients has an employee base of 6,000 people. While the company can't send all of their people through the program, the impact can extend throughout the organization through the robust combination of those who take the program, along with our e-solution set, which is very unique.

We're also putting a human capital ROI model into our program, which will be validated by a professor from Wharton Business School, which will enable us to measure the impact of human change on the company's results in a very tangible way.

# Leaders Don't Build Leaders

## Know the 3 reasons

 By Murali Santhanam



**I**n the last 2 decades, we have seen entrepreneurs turned leaders and leaders of large organisations making waves because they were at the helm and made a difference. During the same period, we have also seen most of these successful organisations, MNCs and Indian companies struggling to find a right successor to take the reins and get organisations up the next wave. What's most surprising is the fact that many people who were at the helm of successful companies, left or turned mentors, leaving the organisations they led or built to another person, only to return. And today all these leaders who left are back at the helm!

What does this tell us? Don't we have talent within organisations? Talent that can do the same or better than the leaders who decided to move on? Is there a challenge we are facing in leaders' ability to build leaders who are better than them, or at

least as good as them? Why then are they coming back? While I am not interested in going into details about who they were and which organisations they belong to, I am more interested in understanding and sharing the reasons for this phenomena.

Succession Planning and identifying top talent in organisations have been in vogue for many years now. Most organisations claim to have a clear succession plan. Then why are successors not successful? Is it a problem of not really having the right leaders to take the organisation to the next level? Or is it one of identifying and handing over the reins to the wrong person?

I attribute this situation to critical behaviors demonstrated by the leaders leading them into 3 traps at different maturity stages of the organisations they led.

The **first one is, what I call as "Style Trap"**. To move from

start-up mode to success mode, requires a very different set of behaviors that leaders need to demonstrate. This is very common in start-ups. For start-ups to be successful, the leader is normally involved in every aspect of strategy and execution. The strategy comes from one person – the leader- and this needs to be executed. The executing team is hired. The leader expects the team to do exactly what he/she wants and the way it should be done. Having worked for start-ups, I know very well, that there is a core team which is normally working together from day one. The core team is not involved in all discussions and left with instructions which are carried out without relevance or context. What was visualized by the leader needs to be achieved. And in most cases it is achieved.

Now comes the trap. The organisation needs to move to the next level. The capabilities required are different and the territory is unfamiliar, because the leader himself or herself is now responding to this unfamiliar territory but working with the same style. This is the trap they fall into. The core team mirrors the Leader's style because the leader now is a legend! Legends are normally looked up to and then we have a whole group of people who have stopped thinking about the new territory with the blind belief that the leader will take the organisation to the next level just as he/she did during the start-up mode. The leader has now fallen into the "style trap".

The **second is the "Success Trap"**. Leaders start believing, "I was successful so far, so I should continue to succeed". This causes them to behave in a way that rejects new ideas. There are few instances of innovative ideas or innovation playing a role in taking the organisation to the next level. The bigger challenge with the success trap is that most of the successful leaders are unable or unwilling to transfer their skills and knowledge which brought them to where they arrived. The concept of "teachable point of view" so beautifully explained by Noel Tichy in his book "Leadership Engine" suffers greatly with leaders' inability to transfer the key attributes that made them successful. While there is much focus and talk about "Learnability" and "Learning organisations", they cannot exist or become a reality without "teachability". You need two hands to clap!

In more than 2 decades of my heading HR, I have not seen the teaching ability with leaders. In one of the most successful and most innovative organisations, we used to see the Sales managers out there in the market with their rookie sales representatives, giving them a load of practical information on the do's and don'ts in the market. This makes the sales people exceptional. This is teachability by managers. I have seen this to be extremely effective. But it stops there. No further in the hierarchy.

The next biggest failures of these leaders who are in the success trap now are praised by their own people. The leaders are respected. Respect becomes adoration quickly before anyone knows it, and adoration soon turns to reverence. All of a sudden the revered leader now succumbs to this belief. The belief seeps in so much that the leader starts thinking that the organisation will collapse if he/she does not participate in all decisions. The leader is then seen in all operational meetings, taking operational decisions, because the rest of the organisation now says, "He will take the decision, why bother?" "The CEO wants this report by day end" and so on and so forth. The leader now is doing the work that is 4 or 5 notches below what his/her capability

is expected to bring value. The team becomes ordinary and no one is looking at organisation growth, but are looking for the leaders' appreciation, the nod, the smile, the smirk and everyone in the organisation now work around these emotions and behaviors. When one day the leader realizes, "What am I doing?" Don't I have people who should do this and more?" that's when succession plan and assessment of leadership potential dawns in the CEO's mind.

Is it too late? Are these assessments taken seriously? Have we found the next leader? Has the CEO built leaders? Isn't the organisation bigger than the individual?

The **third is the "invincibility" trap**. Success begets success, but not when one does the same thing the same way it was done. To move to the next level, the leader needs to look at sustainable growth, sustainable achievements and a sustainable organisation. Now it's about endurance. The success trap leads them on to believe they are invincible. If I brought the company so far, I can take it to the next level. This becomes an audacious journey. The belief that the leader has, starts becoming difficult for the teams to believe. The journey of sustainability now needs to be done alone. Unless the leader believes sustainability can be achieved, only if he/she breaks the barriers of invincibility and hand picks the next level leaders working closely with them. The teachability I spoke about earlier should kick in now.

Part of getting stuck at this trap is the challenge that leaders now face of "Letting go". Leaders who believe in the next set of people groomed for leadership, must let go. Sometimes, the very best people are groomed but the leader does not let go, interfering with the professional styles of the individual. This is a sure way of losing talent - Losing talent that has been groomed. It is also important that letting go should happen only when the leader is convinced that the successors chosen are the best. That's the tough part. When to let go and how to let go is part of breaking away from the invincibility trap. And we all know that invincibility and letting go are two poles apart!!

Leaders and entrepreneurs need to constantly keep an eye on these three traps and ensure that they break these barriers at the right time. This will then pave the way to building more leaders. In one of the forums I spoke on leadership, I said, "One of the competencies that leaders need to focus on is to build more leaders. Successfully steering the organisation to a certain height is only one part of the story. Leaders who do not build more leaders cannot build great organisations." **LE**



**Murali Santhanam** is Executive Director of Factor International. Murali has had exceptional international exposure travelling and working with HR Peers, HR leaders, Business leaders and partners in USA, UK, Australia, France & Germany. He has been a visiting faculty with XLRI Jamshedpur. He is also an award winner for HR leadership in 2012 & Innovative HR Practices in 2005 from World HRD Congress.

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10

Leadership Excellence Rank

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## The Leader's Role in Career Development

Our editorial team interviewed **Beverly Kaye**, founder of **Career Systems International (CSI)**, at the **Leadership Excellence Awards** this past April. Here are some excerpts from the exclusive interview.

### Can you tell us your overall leadership vision and mission specific to this program?

Career Systems International (CSI) is dedicated to improving the business performance of our clients and the lives of all employees who seek to maximize their personal and professional potential. We provide learning solutions that improve employee engagement, career development and retention.

Our award winning program, CareerPower® Classic for Managers, provides leaders with a defined set of skills that enables them to hold effective career conversations with their employees. We believe that leaders at every level need to invest in the development of their direct reports if their organization is to survive in this competitive environment. Since career development has been identified as one of the top drivers of engagement and retention, this learning solution accomplishes multiple objectives. Organizations seeking to raise their engagement scores or lower their turnover rate will benefit from helping leaders improve their ability to hold this crucial dialogue.

The vision we hold for this learning solution is that every participant leaves the learning event with the belief that the development dialogue is not difficult and that they have the skills to lead that discussion. Concurrently, we also believe that each leader leaves the session understanding more about themselves and their own career goals. Every leader in an organization must recognize that they have everything to do with whether or not talent stays (physically and psychologically) and whether or not that talent gives their discretionary effort to the organization. This is the bedrock of every leader's job and the mark of real leadership. We work with organizations to provide 'how-to's' for leaders at every level in the organization.

### What makes your program unique and differentiated?

Continuous Thought Leadership. CSI's thought leadership assures we are providing the latest, most relevant thinking in our areas of specialization. The methodology in all of our learning solutions can be summarized with four directives that have guided our work for three decades: DECEPTIVELY SIMPLE: No manager or leader nowadays has enough time to do all that's on their plates... we make our learning solutions practical and doable! DELIGHTFULLY ENGAGING: Whether that means using the latest videos, micro-learning, face to face gatherings... the time has to fly! DELIBERATELY FLEXIBLE: Every organization is different and demands something to fit their culture. Learning is tailored to meet those needs. DECIDEDLY BUSINESS CENTRIC: The business case is thoroughly understood so that the solution can deliver on those goals.

CareerPower® Classic for Managers gives leaders both the confidence and the competence to have meaningful career conversations. It demystifies the career development conversation and process. Without a solution like this, managers avoid the conversation and put it off or give it short shrift. Instead, clients can anticipate that individual development plans are being done more effectively.

### Tell us something about your involvement/participation. How many people do you impact per year with this program?

We train roughly 8,000 - 10,000 leaders globally which in turn, impacts all of the employees they manage. Primarily working with Fortune 1000 companies, our clients are well known leaders in top industries including financial services, manufacturing,

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pharmaceuticals, hospitality, government, technology, banking, retail, healthcare, food service, entertainment, and energy. In addition, we've certified hundreds of internal trainers to deliver our solutions to leaders and their employees as well.

## **How long does it take to complete this program?**

CareerPower® Classic for Managers is a full day for the Instructor-led program, five hours for Virtual Instructor-led, and a two four-hour online learning version. We also conduct executive overviews of the program as requested for senior leadership, although participation in the full program is recommended.

## **How is this program delivered both online and in the classroom?**

The program can be delivered online, in classroom or through virtual delivery.

## **What level of leaders do you address?**

Leaders at all levels with specific focus on those who directly supervise employees.

## **How do you measure success and ROI of your program?**

Our CareerPower® Classic solutions include a post-workshop assessment. CSI collects the data at the conclusion of the workshop and provides the organization with an electronic report. In addition, CSI offers an online-based pre- and post-workshop survey that measures climate/readiness (pre) and intent to apply (post). Additionally and as part of our partnering process with clients, we identify and gather insight from key organizational and business unit stakeholders and partner throughout the intervention to assess results and measure impact based on predefined metrics using talent scorecards, quarterly metrics, and internal mobility results.

## **What is your area of expertise in leadership training, in the areas of teamwork, execution and frontline managers?**

CSI is deeply focused on two areas critical to leadership: career development and employee engagement. Our models are designed to:

- Provide solutions for all unique stakeholders that help transform corporate cultures and create impassioned employees
- Link directly to business priorities and deliver improved bottom-line results
- Deliver simple, flexible, award-winning business solutions with a before, during and after approach to learning
- Support global requirements through our strategic partner network.
- Leverage years of demonstrated impact with world-class clients

Creating a talent-focused culture – one that engages, develops and retains talent – is a critical imperative in organizations worldwide. To build an internal talent pipeline, all employees must reach their full potential. Our learning solutions touch many areas in the talent management arena including leadership, teamwork and frontline managers, though not designed specifically as programs in those targeted niches.

## **What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?**

Our learning solution focuses on applying our five specific competencies to foster career communications: Listen, Level, Look Ahead, Leverage and Link. At the end of the session, participants will be able to apply the proven model to use with their direct reports, hold development conversations using specific questions and focused inquiry, help their employees see, seek and seize opportunities and gain skills in opening dialogues to support employees' ability to self-direct their own careers.

## **What impact does your program have on the users?**

Our research in the field of employee engagement and retention shows that opportunities to learn, grow and develop are often cited as associates number one stay factor with an organization. Couple this with opportunities for exciting work and challenge and you have a recipe for success when managers and associates alike focus on development throughout an employee's lifecycle.

In our CareerPower® Classic for Managers program, participants learn that career development is a partnership between the manager, the employee and the organization. Managers have an important role, but it has changed significantly. At one time, employees waited for managers to let them know when they are ready for a promotion. Today, managers count but they don't make or break an employee's career. Their job is to lend support by providing perspective and holding the dialogue necessary to discover, create, and help employees follow-up on commitments. The employee is the energy of the process - bringing spirit to the conversation and taking ownership of their development. The organization counts too. Through its leaders, it provides the systems and resources to enrich the employee's development experience.

To initiate action, CareerPower® Classic for Managers provides the tools to build a rich career dialogue. The business case, behavioral outcomes and skills are detailed for each of the 5 key skills: Listen, Level, Look Ahead, Leverage and Link. Each drive managers to action using a variety of practical and easy to implement tools to drive positive change, increase engagement and ultimately improve performance. Specific emphasis is put on demonstrating to the manager how to incorporate these tools as they go about their daily managerial tasks and activities instead of it being an additional burden.

Managers learn the why, when and how of career development as it relates to the success of the business, the team and the employee. Managers also learn that their success as a leader depends on how well each individual's talents are utilized, how prepared associates are for what's next and how engaged and committed they are to continuing to grow and learn.

## **What lies ahead for your program?**

The learning industry is already dictating the need for a short, modularized learning approach. We have created a series of micro-learning experiences to address career development issues. These micro-learning experiences vary and can be delivered as a webinar, a one-hour quick face-to-face micro-learning or videos that extend anywhere from three to ten minutes that introduces participants to segments of the models and the essence of their roles. In addition to the micro-learning demand, a myriad of sustainers is essential to keep the learning alive. We continue to expand our sustainer offerings and "booster shots" that reinforce the learning for a global audience.

## **In Sum...**

If talent is the ultimate competitive edge, preparing managers to actively build development dialogues needs to be a fundamental part of an organization's learning strategy.

Central to this relationship is trust. Individuals need to believe their managers care about their growth. Although the responsibility rests squarely on the employees' shoulders, the manager's perspective, insight, network and continued dialogue is essential to their engagement.

Managers have the power to build the relationships and partnerships that will develop today's talent for tomorrow. Senior leaders will need to hold managers accountable for having these conversations, and provide the learning solutions that make the task less arduous.

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Sylvia Lafair



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Video

12

Leadership Excellence Rank

Medium sized Leadership Partners & Providers Category

## How Leaders Harness Stress at Work

*Our editorial team interviewed Sylvia Lafair from Creative Energy Options, Inc., at the Leadership Excellence Awards this past April. Here are some excerpts from the exclusive interview.*

### Can you tell us your overall leadership vision and mission specific to this program?

The vision of Creative Energy Options, Inc. (CEO) is to develop work cultures where everyone is able to reach full potential by learning new ways of coping with the inevitable tension of deadlines, disappointments, and the chaos of change. This is accomplished in the mission of our leadership development program, where leaders learn powerful techniques to limit office politics and find the way OUT of old, ingrained behaviour patterns that derail success and lower productivity. OUT: Observe, Understand and Transform ways of relating that cause conflict and confusion. Harnessing the power of human interactions as they reverberate through an organization, especially when stress hits the hot button, gives teams the ability to solve problems faster and smarter.

Our program offers effective tools to help leaders learn to connect the dots of how people communicate with each other, verbally and non-verbally. Learning to decode the hidden messages in most discussions gives way for effective dialogue and decision-making, saving both time and money. Seeing the connections is at the foundation of what we teach. This becomes beneficial to the company; everyone benefits. In short: business is about relationships. The key is to see, hear, and sense what is most important and bring it to the surface so that back-biting, jealousies, and finger-pointing no longer can survive.

Our mission is to teach leaders how to access the positive patterns of accountability and responsibility, “the buck stops here” mentality in their organizations using both the power of personal story (SANKOFA MAPPING™) as well as teaching the essence of team dynamics. We have found that the personal correlates with universal, making teams interact in a more inclusive rather than exclusive manner. These statements are in direct correlation to the outcomes of our executive education course, Total Leadership Connections™ (TLC) utilizing the PatternAware™ Leadership Model, and this is clearly established with and acknowledged by all participants (clients) and with our employees. It is our mission in all of CEO’s work to support building cultures of trust, collaboration, and accountability.

### What makes your program unique and differentiated?

Our leadership model, PatternAware™ Leadership is based on years of research and on my award winning book, “Don’t Bring It to Work,” which has won 9 book awards and is listed in the top 20 books for new managers and emerging leaders. For more than a decade business leaders have been optimizing their leadership potential with

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PatternAware™ Leadership. “TLC” supports participants to break through personal patterns that are no longer effective and may be limiting success and preventing optimum work and team dynamics.

The key thing that’s innovative is we help people become whole people, that’s why the name of our long-term leadership program is *total leadership connections*. We really can’t separate who we are at work from who we are at home. We need to begin to become aligned. We help people find that alignment, find the places where maybe as kids they got stuck and they’re still battling those shadows, and help them release it, and then they can move into more effective higher level leadership roles.

Some of the things that are really unique about our program is that we help people begin to look at the things that press their buttons and drive them crazy, especially when stress hits the hot button. Leaders (like parents) need to be able to take a deep breath and not let that stress get to them, take them to the boiling point. So what we’ve done is put together the 13 most common patterns that we bring from our original organization, the family into our present organization at work. These patterns from our original organization, the family, are where we learned about fairness, favouritism, back-biting, and cooperation. Once we can observe our behaviour in our present organization, change comes quickly.

The outcome of PatternAware Leadership™ and TLC is to be able to model authentic, honest communication with colleagues and employees, and to confront team conflict and challenge with confidence and skill. Participants grow in their roles as visionaries, change agents, and mentors through pattern aware leadership and TLC.

## **Tell us about your involvement/participation. How many people do you impact per year with this program?**

Total Leadership Connections began in 2001 and we are currently enrolling participants in our 59th program beginning August 2014. Our average attendance is 16-18 people max per course. The group is purposely kept small so that there is privacy and everyone has plenty of air time. We only have one person from any given company in each program. There are four to six programs per year. To date, we have provided executive leadership enhancement to over 1800 people with leading companies from around the world.

## **How long does it take to complete this program?**

Total Leadership Connections™ known as (TLC) is a four-session course, covering a five to six month time frame. Face to face sessions are held offsite, retreat style, for two days, approximately every other month. In between, small group teleconferences and individual coaching sessions are conducted with participants called learning partners, mentoring one another.

## **How is this program delivered both online and in the classroom?**

Face to face sessions are held in an offsite retreat for two days, approximately every other month. The program begins with dinner

on the first night (Wednesday) and ends after breakfast (Friday). There are two overnight stays and time is factored in for exercise, or simply having some reflection time. In between, small group teleconferences and individual coaching sessions are conducted with participants. Once a week, an email is sent to participants with an interesting article to give a new perspective about communication, conflict, diversity, and decision-making.

## **What level of leaders do you address?**

Our typical participant is a member of senior leadership or a high potential leader. Our clientele is a combination of Fortune 500 and 1000 companies, institutions of higher education, non-profit organizations, entrepreneurs, and family firms. Our satisfied clients typically refer others from their organizations to this program and thus, our involvement is broad and deep within our client companies. Knowing how family, culture, and crises have impacted you, will help you make better decisions, handle change more effectively, and mentor those around you. You become not only a better leader; you become a better partner, parent, friend, and colleague. In addition to the TLC course, these same companies turn to us for coaching and consulting.

## **How do you measure success and ROI of your program?**

We have instituted a pre and post-test in the form of a 360 Degree Leadership Assessment based on our research into the most important core competencies of leadership. A coaching session is conducted with participants at the initial TLC session to review the pre-course assessment and set goals for improvement to be addressed during the TLC course. The post-course assessment is conducted one year after completion of the program to measure long-term change.

Additionally, a post-session survey is completed by all participants following each of the four sessions. This survey addresses their satisfaction of course material, knowledge and skill of facilitators, and skill building attained. The 360 Degree Leadership Assessment has been measured for reliability and validity by the statistics department at East Stroudsburg University (in Pennsylvania). It has proven to be a very sound and accurate measure of leadership skills. It has been utilized with over 1800 program participants.

## **What is your area of expertise in leadership training, in the areas of teamwork, execution and frontline managers?**

Areas of expertise include teamwork, conflict resolution, decision making, diversity, and helping teams and individuals access higher levels of creativity. The content and program materials are continually evaluated, upgraded and refined. TLC’s credibility can be supported by the success of “Don’t Bring It to Work” (Jossey-Bass, 2009). This book is based on my work in leadership development, coaching, and consulting.

This is a ground breaking concept in which we bring behaviour patterns from our original organization, the family, into the work organization, which is gaining traction and respect around the world.

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Much of the TLC content is designed as tools for leadership materials and content that can be shared and implemented on the job. Participants are encouraged to implement new learning and job-embedded tasks are assigned and monitored between sessions.

The TLC faculty is well-trained, professional, knowledgeable and encouraged to continually build new skills and knowledge base. All faculty members are trained internally by CEO executive staff on TLC and PatternAware Leadership Model. The majority of faculty has advanced degrees and years of experience in training, facilitation, coaching and consulting.

### **What is the customer, client, or participant able to take away and apply to improve themselves and the performance of their team members?**

TLC provides the secret sauce to manage relationship systems in the workplace. The biggest benefit as I see is that people learn how to handle excessive stress faster and smarter. They also learn how to hear other people differently. Once you begin to listen to staff when they keep repeating the same complaints of blaming and judging you can help them move to new more effective ways of communicating. Look, our old, ingrained patterns will always be there, yet we can all move through them much more quickly. That is when productivity

and creativity take their place front and centre.

Finding the way OUT of poor performance, dissent, and low employee morale is attainable with our OUT Technique™ to Observe, Understand, and Transform. One of the key take-a-ways from this program is the ability to Observe the connect and disconnect in team dynamics, the ability to Understand the source of office politics and team dysfunction, and be able to Transform to a team of connectedness, a team that is able to face obstacles and stress with grace and resilience.

### **What impact does your program have on the users?**

This is a model we not only teach, we live and breathe and practice in our own organization. We know first-hand that while it is impossible to eliminate conflict, we can MANAGE conflict with this model, making the time and duration of work tensions manageable and non-disruptive to daily work. An added benefit reported by all CEO facilitators, as well as those who have completed the program is that the ideas implemented in work relationships are also beneficial on the home front.

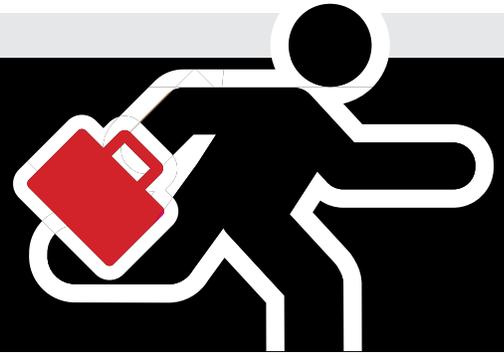
We have found leaders have learned to handle the daily stress of the workplace more effectively, find a new balance of work and home, and interestingly, many chronic illnesses caused by stress have been eliminated. An extra benefit is that relationships at home and in the community flourish and many TLC graduates are asked to join boards and speak at local organizations. Creative Energy Option's leaders become dedicated to continually grow professionally and personally and to mentor others to optimum performance.

Today, thought leaders are calling for a new kind of leadership, emphasizing emotional and social intelligence and skills for building work cultures based on effective communication, collaboration, trust, pattern awareness, and accountability. Total Leadership Connections™ provides the knowledge, skill, and tools to develop a **Total Leader** the ideal state for a leader, integrating hard skills, people skills, and heightened self-awareness into a multifaceted, highly effective whole. It is this total approach that we provide to our clients.

### **What lies ahead for your program?**

My first book "Don't Bring It to Work" has had some very good success, my second book "GUTSY: How Women Leaders Make Change" has also been very well received. My newest book is called "UNIQUE: How Story Sparks Diversity, Inclusion, and Engagement", and we're looking at taking the concepts from all my books and from TLC and begin an on-line program. This way we can have a larger reach so that the many people from around the world who cannot do the retreat programs can have the benefits from my work. We know in business that people do business with people they like and trust. This helps create that trusting and liking environment.

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