LEADERSHIP

Excellence

Warren Bennis

CELEBRATING 25 years OF EXCELLENCE

THE MAGAZINE OF LEADERSHIP DEVELOPMENT, MANAGERIAL EFFECTIVENESS, AND ORGANIZATIONAL PRODUCTIVITY

June 2012

Step-Up Initiative

Adaptive Organization

Energy Challenge

The Common Will to Act

Peter Voser
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—Warren Bennis, author and USC professor of management

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VOLE. 29 NO. 6 THE GLOBAL LEADERSHIP DEVELOPMENT RESOURCE JUNE 2012

First Things First

When managers and leaders fail to attend to daily prime matters, time turns thief. Gone, with the constant tick-tock of the clock are the golden options, closed are winning windows of opportunity.

E·D·I·T·O·R'S N·O·T·E

Best Companies for Leaders

Note what the top five are doing now.

by Ken Shelton

I NOTE THAT *CHIEF EXECUTIVE'S* ***Best Companies for Leaders*** ranking (*conducted with Chally Group*) is based on ***four criteria***: 1) having a formal leadership process; 2) commitment of the CEO, as measured by the time and quality of involvement with the process and program; 3) depth of the leadership funnel as measured by the percentage of senior and middle management positions filled by internal candidates; and 4) number of other companies that recruit from the company.

Here are this year's ***top five companies***:

Rank 1: Procter & Gamble, Bob McDonald, CEO. "*I see my role as the chief talent officer.* Leadership development (LD) is central to our ability to grow earnings and cash flow." P&G executives are considered the Navy SEALs of management. This results in from a razor-like focus on internal succession planning (*promotion from within*). You're expected to develop managers below you. Your boss can't be promoted until you are ready to be promoted. LD encompasses formal and informal training. In P&G's general manager college, people are taught *values-based leadership*, a curriculum McDonald created. He trains many of the 250 leaders personally—and he personally reviews the progress of the top 300 to 400 executives with the board of directors. Short feedback loops include 360-degree reviews to prevent derailment. "Assignments test people, stretch them, but don't break them—we often put our best people in our toughest jobs. Our learning system prizes flexibility and adaptability and admits when things go wrong."

Bob McDonald

Rank 2: IBM. IBM has a history of innovative LD and cross-discipline mentoring: *Basic Blue* for IBM Leaders, *Shades of Blue* and *Accelerate Executive Leaders* program for new executives, and *Executive Insights* for newly hired or acquired executives. These *integrated programs* identify, assess, and develop 60,000 high-potential leaders at all levels. The planning process defines all roles across IBM and creates *Success Profiles* for all leadership roles. This system defines demand for leadership roles by business unit or market and identifies critical gap roles (requiring accelerated development and recruitment). The second process focuses on pipeline development.

The competencies of those in leadership roles are regularly evaluated to assess the leadership potential and functional skills of IBMers globally. Guidance on *potential career paths* and *personal development plans* are provided and progress tracked through the IBM management system, including providing experiences and developmental opportunities. Placement decisions are made through *5-Minute Drills* in *annual leadership reviews*. This process moves up to high visibility *Chairman's Reviews* with action follow-ups.

Rank 3: GE. At its *training facility* in Crotonville, NY, GE spends $1 billion a year. GE's John F. Welch Leadership Center, notes CLO Susan Peters, features offerings that develops *core leadership skills*. These courses are managed by staff but delivered at GE businesses worldwide through a *Train the Trainer* concept. Staff ensures that the person teaching the course is trained and certified. GE trains about 60,000 people a year digitally, and an additional 9,000 attend courses at Crotonville.

Rank 4: 3M. 3M practices LD through *assignment rotation*; executives stay in a job for about four years to experience *failure* (the best teacher) and *sustained success*. 3M also focuses on leaders two to four levels below the CEO to develop and transition them into new roles. It's mantra: *If your people grow, your company will grow.* The key: linking growth in individuals to things that unlock energy and activities that customers value. CEO George Buckley spends *20 percent of his time* on talent and leadership development. He sees what experiences executives need to advance. Courage and ethics will take a manager far.

Rank 5: Southwest Airlines. Known for its low costs and high spirits, Southwest manages largely through its culture. It hires on attitude and enthusiasm and then uses its *University for People* training facility to develop and deliver personal, professional and leadership curriculum. The *Manager-in-Training* (MIT) Program is for Hi-Po leaders who have long-term interest and prospects in the company. MIT 1 offers learning experiences and department visits that emphasize *all aspects of the culture*. MIT 2 strengthens management expectations, develops key leadership skills, and builds relationships with other managers, directors, and leaders. Visit www.ChiefExecutive.net, www.chally.com. **LE**

Ken Shelton

Editor since 1984

Volume 29 Issue 6

Leadership Excellence *(ISSN 8756-2308) is published monthly by Executive Excellence Publishing, LLC (dba Leadership Excellence), 1806 North 1120 West, Provo, UT 84604.*

Editorial Purpose:
Our mission is to promote personal and organizational leadership based on constructive values, sound ethics, and timeless principles.

Basic Annual Rate:
US $99 one year (12 issues))

Corporate Bulk Rates *(to same address)*
Ask about logo and custom editions and foreign bulk rates.

Article Reprints:
For reprints of 100 or more, please contact the editorial department at 801-375-4060 or email CustomerService@LeaderExcel.com. Permission PDF US: $75.

Internet Address: *www.LeaderExcel.com*

Submissions & Correspondence:
All correspondence, articles, letters, and requests to reprint articles should be sent to: Editorial Department, Executive Excellence, 1806 North 1120 West, Provo, Utah 84604; 801-375-4060, or editorial@LeaderExcel.com.

Customer Service/Circulation:
For information on products and services call 1-877-250-1983 or email: CustomerService@LeaderExcel.com.

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The table of contents art is a detail from ***Tempus Fugit*** (image cropped) © James C. Christensen, and is courtesy of the artist and art print publisher Greenwich Workshop.

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1-800-243-4246
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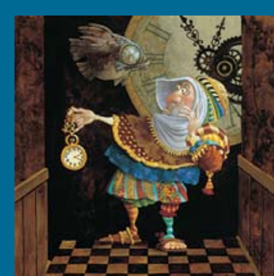


Executive Excellence Publishing

Adaptive Organization

Attend first to four First Things.

by Tom Peters

THERE IS A LOT OF TALK about *adaptive organizations*. In perilous times, ***adaptivity is arguably skill/goal #1***—and the bones of those who failed to adapt litter the landscape.

I insist that there is a *one*-variable answer to the adaptivity issue—the success-fail, life-death factor: *Adaptivity is a 100 percent function of the workforce—how it is recruited and developed and encouraged and appreciated—or not.*

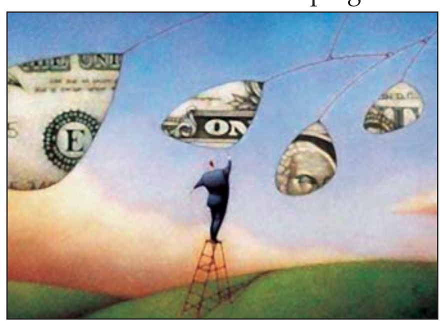
Adaptive organizations have workforces that: are hired for *attitude* and *character* and proven *teamwork* as much as for skill; are *respected* and *trusted* and *appreciated* and *celebrated*; are in on most things in a culture of information sharing and transparency; are trained and re-trained—*you can, in effect, never spend too much time or money on training and re-training*; treat *learning new stuff daily* as holy responsibility; believe that *everyone* has something worthy to teach you; are routinely exposed to an *insane* variety of outsiders who offer constant stimulation and direct challenges to conventional wisdom; are given the *autonomy* (with concomitant *accountability*) to and encouragement to *try it*, almost any *it*, at the drop of a hat—and then try it and try it again and again; are guaranteed that *useful failures* are cheered; are bound by a coda that shouts *good enough is never good enough*; are all *dreamers with deadlines*, committed to pursuit of the novel and disruptive—and equally committed to flawless and timely execution; laugh a lot at themselves and their foibles and pratfalls; are, while civil to a fault, *irreverent* about damn near anything other than integrity and decency; are responsible for each other's mentoring and growth; believe that their role is to *serve*, to serve each other and to serve each member of our family of organizations (vendors, customers, communities); are *diverse* to a fault—from every background imaginable; are insistent that every one is treated as an indispensable member of the team—*no* bit players; relentlessly pursue *Excellence in all we do*, in tough times and prosperous times.

Of course, such a workforce requires inspired leaders who truly put people first. If the workforce encapsulates these ideas, adaptivity will follow. Yes, a soaring vision is desirable; an effective strategy is important; and super-processes are necessary. But in the end, it's all about THE PEOPLE! It's *ALWAYS* all about THE PEOPLE!

Attend First to Four First Things

Four ***First Things*** factors are the true differentiators of excellence. You need to convert them into *strategic obsessions*.

1. Cultivate the best cadre of front-line managers (FLMs). The FLM is the key to employee satisfaction, retention, and productivity. If employees are sour on their FLM, their performance will suffer (or they'll leave). Yet, most execs are not *obsessed* with developing their



FLMs as a primary strategic asset and engine of enhanced performance!

Let me ask you ***10 questions*** concerning your FLMs: 1. Are you, a *student* of FLM behavioral excellence? 2. Do you understand and act upon the fact that the FLM is the key *LEADERSHIP ROLE*? 3. Does HR single out FLM for tracking purposes and special developmental attention? 4. Do you spend gobs of time *selecting* the FLM using criteria consistent with the enormity of the impact that they have? 5. Do you have the *absolute best training and development program in the industry* for first-line supervisors? 6. Do you rigorously *mentor* them? 7. Do you leave a FLM slot open until you can hire somebody *spectacular*? 8. Do you weigh *promotion decisions* as much for FLM as you do for a VP? 9. Do you evaluate the quality of your *full set* of FLM? 10. Are your FLMs accorded the respect that the power of their position merits?

2. Seek cross-functional excellence (cfx). Poor cross-functional integration is often the *chief* culprit of organizational failure. Within an engineering company, for example, research, marketing and finance are routinely at each other's throats—and the result is that a critical new product comes to market 12 months late. Or take the local police and federal police: Each doubtless has the fight against terrorism as their pre-eminent goal— but often refuse to share all their data with one another.

Achieving CFX is *not* merely about "removing barriers." It *is* about achieving competitive dominance—for example, cut that new-product development by 50 percent. This is not primarily a *software* issue. Rather, it is a *softer* form of software—like *having lunch* with members of other functions! I call things like *doing lunch* the *social accelerators* of cross-functional excellence.

Such notions as these 20 can lead to miracles: 1) present small *weekly* awards to those in functions who help your team-function move forward; 2) make it part of *everyone's* job to make friends in other functions; 3) do lunch with people in other functions frequently; 4) ask peers in other functions for references to become conversant in their world; 5) invite counterparts in other functions to your team meetings and ask them to present "cool stuff" from "their world" to your group; 6) seek examples of *tiny acts of cfx* to acknowledge; 7) present counterparts in other functions awards for service to your group; 8) discuss good and problematic acts of cross-functional co-operation at every team meeting; 9) when someone in another function asks for assistance, respond with speed as if they were a key external customer; 10) Do not bad mouth counterparts in other functions; 11) co-locate—physical proximity almost guarantees higher co-operation; 12) form XF teams on the spot to deal with an urgent issue; 13) gain early project management experience by working with folks from other functions; 14) give as many people as possible temporary assignments in other functions; 15) get people out with customers to gain customer-facing experience; 16) create a special role or position such as *knowledge transfer facilitator* to spur integration across barriers; 17) have a *XF* rating component in performance evaluation; 18) have strict and extensive measures of "customer satisfaction" based on evaluations from other functions of its usefulness and effectiveness and value-added to the enterprise; 19) demand XF experience for senior jobs; 20) dive down three levels to fill a senior role with someone who has been pro-active on adding value via excellent cross-functional integration. Aspire to nothing less than cfx.

3. Engage in strategic listening. If you don't listen, you don't sell anything. So, ask questions and wait for answers. Make people feel like they are *the only ones* in the room. Talk *with* people, not *at* them. Most leaders interrupt people within *18 seconds*. They agree: *listening is important*. Yet, for them, effective listening is not a strategic obsession, pillar of the culture, or a *competitive advantage*.

For leaders, *listening is the profession*. Treat *every encounter* with *every person* as *the most important thing* at that moment. Effective, *strategic listening* is the heart and soul of *Engagement, Recognition, Partnering, Learning, Customer Connection, Kindness, Thoughtfulness, Collaboration, Community, Cross-functional Communication, Execution, Sales, Service, Networking, Learning, Renewal, Creativity, Innovation, Diversity, Strategy, Differentiation*, and *Profitability*. The ROI from listening is higher than from *any other single activity*.

Listening underpins *Commitment to Excellence*. Listening should be a core value, competence, training priority, strategy, and top criteria in hiring, evaluating, and promoting decisions.

4. Lead through meetings. All bosses complain about *too many meetings*. But *meetings are what bosses do*—they are the principal platform for projecting your leadership skills. Every meeting that doesn't stir the imagination and curiosity of attendees; increase bonding, cooperation, engagement, and self-worth; motivate rapid action; and enhance enthusiasm is a *lost opportunity*. Prepare for every meeting as if your life and legacy depended on it—since they do.

Plan superb *beginnings* and inspiring *endings*! *Every meeting needs an energetic-exciting start and a blow-out ending which launches the "To dos" with gusto!* Never begin a meeting with an insipid "Let's get started." Begin with some exciting-surprising nugget—perhaps a show of enthusiasm, maybe a 90-second report on something that went well, maybe a kudo to someone. *Before the meeting ends, quickly ask people how they FEEL about the take-aways. Deal with disengagement.* Thank EACH person, with a specific reference for their contribution.

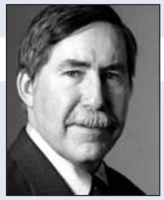
These four First Things are the guts of effective organizations—and give you a *sustainable competitive advantage*. Make each of them an obsession—and odds are high that *the bottom line will soar*. LE

Tom Peters is coauthor of In Search of Excellence *and other best-selling books. Visit www.TomPeters.com.*

ACTION: Focus on the first four things.

Danger of Deference

Learn to dance with the stars.



by Ron Ashkenas

WHAT'S YOUR EXPERIENCE with deference? Rarely does passive and pervasive deference to leadership end with a positive result.

For example, once I sat in on a meeting of the leadership team for a global technology company. At the start, the CEO flashed a couple of slides on the screen that summarized key aspects of the firm's strategy, saying, "You've all seen these charts before, so we don't have to dwell on them." The meeting then proceeded. There was only one problem: *None of the other executives had seen those slides before!* They had been created by the CEO's strategy director two days before the meeting. Yet ***not a single person in the room spoke up***.

The fact that the executive team hadn't seen the charts before doesn't matter. What matters is *the behavior in the room*: If executives can't correct the CEO on a relatively trivial issue, will they speak up on something substantial?

And if C-suite executives defer to their boss to this extent, they likely replicate the pattern with their people. In fact, later that day one colleague tried to encourage a project leader to clarify the goals for a critical initiative with her C-suite sponsor and was told: "He's busy; I'm sure he would prefer that we figure this out ourselves."

Deference to authority is deeply engrained in most cultures and organizations. We honor our parents and are taught to obey them. We're encouraged to respect our teachers, elders, community, and religious leaders. Given this cultural reinforcement, *pushing back against hierarchical authority often goes against the grain*. It's even more difficult in organizations when such push-back is implicitly (or explicitly) discouraged—either by an unwillingness of senior people to receive feedback or subtle punishment for people who speak up.

The problem is that *all managers need their people to add ideas*, provide different perspectives, and challenge them. Being further from the teams' problems, managers lack the visceral or technical data to know all the answers. They depend on people who are closer to the action to supplement their knowledge. But that's the *logical argument*. On an emotional level, *people in positions of authority often feel that they should have all the answers*, display strength and confidence, and give clear direction. That's what it means to be *the boss*. So if they are contradicted or challenged by a subordinate, they feel threatened, or worried about looking weak. To avoid this, they send out signals, sometimes unintentionally, that they do not want their people to speak up.

Jack Welch talks about *self-confidence* as critical for managerial success. But *self-confidence* works in two directions: ***The subordinate needs enough self-confidence to speak up, and the boss needs enough self-confidence to listen***. When either lacks this confidence, communication is constrained—and deference becomes a dangerous default position.

Take These Two Steps

Breaking free of a deferential culture is not easy, but here are two steps that encourage the practice of pushing back:

With your people: Give them encouragement and make it easy. Ask your people for their opinions. Draw them out and recognize when they help push your thinking forward. Tell them that your positions are tentative first thoughts and that you want them to help you flesh them out. Recognize and reinforce people who do speak up. Start your meetings by saying that this is "safe space" where you can challenge each other. And most importantly, if you do start feeling defensive and threatened, try not to react immediately in a way that might shut down the discussion.

With your boss: If you're concerned that your boss is unproductively hiding behind a shield of authority, try to make her more aware of it. Talk in private about the deference dynamics and what information isn't getting through. Discuss the benefits of more candid dialogue and the risks of its absence. Join with some peers to *constructively* increase the *power of your voice*. Suggest ground rules for meetings that encourage healthy criticism. And if none of these tactics work, talk with your HR partner for additional help. LE

Ron Ashkenas is a senior partner of Schaffer Consulting and the author of the book Simply Effective: How to Cut Through Complexity and Get Things Done. *Visit www.schafferresults.com.*

ACTION: Free yourself from deferential culture.

Judgment Calls

Framework for decision making.

by Thomas Davenport and Brook Manville

EVEN IN THIS AGE OF ABUNDANT DATA and rocket-science analytics, many decisions force people to draw on their *accumulated wisdom* to make the right call. Sometimes that's because the *absolute right answer* can't be known—the question at hand relates to a future too full of uncertainty. Other times, the *optimal solution* could be determined based on accessible information, but the urgency of the situation means it can't be assembled in time. In other cases, *conflicting values* come into play and *trade-offs* defy easy quantification.

As we experience *accelerating change*, these conditions will apply more often, and more decisions will come down to judgment calls. How can we ensure those calls are made well? Is it enough to choose smart leaders who seem to have their people's interest at heart, and trust their wisdom?

We see ***four trends*** shaping a new pattern that defines *good decision making*:

- ***Recognizing that "none of us is as smart as all of us."*** Social media, prediction markets, involving customers in product development—all of these are evidence that leading organizations want to tap the wisdom of the crowd, as Jim Surowiecki put it in his seminal book. While involving multiple people in decisions can be unwieldy and doesn't always yield a better outcome, it is often both possible and likely to yield a better result.
- ***Tapping not just the wisdom of the crowd, but the leadership of the crowd.*** While hierarchy and leadership from CEOs and presidents won't go away, there are increasing settings in which *collective leadership* is being employed. These dimensions open up multiple ways for *many to work as one*, and for organizations to benefit from leadership and decision making by multiple contributors (any organization would benefit from improving the decision-making capabilities of its leaders).
- ***Using data and analytics to support—and sometimes actually make—decisions.*** Using available data or scientific evidence leads to better decisions than intuition alone. Some organizations are *competing on analytics*, while others are simply using them as an occasional aid.
- ***Using IT not to create better judgment directly, but to enable the other changes.*** While early applications of IT have primarily been about better transactions, over the last decade they've entered the realms of knowledge, insight, and judgment. Technology makes possible the changes of increased participation and analytical decision support. It also allows for the capture and distribution of many forms of knowledge.

These changes come at a time when external conditions have made *getting decisions right* imperative. Businesses face stiff competition, and in a climate of economic uncertainty and volatility, markets and customers move faster. The same technologies that make it easier to tap collective wisdom internally also create more transparency in them—and so the punishment for getting big decisions wrong is swift and stern.

Good judgment and decision making require such verities as *good leadership, strong culture and values, accountability*, and *good decision processes*. However, rarely are these verities emphasized in combination with the four new factors.

In response to these changes, some leaders simply insist that *only their judgment and decisions count*. Instead of seeing how social technologies can facilitate collaboration and group judgment, many firms still ban their use.

But many leaders are moving with, or even ahead of, the patterns of change. They embrace a *new approach to building judgment* and applying it to important decisions. They consult more people and draw from their expertise, adopting some form of collective leadership, applying data and analysis to decisions, and supporting it with new technology. They focus on either *big strategic decisions* or the *daily tactical decisions* critical to execution of strategy. They still exercise their responsibilities, but do so in more participative and humble ways.

We find a framework—***four themes*** define a new paradigm for judgment:

- ***Decision making as a participative problem-solving process.*** At its core, *judgment* depends on a *disciplined* (if not always highly structured) *process* that includes: framing the problem to be solved, pursuing the problem through iterative steps that progressively refine the questions that must be answered, engaging diversity of opinion, using fact-based analysis to weigh benefits and risks and generate and test hypotheses, and pursuing all appropriate options based on deliberation and learning until the best answer emerges. When making key decisions, engage a broader group than just a few top executives; seek multiple points of view, including contrarian ones; include people with the best knowledge and experience, *regardless of status or hierarchy*; embrace the perspective of the front line or key stakeholders (including partners, suppliers, and customers) who must implement and live with the decisions.
- ***The opportunities of new technology and analytics.*** As more companies recognize the power and value of technology-enabled analysis and analytics for defining their strategy, marketing, or making other key decisions, a *new standard* is emerging about the integration of data analysis into the front office. No longer the rarified provenance of *the geeks downstairs*, technology is now integral to decision making, and the judgment exercised by the organization.
- ***The power of culture.*** Organizations that practice great judgment have many key attributes and values embedded in their culture (*respect for the problem-solving process*; *inclusiveness*; *leaders as facilitators of decisions, not monarchs*). Some organizations come by the new values and behaviors more naturally; in some cases, as the need for better decision making and new patterns emerges, cultural change evolves with more *democratic* and analytical approaches.
- ***Leaders doing the right thing and establishing the right context.*** The role of the leader in creating judgment is often first about *reframing decisions as not their own exclusively*. Great leaders also ensure that the *processes* and *mindsets* of more distributed, problem-solving approaches to better judgment are part of the norms of the culture.

No organization has all of these ideas complete, but all can benefit from the ideas of this new approach. **LE**

Thomas Davenport and Brook Manville are coauthors of Judgment Calls: 12 Stories of Big Decisions and the Teams That Got Them Right *(Harvard Business Review Press). Visit www.tomdavenport.com.*

ACTION: Adopt the four themes framework.

Anatomy of CEOs

They share six attributes.

by Kate Benson

THE IMAGE OF THE model CEO has changed greatly in the past decade. No longer is there an exact formula to describe the anatomy of perfection in a leader.

The archetype of a CEO isn't necessarily a man occupying the corner office, with decades of experience under his belt. Look at Facebook's Mark Zuckerberg, David Karp of Tumblr, or Twitter's Jack Dorsey—three CEOs and founders under age 35 (Zuckerberg is under 30, Karp is 25 years-old). Anyone who discounts this new CEO model, must adjust their thinking. As of Sept. 2011, Zuckerberg was worth $17.5 Billion—not a bad figure to associate with your company.

In addition to youth leaders, more women hold CEO titles in several Fortune 500 companies—including Yahoo, PepsiCo, Kraft Foods, Zerox and, Avon.

Top Leader Attributes

The attributes of a top leader or executive are often hard to define, as leadership is situational. Depending on our world's variant position politically, economically or socially, your skills as a leader will be tested, and will evolve, based on the times you live in. As the context of your business changes, the role of the CEO will alter under this framework, while still remaining *genuine in ability*.

CEOs have the authority to lead, but also need the emotional intelligence to be self-aware. Not every highly skilled or erudite individual can lead effectively once promoted to high position. Many individuals who are less than extraordinary excel in positions of leadership because they not only have the intelligence and skill required for the roles, but they also have emotional intelligence. Social skills, empathy, motivation, and the ability to be aware and to regulate yourself, will drive you forward as a leader.

Six Defining Differences

What are the inherent differences that define a successful CEO? Having met hundreds of CEOs in recent years, I see six defining traits:

1. Vision—the ability to push your company, employees and your business beyond where it could go without you.

2. Empathy—the emotional intelligence associated with recognizing and understanding others' feelings.

3. Authority—power to determine, or settle issues within your company, controlling or commanding a situation.

4. Self-Assessment—the ability to recognize and acknowledge the positive and negative attributes of your personality and actions.

5. Motivation—giving encouragement and providing fellow employees with the incentive to improve, excel and exceed their performances.

6. Authenticity—having a genuine disposition, and allowing employees to recognize this human attribute, even if it shows flaws.

Risk to Grow

A CEO needs to take personal risks; without this ability, growth from a personal and organizational standpoint will be stunted. Even if you happen to fail, at least you'll learn from the error—or who knows, there could be a disruptive opportunity that arises out of your blunder. How else do you think computer drives have continued to shrink since the '80s? Many innovations were initially considered errors.

We need to recognize these opportunities—even the unsettling ones that are rejected because they seem too outrageous for today's market—whereas tomorrow, they'll most likely not only be accepted, but may already be in the process of reevaluation and modernization.

The late Steve Jobs, one of the great businessmen of our lifetime, altered society but he did not exhibit many of the qualities of the typical CEO, yet his achievements are unparalleled and his innovations unrivaled. Like many "techies" he was a rebel, an artist and a master of imagination and invention.

Like Jobs—and other great leaders who came before and those who will follow—be a change agent, adjust, and remember to step back to see what others can't. Opportunity is to be found in the margins, the unseen details, even in your own mistakes. LE

Kate Benson is a founding member of executive consultancy Martens & Heads! Visit www.maxinemartens.com.

ACTION: Develop the six defining attributes.

How Learning Happens

What leaders should understand.

by Jeanine O'Neill-Blackwell

ALL LEARNING INCLUDES asking and answering four questions that form a cycle of learning. You followed this cycle when you learned to ride a bike, studied a second language, or figured out that new software.

When we take in and make meaning of information, we travel a four-part learning cycle—4MAT®. Think of something that you learned recently and ask yourself how you moved through this learning cycle:

Step 1: Engage. Something happened and your attention is gained. You explore the question "Why?" Why should I pay attention to this? Why is it important? meaningful? relevant?

Step 2: Share. You watch, reflect and think about this new information. You seek out expert thinking. You explore the question, "What?" What should I know about this? What do the experts have to say? What data exists?

Step 3: Practice. You move into action. You practice. You explore the question, "How?" How is this useful? How will I apply it? How does it work?

Step 4: Perform. You assess results of your action and adjust. You do it your way. You explore the question, "If?" If I apply this, what new results will be generated? If I am to be successful in applying this, what accommodations or adaptations will I have to make for my real-world environment?

When we skip any step, learning suffers; and yet most formal learning tends to emphasize only two parts of this cycle: Share and Practice. The most missed steps of the learning cycle are *Engage* and *Perform*—and yet these two steps are the keys to learner (employee) engagement.

Without focus on what has to happen in all four steps, the learner is not engaged nor are they equipped to adapt learning to the real world. While learners might know *what* to do and *how* to do it, there may well be little to no actual "doing" happening.

Shelley Barnes, Executive Director of Aveda Field Education and Program Development, shares, "4MAT enables learners to not just absorb information, but interact with it and apply it immediately to reach their professional and personal potential." By including the steps you might otherwise miss, you engage the learner at a personal level, leading to *higher commitment to action*.

Improve Learning Impact

When we use the word *learning*, we're talking about t*he taking in and making meaning of new information*. Meetings, emails, product launches, conference calls, sales conversations and one-on-ones are examples of learning. Leaders can do *three things* to improve learning:

1. Be aware of your own learning preferences. Your preferred way of taking in information and making meaning of new information is your *learning style*. You likely emphasize the parts of the learning cycle you value the most. Overemphasizing one at the deficit of another can damage communication, teaming and performance. The 4MAT *Learning Type Measure*® assessment tool identifies these preferences and may be used to start a conversation about how these preferences impact performance.

2. Assess which parts of the cycle you are addressing and what is missing. By focusing on the four questions, you can *dramatically improve* learning impact in meetings, communication and training. Lead through the four questions by asking: *Why is this important?*, *What is known?*, *How will this work?* and *If we are to succeed, what will we need to commit, to refine, to measure, to adapt?*

3. Focus on the learner. Practice moving through this four-part cycle in learning design, coaching, leading and managing. Engagement is an *internal* process that begins and ends with the learner. Telling and showing are insufficient. Learning begins with asking and answering questions such as "*How do I solve . . .*" or "*What's the best way to . . .*" These engage the learner in discovering the answer. *Learning must be centered on the learner's experiences and questions.* Leaders and trainers must be highly skilled in eliciting personal experiences and questions to engage commitment and deliver performance results.

Today, *the ability to learn faster than your competitors may be the only sustainable competitive advantage.* Shifting the way learning happens in your culture may require a new set of leadership and training skills. Given the potential gain, leading the learning process should be a high priority for every leader. **LE**

Jeanine O'Neill-Blackwell is President/CEO of 4MAT 4Business®, a global learning and leadership development company, and author of Engage, The Trainer's Guide to Learning Styles *(Wiley). Visit www.4mat4business.com.*

ACTION: Attend to all parts of the learning cycle.

Mining for Gold

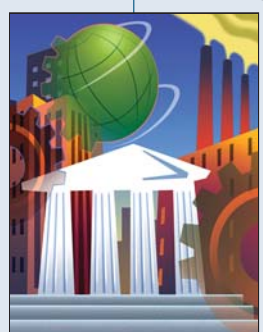
It's hidden in your company.

by Neil Smith

YOUR COMPANY IS SITting on a goldmine. You can do what you do even better and you have the resources in-house to do it. You can reduce complexity, increase efficiency, and boost profitability—and you are unaware of this potential or how to unleash it.

How do I know this? Because *every company* I work with—many of them among the best—have two things in common: 1) employees who are brimming with positive, constructive ideas for change, and 2) hidden barriers that keep these ideas from surfacing.

Great leaders are men and women with vision who know the direction the organization should strive toward and have the skills to take it there. They are positive and passionate, decisive and direct. They're genuinely interested in and motivate and inspire those around them. They often lead organizations that are large and complex, yet strive for simplicity and efficiency. They want to become as simple and efficient as possible in a way that is fast, doesn't distract from the prime focus, produces impressive results, and has buy-in—it's a worthy goal, and *achievable* with proper guidance.



Solutions don't lie in outside consultants but in highly intelligent employees.

Eight Barriers to Change

Every company is plagued with ***eight barriers***: 1) ***A***voiding controversy; 2) ***P***oor use of time; 3) ***R***eluctance to change; 4) ***O***rganizational silos; 5) ***M***anagement blockers; 6) ***I***ncorrect information and bad assumptions; 7) ***S***ize matters; and 8) ***E***xisting processes.

These barriers are the reasons companies keep making the same mistakes, and why *ideas for improvement* remain hidden or not implemented. Unless the barriers get broken, companies can't achieve sustainable, lasting improvement. Of the eight, some exist because of the way companies are organized and operate—they're *structural barriers*. Other—*behavioral barriers*—have their roots in human nature. All the barriers prevent employees from taking actions that are in the best interests of the company and thwart leaders in their quest to transform their organizations.

Are there 10 things your company could do better? If so, why haven't they been done? It's *the hidden barriers* at work.

Breaking Down Barriers

Understanding the barriers is only the first step in breaking them down—you also need a process. My process is governed by *12 principles*. This combination of *process* and *principles* helps you achieve great results by generating *thousands of ideas* to simplify the way the company works and improve its profits. A good *process for change* breaks down the barriers and allows those *brilliant employees' ideas* to bubble up—resulting in a profit boost of 25 percent.

To break down barriers, apply these 12 principles: 1) the process is *personally led* by the CEO and supported by senior management; 2) the organization is *engaged*—not merely *involved*—in the change process; 3) the process is guided by a few internal superstars who challenge the status quo; 4) there are no targets for the company as a whole or for individual groups within it; 5) the ideas are owned by the people responsible for implementing them; 6) ideas are easy to put into the process but hard to remove; 7) consideration of ideas is based on facts and analysis, not opinion; 8) consensus is built so that *everyone affected by a change must agree with it before it is made*; 9) there is a focus on increasing revenue, not only reducing expenses; 10) the process of removing barriers will not disrupt normal business; 11) anything less than 100 percent implementation is unacceptable; and 12) the change process is about *culture change*—not completing a project.

Without consensus, there's no commitment to or investment in bringing an idea to fruition. Consensus is only possible when someone is open-minded enough to consider another perspective and exhibit *genuine leadership*.

When leaders ask employees what the company can do better—and remove the barriers to change—the results are staggering. Isn't it time you mined the gold in your company? **LE**

Neil Smith is CEO of Promontory Growth and Innovation and author of How Excellent Companies Avoid Dumb Things: Breaking the 8 Hidden Barriers That Plague Even the Best Businesses. *Visit www.promgrowth.com.*

ACTION: Remove the barriers to change.

Triple-Bottom-Line

This is leadership development 3.0.

by Jeana Wirtenberg

SUSTAINABILITY AND the green economy present great challenges and opportunities—and *sustainable leadership* is what will turn the tide. We must bring about sustainable business models that enable companies, people, and our planet to flourish and thrive now and in the future. How do we do this? We start by inspiring, motivating, and developing leaders and managers to succeed in a *triple-bottom-line* world.

This shift represents a *profound transformation* in our mind-sets, practices, competencies, skill-sets, and ways of leading and managing people. While much attention is paid to the technical and operational aspects of sustainability, we must act with great urgency to add the *human side of sustainability* by taking a *triple-bottom-line* approach—integrating *people*, *planet*, and *profits* into all we do, into every decision.

Companies that adopt a *sustainable perspective* and organize around it do better, even in downturns. Sacrificing long-term vision for short-term gains is ineffective and has *huge negative ramifications* for business and our planet.

For example, when corporations choose to ignore so-called *externalities* (pollution and other environmental impacts), they do so at their peril—despite a possible brief financial uptick. It is *unreasonable* and *unwise* to remain wedded to an economic model with a single-bottom-line focus in which the responsibilities and costs for the well-being of people and the planet are not included or are assigned elsewhere.

Sustainability is both a strategy and a mind-set. It includes the adherence to deep-seated values that inform all aspects of doing business. 3.0 leaders do not think in terms of trading off *sustainability* and *profitability*—they seamlessly integrate people, planet, and profits. The triple bottom line is not an exotic leadership approach or new management gimmick—*it is a way of doing everyday business in a new world*. Sustainable practices embody the way 3.0 leaders assess and solve myriad problems and challenges. These leaders see business through a lens that enables them to convert *challenges* into *opportunities* through which they can make a difference, innovate, and discover adaptive capacities in themselves and their people. They inspire, engage, and educate *everyone* to take responsibility and to act—from the board to senior leadership and middle managers, from associates who interface with customers to workers on the shop floor.

In this context, I introduce *3.0 leadership development*—a new approach to building the requisite bench strength in rising leaders (talented members—who may come from *any function* and *any level*—who exhibit potential to meet unforeseen challenges and manifest the capacity to transform present-day success for a very different future).

Focus your energies on people who can lead the organization into the future.

Examine how you train, support, and mentor emerging 3.0 leaders and ask: Are we simply feeding them *best practices* for a fading world or providing them with LD for a shifting landscape? Those being groomed for *leadership* must be equipped to lead in a triple-bottom-line world to ensure the organization *survives* today and *thrives* tomorrow.

Let Go of What We Know of LD

We can't build bridges to the future while tethered to the past. We're experiencing *unprecedented global economic problems*, *social unrest*, and *environmental disasters*. These *interconnected upheavals* create complexity and presage *opportunities* and *threats* that challenge business—technologically, socially, economically, geopolitically, and environmentally.

Succeeding in this world economic marketplace will require more of leaders. Since *the future will be vastly different from the present*, getting better at what you're doing puts you at a *disadvantage*.

We need to prepare tomorrow's leaders using approaches that reflect the kinds of technologies, virtual and global relationships, rapid and unanticipated changes, and problems and opportunities that will challenge 3.0 leaders to develop insights and skills in realtime. LD 3.0 provides a practice ground for learning what leaders will be called on to do in a crunch: developing strategies, building relationships, surfacing ideas, negotiating and renegotiating resolutions, assessing opportunities and threats, creating new approaches, and innovating on the fly. It will hone their ability to see the big picture and anticipate the consequences of their choices in multiple dimensions.

How Do We Do It?

We need to present a practical, easily understood, applied guide to successfully building a *culture for sustainability*.

The *lessons learned* and *best practices* of market leaders and early adopters of *sustainability* can help others. For example, in ***Alcatel-Lucent*** we see how 3.0 leaders are integrating sustainability into the strategy, transforming global telecommunications networks to address the digital divide, and motivating employees to engage in sustainable initiatives with tangible environmental, societal, and business benefits.

Pfizer provides an example of 3.0 LD with its flagship Global Health Fellows Program (GHF). This international volunteer program offers Pfizer employees 3-to-6-month assignments with international development organizations working on global health issues.

Triple-bottom-line LD processes must include the building blocks for the green economy—skill sets such as new kinds and levels of collaboration, co-opetition, networking, navigating ambiguity, agility, and resilience. Vital to LD 3.0 is the development of team- and group-level *competencies*, *self-organizing*, and *shared leadership* (involving *group learning*, *team creativity*, and *behavioral skills* for identifying and working together toward shared goals). Participating in LD programs that incorporate group or team play and games boosts mutual learning, knowledge sharing, and creativity—elements of a *culture for sustainability*.

Leaders can play a *game-changing* role in making the shift to a sustainable world by creating a generation of leaders who will energize everyone to be fully engaged and productive, finding meaning, and purpose in their work. LE

Jeana Wirtenberg, Ph.D., is CEO of Transitioning to Green, a global consulting firm and author of Building a Culture for Sustainability *(Praeger). Visit www.transitioningtogreen.com.*

ACTION: Engage in Leadership Development 3.0.

Energy Challenge

Plan wisely for the future.

by Peter Voser

OUR EARTH HAS reached a major milestone: *7 billion inhabitants*. This milestone reinforces why we must address our future energy needs *now*. As a result of longer life expectancy and high birth rates in our most populous countries, five more people are added to the global population every second (300 every minute).

At that rate, ***Earth will be home to 9 billion people by 2050***. Planning wisely for their energy needs is challenging because energy issues, solutions, and implications cross traditional political, geographic and industry boundaries. Indeed, we face far more than just an energy issue. Our future energy challenge is a *security issue*, *environmental issue*, *economic issue*, and *jobs issue*.

The future will see expanded use of renewables and cleaner fossil fuels. With more energy choices, we must be smarter about using energy efficiently.

Despite the huge challenge, I'm confident human ingenuity and technology will make it happen. What's lacking today is *the common will to act*. Getting there will require ***a new level of leadership*** and global collaboration.

Unfortunately, the leadership triangle of government, business, and society seems unable to address it. We need to rekindle the spirit of *global cooperation* that was evident in dealing with past challenges. Our challenge is to produce far more energy for a world with far more people. At the same time, we need to reduce CO2 emissions and get smarter about how we extract and use our resources. And we need to do this against a backdrop of constant volatility and change.

A big part of a *global energy mix* is the expanding contribution of *renewable energy resources*—up to 30 percent of the energy mix could come from *renewables* by 2050 (assuming rapid growth, a huge effort, and sustained investment).

Shell is helping to meet this challenge by focusing on biofuels and cleaner-burning natural gas. With our Raízen joint venture in Brazil, Shell has become a leading producer of ethanol from sugar cane, which cuts CO2 emissions by 70 percent compared with standard petrol. Meanwhile, our production of natural gas continues to grow. Natural gas emits between 50 and 70 percent less CO2 than coal-fired plants, and is one of the *least expensive* energy sources to produce electricity. Among fossil fuels, natural gas will play a vital role. It is the cleanest burning and the best ally of wind and solar power, which need a highly flexible backup supply when the wind stops and sun sets. Even if the global energy mix gets to 30 percent renewables, *all forms of energy will need to be developed to meet future demand*.

We estimate by 2020, the world will need to produce *40 million barrels of oil a day from fields that haven't been developed yet*, due to increased demand and production lost through the decline of today's fields (that's *four times* what Saudi Arabia produces today, or *10 times* the UK and Norwegian production in the North Sea). And imagine all the jobs, know-how, investment, steel and other resources this production will require.

Besides population growth, two more trends will propel future energy demand: rising wealth in developing economies and increased urbanization. With these trends come major energy implications, as people buy their first refrigerators, computers, and cars.

At Shell, we're identifying how such trends will affect the *global energy system* and how *water*, *energy* and *food* are interconnected. *Water* is used to produce most forms of *energy*; *energy* is used to move and treat *water*; and *energy* and *water* are used to produce *food*. The path to a more *sustainable energy future* will require us to consider all three systems and how they relate to one another.

At the same time, we can't lose sight of carbon emissions and other resource stresses. So Shell has brought together specialists from various fields to map the links and understand the tradeoffs.

Our early findings have identified two key factors that could help avoid a water-energy-food crisis: *smart* urban development and greenhouse gas regulation and pricing. Cities today hold half of the world's population and are responsible for up to 80 percent of its CO2 emissions. The proportion of people in cities will grow to 75 percent by 2050. How our cities develop will have a major impact on energy and water demand. *Smart* city technology includes more efficient public transport, energy-efficient buildings and designs that utilize waste heat and efficient energy sources. By upgrading infra-structure, we can offset some growth in energy demand while creating new jobs.

Fortunately, the world has the tools and knowledge to address this issue. And there are many examples of individuals, companies and communities making a difference. At Shell, we consider *sustainability* in our decision-making. For example, in determining the annual bonuses for our senior executives, 20 percent of our scorecard is based on our *sustainability performance*. The key indicators include *safety performance*, *energy efficiency* and *water use*. We also factor in a price for CO2 when making major investment decisions.

This brings me back to the need for leadership and global collaboration. The absence of coherent energy policies among some of our largest energy-consuming nations and regions is a direct result of the lack of leadership. More broadly, there is a ***troubling lack of basic trust*** between business, government and society. A few nations, like China, have sharpened their energy policies and are implementing them aggressively, which will give them a clear *competitive advantage*. Eventually, our political leaders and society will have to face this truth: *Energy will get more costly*. We need to decide how we are going to manage it to ensure our children and their children can avoid paying a *far higher price* down the road.

All types of energy need to be developed to meet the needs of our growing population. At the same time, we need to invest in mitigation techniques such as carbon capture and storage, we need a price on CO2, and an unprecedented long-range investment in *energy efficiency*.

Government should set the end goals and rules, spur investment in new technologies, and provide incentives that let the market determine the *best solutions*.

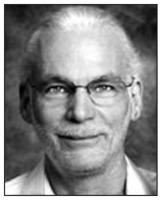
Business can harness its human talent and creativity to apply innovation, technology and investment capital to the challenge. Now is when we should be addressing our future energy challenge. But we first need to *be clear about the work required*: Overcoming our energy challenge will take *decades* of focused effort, long-range thinking, political discipline and strong leadership. **LE**

Peter Voser is CEO of Royal Dutch Shell. This article is adapted from his address at the Singapore Energy Summit last October. Visit www.vitalspeeches.com.

ACTION: Help meet the energy challenge.

Women Leaders

What do they really want?



by Mary Lippitt and Miles Overholt

TIMES HAVE CHANGED, BUT MINDSETS regarding leadership and gender have been slow to follow. Twenty years ago, the genders were divided into two groups from *different planets* (*Men are From Mars, Women are From Venus* helped many couples understand each other, but today such metaphors do more harm than good, especially when applied to leadership).

Too often, we see leaders lean on stereotypes that inaccurately explain gender differences. It's still common, for example, for them to believe that, by their nature, men focus on the *key components of business* such as financial projections and strategy creation while women manage the *less critical* aspects such as interpersonal relationships.

Such stereotypes harm both genders and their businesses. Not only are men and women from *the same planet*, they share most of the same business values. To the degree there are differences, they are less predictable than conventions would have us believe.

New View of Gender/Leadership

The traditional lens for viewing men's and women's leadership qualities has been *traits and competencies*.

- *Traits* tend to be more subjective and rely on stereotypes (men are *more decisive;* women are *more compassionate*).
- *Competencies*—knowledge base and skill sets—represent a more valid lens, since a competency framework tells us a great deal about a person's education, functional or discipline experience, and on-the-job training. What competencies fail to indicate, however, is how effectively skills are leveraged in the work itself.

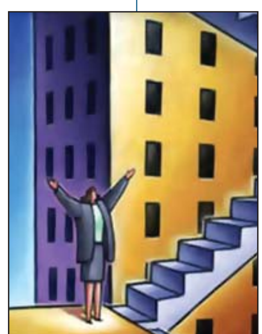
In our research, we analyze the business *priorities and attitudes* of men and women in regard to organizational goals, actions, and decision making. Our results challenge the notion that *women and men view their organizations in different ways*, though some fascinating differences emerge.

Same Planet, Different Focus

Both men and women are very business-focused, and both understand the strategic issues that confront their organizations. *Whatever our gender, we are all business people first.* We know our companies' strategies, markets, value propositions and competitive advantages. At work, we are more alike than the *stereotypes* would lead us to believe.

But there are some intriguing differences. Women are more concerned with these six areas: 1) seizing opportunities with managed risk; 2) internal customer satisfaction; 3) external customer focus; 4) employee wellness; 5) inability to resolve conflict; and 6) vertical and horizontal process alignment.

Executive women are more inclined to see and take strategic opportunities with managed risk. This tends to go against gender stereotypes, but it fits nicely with the finding that women tend to be more focused on external customers. Paying close attention to customers means seeing new areas of opportunity in which managed risk can lead to growth. This helps explain why Fortune 500 companies with a higher representation of women board directors attain higher financial performance.



But getting their companies to share their customer focus and risk tolerance may be an uphill battle, since women report less agreement with their company's operating philosophies, and they're more likely work around their companies' bureaucracies.

Men and women are, first and foremost, *business people*, and they tend to focus on six areas. 1) creating new products or services for the market; 2) increasing market share by attracting and retaining customers; 3) designing effective structures and systems; 4) improving work processes for greater financial return; 5) developing employee skills and a high performing culture; and 6) discovering future opportunities by examining assumptions and trends.

However, within these six priorities, women tend to concentrate on three: 1) *meeting customer and market requirements*; 2) *examining assumptions and scanning the environment to leverage trends*; and 3) *developing systems and structures.*

Women are more likely than men to promote change to meet evolving opportunities, and more interested in aligning systems, resolving internal conflicts, and making structures and systems more effective. Women seem more likely to be systems thinkers.

Women tend to target two externally focused priorities—*meeting customer needs* and *scanning the environment*—men tend to target one external priority: *developing new products and services*. This offers a new interpretation of *male decisiveness*: women may take longer to arrive at a decision because they are considering more priorities. A decision based on three priorities may also be more difficult to *sell* since it includes the presentation and thinking through of more variables. These findings relate to all levels, including the executive level.

Need for a New Paradigm

The conventional gender-and-leadership perspective provides us with *stereotypes* about how men and women think and operate: *Men are externally-focused business drivers and risk takers; women are internally-focused nurturers and risk avoidant*. ***In contrast, we find that women and men operate from essentially the same mind-set but with different emphasis***. Their mindsets are not polar opposites but *potentially complementary*. By having more areas of emphases, blind spots and unintended consequences are less likely to derail initiatives. Men tend to focus on internal efficiencies; women focus on internal customer satisfaction, external customers and new products. Both focus on *improving processes* and *developing culture and people*.

The best change efforts, the best executed initiatives, are led by teams of men and women that use the different male and female perspectives as the foundation for executing strategy.

Since male and female leaders are more alike than different (*and the real differences often go against stereotypes*), we suggest that women and men recognize that *we are all business people first*. Examine the business priorities. Forge linkages among concepts such as *internal efficiencies*, *process improvements*, and *external customer satisfaction*. Take advantage of *multiple points of view*. Managed correctly, diversity of thinking leads to better and more innovative decision-making. Ensure such decision-making values are common, and eliminate *glass ceilings* based on gender stereotypes. **LE**

Mary Burner Lippitt, Ph.D., is president of Enterprise Management, consultant, researcher, speaker, and author of The Leadership Spectrum. *Miles H. Overholt, Ph.D., is Principal of Riverton Management Consulting Group, executive coach, and author of* Building Flexible Organizations.

ACTION: Benefit from different perspectives.

Chief Change Agent

Are you ahead or behind the times?

by Charlyne Meinhard

As CEO, you are the *starter* of change—and *stopper* of change. Nothing *significant* in your organization happens that you don't allow, including atrophy. Failure with change is easy. Leading change is hard. *Leading change that works is harder still*. Smart CEOs, as *Chief Change Agent*, stay ahead of change to achieve the intended results.

Since 2009, the U.S. has seen *unprecedented releases of CEOs* who were held accountable for failures with change inside their organizations—either by omission or commission. Why does change cause so many failures?

Easy Failures with Change

Here are *five easy failures* with change:

Easy Failure 1—Bad Decisions. The CEO who makes *flawed strategic decisions* destines failure from the get-go. Too easily, CEOs get sidetracked by complacency, pet projects, executive ego, managing for outside opinions, or following an unanalyzed industry trend.

Easy Failure 2—Poor leadership. If half of organizational changes fail due to bad decisions of WHAT to change, then the other half of failures are caused by HOW the changes were executed. A bad change process or bad timing will ruin even good decisions.

Easy Failure 3—Unclear results. When the CEO hasn't clarified *where the organization needs to go*, any path managers/employees choose will get them there.

Easy Failure 4—Unengaged workers. Micro-management is the fastest way to kill *employee engagement*. When a top executive over-directs organizational change, participation of other levels of employees is quickly squashed.

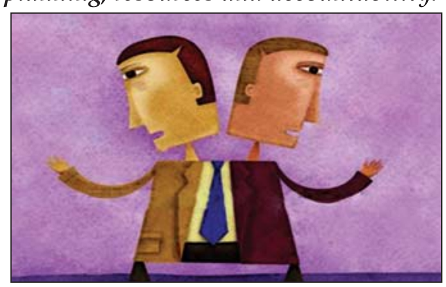
Easy Failure 5—Invisible CEO. *Under*-involvement of the CEO and top leaders is as damaging as *over-involvement*. Low CEO commitment or visible support throughout the change effort is taken as a sure sign that the change is not important and no one is watching.

Five Key Change Actions

CEOs who are *ahead of change* know how to avoid these failures. Staying ahead of change is the make-or-break skill for CEOs. Here's a *proven strategy* for getting desired results from change efforts, while gaining the involvement and commitment of your talent. Use *five key actions* to guide your strategy:

CEO Change Action 1: Determine which strategic change to implement—the next big thing. CEOs *ahead of change* are pushed by urgency while pulled by the future. To make the right decisions at the right time, decisively, consider: 1) *Information*—get the right people in the room; 2) *Strategic thinking*—focus on *the big picture;* 3) *Risks and opportunities*—noodle multiple scenarios; 4) *Unfulfilled customer needs*—identify expressed and potential needs; and 5) *Leadership courage*—have the hutzpah to think differently.

CEO Change Action 2: Ensure excellent execution with the right leaders, planning, resources and accountability.



If choosing the right changes is critical, *how we get there* becomes equally important. CEOs who are smart about change know the importance of ***PPRA***:

- *People*—*change leaders* have the right competence, connections, and challenge
- *Planning*—change planning builds in actions, timing and communication
- *Resources*—success requires adequate funding, technology, and staffing
- *Accountability*—all levels need collaboration, stamina for the change, results

CEO Change Action 3: Define high aspirations—make clear the specific targets and desired results. The CEO ahead of change breaks the strategies into understandable challenges, then clarifies the targets for results so everyone can grasp them. Key success indicators for the change will represent a balance of targets: financial measures, customer satisfaction, operational efficiencies, and employee satisfaction.

CEO Change Action 4: Require an engaging workforce change process—use or hire an experienced change agent/strategist. Top CEOs know that, above all, successful change is a people process. They know too much is at stake to leave the workforce change process to amateurs. The many variables involved require a facilitator experienced in workforce change. If you have that experience inside, great—assign them full-time to lead the change process. If you don't or can't do that, you need outside experience (an independent consultant) to lead the workforce process.

When hiring a *change consultant* to organize and coach VPs through the change process, consider these factors:

- Does your organization have a poor track record with communication?
- Is there rivalry in the mid- and senior- management level?
- Are you dealing with entrenched mindsets and *temperamental employees*?
- Are there some persistent performance problems in the workforce and is teamwork inconsistent?
- Are multiple types of change being introduced at the same time?

CEO Change Action 5: Stay highly engaged—personally and visibly. *Inspect what you expect*. The CEO's presence alone makes the change mandatory if his/her message is consistently delivered at all levels. CEOs can do eight things to be *highly engaged*: 1) tell the compelling *change story often;* 2) create clear executive sponsorship (if it's not *You*, then *Who*?); 3) recognize short-term wins and celebrate successes; 4) personally role model desired changes and mobilize the senior team to do so; 5) provide incentives for reaching high targets of performance; 6) listen to employees in focus groups to get their perspective; 7) check progress with leaders often; and 8) hold people accountable for results.

Bad leaders give *change* a bad name. Using these five actions, you can develop your own strategy for change as the *Chief Change Agent*. You'll lead people to reduce the chaos, confusion, and cynicism that too often accompany, abort, or annihilate change. Fulfill your powerful change role: jumpstart your organization to success rather than doom it to failure. When you create *strategy for change* that accelerates the *involvement* and *commitment* of the workforce, you gain the satisfaction of accomplishing *great results* on top of producing *delighted customers and motivated employees*. Isn't that what we're all here for? **LE**

Charlyne Meinhard is a speaker, trainer and Chief Results Officer of Next Level Consulting and author of Change Agents to the Rescue! *and* Ahead of Change. *Visit www.NextLevelForYou.com, email Charlyne@NextLevelForYou.com or call 804-382-5054.*

ACTION: Use the five keys to drive change.

Social Leadership

What the social media mean.

by Jamie Notter

MOST OF US ARE ON the *social media bandwagon* by now. We see that the strategic use of tools like Facebook, Twitter, LinkedIn, and blogs can contribute positive business results. But with all the talk of a *social media revolution*, the conversation rarely ventures outside of marketing and communications. Mass broadcasting to target audiences is insufficient—we need to engage through social media. Controlling our *brand* with finely crafted messages is out—consumers look to each other to help define our brand. PR crises won't wait—you need to have people monitoring social media.

While social media is revolutionizing marketing and communications, what about leadership and management? How is social media affecting our management styles? How is it changing the way we collaborate across silos, or develop strategy internally?

Leaders should be having these conversations. Social media is shining a light on a new way of leading and managing—one that is *more human and more powerful*—yet we miss the point. To see this potential, we have to make some connections between the current failures of management and the remarkable success of social media.

Management is failing. The first step to solving a problem is admitting you have one—to be more honest about the failure of management. It's not a complete failure—management helped us through revolutionary growth in productivity over the last century. But the ubiquitous *Dilbert* cartoons should alert us to a deeper problem.

Management seems resistant to innovation. Management (the way we do strategic planning, hiring, performance reviews) has remained largely the same for 50 years! Unfortunately we can't rely on the *if it's not broken then don't fix it* excuse, as many management *best practices* have been refuted by research. For example, the way we hire people (reviewing resumes, a series of interviews with key staff, and then a hiring decision by a single manager or team of mangers) is no more effective than choosing candidates at random. And choosing a strategy at random has an equal chance at success as choosing a strategy after your strategic planning off-site retreat. And providing financial incentive for performance can actually *reduce effectiveness* for jobs that require complex thinking. Yet you likely hire people using standard processes, do strategic planning every few years, and offer some kind of bonus plan.

The evidence says it doesn't work, but we do it anyway (*insanity*). So we have problems that never go away. We complain that our organizations are *not agile enough*, and *stuck in their ways*. We're frustrated with our inability to do the right thing at the right time, stay focused on the key tasks, and effectively engage our employees, customers, and external stakeholders. These problems can all be traced back to ineffective leadership and management.

Social media is experiencing immense growth and success. *Facebook* added 200 million users in nine months. *Google Plus* secured 25 million users in its first two months. The growth of social media is *exponential*—with only one-third of the world's population having access to the internet. Amazing growth will continue.

Why has social media been successful? Social media lets us be human. Social media has enabled us to create and share on a massive scale, without relying on organizations. Through our networks, we can produce our own news, create our own entertainment, collaborate and solve problems, and go places that are meaningful to us. That is the essence of being human. We were born to collaborate and solve problems. That's why social media is so popular—it lets us be *more human*.

Some problems we experience (lack of agility, poor focus and accuracy, and inability to engage stakeholders) are precisely the areas where social media excels. Social media has redefined our understanding of *engagement*, proving it can be more nimble than imagined. By being *more human*, social media is solving some basic problems that plague our current system of management.

Human Organizations Are Our Future

This is where we can connect *social media* with *leadership* and *management*. While social media's success can be traced to the way it lets us *access power*, our organizations (and *management* and *leadership* practices) fail us since they've been designed like *machines* for decades. Organizations thrive on predictability, consistency, and order. They like cause and effect to be easily identified. Our job descriptions, departmental silos, procedure manuals, and strategic plans all come from a machine mindset—that you can turn a crank and get a result. It is true that machines themselves and machine-like thinking have enhanced productivity over the last 100 years or so. But we're hitting the limits. *What got us here won't take us to the next level.* Social media is proving that.

What does a more human organization look like? It will be *more open*, embracing *decentralization.* Machine-based organizations are overly centralized, focusing control and power in the center. This improves productivity, but impedes agility and engagement.

Embracing decentralization means shifting control and power away from the center and toward the periphery. Some people will still be in charge of things. But how do you create a *culture* that allows greater decision-making at the edges? Google has done this through its famous *20 percent time* policy. All Google employees are allowed to spend 20 percent of their time working on anything they want. They decide what they work on, for that 20 percent chunk. By giving them a focused area where they have control, Google feeds their need for autonomy. The *results* have been *impressive*.

Identify areas where you can let people in the periphery make more decisions, have more visibility and voice, or take more action to solve the problems they face. Explore ways to embrace *transparency*, support *truth* and *authenticity*, and build your capacity for *experimentation*, *failure*, and *learning*. As you become *more human*, your frustrations with management will dissipate. You may discover ways to implement *social media* more effectively. You'll be on the path toward *the organization of the future*. **LE**

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ACTION: Embrace social media in leadership.

Step-Up Initiative

Create a culture of initiators.

by John Izzo

LEADERS WANT THEIR people to *step up* and *take initiative*. If employees act like owners, bring up ideas, and adopt an *it's my job attitude*, the effects can be a *powerful game changer*. When people feel their opinion matters, they'll go the extra mile for the business and customers. Yet many organizations are filled with people who are *afraid to step up, speak up, or take initiative*. Rather than act like owners, they act like victims.

How can leaders create a climate for step-up ownership? A classic example of this is the Canadian airline, WestJet. Their culture is built on the premise "*because owners care*." In an industry known for its toxic relationships with employees, and its unrelenting punishment of shareholder's wealth, WestJet has created a place where *people at all levels regularly step up*. Pilots often pitch in to clean airplanes, pack up bags, and do whatever it takes to get a plane out on time. Hence, they have grown from zero to 33 percent market share in one decade.

Give Them a Seat at the Table

When we ask people *why they don't step up more* at work, we find that the main reason is: "Leaders make decisions without seeking our opinion."

Don Knauss CEO of Clorox, notes: "People won't step up if they don't have a seat at the table."

Early in his career, Knauss took over the worst-performing region at Frito-Lay. In *every metric*, they were performing poorly. In his first three months, Knauss visited with hundreds of truck drivers in the region, asking them what they thought needed to be done to make things better. Then he started implementing many of the ideas he had heard from his people: weekly route scorecards and meetings where drivers shared their results with peers. Within a year, they went from the worst to the best performing region.

Many leaders refuse to give people a seat at the table, fearing they'll make the wrong decisions. Not so. Joanne Beaton of TELUS turned a dying operator services business into a major profit center by having one-on-one visits with hundreds of employees. She asked them *what they would do if they ran the business and if they were the competitors, what would they do to put us out of business*. She needed people to step up, become more productive and improve customer service, but she began by listening. By giving them a seat at the table, they turned the culture around and change was executed.

Give Them Responsibility

People act responsibly when given responsibility. One way to create a *culture where people step up* is to give them responsibility. *Treat people like children, they act like children*. Treat them like leaders, and they'll step up as leaders.

At Ritz Carlton and the Four Seasons—two of the best customer service hotel chains—associates routinely have much money at their disposal to create memorable guest experiences. At the Ritz, even associates with front-line jobs like bellhops, have up to $1,000 at their discretion to use to create a great experience. This may seem risky, but *with positive reinforcement and trust, people act responsibly*.

Leaders must watch their reaction when people make *well-intended errors of judgment*. At WestJet, customer-facing employees have *guidelines* not *rules* in terms of what they can provide for customers. In one case, a new gate agent gave out *free tickets to an entire flight* for a minor inconvenience. Instead of being reamed out, *she was hailed as a hero*. Yes, the company coached her through the impact of such compensation so that next time she would think differently. But by praising *effort* not merely *result*, she's more likely to step up next time.

Dismissing ideas before exploring them is a second factor keeping people from stepping up. Leaders often dismiss ideas from associates without intending to do so. They might say "*we have tried that before*" or "*you don't see the whole picture*" or defend when employees challenge them. Don Schroeder, former CEO at Tim Hortons says, "If you have a place where everyone is afraid to make a mistake, people won't step up. You need a climate where people can speak up and challenge things. That's why we have so many town hall meetings and opportunities for people to weigh in. And you have to watch your reaction. Unless people know you want to hear it, they'll hang back. If you get defensive, they shut down."

Idea that Almost Never Happened

Having a culture where people can step up can have a huge payoff. The Starbucks Frappucinno is a billion-dollar business that almost never happened according to Howard Behar, former president of Starbucks. In the mid 1990s in Santa Monica, California, a local coffee shop was serving a cold dessert drink that was taking away customers from local Starbuck's stores. Staff and the local manager felt they needed to get some blenders and create a drink to compete. The idea went to senior leaders at Starbucks who decided the experiment wasn't a good idea.

It was not in the store manager's job description to come up with new products (Starbucks has a team of people tasked with creating new menu items). But the folks in Santa Monica kept bugging Howard Behar, even when the answer came back as *no*. They started experimenting in spite of the corporate decision not to do so and *sales skyrocketed*. The rest is history. This happened because a few people stepped up where they were not supposed to be leaders. They did not let position get in the way of choosing to lead. It also happened because one leader let people challenge things and rewarded them for *breaking the rules*.

Ways to Help People Step Up

If your people act like *victims*, try treating them like *owners*.

- Build a *seat at the table* into your leadership style—do one-on-one rounding, have a *make it better* meeting monthly.
- Ask for input *before* making big decisions; listen; *don't dismiss ideas carelessly.*
- Go overboard to praise effort as well as results, especially if someone goes beyond their role and steps out there.
- Coach rather than correct. One slap on the wrist can stop initiative.
- Promote *constructive irritants* (people who challenge things in a positive way.
- Treat people like adults and give them responsibility. LE

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ACTION: Create a culture of initiators.

Remaking Leadership

Cowards and cynics need not apply.

by Cleve W. Stevens

THE WORLD HAS FOREVER changed—in ways that tax even the best leaders. These dramatic, seismic shifts require a fresh, even radical, take on how we work and live together and how we lead people and organizations.

Gone are the days when *simply being a decent person* with sufficient business experience, sound social skills, and some technical leadership skill would do. Today younger employees *expect* (even *demand*) more than stability and a pay check. To lead us out of the Great Recession, *leaders must see their charge as something greater*—and see themselves as catalytic agents in the lives of their people, enabling them to realize their talents, find purpose in their work, and experience meaningful contribution to *something larger than themselves*.

The global recession served to magnify the impact of two basic realities contributing to this new reality.

First is the social ferment of the 1960s and its continuing social impact. The *subversive sixties* were the root cause of a cultural sea change. The Boomers who were at its center were part of a broader moral advance, a shift that would ultimately result in a more expansive understanding of democracy and individual rights. Over the years, many of the ideals that fueled that turbulent time have become a part of mainstream contemporary attitudes.

Those Boomers and their children have a different understanding of what *professional* or *work life* should be. Their expectations for what is and should be a *normal employment experience* go far beyond those of their parents and grandparents. What they want and need from their leaders is more involved—particularly when it comes to matters of collaboration, contribution, personal growth, self-expression, and meaning.

The second aspect of the irrevocable change is the technological explosion. The digital age has permanently altered the nature and speed of communication and information. And it has given a new meaning to the idea of *networking* (via the hyper-networked world of social media), creating a situation where *far greater transparency* is all but unavoidable and surely expected.

In the brave new world that these changes have spawned, a conventional 9 to 5, transactional approach (a *quid pro quo* based on an exchange of mutual self interest—"I'll pay you a salary and you'll give me your labor") won't work (not for those who want to do more than merely survive). What is required is a brand of leadership that reaches into and nourishes the soul of the follower—a brand of leadership that recognizes the people and their growth as *the primary product*, irrespective of the product or service. Yes, things like innovation, responsiveness, and efficiency remain paramount, but they become natural, inevitable byproducts of this distinctive, edgy culture.

For this leader, the only thing that merits the same *imperative status* as the development of people is the achievement of excellence at all levels of the organization. The realization of excellence and achievement of the extraordinary, go hand in glove with the growth imperative: the production of compelling results becomes the concrete measure of the extent of the leader's success in developing the people and instilling top-to-bottom excellence.

Oh, and the sticky matter of profit—shareholder value, which we've been taught to see as the *only* value—doesn't go away. Rather, it becomes *an organic by-product of the culture of systematic growth and achievement*. The suggestion that the *only responsibility* of business is to make a profit will no longer do. These aren't just the sentiments of some occupy-Wall-Street radicals, but rather those of *committed free-market capitalists*.

Those who will show us the way out of our dogged economic malaise are leaders of imagination and courage, who grasp the complexity of our tumultuous era, pregnant with both peril *and* possibility. They realize and accept the fact that the world has changed and continues to change. Above all they are leaders who see that *business* is a *human enterprise*, intended to *serve the people*, not the other way around.

This growth-focused, people-centric approach to leadership is not for the faint of heart. It requires courage and toughness to demand and expect the best from yourself and those you lead. It's the antithesis of the every-child-gets-a-trophy syndrome of the self-esteem movement. Self-esteem is a function of having the guts to *take yourself on*, to push yourself and your followers to expand and realize excellence, realize the untapped talents that still exist within. For this leader and the organization he leads, accountability goes up, not down; expectation goes up, not down, and the top and bottom line go up (and to right, as it were), not down.

Why do leaders of this stripe generate exceptional results? When reasonably talented people of good faith and sufficient smarts have the chance to satisfy some of the basic, higher needs and do so *at work*, good things invariably follow. That is, when they are given the *systematic opportunity for meaningful professional and personal growth*, consistently contribute in a way that counts, are cared for, have a sense of belonging, and have the chance to create real meaning (even if they're only building widgets), they show up very differently. They feel better about themselves, and hence are better parents, friends, lovers, and church or synagogue members. And when they come back the next morning, they are better employees: better leaders, followers, and workers, who are more committed and willing to go the extra mile without being asked to do so. Results naturally improve, and, with reasonably savvy leaders at the helm, can go through the roof.

Thirty years ago leaders who operated from this point of view did so as a matter of choice—it wasn't necessary (they knew they could still succeed via conventional measures), but they liked the idea of growing their people as the means to success. Today, given the dramatic and irreversible changes in our world, the smartest leaders have realized that ***habitual success requires a radically different take on the meaning and objective of the business organization.*** Profits—bold, explosive profits—matter, but people are the endgame. **LE**

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ACTION: Lead growth in a people-centric way.

Leadership Liability

Appoint people based on competence.

by Richard Pitre

FACING UNMERITED expectations, leaders need a strong commitment to ethical values to withstand the perceived obligation to reward those who help them obtain their positions of leadership (*leadership liability*).

How can leaders overcome this *obligation*, which can lead to *manipulative behavior* by others to promote their self-interests at the expense of the leader and the organization?

Leadership liability manifests itself in appointments. These should *always* be based on *competence*: 1) *core competence*—key skills necessary to perform; 2) *proven competence*—the ability to perform; and 3) *adaptive competence*—the ability to perform with limited supervision. However, appointments are often made on the basis of *politics*. In politics, people support candidates for leadership positions seeking ROI on their money and time. In such cases, the possibility of receiving a favorable ROI depends on the extent to which the new leader has unofficially agreed to reward his or her supporters.

Leaders with *leadership liability* are often *incompetent* and *insecure*. They're opposed to full disclosure, lack a sense of mission-mindedness, and are money-centered, distrustful, fearful, and intimidating. When leaders are insecure in their knowledge, capabilities, and experience, they do whatever it takes to *prove* they are the boss and in control—anything to bolster self-esteem.

Common character traits of Liability Leaders include: 1) controlling personality, 2) hard-charging and overly aggressive behavior; 3) charismatic and charming disposition, 4) lack of transparency in dealing with clients, 5) revenge, 6) greed, 7) hunger for power, 8) feeling of intellectual superiority. These traits often lead to a decision-making process that spells death for the leader and organization.

Liability leaders rarely see the difference between *shared interests* and *shared values*. The notion of *shared interests* is usually the connection between a close friend or an associate in whom secrets are confided or with whom private matters and problems are discussed. These people want to be close to the leader. *Shared values* are associated with people who want to serve as a representative of the leader, and they are interested in the leader's *ideas*. Their purpose is to accomplish a goal regardless of what happens to the leader.

So, if a leader confuses the two, he won't understand what may seem like *strange behavior* because he has improperly assigned necessary tasks. Insecure leaders have difficulty with shared values; people with shared values often recognize their *leadership limitations* while understanding their ability to make big contributions to achieving goals.

Liability Leaders…

- are about *wins and losses* or whether they succeed; they win at all costs and have no respect for people who have no power or ability to help them succeed.

- have no interest in what employees want out of the relationship. They don't see the relationship as *mutually beneficial.*
- discard people who no longer matter to them. They burn bridges and close doors in their relationships.
- are not generous or honest in giving credit to others, and don't pay authentic compliments. They are insecure.
- micromanage. They show controlling and bullying behaviors, feel that they need to control information.
- do not invest in developing others.
- make rules to accommodate friends.
- their actions often result in *confusion*.

Ethical Leaders

Ethical leaders are free of *leadership liability*. They see ethics as part of management and embrace these ***10 values***:

- ***Honesty*** deals with trust. *People do business with the people they trust*. Customers trust businesses to provide the highest quality services; communities where businesses operate trust them to be good corporate citizens; employees trust businesses to create a collaborative, honest, and innovative workplace; and shareholders trust businesses to create value. Strong *governance* processes enable businesses to build trust and a *culture of integrity and accountability*.
- ***Responsibility*** is accountability to someone for one's action, answerable or accountable for something within one's power, control, or management. Responsible people make choices even when unsure of what the right choice is and then stand by the choice despite criticism from others. They realize that *they are in charge of the direction lives take* and that *they choose the responses to the people, actions, and events in their lives*.
- ***Respect*** is acknowledging the power of something other than oneself to demand, command, or make claims on attention and consideration. Respect requires openness and transparency.
- ***Cooperation*** is the attempt by all involved to *harmonize* their contributions and work toward a common goal.
- ***Due Process*** is the right of expression within the constraints of organizational goals. For *due process* to work, rules need to be formed, followed, and consistently applied; infractions need to be properly classified; goals and expectations should be outlined, training provided, and consequences documented.

Justice is the application of the *morals* of the group, fair treatment and due reward in accordance to honor, standards, law, policy, and procedures. It's the administration of *reward and punishment*; it is *right thinking, fair play, shared sacrifice*.

- ***Professional judgment*** includes exercising reasonable care and skepticism—an attitude that includes a *questioning mind* and *critical assessment* of evidence.
- ***Perseverance*** is *bearing difficulty calmly and without complaint*, the mental strength to survive. It is commitment, hard work, patience, and endurance.
- ***Courage*** is the internal strength to attempt what seems impossible; it is from the heart; it's what drives the individual (www.moralcourage.org/mc).
- ***Compassion*** is the response to suffering, the right interaction with fellow human beings. Compassion is what connects individuals to each other. Compassion is giving a second chance.

Viewing *ethics* as a *core management principle* starts with the board. Members need to assess their ethical preparedness to serve on the board and increase dialogue with management by asking questions they want answered. They should *ask questions that challenge management's conclusions* and *review management decisions with healthy skepticism.*

The implementation of these values requires a ***code of ethics*** that negates the argument, "*I didn't know*"; removes ambiguity; clarifies what is acceptable; saves time and money; reduces misconduct; and provides an affirmative defense in the administration of justice. The *entire company* must *abide by the code*, *believe in it*, and *see it in action regularly*.

Leaders free of leadership liability create cultures based on ethical values that *impact how business is conducted*. In a *culture based on strong values,* questions of right or wrong seldom even arise.

Strong ethical cultures lead to better outcomes and less misconduct. Ethical leaders hire people who . . .

- ***Fit the core values***. Those who *do not* share the values are surrounded by anti-bodies and ejected like viruses.
- ***Don't need to be tightly managed.*** The right people are self-motivated, self-disciplined, and driven to excel.
- ***Know that they have responsibilities, not jobs.*** They distinguish between their *task list* and *true responsibilities*. They can complete the statement, "*I am the one person ultimately responsible for . . .*"
- ***Fulfill their commitments.*** In a culture of discipline, people view commitments as *sacred*—they do what they say they will do, without complaint. They are careful never to over-commit or to promise what they cannot deliver.
- ***Are passionate about the company and its work***. Nothing great happens without passion. The right people display remarkable intensity.
- ***Display window-and-mirror maturity.*** When things go well, they point out the *window*, giving credit to others. When things go awry, they don't blame circumstances or people; they look in the *mirror* and say, *I'm responsible*.

Leaders free of leadership liability lead with a sense of what connects us: honesty, courage, compassion, respect, and integrity. They know that *doing business the right way will be most beneficial in the long run*. Their commitment to ethical values enables them to withstand the real or perceived obligation to reward those who assist them in obtaining a position of leadership. This connection is what guides leaders to become *servant leaders* because service is the cornerstone of a real leader's life.

The key trait of a great leader is love that is not based on how other people behave toward them. The greatest cure for *leadership liability* is love since *life* is bigger than any *leader.* **LE**

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ACTION: Become a servant leader who loves.

LEADERSHIP AWARENESS

Awakened Leaders

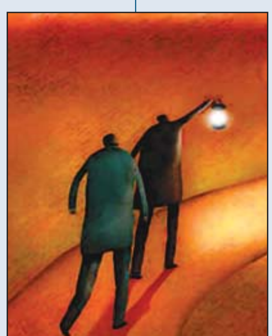
Avoiding the death sentence.

by Alan Shelton

As a seasoned executive, I've long known that *leadership*, as a company initiative, is difficult to embrace. In my early years I struggled with all the leadership concepts, models, and approaches. While much of it seemed wonderful, it didn't help me see where to start and where to go from there. It was like trying to nail Jell-O to a wall.

In mergers and acquisitions, I was trained to follow a *blueprint* for engaging in any process. Every good manager wants a map with clearly marked forks in the road. *Leadership initiatives seldom come with a blueprint*; hence, executives often make bad decisions and drag the effects around for years, wasting considerable time and money.

One day, as I sat in a conference room at the Orange County (California) airport, meeting with McDonnell Douglas (soon to be acquired by Boeing), I pondered this leadership gap. The Chief Safety Officer commented that he was looking for *a different kind of leadership*. What worried him was that *safety* was a set of rules and regulations printed on paper. As he motioned toward the planes taking off and landing, he said, "*No piece of paper will keep those planes in the air. It has to emerge from within our people*."



I then told this management team: ***To avoid the death sentence of leadership, you must begin with the personal development of each leader***. The first aim of a *developmental leadership* approach is to identify the *unconscious* and *reactive* characteristics of the leaders. These are *self-triggered: some event triggers the personality structure of an individual and a personal reaction ensues*. We've all witnessed stupefying management behaviors that seem to defy all logic.

I informed the senior managers that *trying to manage the unconscious was like trying to manage the unmanageable*. If they ignored the reactive characteristics of company leaders, they were, by default, choosing to *manage the unmanageable*.

After the meeting, one manager asked me *how unconscious or reactive behavior is created. I asked him to remember the first day that he drove a car: You are handed keys and sit behind the wheel. Knobs, dials, buttons and levers surround you inside the car. Outside, there are lines painted on the pavement, signs on the corner, and various colors and symbols each with their meaning. Then, there's an entire set of traffic laws. All this is daunting to you; in fact, you might wonder if driving is an impossible proposition. But fast-forward a few weeks and you become one with the car. All that seemed overwhelming weeks earlier is distilled into a single activity*.

How does that happen? We have an amazing ability to take an overwhelming collection of detail and reduce it into a self-managed container within the unconscious mind. Once there, all activity happens seemingly by itself. Our ability to drive a car is developed in the same way that our behavioral patterns are taken on-board. While this makes life much easier to navigate, it does not include a self-correcting feature once the behavior is unconscious. So, any *triggering event* creates an automatic behavioral response—perhaps one that is unwanted in the situation.

Awakening is the *felt sense* that your actions seamlessly reside in *who you really are* and move in a perfect flow. In leadership, the goal is to take people and combine them into teams directed at a singular outcome. But invariably, while pursuing the outcome, one team member reverts to *personal ego behavior*. This behavior is usually triggered in the heat of the game and emerges by itself.

So, we must ask ourselves whether we wish to play the game of corporate leadership while risking our outcomes to personal fouls (yellow flags). If so, we know our objectives will occasionally be derailed. We can then go back to the real goals of our company. *But what happens when the outcome of such a behavioral detour is not tolerable?* The possible outcome of unconscious behavior could be a plane crash. Most companies can't tolerate unconscious outcomes.

I now know that I can stand in any conference room and point to the first decision point in the journey to develop *leadership excellence*. The superstructure can be built on the foundation of *the first right decision*—since it always leads to more right decisions. **LE**

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ACTION: Awake to your reactive behaviors.

Sustainability

Leadership is essential.

by Peter A. Soyka

With the emergence of *sustainability* as a key issue, more leaders are closely examining concepts such as *corporate social responsibility* (CSR) and *sustainable development*. Such terms imply a responsibility to consider the environmental, social, governance, and economic impacts (positive and negative) and to manage operations in such a way that its success does not come at the expense of environmental quality or of particular groups or society. Leaders are embracing *sustainability* as a cross-cutting concept that enables them to frame and act upon diverse issues raised by customers, employees, host communities, and investors.

Taking on *sustainability* in all of its dimensions involves maintaining or improving the traditional core of managing environmental, health, and safety (EHS) issues, including regulatory compliance; understanding the roles and import of the company's stakeholders, what they care about, and maintaining effective relationships with them; addressing social issues and concerns raised by the firm's operations and business practices, particularly in international markets; and, in my formulation, identifying and capturing opportunities to create new financial value by adroitly anticipating and managing the company's EHS, social, and governance issues while improving its posture and performance over time. Those who would lead such an effort require both sophisticated expertise and many leadership qualities.

In response, many companies have appointed Chief Sustainability Officers (CSOs). Certain leadership qualities are needed in this position—these include *particular skills* and *personal attributes*.

Key skills include strategic thinking, technical expertise, cross-functional understanding, critical thinking, analytical skills, team building ability, and top *management* and *communication* skills.

Five Personal Attributes

Five personal attributes distinguish those who succeed in the CSO role:

• ***Intellectual curiosity.*** Pursuing sustainability is not concerned simply with *demonstrating responsibility*, *satisfying external expectations*, or *controlling risk*—it's about *continually asking yourself (and colleagues) how to improve the status quo*. Sustainability issues are evaluated in terms of not only *risk* and *liability exposure* but also *new opportunities to grow and thrive*. Finding and pursuing such opportunities requires *intellectual curiosity* and *impatience*—traits often absent or suppressed except in R&D and a few *creative pockets*. Discovery is often enlightening and empowering. CSOs should be expected to bring the intellectual firepower needed to drive discovery and deploy and support others who can.

• ***Personal integrity.*** Working *effectively* with colleagues and external stakeholders is far easier and more productive if you display honesty, integrity, and fair dealing with others. People willingly follow a leader who upholds their personal values (or aspirations), even if the work is difficult and the outcomes are uncertain. People also will, under certain conditions, follow a leader who is unscrupulous, dishonest, or overly self-serving, especially if they believe their employment or personal well-being are at stake. In the context of sustainability, however, such people are poorly suited for leadership roles. And, putting someone who lacks *personal integrity* in charge of (or in a prominent role in) the firm's sustainability program(s) or initiatives puts at risk the company's public image and brand strength. Anyone who might become the face of the firm must *embody* its highest virtues and core values.

• ***Courage of convictions.*** Making sustainable behavior happen is difficult. Those who lead such efforts will face skepticism from some stakeholders. Since people resist change, sustainability leaders will encounter both active and passive resistance. To be effective in their roles, they need to believe earnestly in what they are doing, take a stand on important issues that may be unpopular, defy long-standing company custom, threaten the personal interests of internally powerful people, or otherwise upset the status quo and push people out of their comfort zones. Doing so involves taking on personal risk. Only those who face up to the possible consequences of taking an unpopular stand will prevail. The CSO is an unsuitable position for wallflowers, yes-men (or women), and those seeking tranquility, security, or popularity.

• ***Open-mindedness and flexibility.*** A coherent program or initiative focused on sustainable practices will bring to light new issues and concerns, as well as possible solutions, ideas, and ways of doing things that are outside of normal operating practices. These efforts will be helped if new ideas and ways of thinking are encouraged. Leaders must model the desired behavior by demonstrating open-mindedness and promoting experimentation and discovery. This may require them to set aside existing biases and beliefs, comfortable and widely accepted ways of looking at issues, and communication channels that provide only limited access from all employees to senior decision-makers. They also must show open-mindedness regarding the sources and types of ideas that are received and evaluated and make clear that good ideas are sought from all stakeholders. Similarly, leaders must evaluate suggested improvements using criteria that are *clear*, *reasonable*, and *consistently applied*.

• ***Empathy.*** Managing sustainability issues provides exposure to many different viewpoints, priorities, biases, and interests. Often it isn't possible to reconcile or harmonize all stakeholder positions on some issues. Still, CSOs and other leaders must understand where others are coming from. *Empathy is the ability to see an issue through another's eyes.* Even if you disagree with the person's position, you understand why the other party sees the issue in the way he or she does. CSOs must understand *sustainability issues* in this way so that the firm can make decisions in its long-term interests. This includes *maintaining productive relationships with all key stakeholders*. Otherwise, the firm may make decisions that do not recognize or address legitimate stakeholder concerns (risking alienation or resistance), don't produce the desired and expected outcomes, or don't seize potential *win-win* situations.

Sustainability offers a new way to create lasting value for all stakeholders. *To succeed*, it must be led by people who enable others to do their best work, develop and unleash their talents, motivate them, and catalyze collaborative efforts to perform at a higher level. *Leadership is the one essential ingredient.* **LE**

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ACTION: Cultivate the five personal attributes.

Leadership Greatness

Propel people toward the target.

by John Mattone

THE STEALTH FIGHTER model offers a compelling, symbolic way to understand the predictive relationships between *critical human capital/succession management processes* (the ***4 Ds***), *critical leading indicators* (capability, commitment and alignment), *intermediate outcomes* and *ultimate outcomes*. The ***4 Ds*** act as four turbo-charged engines that propel the *Stealth Fighter* towards its target—the *Future Desired State* and required leadership competencies to execute current and future business strategy. As the four engines function at a high level (optimized) and work together (integrated), they propel the *Stealth* towards its goal.

The *Succession Management Value Proposition* (***SMVP***) is the sum of ***4 D*** practices: 1) ***D****emarcation*—performance management; 2) ***D****iagnostic*—objectively assessing leaders and potential leaders; 3) ***D****eployment*—structured *meetings* to integrate performance and potential assessments, calibrate capability, determine development options, and identify potential replacement scenarios; and 4) ***D****evelopment*—coaching, on-the-job development and training programs—and their relative impact on multiple levels of business outcome—such as ***capability***, ***commitment*** and ***alignment*** (*leading indicators*), intermediate outcomes such as individual and team performance, bench strength, percentage of women and minorities promotions versus percentage in pool, percentage of women and minority successors, retention rate of successors, percentage of key positions filed internally, promotion rate of successors, success rates of those promoted and cost to fill key roles (*lagging indicators*), and ultimate outcomes such as revenue, profits and operating ratios.

The elements identified in the *Stealth* need to be well thought out, believed in, communicated, executed, and *measured* (assessed)—continuously. At its core, a great ***SMVP*** encompasses everything leaders and future leaders experience and receive as employees—including the degree of engagement they experience, their comfort and *fit* with the culture, the quality of leadership, the rewards they experience, etc. A great SMVP always encompasses the ways in which an organization fulfills the needs, expectations, and dreams of leaders. A great SMVP clearly connects winning succession management practices to business and operating metrics. There's no better way to create belief in the value of human capital assets than by *demonstrating the connectedness between winning succession practices and operational success*. We see enterprise financial, operational, and process payoffs from talent management (TM). Companies with the most mature TM capabilities (the 4 D's) have *much greater* EBITDA, net profit, return on assets and return on equity results. Also, they have leaders who believe in the value of human capital assets; *passionately invest* in building and growing talent; relentlessly assess leaders, individuals and teams; and share their human capital responsibilities with line managers and HR.

Organizations that excel operationally excel initially in their *human capital/succession management practices*. They select and promote leaders/future leaders who demonstrate (as a result of performance and objective assessments) they have the best chance to succeed; they *benchmark* and *certify* (as a result of assessments) that leaders/future leaders have the *capability*, *commitment* and *alignment* required to execute strategy; they provide a rich, engaging and dynamic *learning and performance support* environment that motivates leaders/future leaders to become the best they can be; and they *reward and recognize* those who execute.

A strong ***SMVP*** foundation leads to: 1) ***capability (can do)***; 2) ***commitment (will do***; and 3) ***alignment (must do)***. Create the belief that your *leaders and future leaders* have the *can do* (skills, talents, behaviors) to execute; the *will do* (passion, motivation, drive) to execute; and *must do* (a sense of connectedness to the *culture*, *mission*, *strategy* and *values*) to execute. A strong ***SMVP*** helps build a culture where leaders/future leaders become more *capable*, *committed* and *aligned*. Organizations that excel in developing leaders—with unwavering commitment to optimizing these *leading indicators* achieve *impressive results*. **LE**

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ACTION: Develop Stealth Leaders.

Executive Presence

Three critical attributes.

by Karen Hough

EVERYBODY IS TALKING about and investing in *executive presence*. Why are HR executives and corporate leaders so keen to find leaders with *executive presence*? It's a matter of trust.

As we lurch forward, we are desperately in need of people who make us feel calm, confident and safe. Ironically, as we hand over more of our work to technology, and remove ourselves from each other, *the need for authentic, human interaction increases*. We rely on email, phone, videoconference, and automation to take care of our colleagues and our clients. So if we only have once or twice a year to interact with these people, we long for that experience to be professional, meaningful and authentic. We want to *trust* someone again and know we won't be disappointed.

We also long to be inspired. Dynamic personalities and the *self-help* market are cashing in on that need, but we can't underestimate the importance of motivation and inspiration. When someone with *executive presence* sets a higher standard and gets people excited about their work, corporations reap the benefits. Engaged employees provide lavish discretionary effort—and it's often that extra tip that puts a company ahead of its competition.

Beyond trust and motivation, I see ***three situational reasons*** behind the stress around executive presence:

Changing standards. There's a great deal of conflicting emotions around the *new workplace*. Wearing suits and working 9 to 5 is still part of our definition of work. Definition creates comfort. The new wave of *flexibility* in where, when and how we work creates *anxiety* in many people. Although a *professional* may seem inspiring, we may feel uncomfortable if they are young, work in a new way or communicate outside the realm of generally accepted modes.

Succession. As generational differences become apparent and long-time leaders age, they look over their shoulders wondering "Who is going to fill my shoes if I move up or on?" As we turn to diverse populations for leadership, organizations and individuals need to deal with their discomfort around *different* leaders. Great leaders don't have to look or act like the leaders of the past to be highly effective.

Economic difficulty. When your organization was glutted with eager talent, and development budgets were huge, you assumed that leaders would emerge or be molded out of many choices. Now teams are lean, resources are scarce, and we're expecting leaders to handle everyday work in addition to leadership. With less money and people to do more work, how deep is the bench?

Big Three Attributes

The best leaders share three attributes that create a trusted executive presence and a unique persona. Executive presence can look different from leader to leader, but the sense that employees trust an executive is the constant.

1. Willing to be real and vulnerable. There's nothing more powerful than a leader who is human, accessible and real; and yet most believe you must hide your weaknesses. The real secret is to *own* them—then they can't be used against you. If you readily show your weaknesses, try to improve them, and continue to lean on your strengths, people feel all the more loyal.

2. Empathetic communicator. A leader needs to be an *excellent communicator*—*clear*, *impactful*, and *consistent*. However, empathy insists on listening, thinking and putting yourself in the shoes of others. When leaders consider viewpoints other than their own, and think about alternatives that may seem *risky*, *unusual*, or *unacceptable* on first blush, it forces him/her to ask *Why? What is the motivation behind this? What's driving this person/idea?*" The ability to put the ego on hold enables you to connect to your employees and expands the world of possible answers and solutions from which your enterprise can benefit.

3. Calm in chaos. Almost anybody can lead in good times, but those who are *calm*, *thoughtful* and *action-oriented* during crises embody *executive presence*. Whether they are losing a big client or facing a natural disaster, those who keep their wits and take action are the exemplary leaders we turn to when everything calms down.

Real, *empathetic* and *calm*—someone I would follow and trust to deliver tough news or for whom I'd go *above and beyond*. Where do you stand? If you want to know, ask a few trusted people who'll be honest and help you improve. **LE**

Karen Hough is CEO of ImprovEdge and the Amazon #1 bestselling author of The Improvisation Edge. *Visit www.ImprovEdge.com.*

ACTION: Develop the three attributes of presence.

High Performance

Align to reach business goals.

by Marcel Messier

JUST AS THE WHEELS OF A car need to be aligned in order to *move forward* efficiently, *employees* need to be aligned with *business strategy*, working with positive energy channeled in the same direction to achieve common goals. ***Alignment leads to motivated, high-performing, cohesive, and engaged people.***

With *alignment*, leaders can see when something is off or someone is underperforming and where improvements can be made. Without alignment, they can't identify successes and challenges.

One big cause of misalignment is shifting priorities. These make goals more difficult to achieve and prevent people from coalescing. During crises, companies often achieve better alignment of their operations. When everyone sees the urgency of the situation and joins together, they're more likely to work together to help the company survive. But leaders need not wait for a crisis to improve alignment. With consistent communications and clear direction and focus, they can ensure alignment at all times.

I see a clear correlation between *employee performance* and *organizational wellbeing*. Organizations with *exceptional human capital practices* often enjoy strong financial health; and solid financial performance suggests better alignment in performance management.

Compensation alone is insufficient to create and sustain enterprise-wide alignment or spur productivity. That is why organizations invest so much in finding, training, developing, and engaging the right talent. Leaders need to help employees understand how they fit in and how they can best contribute to strategic goals. Also, as companies invest to build *online communities* with their *external audiences*, they should focus the same intensity on nurturing the *internal community* of their employees to foster greater engagement.

By taking a well-defined approach to performance management, such as identifying and cascading attainable and well-aligned goals, leaders ensure *everyone* is on the same page. Employees have a strong sense of direction and an understanding of how their contributions can advance the organization. To ensure consistent alignment, progress should be reviewed regularly so corrective actions can be taken as necessary to ensure that goals remain attainable.

Strong leadership is needed to create a performance management strategy that ensures alignment. Effective leaders get to know the entire operation inside and out, making them more likely to develop plans that resonate with all stakeholders. A lack of leadership and the absence of common goals create uncertainty about the objectives needed to advance the company, and such confusion can lead to paralysis. By developing a *three-year plan* that is open to frequent revision, leaders can facilitate the progress of a common vision and communicate it to attain alignment.

To ensure continuous alignment, leaders need to include *regular progress reviews*, discuss achievements, emphasize goal attainment for individuals and teams, and encourage *all employees*, especially top performers.

With an appropriate performance management strategy, *employee engagement* and *performance* can be measured. When employees have opportunities for ongoing learning and development, they can expand their skill sets in line with the clear strategy.

Continuous learning and development go *hand in hand* with performance management, and integrating these processes with business goals leads to *improved alignment*.

To improve performance management, companies often rely on *talent management software*, but that can't create a desired *performance-driven culture.* Creating alignment in performance management is a *people-focused problem* that needs a *people-focused solution*.

The goal of any company is to *attract*, *develop* and *retain* the talent needed to meet *current and future* business demands. To develop a successful TM strategy, leaders must align goals with employee performance management. With the proper leadership and plans in place, and TM software used to compliment such strategies, *alignment can be achieved*. Then the organization can benefit from a *high-performing workforce* well positioned to reach business goals. **LE**

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ACTION: Create a high performance culture.

Character Formation

Foundation of effective leadership.

by Gayle D. Beebe

I'VE SEEN MANY LEADers ruin their opportunities because of a moral failing. Sometimes *indiscretions*, *embezzling money* or *corrupt political practices* undermine confidence in a leader. But often, lesser evils cause the problem. The capacity to *develop character* will determine how well leaders achieve long-term, *sustainable success*.

Peter Drucker worked from a moral vision using the *mirror test*: Whom do you want to see in the mirror when you wake up in the morning—a morally upright and respected person or an individual devoid of a soul?

Drucker said there is no such thing as *business ethics*—we are either ethical or unethical regardless of the situation. He insisted that bedrock integrity is necessary for effective leadership.

Drucker believed *the greatest test of our integrity and character is the way we treat other people*. In *Management*, he writes, "They may forgive a man a great deal: incompetence, ignorance, insecurity or bad manners. But they will not forgive his lack of integrity." He thought a lack of integrity should disqualify anyone from leadership.

The formation of our character creates predictability, dependability and consistency. These qualities ensure that our leadership is reliable and motivates people to place confidence in us. *Our effectiveness as leaders is built on trust*. Although 75 percent of Americans admit they would lie, cheat or steal if they thought they could *get away with it*, leaders are on constant display and can't escape the spotlight and scrutiny.

Character is the foundation of great leadership success; when absent, it charts the path for colossal failure. Our beliefs, actions, self-reflections and corrective behaviors form our character. Leaders must develop *moral self-reflection* and *self-correction*. Our moral awakening often results from realizing *we're out of sync with our deepest convictions* and then *getting back on course* by elevating those convictions and pursuing our principles from a new perspective. We experience a *moral reorientation* by seeing present reality in a new light.

Once we see *how out of sync we are* and how much we need to improve our performance, we can engage in the sort of development that inspires people to follow us and rely on us. Our *strategies for success* and *recovery from failures* inspire people to trust us and give us the *moral authority* to lead well.

I've identified ***10 qualities*** that reflect the health and vitality of our character and odds of achieving *long-term success*.

1. Effective leaders lead from a foundation of integrity. Webster defines *integrity* as "Fidelity to moral principles, honesty, soundness, completeness." This means *being true to our word* and *avoiding false appearances*. As leaders, our lives are always on display. Hence, everything we do has to be above board and beyond reproach.

2. Effective leaders display wisdom and judgment. This inspires the trust and confidence of our board, associates and clients. As leaders, we spend more time achieving results through other people. *Technical competence* gets us the job, but *relational competence* helps us advance. We're hired for our abilities, but we advance because of our attitudes, behaviors and conduct.

3. Effective leaders absorb and undo the evil of others. This requires *maturity*. Making a *gracious* response to an *ungracious* person is a hallmark of character. Over time, an organization can develop *dysfunctional interpersonal dynamics*. Leaders bear the brunt of attacks targeted at the organization. Responding well requires *skill* and *insight*. *Reflection* and *discipline* equip leaders to discern the *real problem* and the *best response*.

4. Effective leaders work with understanding and respect for each member. The ability to identify, develop and celebrate the gifts of those who work for us shows integrity. To achieve quality, we must gain our employees' goodwill by enabling them to fully develop their capacities. Confidence in our gifts and abilities help us develop those we lead.

5. Effective leaders also work for the greater good, developing others. Some leaders use their positions to promote themselves, but *those who work for the greater good look out for the interests of the organization*. Our most satisfying work will *serve purposes greater than ourselves*. This is *work for the greater good*. Yet most cultural messages today are *self-centered* and *self-focused*. Through character formation, we can sublimate our own interests for the greater good and seek *results that benefit the company*.

6. Effective leaders are temperate in all matters. Leaders who show *moderation in all things*, including responses to renegade employees, don't overreact or create unnecessary crises. Restraints must be established—including policies, guidelines and plans that define reality and channel priorities and decisions. *Temperance* also includes a spirit of toleration that keeps leaders from retaliating and gaining a reputation for acting with contempt and disregard for people.

7. Effective leaders balance a confidence in their ability with humility in their approach. In *Good to Great*, Collins notes that *the most effective leaders have low ego needs* and find their greatest satisfaction in leading organizations to success. Being *confident in our ability* but *humble in our approach* requires us to celebrate the gifts of those around us and recognize that our fortunes could change anytime.

8. Effective leaders are calm, loyal, prudent and discerning. Excitable leaders often lack restraint. Associates lose confidence in leaders who can't control their emotions, knowing they could become targets of unprovoked attacks.

9. Effective leaders hire well, communicate clearly and trust the people they hire to achieve results. We trust leaders who trust us, communicate a compelling mission and vision, define measures of performance and tactics and strategies needed to achieve desired results.

10. Effective leaders balance concern for the overall welfare of their employees with the need to achieve positive results. Companies that go from *good to great* achieve sustainable success by balancing the need to achieve long-term results with care of their people.

As our leadership responsibilities increase, our character is tested in new and more intense ways. By engaging in the disciplines of the moral life, we can cultivate integrity that never wanes. LE

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ACTION: Cultivate these 10 qualities of character.

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