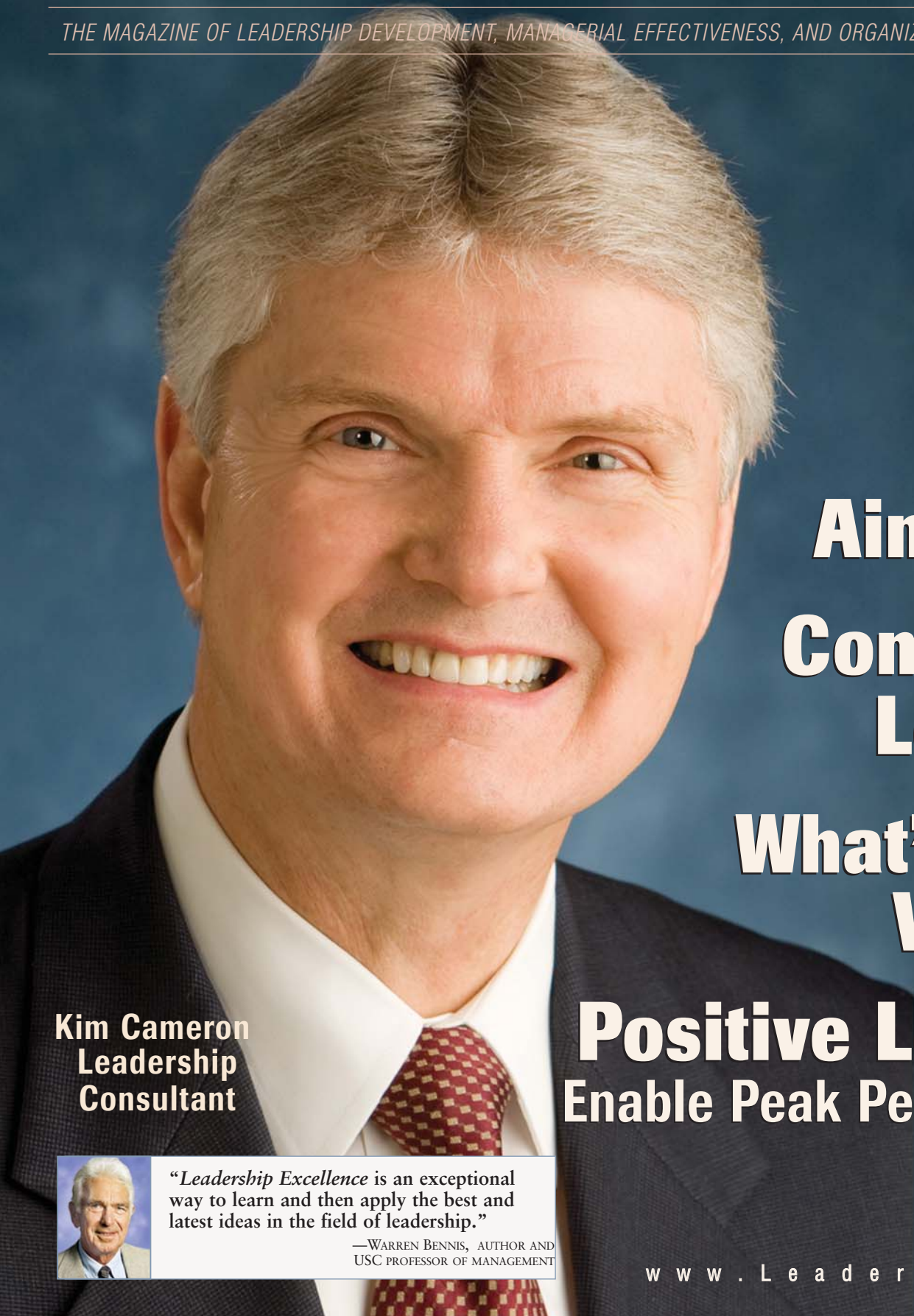


LEADERSHIP *Warren Bennis* Excellence



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

MARCH 2010



Aim 2010

**Convening
Leaders**

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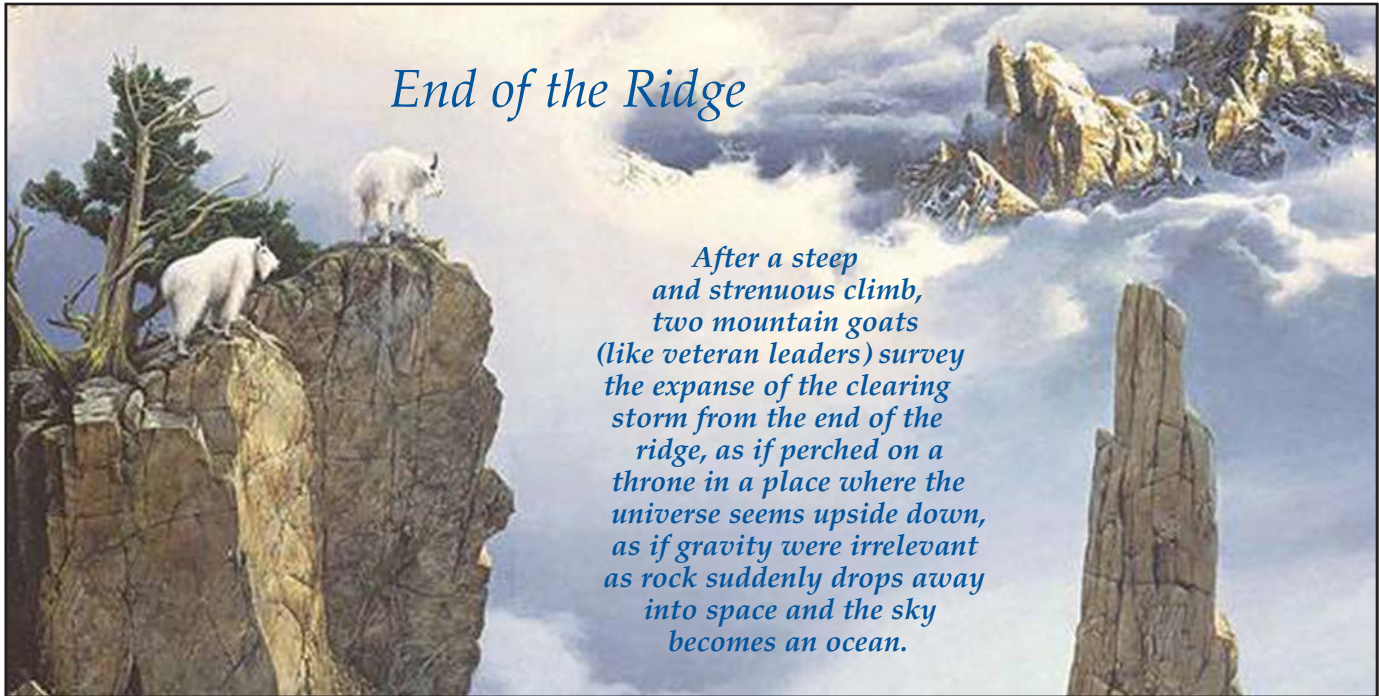
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Warren Bennis



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VOL. 27 NO. 3 MARCH 2010



End of the Ridge

After a steep and strenuous climb, two mountain goats (like veteran leaders) survey the expanse of the clearing storm from the end of the ridge, as if perched on a throne in a place where the universe seems upside down, as if gravity were irrelevant as rock suddenly drops away into space and the sky becomes an ocean.

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State of Leadership

Focus and build on the positive.



by Ken Shelton

TAKING A CUE FROM *KIM Cameron* on the supremacy of positive leadership (see his excellent article in this issue on page 8), I venture to evaluate the current state of leadership and leadership development (LD).

First, let's note that the LD field is only about 26 years old, dating back to 1984—the time when internal trainers and a few external consultants (*Peters, Covey* and *Blanchard*) realized that the development of leaders needed to be more of a designed, systemic, and sustained effort that delivered measurable business results. Yes, there was LD happening earlier, but it was hit and miss.

Coincidentally, this 1984 date coincides with the launch of *Leadership Excellence* magazine (we've published LE every month since May 1984) and mirrors the title of the classic novel 1984 by *George Orwell*—a book about the totalitarian regime of the Party, an oligarchical collectivist society where life in the *Oceanian* province of *Airstrip One* is a world of perpetual war, pervasive government surveillance, public mind control, and the voiding of citizen rights. In the *Ministry of Truth*, protagonist Winston Smith is responsible for perpetuating Party propaganda by revising historical records to render the Party omniscient and always correct, yet his meager existence disillusions him into rebellion against *Big Brother*, which leads to his arrest, torture, and conversion.

The terms *Big Brother*, *doublethink*, *thoughtcrime*, *newspeak*, and *memory hole* have since become bywords for personal power and privacy lost to the state. Newspeak language says the opposite of what it means by misnomer; hence, the *Ministry of Peace* deals with war, the *Ministry of Love* deals with law.

Like many *Newspeak* words, the keyword *blackwhite* has two mutually contradictory meanings. Applied to an opponent, it means the habit of impudently claiming that black is white, in contradiction of the plain facts. Applied to a Party member, it means a loyal

willingness to say that black is white when Party discipline demands this. But it means also the ability to believe that black is white, and to know that black is white, and to forget that you ever believed the contrary. This demands continuous alteration of the past, made possible by *doublethink*—the power of holding two contradictory beliefs in mind simultaneously, and accepting both of them.

Authentic leaders cut through and debunk doublethink, not parrot or perpetuate it. Developing such leaders is problematic within the prevailing system, unless the culture is one of straight talk and walk—relatively free of double think and speak.

Reconnecting with Covey

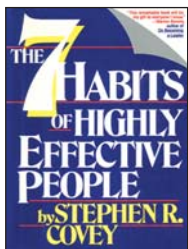
In San Diego on Feb. 1, I attended the *Training 2010* conference and there met with



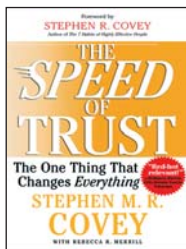
Stephen Covey



Stephen M.R. Covey



7 Habits



Speed of Trust

my old friend and mentor *Stephen R. Covey*, who I served from 1983 to 1995 as a ghost writer, editor, and agent. He and his son, *Stephen M.R. Covey*, presented back to back as keynote speakers. Clearly this is a father-son team—the similarities are unmistakable—and yet each has his own voice and personality.

I suspect that the State of Leadership—in America or anywhere else—depends on such intergenerational connections and the recognition that at the end of the day we are all *interdependent members of a larger community*.

Hence, I lead this issue of *LE* with *Peter Block*—the original voice on convening and building community. He says that he is seeing groups of local people coming together to pursue a common calling. “They have the courage to discover their way—to create a culture made by their own homemade visions, which are often undermined by corporate, academic, governmental and professional institutions. Such organizations say to us, “You are broken—we will fix you.”

Moral: As Covey noted in *Habit 1* of his *Seven Habits*, you and I need to be *proactive* in own our development as citizen leaders. LE

Ken Shelton
Editor since 1984

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Full view of table of contents art.



Dr. Martin Luther King portrait, page 10,
© George Mandus

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Convening Leaders

They are social architects first.



by Peter Block

TRANSFORMATIONAL leadership is about intention, convening, valuing relatedness, and presenting choices. It is not a personality characteristic or style; thus, it requires nothing more than what we already have.

We can stop looking for leadership as though it were scarce or lost, or it had to be trained into us by experts. If our traditional form of leadership has been studied for so long, written about with such admiration, defined by so many, worshipped by so few, and the cause of so much disappointment, maybe we should *stop doing more of all that is not productive*. The search for great leadership is a prime example of how we too often take something that does not work and try harder at it.

I propose reconstructing *leader* as *social architect*—not leader as special person, but leader as a citizen willing to do things that initiate something new. In this way, leader belongs right up there with cook, carpenter, artist, and landscape designer. It can be learned by all of us, with some teaching and an agreement to practice—the ultimate do-it-yourself movement.

Community building requires a concept of *leader* as *one who creates for others experiences that are examples of our desired future*. The experiences we create need to be designed in such a way that relatedness, accountability, and commitment are every moment available, experienced, and demonstrated.

This “relational leadership” concept means that in addition to embracing our humanity, our core task as leaders is to create the conditions for engagement. We do this through the power we have to name the debate and design *gatherings* (not *meetings*). Most people don’t like meetings—for good reason.

Meetings are designed to explain, defend, express opinions, persuade, set more goals, and define steps—producing more of what currently exists. Such meetings either review the past or embody the belief that better planning, better managing, or more measurement and prediction can create an alternative future.

Engagement Is the Point

Leadership begins with seeing that every gathering is a chance to deepen accountability and commitment through engagement. It doesn’t matter what the stated purpose of the gathering is. Each gathering serves two functions: to address its stated purpose, its business issues; and to be an occasion for each person to decide to become engaged as an owner. The leader’s task is to structure the place and experience of these occasions to move the culture toward shared ownership.

This differs from the conventional belief that the task of leadership is to set a vision, enroll others in it, and hold people accountable through measurements and rewards. Most current leadership trainings assert: 1) top lead-



ers are essential—they are role models who must possess a special set of personal skills; 2) the task of the leader is to define the destination and the blueprint to get there; 3) the leader’s work is to bring others on board—enroll, align, and inspire; and 4) leaders provide the oversight, measurement, and training needed (as defined by leaders).

These beliefs elevate *leaders* as an *elite group*, singularly worthy of special development, coaching, and incentives. All of these beliefs have face validity, and unintended consequences. When we are dissatisfied with a leader, we simply try harder to find a new one who will perform more perfectly in the way that led to our last disappointment. This creates a level of isolation, entitlement, and passivity.

The world does not need leaders to better define issues, or orchestrate better planning or project management. What it needs is for the issues and the plans to have more of an impact, and that comes from citizen accountability

and commitment. Engagement is the means through which there can be a shift in caring for the well-being of the whole, and the task of leader as convener is to produce that engagement.

The task of leadership is to provide context and produce engagement, to tend to our social fabric. The shift is to see the leader as one whose function is to engage people in a way that creates accountability and commitment.

In this thinking, we hold leaders to three tasks: 1) create a context that nurtures an alternative future—one based on gifts, generosity, accountability, and commitment; 2) initiate and convene conversations that shift people’s experience, which occurs through the way people are brought together and the nature of the questions used to engage them; and 3) listen and pay attention.

Convening leaders create and manage the social space within which citizens get deeply engaged. Through this engagement, citizens discover that it is in their power to resolve something or at least move the action forward.

Engagement, and the accountability that grows out of it, occurs when we ask people to be in charge of their own experience and act on the well-being of the whole. Leaders do this by naming a new context and convening people into new conversations through questions that demand personal investment. This triggers the choice to be accountable for things over which we can have power, albeit little control.

I add *listening* to the critical role of leadership. Listening may be the single most powerful action the leader can take. Leaders will always be under pressure to speak; but to build social fabric and sustain transformation, listening becomes the greater service. Such leadership—convening, naming the question, and listening—is restorative. It produces energy, rather than consumes it, and creates accountability as it confronts people with their freedom. In this way, engagement-centered leaders bring kitchen table and street corner democracy into being.

As citizens, we have the power to create a complete life and an abundant community. We are the architects of the future in which we want to live. *The good life* can’t be provided by corporations or institutions. No great executive, central office, technical innovation, or long-range plan can produce what a community can produce. **LE**

Peter Block is the author of Community and a new book with John McKnight, The Abundant Community (Berrett-Koehler). Visit www.PeterBlock.com or email contact@peterblock.com.

ACTION: *Become a convening leader.*

Inspire Customers

With convenience and economy.



by James Champy

CONVENIENCE AND economy are not mutually exclusive.

When delivered together, customers are presented with a value proposition that keeps them coming back for more.

Companies that have grown 15 percent a year for the past three or more years share a set of traits: company-wide ambition for steady growth and stellar performance; intuition valued above tradition; focus on markets the company can serve best; decisions driven by customer needs; risk calmly accepted as necessity; innovation viewed as everyone's business; behavior governed by culture, not imposed by rigid rules; and, work is taken seriously but is nearly always fun.

Meet *Zipcar*, the leading car-sharing service in the world. More people will pay a premium for genuine ease of use, as the expanding car-sharing field attests. But Zipcar leads the field because it engages with customers by delivering convenience that saves them money. The 65 percent of Zipcar users who decide against buying a car in the first place, or who end up selling the cars they had, save an average of \$500 a month compared to car owners—and they can still drive whenever and wherever they want.

Zipcar has a quarter million card-carrying members (Zipsters) and 5,000 automobiles in 13 major urban markets. Since its merger in 2007 with Flexcar, it towers over the other 30 U.S. competitors in the car-sharing field. Its basic appeal is this: For an hourly charge of about \$10, members can easily get a car when they need it without having to deal with the problems of automobile ownership.

Zipcar leads the car-sharing field by knowing the rules of engagement.

- **Go beyond convenience and layered benefits.** A strategy of convenience might be insufficient to secure customers and keep them engaged. Customers are fickle and always want more. But convenience becomes a powerful proposition when combined with economy. Zipcar saw the benefits of

car-sharing for urban Americans and provided an economical solution to such problems as high cost of ownership, aggravation of traffic congestion, and danger of environmental damage.

- **Know what convenience means to your customers.** Know how your products or service will fill a customer need. And what works for one group of customers might not work for another. You might need to use market segmentation, which Zipcar achieved with its zone marketing. And if you are borrowing something already in use elsewhere, make sure you adapt it to fit the realities of your own market. Zipcar's founders knew going in that American customers would want 24/7 service and wouldn't walk as far as Europeans do to pick up their cars.



- **Push the product or service proposition as far and as fast as you can.** Incrementalism doesn't work when using *convenience* and *economy* to engage customers. Zipcar built the most advanced technology to enable customers to reserve a car, locate it, unlock it, and drive it away without hassles. Customers don't worry about insurance, maintenance, depreciation, or parking fees; even gas is paid for with the Zipcar credit card. The cars are equipped with XM satellite radios and a voice-mail system to report problems. Simple pricing structure makes it easy to gauge the cost of using a car before you drive away.

- **Economy shouldn't mean no choice.** Customers want to pay less while wanting more. Zipcar manages to deliver convenience for less, but it's also learned how to deliver more choice. Customers can choose from more than 25 models to rent by the day or the hour. Separate plans are available for frequent users

and occasional customers. The key to achieving economy is to have an efficient delivery model. Few people run the Zipcar business, and customers gladly do much work themselves. An efficient business model also helps you direct money to where it counts—such as convenience and choice.

- **Identify potential customers and find a way to tell them what you can do for them.** For Zipcar, this effort began with a demographic study of neighborhoods and expanded to concentrate on reaching customers where they lived—not by scattershot advertising, but with targeted brochures, posters, handouts, and individual marketing efforts. Such guerrilla marketing has helped many companies to succeed and prosper.

- **Broaden the use of the product or service by engaging with new customers who don't overlap your current market.** A proposition that has great appeal and sustainability can find its way into multiple markets. Zipcar's cultivation of corporate members attracted much-needed weekday customers who put the cars to use for more hours each day without cutting into individual member use at night and on weekends.

- **Look for natural allies who will benefit from your success or who can use your product or service for their own benefit.**

Going to market with a good business partner that shares your interest can accelerate growth. City governments saw the potential that Zipcar offered to ease congestion and parking problems, so cities have made it easier for the company to operate. Meanwhile, more than 120 college campuses, clogged by students' cars, have welcomed Zipcar service as an alternative to adding costly new parking spaces. And, through a partnership, IKEA subsidized a 30 percent discount on its co-branded Zipcars to reward customers and make it easier for them to visit IKEA stores. But you need to take the initiative. None of these natural allies leapt to Zipcar's aid until Zipcar showed them how they could profit from the alliance. Always select allies whose business and social interests are aligned with yours.

By understanding its core users and providing them with plenty of cars in convenient locations as a cheaper and more flexible alternative to traditional car rental, Zipcar has zoomed past its competitors to become a leader. **LE**

Jim Champy is head of strategy and chairman of consulting for Perot Systems and author of Reengineering the Corporation, Outsmart! How to Do What Your Competitors Can't, and his latest, INSPIRE! Why Customers Come Back (FT Press). Visit www.JimChampy.com.

ACTION: Deliver convenience and economy.

Mojo and You

Fire on all cylinders.



by Marshall Goldsmith and Patricia Wheeler

A FEW YEARS AGO, I ATTENDED A GIRLS' basketball game with my friend Mel and his family. His daughter Chrissy was the point guard for her high school team's championship game. In the first half, Chrissy and her teammates could do nothing right. As they headed to the locker room at halftime, they were down by 17 points, their shoulders were stooped, and I could see a couple of teammates arguing with each other.

But when they returned from halftime, the tone of the game changed. In the first half, Chrissy's team had been confused; now they were prowling the court with a renewed sense of urgency and a little more swagger. You could see it in their eyes, and it was evident in their play. Mel turned to me and said, "We'll win this game."

You could see the change come over the other team as well. While in the first half they were operating in a smooth flow as they built up an enormous lead, now they were tense, bickering with each other, whining about the referees, and turning more frequently to the bench, where their coach was gesturing wildly and trying to settle them down.

Chrissy's team did, in fact, go on to win the game. Who can say why each team emerged from halftime with a different attitude? What I remember most about the game was the moment when Mel turned to me and we both knew that Chrissy's team would do just fine. We felt it, and our natural response was to stand up and cheer.

The Mojo Moment

That moment is the condition I call *Mojo*—the moment when you do something purposeful, powerful, and positive, and the rest of the world recognizes it. Mojo is about that moment—how you can create it, maintain it, and recapture it when you need it most once again.

Mojo is when you're firing on all

cylinders, and everyone in the room senses it. My definition of Mojo spins off from the great value I attach to finding happiness and meaning in life. Mojo plays a vital role in our pursuit of happiness and meaning because it is about achieving two simple goals—loving what you do and showing it. Mojo is that positive spirit toward what we are doing now that starts from the inside and radiates to the outside.

To attain Mojo, consider what you can start doing to achieve more meaning and happiness in your life. That's the Mojo payoff—more meaning, more happiness. It's not just for organizational leaders; it's for all of us, and it applies to all aspects of our lives—since people with high Mojo at work tend to have high Mojo at home.

I'm often asked, "What one quality differentiates successful people?" My answer is always the same: Truly successful people spend a large part of their lives engaging in activities that simultaneously provide meaning and happiness. In short, they have Mojo.

The only person who can define



meaning and happiness for you is you! Look around. Circumstances have changed. Once secure individuals and mighty organizations are now vulnerable. And the challenges in our society bleed into our personal lives. Professionals are working longer hours and feeling more pressure. With technology that keeps us connected 24/7, the boundaries between professional and personal, work and home blur. The quest for meaning and happiness becomes more challenging, and yet more important. Now, it's crucial to find ways of getting and keeping your Mojo.

Be the CEO of Something

Imagine a company in which everyone is the CEO. This is the philosophy of *Marc Pincus*, CEO of leading internet gaming company *Zynga*. Pincus is an advocate of people who want to stand out, be visible, and stand for something. We've all seen talented

teams come into a game and play "not to lose" as opposed to teams that show up, take risks, and play to win. And, it is often the difference between success and failure.

Pincus encourages others to unleash their inner CEO by putting sticky notes all over a wall, with every team member's name on one, and challenges each person to declare what they are "CEO of" within the company. Then each person takes ownership of an area and becomes the "go-to person" for leading the charge.

This approach fosters ownership and accountability on everyone's part. Most people truly want to be on a path that challenges and excites them. And it's essential to differentiate people who are motivated, passionate, and engaged—those who truly want to move the ball down the field and win for their team, people who have *Mojo*, that positive spirit toward what we are doing now that starts from the inside and radiates to the outside, the desire to actively create value and to spend time in meaningful ways.

I (Pat) recently coached a delightful, energetic bank officer in her 20s contemplating her next career move. She excitedly told me of two opportunities within her company representing different career paths, each with advantages and challenges. She asked my advice on how to choose between paths. I asked her to think several years down the road in her career and imagine what challenges she would face in each role, and where each path might lead. I also asked her what gives her the greatest satisfaction and contribution in her role and in her life so far.

In so doing, she refined her sense of what it is about each path that excites her and how each may enhance her ability to create value (what gets her Mojo working). She then interviewed her interviewers, taking an active role in searching for her best next step toward a work environment that enables her to be a "CEO of something."

This sense of involvement, of being part of something meaningful, keeps you moving forward as you navigate a world filled with complexity, churn, and uncertainty. Ask yourself what you're the CEO of in your role, and identify those experiences that keep you engaged and excited. LE

Marshall Goldsmith is author of *What Got You Here Won't Get You There*, and *Mojo: How to Get It, How to Keep It, and How to Get It Back When You Lose It!* MarshallGoldsmithLibrary.com. Patricia Wheeler is an executive and team coach and Managing Partner in the Levin Group. Patricia@TheLevinGroup.com.

ACTION: Exercise your mojo on the job.

What's Your Vision?

Put passion and meaning into it.



by Tara Jones

HOW MANY PEOPLE could state your company's vision with accuracy, without hesitation, and with enough passion and belief to inspire others to be excited and motivated to work toward it? It is not enough to be able to recite a vision—it must be lived in a way that enables you to achieve it.

How can you make your vision compelling and come alive so that it focuses your people's energy toward creating a desired future? Creating a vision that inspires everyone to deliver extraordinary performance is difficult. Underestimating the challenge is a common pitfall among leaders who then make mistakes at each of three key stages of the visioning process: creating, sharing, and living the vision.

- **Creating the vision.** Leaders create a vision in isolation. The Board lock themselves away behind closed doors. They fail to involve the people they intend to inspire and motivate. Leaders fail to ensure the alignment of the vision with the organization's shorter term goals and aspirations. The vision is so far into the future that people feel it has little relevance to their day-to-day work and lose interest in it.

- **Sharing the vision.** Leaders unveil a vision at a launch event. The newly-branded vision is then distributed in the form of wall posters, mouse pads, screen savers, and banners. People do not feel connected to the vision; it is meaningless to them. Ultimately, they criticize and ridicule the vision. Leaders do not talk passionately about the vision, failing to conjure up the emotion and feelings that will engage their people. The vision is communicated by leaders in a transactional way, as a set of clinical statements about conquering the market sector. This lacks the emotional connection that will transform behavior and ignite the desire to turn the vision into reality.

- **Living the vision.** Leaders fail to walk the talk; their actions are incongruent to the vision they espouse. They forget about their visibility, and how everyone is watching their every move and

listening closely to their every word! Leaders fail to ensure that performance measures are linked to the vision. Goals are set, yet the leaders rarely define how they will help achieve the vision. Employees are unclear about how they are contributing to the vision, rendering it meaningless to them.

Why Is a Vision So Important?

Since creating, sharing, and living the vision in a way that maximizes impact is challenging, is it worth all the effort? Visions predict employee commitment to the organization, an emotional bond that propels people into action, and predict performance. Further, visionary leadership predicts various positive outcomes, including individual and team performance,



employee satisfaction, trust in the leader, and employee motivation. The second-highest requirement of a leader is that he or she be forward-looking.

You need to get your vision right! But what does *getting it right* mean?

Let me tell you about my observations and experiences of two companies—one where the vision had a negative impact, and one where the effect was positive—to highlight the key requirements of getting the vision right.

In the first company, rather than galvanize its people in a motivating way, the visioning process de-motivated them. The company, a large retail organization, had recently made an acquisition. The acquiring company was conservative, traditional, autocratic, and slow in decision-making. The organization being acquired was progressive, collaborative, fast-moving, and innovative. The leaders knew they had to develop a compelling vision

that would bring everyone together and harness their energy.

They made two big mistakes. First, the Board created the vision in isolation rather than consult with people in both companies. And the Board was primarily comprised of members of the acquiring company. The resulting vision was biased toward the acquiring company. Hence, the new vision de-motivated those from the acquired company who felt that their success, philosophy, and approach had been ignored. They became less committed. The resulting reduction in morale and engagement, which in turn lead to more turnover of high performers from the acquired company, hurt performance. By failing to integrate the successes of both companies, the new Board lost many of the great people and things that had made the acquired company so appealing.

The second mistake they made was to communicate the vision solely through one-way *town hall* speeches, at which a Board member presented the vision passionately, but in a prepared and polished way. In the Q & A session, many employees felt uncomfortable asking questions, and so left feeling unclear about the message, how the vision was to be lived, and how things would be different. The Board had not allowed people to discuss and make sense of the vision and what it *really* meant to their day-to-day work life.

An example of getting it right can be found in a global financial institution that had just undergone a restructure, resulting in much uncertainty and ambiguity. The senior leadership team (SLT) recognized the need to update their vision to provide a future view which would re-engage their people and restore belief in the company. The SLT ran focus groups comprised of people from various levels to understand employees' opinions about the direction the organization needed to go, the future they hoped for, and the type of place they wanted the company to be. Armed with this information, the SLT generated a compelling vision that captured the hopes of employees.

They then shared the new vision in a way that engaged the employees and minimized their uncertainty and ambiguity. The SLT delivered the usual *road shows*, but also ensured that employees attended mini-workshops in which the SLT shared their understanding of the vision, and explained what it meant to them and how people could see how the leaders' new behaviors aligned to the vision. These sessions enabled employees to make sense of the new

vision, in an environment clearly supported by the leaders; their commitment to the vision was clear. People understood where the vision came from, how others interpreted it, and what it meant to them individually.

The SLT also described how the goals and performance measures related to the vision. Employees asked how these new performance expectations aligned to and supported the new vision. They had the chance to make sense of the vision and gain clarity about the direction, relate it to their job, clearly see what was expected of them and their performance, and have the tools to achieve those performances.

Going forward, the vision was kept alive through continual reference in communications and in team meetings. The high engagement ultimately increased productivity and profitability.

Making Your Vision Work

Here are **10 rules** to follow in creating, sharing, and living your vision:

1. Create a vision you believe in and that excites *you*. If it doesn't excite you how can you excite others with it?
2. Consult as many people from different parts of the business as possible to ensure that everyone feels *connected* to the vision and *responsible* to achieve it.
3. Learn what motivates your people. Listen to what frustrates and excites them. Ensure the vision taps into these motivations for people to feel a connection to it.
4. Ensure there is clear alignment to KPIs, to performance management systems, and to all processes that will support the achievement of the vision.
5. Communicate the vision in a compelling way that leads people into the future, but is connected deeply with and values past and present successes.
6. Tell stories to bring the vision alive in a compelling and engaging way.
7. Ensure the vision is clear and simple. Use imagery to paint a picture of what the future will look like.
8. Give your people a chance to make sense of the vision and what it means to them so they can make it their own.
9. Live the vision; allow your passion for the vision to ooze out of you.
10. Align your behaviors with the vision; if you can't step up your performance, how can you expect others to?

Now you have the key elements at each stage of the visioning process to make your vision successful. **LE**

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ACTION: Put passion and meaning into your vision.

Aim 2010

Heed six words.



by Tom Peters

BY AND LARGE, WELL employed Americans are still “spoiled brats” who live high off the hog. And for all the Great Recession’s pain, it’s hard to feel sorry for us. Then there are those in rich countries who are on the short end of the stick, and there are many millions of these folks. Then there are the billions who live at or below subsistence—and millions more trapped in wars and natural disasters.

Heed Six Words

In my own *Group 1 World*, six words are on my mind lately—and these words have high relevance for all leaders.

The single word most on my mind is *Resilience*. I expect my computer to work—and the rest of my electronics as well. I expect my car to start—and for gas to be plentiful. I expect safe food. I expect my two stepsons to make it home for holidays. I’ve got a generator for the farm house that I bought in a super-cautious moment and a six-month supply of meds that my doc suggested. I spent two years in Vietnam. But I’m soft. I expect everything I need to work, and even small disruptions piss me off. I have no plans to become a survivalist—though my Vermont farm is a good place to be in that regard. But I do plan to think about “it” a little more than I have.

As I said, I planned to write about resilience even before the Christmas day terrorist scare. Namely because, as I parse the evidence as a non-expert, I think the odds are high that the next 10 years will bring a major terror event, maybe another financial crash. So, I call for resilience.

The second word on my mind comes from writing my new book. It’s largely about *thoughtfulness* and *civility*. I think *thoughtfulness-civility-grace-decency-kindness-appreciation* pays off—Big Time—on the bottom line. And I think it pays off when you look in the mirror or raise your kids. And, I think it’s directly related to

resilience—that is, going gently in the world serves the community and keeps the heat (emotional reaction to tough news) a little lower.

The third word is *service*. In my new book I call leadership a *sacred trust*, and I think it is. To steal shamelessly from Robert Greenleaf, I am a keen fan—an adherent of servant leadership. Leaders work for those who report to them—not vice versa.

Word four: *contribution*. We *Group 1-ers* simply have an obligation—a pressing obligation—to give back and lend a helping hand. I live in an other-than-high-wage community, and I deeply appreciate the enormous amount of time and energy my wife is contributing as Board leader of our local daycare center. (This is hardly her first major act of community service-leadership; it’s simply the one most on my mind at the moment.)

Contradicting to some extent my *Group III* mention, I am a strong adherent, assuming you’re not Bill Gates, of supporting (time, money) local efforts where you can have direct impact. (Perhaps from local “fanatic” service will grow the desire to expand the stage on which you and your team now work.)

Word five is *learning*. The best way to stay fresh and vibrant, and thence useful, in my opinion, is to seek new experiences and learning opportunities. Like all of these words, learning takes thoughtfulness (planning) and work—though presumably this work, in every case, should largely be an act of joy.

The final word is my old friend—*Excellence*. I never get tired of it, and I hope you don’t either. It’s a wonderful standard, a wonderful aspiration, a wonderful way of life.

Focus on These Six Words

So my Aim 2010 is to focus on these six words: resilience, thoughtfulness-civility, service, contribution, learning, and excellence. I suggest that all leaders do the same.

Doing so hardly solves major and immediate problems, and for that I apologize. In any event, may your year—and better yet, your decade—be one of peace and health and energetic engagement and exploration. **LE**

Tom Peters is president of The Tom Peters Company. Visit www.TomPeters.com.

ACTION: Work these words into your vision.



Positive Leaders

They enable peak performance.



by Kim Cameron

POSITIVE LEADERSHIP EN-ables extraordinarily positive performance by emphasizing what elevates individuals and systems (not only what diminishes them), what goes right (not only what goes wrong), what is life-giving (and what is life-depleting), what is experienced as good (not only what is bad or arduous), what is inspiring (and depressing), and what produces positive deviance (not negative deviance).

Organizations are designed to foster stability, steadiness, and predictable performance. Positive leadership, on the other hand, enables performance that is unexpected, spectacular, and extraordinary—that deviates positively from the norm and fosters high aspirations. It is more than just being *inspirational* or *charismatic*—it enables extraordinary performance.

Many leadership strategies facilitate positive deviance, but here I focus on four that are seldom developed as part of leaders' repertoires:

1. Positive climate. In such climates, positive feelings and interpretations predominate over negative ones; leaders affect climate as they induce, develop, and display positive emotions. Inducing positive emotions enlarges cognitive perspectives and enables people to attend to more information, make richer interpretations, and experience higher *creativity* and *productivity*. Mental acuity, behavioral competence, physiological resilience, and positive deviance all are elevated.

To promote a positive climate, foster three positive emotions:

- **Forgiveness.** Forgiveness is relevant when harmful or hurtful events occur—for example, downsizing, difficult union negotiations, or embarrassing mistakes. Forgiveness can be enhanced when leaders acknowledge the harm or injustice, associate it with a higher purpose, provide support to members, and make clear that *human* concerns are as important as *organization* concerns.

- **Compassion.** Enabling compassion means noticing colleagues who need help, legitimizing the expression and collective emotion, and organizing col-

lective responses where organized action is taken to foster healing and restoration.

- **Gratitude.** Physiological health, cognitive functioning, and performance at work are higher when gratitude is fostered through distributing gratitude cards, acknowledging successes and good things each day, gratitude visits, and keeping gratitude journals.

2. Positive relationships. Uplifting connections associated with interpersonal interactions boost personal physiological health, emotional well-being, and work performance. People who experience positive relationships have lower blood pressure, less stress and depression, longer lives, and fewer illnesses. They are much happier with their lives, and their performance, productivity and quality are enhanced.

Positive leaders often use two key strategies to foster *positive relationships*:

- **Positive energy networks** show the relationships of people based on the extent to which they energize (or de-energize) one another. Positive energizers create and support vitality in others; high-performing organizations have three



times more positive energizers.

Positive energy is enhanced by modeling positive energy and by recognizing and rewarding positive energizers.

- **Fostering a strengths focus** means that leaders identify and build on people's strengths and talents by giving them a chance to do what they do best, learn from successes, and celebrate the positive more than correcting the negative.

3. Positive communication. This occurs when affirmative and supportive language replaces negative and critical language. To motivate team performance, the ratio of positive comments to negative comments must be about 5 to 1. Positive leaders are far more complimentary and supportive—not Pollyannaish or saccharin sweet—but negative feedback is always couched in a context of positive.

Positive leaders enable positive communication by using two levers:

- **Reflected best-self feedback process** asks individuals to identify 20 acquaint-

ances and ask them to write three stories in response to the question: "When you have seen me at my best, what unique value did I create?" The 60 resulting stories identify the behavioral strengths and unique talents of the person. These are then crafted into a best-self portrait. The result of this strengths feedback is positively deviant performance.

- **Supportive communication** is useful when delivering corrective, critical, or negative feedback. Describe a situation (rather than evaluating it); identify objective consequences or personal feelings about it (rather than blaming); and suggest acceptable alternatives (rather than arguing about who is right or at fault). This enables you to deliver critical or disapproving messages while strengthening the positive relationship.

4. Positive meaning. People associate one of three kinds of meaning with their work—work is a *job*, a *career*, or a *calling*. Those who see work as a *job* do their work primarily for financial or material rewards. Those with a *career* orientation are motivated by success, achievement, and visibility. People who feel their work is a *calling* associate intrinsic benefit, the greater good, and profound meaning in the tasks. A calling orientation is linked with positive outcomes and superior performance.

To enable positive meaning and a sense of calling, use these strategies:

- **Contribution goals.** Goals tend to focus on either personal achievement or contribution to others. When contribution goals predominate, the meaningfulness of work—along with the performance—is much higher.

- **Articulating of a vision of abundance.** This emphasizes what is important beyond individual goals, and what multigenerational effects or broader impact can be created in the future. This vision is not merely an *aspirational proclamation*, but its impact comes from centering on the highest human attributes and potentials and on the benefits to a broader constituency.

Positive leadership is associated with extraordinarily positive outcomes. Although leaders must constantly address threats, problems, and challenges, positive leaders engender that which is life-giving, elevating, and virtuous by enabling a positive climate, positive relationships, positive communication, and positive meaning—resulting in positively deviant performance. **LE**

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ACTION: Create a culture of positive leadership.

Self-Development

Learn from Peter Drucker.



by Bruce Rosenstein

IF AS A LEADER YOU ARE to model best behaviors and best practices, paying attention to your self-development is crucial. No one addressed personal growth for knowledge workers better than Peter Drucker, whose centenary was marked in 2009. Drucker believed that the person who best helps develop other people is one who best develops himself or herself.

People most associate Drucker with business and management, but his work extended beyond those areas. He wrote about *self-development* for more than 50 years. In 20 years of serious study of Drucker, I've seen how relevant his ideas on self-development are to leaders.

Central to taking advantage of Drucker's ideas about developing yourself is to design a diversified, multidimensional life with fulfilling work and satisfying personal relationships. But you must put in considerable thought and effort, as Drucker did in his own remarkable life. He died in 2005, at 95, after a highly productive 70-year career as a writer, consultant, and teacher. In 2002, he was awarded the Presidential Medal of Freedom, the nation's highest civilian honor. Even though he was long at the top of his various fields, he never stopped learning and trying to improve himself. For instance, for many years, he kept to a regimen of three years of self-study on a chosen topic. In later years, he shortened it to three months.

Consider these 10 ways to develop a multifaceted life:

1. Focus on achievement. Continuous improvement leads to excellence through self-motivation and self-direction. Focus on what you can do in any given situation, rather than on what you can't do, or aren't allowed to do. Drucker told me that if you focus on achievement and leaving something behind of value, you will never be finished with worthwhile things to do. And if your motivation wanes, just think of what tasks need to be done, rather than what you want to do, or what is easiest.

2. Contemplate and reflect. Make time outside of work hours for periodic focused thought about your life and career. Drucker did this each summer, and said he was continually surprised at how things turned out differently each year from the way he thought they would go. "Every year," he told me, "the things that worked are not the things I expected to work. And the things I expected to work are at best not failures. And every year I redirect my priorities as a result of that test and a year later find out that I have not lived up to my priorities but have done something quite different."

3. Practice systematic abandonment. Look for activities inside and outside of work that can be eliminated to make way for something more fruitful. Aim to increase activities within your core



competencies (your *areas of excellence*), or that would contribute to your legacy. But beware: you may have to give up some activities you enjoy doing.

4. Get outside your four walls. Make the most of leisure opportunities. You might deepen your experience by taking formal lessons or classes. Drucker incorporated his love and appreciation for art, literature, and music into his life. The people you meet in these endeavors are likely to be different from the ones you associate with in your job, and will broaden your perspective.

5. Develop a parallel career. Start planning this type of career, no matter how well your work life is going. Things can change instantly, and your parallel career (such as teaching, writing, or working in a nonprofit organization) can make all the difference if you experience a layoff or another personal or professional setback.

6. Volunteer. Volunteering will add new meaning to your life, as well as

new challenges, new people, and different types of leadership opportunities. If you are not sure how to get started, check the Web for everything from local volunteering agencies to Craigslist. Drucker had a simple observation for finding these opportunities: look for an organization that represents a cause you believe in, and then make yourself useful to it.

7. Become a mentor. Drucker wrote eloquently on the benefits of mentoring, both for mentor and mentee. This is also a way to recognize and pay back the mentors who have guided you. There are mentoring possibilities in workplaces as well as within professional organizations.

8. Learn how to learn. When it's vital to learn something, stop to think about how you go about it. Do you learn best by reading, writing, listening, teaching others, or a combination of some or all of these methods? Drucker said most people don't go through this exercise. He said one of the reasons he liked teaching was because that was one of the ways he learned the best.

9. Become a teacher. Drucker believed that no one learns as much as the person who must teach his subject. Consider getting into teaching, not necessarily as a career, but either as a volunteer or as an adjunct professor. A valuable prep exercise to get you started is a "guest lecture," in PowerPoint or some other organized form, based on the work you do, for an imagined course on your subject. If you were to speak for 30 minutes, what would you tell the class about how your work is done and how you would prepare for it?

10. Take the self-management challenge. Go into personal diversification with your eyes open. Think about whether or not you'll dilute your strength by branching out into other areas of life. You will have to practice effective time management to incorporate new activities and people. Recall past setbacks past and extract lessons

Not everything can happen at once, and not all of these items will make sense for you. Drucker believed that underlying your development was a sense of integrity. He wrote, "The one quality demanded of you will not be skill, knowledge, or talent, but *character*."

Developing yourself in a multidimensional manner would be a fitting way to honor Peter Drucker's life and legacy. LE

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ACTION: Create a personal development plan.

Leadership Lessons

Learn from Martin Luther King, Jr.



by Michael Hyatt

MARTIN LUTHER KING, Jr. was one of the greatest leaders we've known. His 18-minute *I Have a Dream* speech is profoundly moving. While the speech is a masterpiece of rhetoric, it also provides eight insights into what it takes to be a great leader.

1. Great leaders do not sugar-coat reality. This speech came at a critical point in the civil rights movement. Dr. King did not pull any punches. He faced the most brutal facts of current reality. Referring to Abraham Lincoln and the *Emancipation Proclamation*, he said, "But 100 years later, the Negro still is not free; 100 years later, the life of the Negro is still sadly crippled by the manacles of segregation and the chains of discrimination; 100 years later, the Negro lives on a lonely island of poverty in the midst of a vast ocean of material prosperity; 100 years later, the Negro is still languished in the corners of American society and finds himself an exile in his own land. And so we've come here today to dramatize a shameful condition."

2. Great leaders engage the heart. While logic compels the mind, stories and metaphors move the heart. This is the difference between offering information and inspiration. In the speech, Dr. King states: "In a sense we have come to our nation's capital to cash a check. When the architects of our republic wrote the magnificent words of the *Constitution* and the *Declaration of Independence*, they were signing a promissory note to which every American was to fall heir. This note was a promise that all men—black men as well as white men—would be guaranteed the unalienable rights of life, liberty, and the pursuit of happiness. It is obvious today that America has defaulted on this promissory note, insofar as her citizens of color are concerned. Instead of honoring this sacred obligation, America has given the Negro people a bad check, which has come back marked *insufficient funds*."

3. Great leaders refuse to accept the status quo. I would say that this is the defining characteristic of real leaders.

They are not passive; they are active. They are unwilling to acquiesce to their circumstances. Dr. King continues: "But we refuse to believe that the bank of justice is bankrupt. We refuse to believe that there are insufficient funds in the great vaults of opportunity of this nation. And so we have come to cash this check—a check that will give us upon demand the riches of freedom and the security of justice."

4. Great leaders create a sense of urgency. They are impatient—in a good way. They refuse to just sit by and let things take their natural course. They have a sense of urgency and communicate it. Dr. King says, "We have also come to this hallowed spot to remind America of the fierce urgency of now. This is no time to engage in the luxury of cooling off or



to take the tranquilizing drug of gradualism. Now is the time to make real the promises of democracy. Now is the time to rise from the dark and desolate valley of segregation to the sunlit path of racial justice. Now is the time to lift our nation from the quicksand of racial injustice to the solid rock of brotherhood. Now is the time to make justice a reality for all of God's children. It would be fatal for the nation to overlook the urgency of the moment."

5. Great leaders call people to act in accord with their highest values. As Nelson Mandela did when he became president of South Africa, Dr. King called his people to a higher standard rather than resort to violence: "There is something that I must say to my people who stand on the warm threshold which leads into the palace of justice. In gaining our rightful place, we must not be guilty of wrongful deeds. Let us not seek to satisfy our thirst for freedom by drinking from the cup of bit-

terness and hatred. We must ever conduct our struggle on the high plane of dignity and discipline. We must not allow our creative protest to degenerate into physical violence. We must rise to the majestic heights of meeting physical force with soul force."

6. Great leaders refuse to settle. It would have been easy for Dr. King to negotiate a compromise, to settle for less than his vision demanded. But he persisted, and called his followers to persevere: "There are those who are asking the devotees of civil rights, 'When will you be satisfied?' We can never be satisfied as long as the Negro is the victim of the unspeakable horrors of police brutality. We can never be satisfied as long as our bodies, heavy with the fatigue of travel, can't gain lodging in the motels of the highways and the hotels of the cities. We can't be satisfied as long as a Negro in Mississippi can't vote and a Negro in New York believes he has nothing for which to vote. No, we are not satisfied, and we will not be satisfied until justice rolls down like waters and righteousness like a mighty stream."

7. Great leaders acknowledge the sacrifice of their followers. They notice and affirm the effort of their people: "I am mindful that some of you have come here out of great trials and tribulations. Some of you have come fresh from narrow jail cells. Some of you have come from areas where your quest for freedom left you battered by the storms of persecutions and staggered by the winds of police brutality. You have been the veterans of creative suffering. Continue to work with the faith that unearned suffering is redemptive."

8. Great leaders paint a vivid picture of a better tomorrow. Leaders can never grow weary of articulating their vision. They must be clear and concrete and help their followers see what they see: "I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slave owners will sit down together at the table of brotherhood. I have a dream that one day the state of Mississippi will be transformed into an oasis of freedom and justice. I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character."

I encourage you to glean lessons from Martin Luther King's leadership. **LE**

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ACTION: Apply these leadership lessons.

Winning in 2010

It's the age of the idea.



by Kevin Roberts

LOOKING BACK AT THE last 10 years, no one really saw what was coming. The immediate future is also murky. We're living in a volatile, uncertain, complex, and ambiguous world.

What's next for leadership? Here are five ways forward.

1. Lead through Inspiration.

Excellent management has become tablestakes and traditional leadership brings survival, nothing more. Doing things right (management) and doing the right things (traditional leadership) keep you afloat, for a time. Command-and-control models are too slow for an on-demand, non-stop reality. Right time, right place, right tools, and right attitude will get you into the game. But it's not enough to win.

The anomaly with 20th century leadership is that it requires followers, and who today wants to follow the rear of a lead husky? No one I know. In this time, leadership demands collaborative connectivity, a quality that comes more naturally to X than Y chromosomes. As leaders, collaborative connectors will be surfers, catching the wave first and riding it furthest.

Great organizations will be more like families, designed so that leadership and innovation are everyone's job, with creativity central, and fun and celebration integral. This moves teams into that optimal state of performance that Mihaly Csikszentmihalyi calls *flow*.

The primary job of leaders is to inspire everyone to be the best they can be, all the time—in pursuit of the purpose—to be in the *zone* operating at *peak flow* day in day out. This means pouring four elements into every person's day: 1) *responsibility*—not frameworks or controls but the power to decide and to own that feeling; 2) *learning*—learning fast every day (Tom Peters gets it: "Fail fast, learn fast, fix fast"); 3) *recognition*—not the yawn of Employee of the Month but high-octane authentic empathy as to what turns on an individual; and 4) *sheer, pure joy*.

Inspiration gets you to 1,000 miles an hour without burning everyone out. Inspiration makes people go the

extra mile, and differentiates winners from losers. Inspiration transcends team, individual, and market leadership.

Marketing is about inspiration; creating a movement that everyone wants to join and share with their friends.

2. *Differentiate through the unreasonable power of creativity.* Once your team is in the zone, the challenge is to create *Loyalty Beyond Recession*. This comes not through management, metrics, meetings, policies, or plans. It comes from the unreasonable power of creativity—the power of creating new solutions, new approaches, new ideas. In an ocean of information, ideas are the currency of the future. Crazy patterns, wild thoughts and outlandish connections spawn differentiation.

Most organizations kill ideas. The research vampires and metrics mon-



sters rip the guts out of them. What's left is a shell that won't sell. The springboard to creative foresight is insight, but most insights are not insightful—they are agglomerations of fact rolled up in a spiff new package. A true insight blows you away. It's a revelation.

Leaders create playgrounds and rip ideas through them. Winning ideas can be driven from any quarter. Great ideas can come from anywhere people are inspired to think different.

3. *Enter the new mass market.* The mass market is back, only this time one-to-many is many-to-many. We've moved from the *Attention Economy* to *Participation Economy*. The shifts are from *inform* to *inspire*, from *distraction* to *interaction*, from *market* to *movement*, and from *return on investment* to *return on involvement*. There is little life left in *selling by yelling*—involvement and participation are vital. Get involvement, and profit/margin/share will follow.

The climate in the *Consumer Republic*

has changed. People have less money, feel more vulnerable, and have stopped spending more than they earn. We decide more with emotion.

Connecting with people isn't about putting the *customer* at the heart of all you do—it is about putting *yourself* at the heart of everything the customer does. In the *Participation Economy*, it's about taking this across the family of screens. Because we are all *screenagers*. The only questions needed are: Do you want to see it again? Do you want to share it? Do you want to get involved?

4. *Be bigger than a brand.* The role of executives is to turn their value zone into a *Lovemark*. Brands are dead, commodified into a puree of High-Respect Low-Love parity. The premium-pumping zone is *High Respect High Love*. In this economy, consumers are asking: does the brand offer value? (tablestakes); and does it offer priceless value? This is *Lovemarks*—the shift from being *irreplaceable* (a great brand) to *irresistible* (bigger than a brand). *Reason* leads to conclusions. *Emotion* leads to action. The heart's electrical field is 60 times greater than the brain, but the heart's magnetic field is 5,000 times greater in strength than the field generated by the brain.

Anyone anything anywhere can be a Lovemark. It takes a potent brew of mystery to intrigue, sensuality to excite, and intimacy to show empathy, commitment, and passion.

When your energy is flagging, when the journey is tough, remember: the road you're on is called *Irresistible*.

5. *Make it True Blue.* Jack Welch said the role of business is to create shareholder value. For Peter Drucker, it was to create and grow a customer. I believe the role of business is to make the world a better place for everyone.

Dreams are where you start. Martin Luther King, Jr. did not say: "I have a mission statement." King understood the mobilizing power of dreams. The dream of this day is *sustainability*. The business that inspires it will win. The business that ignores it will be punished by their boss—the consumer.

Sustainability has to be economic, social, cultural and environmental. The future will look beyond the *green trend* toward a *blue movement*. *Green* is about responsibility, limits, obligation, and global issues. *True Blue* is about inspiration, possibilities, opportunity, and individual passion—about a movement to make sustainability irresistible. LE

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ACTION: Create a sustainable dream.

Where Did Creativity Go?

You can still find it in a few visionary enterprises, like Pixar.



by Bill Capodagli and Lynn Jackson

DID YOU EVER WONDER WHY IT TOOK so long for the fast-food hamburger business, started by White Castle back in 1912, to become such a staple of American life? It took a visionary like Ray Kroc, who was influenced by another visionary—Henry Ford and his assembly line production innovations. In 1961, Kroc bought McDonald's from the McDonald brothers, and the rest is history. Likewise, the discount department store has been with us for 130 years—Woolworth dime stores date back to 1879, followed by Kresge's in 1899 and Ben Franklin Stores in 1927.

Again, it took a creative visionary—Sam Walton—to open Wal-Mart Discount City in Rodgers, Arkansas, in 1962 to forever change the discount retail market. When Walt Disney arrived in Hollywood in 1923 to begin his animated cartoon business, he thought he came too late to really make a name for himself. By that time, Felix the Cat, a creation of the Pat Sullivan Studios, had already attained superstar status. Instead of giving up, Walt reinvented animation. Rather than using popular slap-stick gags, he created *characters with personalities*—Mickey Mouse, Minnie Mouse, Goofy, Donald Duck, and many more. These characters continue to capture the hearts of children, after more than 80 years!

Clearly, the first to market, while initially being creative, can lose focus and fade into obscurity over time. Slowly, that imagination that once soared on wings like Buzz Lightyear crashes to the ground. (Buzz's wings didn't make him fly; he only thought they could.)

Only once in a while, an organization totally redefines its industry. Why can't every organization be innovative? There are many excuses—"We tried that before"; "That's too crazy to consider"; "There's nothing wrong with what we're doing"; "That's not my job." The worst excuse of all is when

managers say, "We aren't an innovative organization." Too many shortsightedly reserve the label "innovator" for the "big-league" brands like Apple, Nike, or Google, who are associated with recognizable, simple, and sexy products. Therefore, they just don't view themselves as very creative.

Consider the creative talents of the following two groups who were asked these three questions: How many of you are good singers; how many of you are good dancers; and how many of you are good artists? About 2 percent of the first group responded positively to these questions. This response is typical of most business teams with whom we've worked. We tell teams that it would be easy to find a second group in any community who would give nearly 100 percent positive responses. Surprised? Ask just any group of first graders these three questions, and the children will respond with an enthusiastic "Yes!" to each one. All children are creative—they're born that way!

What happened to the creative gene that was so alive in our childhoods? J. M. Barrie, author of *Peter Pan*, once said, "Nothing that happens after we are 12 matters very much." Maybe 12 is the age that we stop believing in the power of dreams—when we stop taking risks and pursuing big ideas. Maybe 12 is the age we become practical and in touch with "reality."

As a self-confessed Peter Pan, *John Lasseter* is used to trying out new things, and he doesn't fear results that are different from what he expected them to be. John has said, "At Pixar we're almost more excited about the things that don't work because it's like: well, we tried this, but we didn't expect this. In Hollywood, typically, if something doesn't work you lose your job. Not only is there no net but there's a poison spike down there. At Pixar we don't just have a net, we have down comforters and air bags, and everybody trying stuff constantly. That's one of the things we've changed here." Pixar continuously strives to forge new frontiers and is one of the premiere business models of innovative cultures."

For more than 100 years, American business has been conditioned by leading management experts, beginning in the late 1890s with Frederick W. Taylor's teachings on scientific industrial efficiency; Henry Ford's 1913 assembly line process for building things faster and cheaper; and Dr. Deming's 1950s quality management lessons emphasizing how to remove variation from the manufacturing process. The message has been consistent: reduce cost and remove variation.

Today we expect companies to be *disciplined*, but we also ask them to be *innovative*, which by its nature increases cost and variation. Once the newest iPod, flat-screen TV, or laptop is developed, the push for creativity and innovation gets ignored and focus returns to reducing costs. Innovation can be costly; the trick is to be innovative and profitable. But priorities are constantly changing, and organizations must adapt continuously. Most find it difficult to emphasize creativity and innovation while controlling costs for the long term.

How do you build an organization that embraces change and delivers an innovative, fairly priced, high quality, and profitable product? How do you establish a culture of creativity in which the talents and abilities of all are nurtured and honed with great care? How do you unleash the creative genius of your people and still meet budgets and deadlines? How do you establish an environment that awakens dreams?

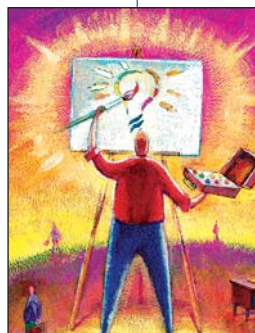
Few organizations maintain the balance between childlike dreamer and task-driven doer. Like Walt Disney, Pixar is an industry pacesetter. Pixar has reawakened the innovative spirit of Walt Disney. Leaders Ed Catmull and John Lasseter have created a culture that is innovative and profitable. By learning from them, you can create your own innovative playground.

Lucky for us, Walt Disney, Ed Catmull, and John Lasseter never lost that childlike innocence. They knew how to Dream, Believe, Dare, Do. But first, one word of caution: "Innovate, don't imitate!" You need to define a culture that is uniquely yours, one that is right for your organization—it takes time and hard work to make it happen.

There's no *instant pudding!* **LE**

Bill Capodagli and Lynn Jackson are co-authors of Innovate the Pixar Way. Visit www.capojac.com.

ACTION: Cultivate a culture of creativity.



While the Iron Is Hot

You can capitalize on crises in six ways.



by J. Carlos Rivero

IN THE MIDST OF ECONOMIC turmoil, many senior executives have exhibited admirable crisis leadership. They have acted with conviction, optimism, and decisiveness. Where others have seen challenges, they have seen opportunities, unconstrained by the status quo or industry conventions. They've seen that the crisis gives them more latitude—even an urgent mandate—to act. So they've seized the moment, aware it's *only* a moment, and focused on what matters most—ensuring customer confidence, controlling costs, and engaging employees and stakeholders through communication.

As we ease toward recovery, can we sustain the most valuable aspects of this crisis mindset? Leaders can reap the long-term benefits of their short-term actions by translating them into *lasting* improvements.

Six Ways to Rethink Leadership

Over the years, we've researched management best practices during downturns. Six imperatives emerged:

1. Stay focused on long-term value.

Companies whose leadership teams resist quick moves to appease critics and bring short-term gains are best positioned for steady long-term value. Peter Drucker operationalized this mindset with his three classic queries: "What is our business?" "What will be our business?" And "What should be our business?" For many leaders, the global crisis has catalyzed a review of basic business models and strategies. They are now in the "adaptive" phase, tackling the effects of the crisis and building the capacity to thrive in a new reality. Several leaders are going beyond the standard defensive responses to crisis—layoffs and budget cuts—and transcending opportunistic responses such as acquisitions. Some are making or considering changes to their structure, with an emphasis on greater flexibility and mobility and fewer layers. Often, leaders are gaining years on their change agendas because they can push through initiatives that would meet stiff resistance in healthier times.

2. "Rehire" the management team.

Leaders need to reevaluate the management team—including themselves—for competencies, chemistry, and alignment with business strategy and tactical objectives. One executive summarizes it neatly: "The current situation has highlighted some weaker links in my management team, exposing some players who are having difficulty keeping up." The most basic reevaluation concerns specific professional and management skills. The next level concerns alignment: whether the management team is aligned on objectives and how to achieve them, and whether there's a deeper alignment around core values and psychological characteristics. Of course, reevaluating senior executives doesn't necessarily mean replacing those found wanting; there



may be no one to fill the gap. The best crisis leaders focus not only on sharpening their hiring criteria but on training their "high potentials."

3. Conduct a personal audit.

For performance upgrades to stick, executives must maintain the zeal and commitment they exhibited at the height of the crisis, but also demonstrate unusual self-awareness. The role of chief executive can be isolated and isolating. It takes a particular chemistry within the management team and unusual openness on the CEO's part to overcome that isolation and gain an unvarnished sense of his/her fit as a leader.

The best leaders are authentic, true to their values, and constantly taking personal stock by asking: How did I perform during the worst of the crisis? What did I do well and not so well? What do my responses imply about leadership development needs or role restructuring? How am I spending my time now versus before the crisis? Does

the shift imply a shift in priorities? And which changes should become explicit, permanent, and systematic?

4. Understand and then master paradox.

There is no one profile of the ideal leader or leadership "style." Instead, the best leaders strive for balance and flexibility. They reconcile the often conflicting demands of volatile global markets through nuanced responses. They also realize that the *very traits* that make them effective in ordinary times can, under peak stress, derail them, so they sharpen their self-awareness.

Those who can stay the course but veer off when necessary will maximize their odds of surviving the hard times and thriving afterward. Being able to "select and selectively abandon if necessary" is a core leadership strength.

5. Feel compelled to communicate—constantly.

Leaders need to communicating more frequently—internally, with employees, and externally, with stakeholders—blogging, holding town halls, doing office walkabouts, and visiting customers and suppliers. But it's exhausting, risk-prone, and work-creating: Every utterance creates expectations and requires follow-up. Still, communication must become part of every leader's core skill set, not just as another "process" or "project" but in terms of its outcomes—the ways it can help sustain morale in good times and bad. Great leaders not only keep employees informed—they find ways to tell them they're valued and work to keep them engaged to sustain productivity and ensure that employees adapt more easily and, ideally, contribute to operational changes.

6. Make talent management a priority.

As the economic landscape brightens, moving talent management to a higher plane becomes essential. Many leaders learned from previous crises, when a "hire and fire" mentality gutted good talent. Today, they don't just measure employees' costs and productivity but gauge their future potential for innovation and value creation, because the time spent on acquiring, developing, and managing talent correlates with long-term success. Since broken promises and compromised values erode trust, leaders seek to reassure talent by restoring their confidence. Effective executives are heeding the advice to "never waste a good crisis."

As the crisis begins to ease, these six areas should be part of your agenda. LE

J. Carlos Rivero is a Partner at Oliver Wyman Delta, helping senior leaders achieve their strategic objectives. Email Carlos.Rivero@oliverwyman.com, call 1-866-909-8239.

ACTION: Strike while the iron is hot.

Breakaway Growth

Is the potential being realized?



by Doug Berger

LEADERS CONTINUE TO be disappointed in achieving *above-market* average growth through innovation. You should expect to achieve only market-average growth from your *sustaining innovations*—those your competitors are also making.

Breakaway ideas are not the sole province of R&D. Many leaders have become fixated on the product pipeline as the source of new growth. This blinds you to growth opportunities through innovative marketing, sales, packaging, and business models. It also creates an innovation imbalance between breakaway products and status quo activities in marketing, sales, and business models. This imbalance results in breakaway products that underperform in the market.

Breakaway growth ideas underperform unless you set necessary pre-conditions. Through our research and interviews with innovation executives, we have identified essential requirements to commercialize ideas that have the potential for above-average growth. If your innovation framework is not built on this foundation, your big ideas will underperform, as troublesome indicators will surface within three months of first-round resourcing.

Must-Haves for Success

Heed these five must-haves:

1. Growth strategy that fulfills executive ambitions and aspirations. Often overlooked, yet critical to new growth initiatives are the ambitions and aspirations of executives. Growth that starts from analysis and assessment misses that strategy, at its core, is the fulfillment of executive intentions. What are they? Are they aligned?

2. Commitment-based governance. The existing structure, processes and mindset that deliver today's sustaining innovation will also put the brakes on your breakaway growth. Job 1 of a growth governance structure is to *challenge the status quo* so that your innovation framework matches the

business and newness of your growth aspirations. Keywords are commitment, alignment, and accountability.

3. Market-facing milestones. You know if your big idea has big commercial value through interaction and iteration with channels of distribution, buying customers, and end-users. From early story boards through commercialization, you nurture a growth opportunity or kill it based upon milestones informed by market interaction.

4. Total business concept. Breakaway innovations effect multiple dimensions—development, marketing, sales, sourcing, service, business models. Some breakaway innovations don't require R&D. When you defer commercialization dimensions, the opportunity will underperform. For breakaway growth, bring *commercialization* into the front-end.

5. "Earn the right" funding. In sustaining innovation, the presumption is that ideas entering the pipeline will receive funding and be commercialized at scale. In breakaway innovation, the presumption is that you have to earn and fight for funding from a limited pool. Breakaway growth is not a predictable investment. So you earn funding based upon meeting market-facing milestones, mitigating risk, and customer feedback.

Heed these *early signs of success slipping away*. Within three months of first-round financing, you're in trouble if: 1) executives have yet to signal commitment to breakaway growth; 2) the size of the growth opportunity lacks alignment and is not well

understood; 3) the external factors that make the opportunity big are spoken in vague terms, the *reason to believe* is questionable, and strategic risks aren't transparent; 4) the opportunity has dimensions that are new to the market or company but is run by the same process as a sustaining innovation; 5) the opportunity is led by an individual oriented toward improvement, not start-up; 6) executives are unfamiliar with the customers, application, and competition; 7) you haven't made explicit the criteria by which the project will be killed in the early stages; 8) the opportunity is overspending its funding or is delayed in meeting its first milestone; and 9) problems are not transparent—the team doesn't know *what the problems are* and *what to do*. LE

Doug Berger is Managing Partner with Innovate, enabling leaders to attain growth through BreakAway Innovation. Visit www.innovate1st.com, call 732-564-9145, doug@innovate1st.com.

ACTION: Achieve breakaway growth.



Teach and Release

Develop managers and leaders.



by Joan C. Curtis

FOR YEARS I'VE STUDIED management and leadership theories.

Everyone says that *managers manage and leaders lead*. So, everyone wants to lead and not manage.

But *good leaders are also good managers*. It's not a question of either managing or leading—it is a question of doing both and doing them at the right time, knowing when to manage and knowing when to lead.

Our job as managers is to make sure our "people" do their jobs. We are told to keep our people doing whatever they do in a productive manner. Make sure they come to work on time, leave on time, and perform efficiently. To some managers this means watching and micro-managing those they supervise. To others it means doing the job themselves to make sure the job gets done correctly. Good managers don't do either of those two things. The essence of good management is to *teach and release*. It takes more time, yes. But, in the long run, it saves time.

The *teach and release* theory means *you adjust your style from management to leadership as needed*. Leadership is all about motivating, building confidence, inspiring.

Some leaders think they inspire by neglect: if they let the person alone, give them no guidance, it inspires learning. Others believe they inspire by holding out carrots: if I give you something, you'll perform your job the way I want it done.

Good leadership means taking the time to build confidence, to inspire through solid communication, and to let go when the time is right and lend a helping hand when necessary.

Four Stages

Good management and leadership work the *teach and release* model:

1: Learning stage. In this phase, the person knows nothing about the task. He is new to the task and desires to learn how to do the job. In Stage 1, the manager must manage. The person wants the manager to direct and to show him what to do. What is accept-

able behavior? What does a completed task look like? What are the expectations? Close direction means close management.

2: Confidence stage. In this phase, the person knows how to do the task but is not yet comfortable with doing it. The person fears she might make a mistake. The manager lets go of the reins and allows the person to do the task alone. The manager even allows the person to make mistakes. The person learns from the mistakes and builds confidence in doing the task. The manager stays close but not too close. The person feels inspired by her confidence in doing the task and by the manager's willingness to allow her to learn on her own and to give support when needed. Imagine a child learning to walk. The child gets up and falls down. The parent allows the child to fall but protects the child from falling down a cliff. In Stage 2, the manager becomes that helpful parent.

3: Accomplishment stage. In this phase, the person is completing the task with confidence. The manager still signs off on the final completion and tweaks and teaches as he goes. For the most part, however, the person is completing the task successfully without interference from the manager.

4: Letting-go stage. Finally, the manager turns into a leader. To do so means letting go of the task. In this stage, the leader tells the person, he no longer needs to review the final result. He tells the person, "I have confidence in you to complete the task successfully." The leader lets go and the person continues to do the task, not because of pressure or carrots. The person performs the task with excellence because she wants to. That is the essence of motivation—doing something because *you want to*.

In the *Teach and Release* model, *the management and leadership functions run along a continuum*. More management exists in the early stages and less in the latter stages where leadership surfaces. Who wants a manager who gives no direction from the get-go? Who wants a leader who micro-manages a task you can do blindfolded?

Learn about your management and leadership style by taking the *Rate Your Leadership Quotient* on our web site www.TotalCommunicationsCoach.com learning page. LE

Joan Curtis is a speaker and trainer, CEO of Total Communications Coach and author of *Managing Sticky Situations at Work and Strategic Interviewing*. joan@totalcommunicationscoach.com or call 706-369-7614

ACTION: Develop leaders through four stages.

Team Purpose

Align personal and organizational.



by Jim Hart

WE RECENTLY ASKED our leadership to bring a memento to a company meeting that reminds them of a time when they were at their best as a leader, parent, spouse or teammate. People arrived carrying everything from a ragged bible to a coffee mug. When the stories began, they were powerful and emotional.

One woman held up a prayer card from her mother's funeral. She described her mother's rough start in life: she was abused by her father and ran away from home in her early teens. She described her mother not as a victim, but as a survivor who scraped her way through secretarial school to support herself. She married and had nine children and numerous grandchildren. "She did not look back with regret and blame. She lived a life of optimism and found her purpose was to give her children a strong sense of being able to weather any storm," the woman told her team. "She influenced my own purpose and direction. Because of her, I strive to be a great mother and a productive, accountable, and self-reliant person and employee."

We all have personal stories that define our purpose and direction in life. *The question becomes, is that personal purpose aligned with the purpose of your organization?*

It is the leaders who must make sure that the company's purpose is clearly defined and understood, fostered and reinforced. If leaders also encourage employees to understand their own purpose and direction and how it connects with the company's, employee engagement, personal satisfaction, and performance increase.

In his book, *It's Not What You Sell, It's What You Stand For*, Roy M. Spence Jr. writes something we have been coaching leaders on for 30 years: "A real purpose can't just be words on paper. It has to get under the skin of every member. If you get it right, people will feel great about what they're

doing, clear about their goals, and excited to get to work every morning." This is especially important in turbulent times. You need to keep that purpose in sight.

Dupont CEO Ellen Kullman talked about the importance of purpose during tough times at Wharton's 2009 annual Leadership Conference when she described her crisis leadership principles. She was surprised during weekly informal meetings with employees that the number one question was about "whether we are going to stick with our mission." She realized that people were scared and wanted clear direction. "Making sure that people understand the mission—and linking their daily activities to the company's broader purpose—is essential to reducing fear, maintaining morale and keeping employees motivated," she said.

The economic meltdown has provided us with many lessons from leaders of embattled companies, and they all point to one clear approach for success: *Leaders must keep their company's purpose alive and in the forefront.*

As you examine whether you bring your purpose to life in your company, consider these questions: Do your employees know what the company's purpose is? Do they feel that they have a personal connection to this purpose and their role in achieving it? Do your clients and customers clearly understand your purpose and what it means

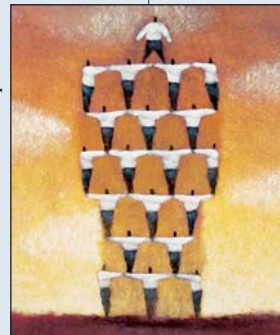
to them? Are you willing to make the hard decisions that need to be made to remain true to your purpose?

As a leader, your job is to leverage purpose to affect real change. A key element of leadership is to inspire. To impact people, you must create a level of inspiration that will galvanize people in a direction and create a *magnetic north* for them to move towards.

Where does such inspiration come from? Some leaders believe they can inspire others through charisma. This can be true short term, but by clarifying how your purpose makes a real difference in the lives of others, and then connecting your personal leadership purpose to that broader company purpose, you inspire employees in a more meaningful, lasting way. LE

Jim Hart is president and CEO of Senn Delaney, the leading authority and practitioner in the field of culture shaping, and co-author of *Winning Teams—Winning Cultures*.

ACTION: Inspire people in a meaningful way.



Military Leaders

We can learn from their model.



by Dennis Haley

IMAGINE HAVING ONLY two minutes to study and commit to memory the look of 15 objects; some are obscure and difficult to describe. Now, imagine pairing up with a partner to push your bodies to their physical extremes in competition against other teams. And while the two of you are heading to the finish line, try to recall and relay to your partner the 15 items.

Called a *Kim's Game*, this memory and teambuilding exercise is a spin-off of a drill carried out among Navy SEALs. Recently, this tactic is being used in leadership development among managers and direct reports.

A *Kim's Game* pairs two-person teams up for the timed real-world memory exercise and competitive physical endurance challenge. The drill teaches managers and their direct reports the importance of teamwork and working together to meet the company's common goals.

For leaders within Stryker, a medical devices and equipment manufacturer, this training was integral to their leadership program. Stryker is committed to developing better leaders among its management team. Paramount in Stryker's leadership-boosting initiative is coaching managers on the importance of building a stronger, more unified team. *Kim's Games* and similar training efforts are most effective when leaders, future leaders, and direct reports work together. The shared experience enables employees to break down barriers and reach the objectives. This collaborative effort also strengthens the company internally and makes it more effective in competing in the global market.

Stryker is integrating these principles into its culture so that the lessons have staying power among current employees and new recruits. Stryker participants are touting the benefits of real-life leadership experiences. Some have even suggested that *Kim's Games* be used in building confidence among new employees.



Comprised of a team of Annapolis and West Point graduates who have records of success in the military and business sector, Academy Leadership trainers provide the vital link to managers for the attainment of improved leadership capabilities. For the last 10 years, we've worked to transform managers at all levels into effective leaders.

Because we specialize in equal parts military discipline, training and focus, as well as business savvy, we can offer a dual-pronged approach to building effective leaders. What that means for organizations is the ability to tackle teambuilding initiatives with the help of professionals who offer a perspective formulated from years of military instruction, coupled with a proven vision for business leadership success.

Maintain the Leadership Edge

To become a better leader, write a *personal leadership philosophy statement*. This one-page overview enables supervisors to discover what they stand for, what's important to them, and articulate this to staff. Direct reports know the leader's expectations and how the leader is likely to respond as situations arise. This leads to mutual trust and confidence and builds long-term relations.

In your statement, include: personal values such as honesty, commitment, and respect for others; description of how you'll carry out your responsibilities; your priorities; staff expectations; how staff will be evaluated; what your staff can expect of you.

A widely communicated leadership philosophy and a vision of what the leader wants an organization to be are essential to help managers keep a leadership focus. Over time, review and reflect upon your leadership philosophy as you integrate new experiences into the leadership framework.

Your direct reports expect you to show them the standard, train them to reach it, lead by example, keep them informed, and care for them. As a leader, you may have to ask others to make sacrifices to achieve goals and may need to call on staff to carry out tough tasks. If you've trained people properly, inspired their willingness, and consistently looked after their interests, they'll be prepared to accomplish any goal, anytime, anywhere. **LE**

Dennis Haley, a U.S. Naval Academy graduate, is founder of Academy Leadership, and co-author with Ed Ruggero of The Leader's Compass and The Corporate Compass. Visit www.academyleadership.com or call 866-783-0630.

ACTION: Adapt the military model in your LD.

Who Cares?

Are your people engaged?



by Steve Harper

WHEN I ASKED ONE VP of a technology company facing imminent layoffs, *How engaged are your employees, and how connected are they to each other, to management, to your customers?* he shrugged, "Who cares? The ones we have to let go will be gone. The rest should just be happy that they still have jobs!"

Sadly, I often encounter that attitude: companies treating employees as interchangeable cogs in a machine instead of interwoven threads in a single tapestry. In this economy, when companies are concerned about their balance sheets and layoffs have become frequent, it's even easier to focus on human capital at the expense of human beings. That has employees feeling scared, disillusioned, and isolated.

And, that is a serious problem. According to Gallup, "Actively disengaged" employees cost U.S. companies up to \$355 billion per year. Having close friendships at work can increase job satisfaction nearly 50 percent, and that those friendships lead to a more productive, enjoyable, informed, innovative and safer work environment. Without those friendships, the chances of being engaged are only 1 in 12.

Nonetheless, companies have been slow to embrace the idea of *intentional engagement*. Only 18 percent of organizations facilitate developing friendships on the job, just 30 percent of employees report having a best friend at work, and just 1 in 4 employees say that someone helped them make new friends when they started their job.

When faced with increased demands and pressure—especially after a layoff or loss of a major customer—your ability to rely on employees to help move forward is vital. You need to create a culture of *engaged connection* by actively investing time, energy, and resources.

Most LD programs don't train people how to become better connectors, facilitate employee connections, or financially support connection activities—an annual picnic, holiday party, or team-building activities won't cut it.

So how do you promote a culture of connection? Start by taking four steps:

1. Acknowledge the obvious. Upfront and honest communication with your employees is key to overcoming doubts, distrust, and dismissive smirks that permeate a culture in which management has treated other training initiatives like the flavor of the month. Admit that you haven't been good at connecting internally and ask for your employees' support to change that fact.

2. Be patient. Don't expect everyone suddenly to become great friends. The art (and discipline) of connecting has to be led by example over time. If you are an executive, manager or team leader, make a daily effort to engage and connect with at least one person within and outside of your group. You'll be surprised at how readily employees will respond and begin emulating your actions with positive encouragement.

3. Make it safe, fun and easy. Help employees connect in a variety of non-work related ways. Bring in ice cream on a summer afternoon. Celebrate personal and professional milestones—birthdays, anniversaries, births—or even some fun theme of the day or week. How about a “Taco Thursday” where everyone gets a little breakfast or lunch and has the chance to mix and mingle? Or a board game night, crazy hat day, or “support your favorite sports team” day? These things work.

4. Create an internal network. An effective engagement program helps people acquire a more recognizable identity in the company. An internal network is an invaluable tool in that effort. Promote it by using it to engage your staff with news about charitable happenings, team challenges, employees of the month—even fun trivia.

Effective connecting is anything that brings two or more people together in order to create something that they couldn't have achieved individually. And isn't that part of a good team, a great customer experience, or a satisfied employee? If you aren't focusing on your employees' ability to connect, internally and externally, you may be risking your company's survival.

How engaged are your employees? Are they connecting internally? Do your clients feel connection to members of your staff? Intentional connection should be part of your culture.

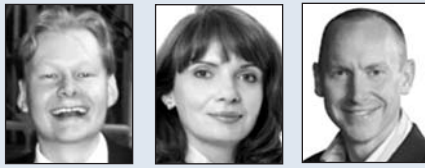
When you actively promote connections, new channels of communication are opened, fresh ideas are voiced, and new products and solutions created. **LE**

Steve Harper, an authority on the power of connections, is CEO of The Ripple Effect, and author of The Ripple Effect. Visit www.ripplecentral.com.

ACTION: Improve your engagement program.

Emergent Leadership

Enable their peak performance.



by Bruce Lewin, Vlatka Hlupic, and Chris Walton

AS PRINCESS LEIA SAID TO DARTH Vader, “The more you tighten your grip, the more star systems will slip through your fingers.”

Leadership as usual is no longer an option—filling the void requires a new mindset and skills. *Conventional leadership approaches* have been based on a paradigm that focuses on hierarchical linearity, a culture based on rules, command and control and formal relationships. While this approach works well in predictable and stable environments, in dynamic environments, this traditional approach inhibits creativity and innovation and decreases motivation and productivity.

So how can leaders react to ensure that the potential for creativity and better results are realized? Such outcomes are best created using emergent leadership (EL) approaches based on the premise that leaders can gain more power, influence and profit by “letting go.”

By eschewing formal power, relaxing control and allowing decisions to be made on the basis of knowledge, skills and experience rather than formal positions, leaders can enable a dramatic shift in performance.

Emergent leadership is a new leadership approach that brings more innovation and profit through the distribution of formal power and decision making, interaction through informal networks, experimentation, and learning. When an EL culture is implemented, employees are intrinsically motivated to perform well, a strong team culture is developed, and levels of stress and absenteeism are reduced.

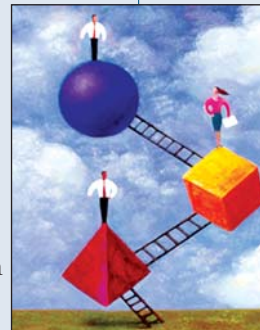
What does this mean for leaders? By giving away formal power, leaders get more power back, with more being achieved with less effort. This makes the leader's life easier with less stress and burnout. More importantly, leaders develop employees who are more

motivated, innovative, and energized.

While the main ideas related to EL have been extant in the literature for some time, their practical application has been rare and problematic. Few training and developmental interventions incorporate a multi-disciplinary approach. This includes the understanding on how change happens in the human mind-body system and at cultural and organizational levels.

To move from *conventional* to *emergent* leadership, you need to understand and change the psychological developmental stages of leaders and employees, moving to a post conventional, “second tier” world view.

Leadership development can take one of two directions—horizontal or vertical. *Horizontal growth* and expansion happens through learning new knowledge, skills, and behaviors. Horizontal growth can be seen as the different types of intelligences—IQ, emotional, logical-mathematic, musical, body-kinesthetic, spatial, interpersonal, and so on. Most training and development is based on lateral development principles—new skills, systems, procedures, and motivation, for example.



Vertical development refers to the ability to see the world through new eyes, change our interpretation of our experiences and perceptions, and increase our ability to accomplish what we are aware of and what we can influence and integrate. It is the ability to transform the way we make sense of broader and

more diverse perspectives that enhances our outcomes.

To change the stage of the individual, and then the culture, first and foremost belief systems and mental models have to be changed and expanded. We can't think, create and act at higher levels of development without changing belief systems, mental models, and emotional capacities. EL relies on the ability of the leader to relinquish formal power and command-and-control principles. This is a major challenge for most leaders.

To capture the spirit of emergent leadership, recall the words of Obi-Wan Kenobi to Darth Vader; “You can't win Darth, if you strike me down, I shall become more powerful than you can possibly imagine.” **LE**

Bruce Lewin, Vlatka Hlupic, and Chris Walton are authors of various articles on emergent leadership. Email Vlatka@senior-executiveexcellence.com or bruce.lewin@fourgroups.com.

ACTION: Invoke the spirit of emergent leadership.

Feminine Leaders

Flex your emotional muscle.



by Betty LaMarr

THE SHRIVER REPORT highlights the role of women in the workplace. In 2009 women represented more than 50 percent of the U.S. workforce. There are more than two-thirds of working women who are breadwinners or co-breadwinners. This means that there are opportunities for some major changes in the way women are viewed in their roles in the workplace. These changes are not just for the women but for men and children and families in our society as well as in organizations.

When we look at developing female leaders, we have the opportunity to build on the strengths that women naturally bring to the table. Strengths like collaboration, team building, adaptability, and interpersonal skills.

All of these skills are part of what we know today to be *Emotional Intelligence*. Take a look at how Jack Welch, former CEO of General Electric, describes emotional intelligence for a leader. "A leader's intelligence has to have a strong emotional component. He has to have high levels of self-awareness, maturity, and self-control. She must be able to withstand the heat, handle setbacks, and when those lucky moments arise, enjoy success with equal parts of joy and humility. No doubt *Emotional Intelligence* is more rare than book smarts, but my experience says it is actually more important in the making of a leader. You just can't ignore it."

In his book, *Emotional Intelligence*, Daniel Goleman reported that conventional measures of intelligence (IQ) account for 20 percent of a person's success. Being smart, possessing skills, and being driven can get you only so far at work. To really succeed, it's important to be in possession of emotional competencies, often referred to as EQ (emotional quotient). Emotional intelligence is: **The ability to recognize and understand our emotions and the emotions of others.** We need to hone our skill at using this awareness to manage our-



selves and manage our relationships.

In my book, I talk about a time as a leader I didn't really show up with a great deal of emotional intelligence when it came to my team. It was a time I was responsible for \$100 million in revenue and thought that the only thing that mattered was getting results. I didn't want to socialize or entertain the emotional side of the team relationship. I was characterized by my team as aloof. I didn't take that feedback as anything I needed to act on. In fact, I thought to be *unemotional* was to be fair and objective. I didn't have a mentor or coach then, so I learned the hard way.

You can no longer use the bad economy to justify the bad attitude that it is up to others to get along with you. To get the results you want from team members, you need to understand how your behavior impacts others. We are a product of our daily experiences. Each experience creates a set of emotions, which ultimately drive our behavior.

Emotional intelligence is incredibly relevant for leadership, management, and teamwork. The workplace is traditionally one of the most emotionally "unsafe" environments. All conflicts involve emotions, but it is the way in which people deal with them that causes conflicts. Some people let feelings drive their responses to problems; others ignore them; and others intellectualize them so much that they don't know what they are feeling. Professionals are often very protective of their image and what others think of them. Since we spend so

much of our time at work, the many dimensions of who we are ultimately show up, whether we want them to or not. Effectiveness comes from self-awareness and awareness of others.

To develop emotional intelligence: Be committed to honesty with self and others. Take time to reflect and understand self and others. Listen. Seek to understand. Check and validate what you believe. Be aware of your motives and the motives or needs of others.

Here's a four-step process for developing your emotional intelligence: 1) *assess*—get feedback on areas to improve; 2) *demonstrate*—what does the skill look like? (get specific examples); 3) *practice*—role-play these skills in job-based scenarios; and 4) *feedback*—get an idea of how close you are now to the ideal. **LE**

Betty LaMarr is author of *Discover Your Inner Strength* and president of Nadisa Associates. Visit www.nadisa.com. Call 310-574-9181 or email betty@nadisa.com.

ACTION: *Capitalize on the strengths of women.*

Gentle Leaders

Your time has arrived.



by Gregg Thompson

JAMES KAVANAUGH ONCE suggested: there are "those too gentle to live among the wolves". I hope not. I believe that the "wolves" have had their day and need to make way for a new breed—the gentle leader. We need those special leaders who can create a real sense of community and commitment—leaders who see their role as one who serves the greater good, who puts the interests of others first, who creates places where the lowest of the low are treated with dignity and respect, who galvanize people around an idea that stirs their deepest passions, who believe that position, privilege, and wealth is earned only in service of others. Men and women who use words like *compassion*, *sacrifice*, and *forgiveness*—and mean them. Leaders who understand *kindness* and *tolerance* because these elements are evident in their decisions and actions. Leaders who have remarkable faith in others and draw their strength from this faith.

If you are a *Gentle Leader*, you have likely faced formidable opposition. Your stellar people skills have been patronized, and your collegial nature has been seen as weakness. Your superiors have encouraged you to sharpen your strategic leadership skills (code for "please do my job because I can't do it") and become more forceful in *driving* high performance. Your teams have always quietly achieved extraordinary results, but you've can't build any career momentum because you just don't fit the mold of the upwardly-mobile executive. You get important stuff done but are not seen as *tough enough* to take on a real leadership role. I have good news—***your time has come!***

Why now? Many organizations have been beaten up to the point of collapse and need the revitalization that can come from a new kind of leadership that graciously sees the best in others, heals festering wounds, and crafts a new, exciting story. And this is not just about *being nice to people*. This is a business imperative. The bonds of loyalty and commitment are now so weak that many organizations can't take advan-

tage of an economic upswing. Talented people are living out their careers in quiet desperation, merely going through the motions and putting in their time. There's no shortage of advice for leaders. As engagement scores tumble, consultants are imploring leaders to *drive new behaviors, hold people more accountable, and get the wrong people off the bus*. It's not working, and it's time for leadership that can inject fresh energy and enthusiasm. It's time for *Gentle Leaders*.

They've Had Their Time

Other leaders have had their time. From the early 1900s until the 80s, companies were dominated by *Production Systems Leaders* who organized around repetitive processes. They were followed by *Quality Performance Leaders* whose obsession with improvement in work systems and processes resulted in previously unimaginable levels of productivity. The year 2000 birthed *Opportunistic Enterprisers*, the *wolves* whose mission was to extract maximum value from the convergence of technology, globalization and fast-changing markets. They built lean, mean organizations, set big goals, exploited market opportunities and were satisfied with nothing less than exceptional performance. And they've done this well. But we seem to have lost something important along the way—our soul!

Many organizations have become cold and heartless entities that don't nourish the human spirit. In our pursuit of *excellence* and *opportunity*, we somehow lost touch with *purpose* and created entities that no longer satisfy our needs to be appreciated, learn and do work that really matters. When is the last time you saw a leader put *community-building* at the top of their priority list; or speak about compassion and caring—and mean it; or make a big personal sacrifice for the good of the lowest paid member of the company?

Becoming a *Gentle Leader* requires the *courage* to confront your needs for accolades and recognition, the *boldness* to invite each member to put a hand on the steering wheel, and the *daring* to commit to a leadership agenda based on duty and service to others. But the rewards are worth the effort. As a new decade dawns, you'll be the leader who forges new pathways into the future. Now is your time to step up. But watch out for the wolves. They will not go quietly into the night. LE

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ACTION: Cultivate and support gentle leaders.

Tea Party Sociology

Spurious leaders infuriate us.



by David McCleary

THE GROUNDSWELL OF what Robert Reich referred to as the “mad-as-hell” political party reached a tipping point recently in its inaugural national convention in Nashville. Coalescing from a fractious and haphazard collection of right wing tax-haters, the rapidly evolving Tea Party now includes big business hating Democrats and powerful independents who are suffering from a case of buyer's remorse. So far, leaders of this uprising have discounted the possibility of becoming a third national political party; but the potential is there. This quintessentially American development follows a fairly simple sociological formula: *Spurious Leaders + Furious Followers = Power Redistribution*.

The transfer of power from one chief executive to another in this country is a thing of beauty. It is a remarkable process and the envy of many governments. However, while the country is adept at individual leader interchange, it is not nearly as accomplished with adjusting its supporting political infrastructure: the dual party system. The emergence of the Tea Party signals drastic potential shifts in power within American society. Coming on the heels of the most polarizing first year ever for an American presidency, the compelling question the Tea Party begs us to ask is: From what sociological ashes does this new organization arise?

Americans are opinionated about their leaders and about leadership. They expect leaders to honorably facilitate willingly convergent effort. Leadership is not the force of cosmetic compliance or a scarce resource to be hoarded—it is a social capacity that is only powerful when shared. The wish to govern purely from a majority position is a weak plea for domination that sets the stage for exploitation. Collaborative leaders are expected to argue, disagree, debate, explore important issues, and produce meaningful and tangible results. Restless Tea Party Americans



have experienced enough discomfort with inept leadership to now demand major change. The rapid evolution of their increasingly coordinated efforts warrants observation.

Valuing image over authenticity is not leadership—it is a preamble to monarchy, and the tea-partiers recognize this implicitly. Some members of the GOP thought the Democrats' supermajority in the Senate gave the liberals a political autocracy with the incumbent power to ram legislation down the collective throats of the citizenry. They were not completely wrong. Democrats did appear autocratic as they tried to force a secretive health care package through congress. Their counterparts in the GOP appeared petulant with their new *no is our only response* philosophy. It's relatively simple. Spurious leaders infuriate followers. The *Declaration of Independence* made it clear: “When, in the course of human events, it becomes necessary for one people to dissolve the political bonds which have connected them with another . . .” The actions of the original tea-partiers helped craft that language. Are their modern-day relatives crafting new and dramatic language of their own?

Our previous answer to the troublesome aspects of the dual party system has been the non-partisan *Independent* label. Independent voters often swing elections and encourage less polarizing, govern-from-the-center political leadership. The Tea Party's rapid growth tells us that catering to Independents and appearing to lead from the center is insufficient.

The next 10 years will put American leadership to the test. China will likely surpass the U.S. as the dominant economic power. Interest rates will rise. Doves of baby-boomers will flood the retirement market and strain a struggling health care system. The national debt as a percentage of GDP will rise, endangering the country's ability to borrow money. These issues foster appropriate anxieties, and these anxieties are causing a sociological shift in American culture. The significance of the Tea Party's emergence is this: The leadership of yesterday is unacceptable, and the leadership of today is unapproachable. Change it. Make it better—release your trapped value. LE

David McCleary is author of *Leaving Prisons: Release Your Trapped Value* and CEO of www.FlawlessLeaders.com. Blog: www.David-McCleary.com.

ACTION: Heed the lessons of the Tea Party.

Leadership Excellence

We developed a new LD model.



by Diane Rockett

SUSAN PETERS TRIED many ways to turn around Dan's declining performance—from sending him to training to telling him how his bonus would be impacted to how he was hurting the team. Nothing worked. Susan prepared to fire Dan.

This leadership challenge is common, and TriWest Healthcare Alliance is no different. What is different, however, is that we help leaders diagnose the root of performance problems and implement improvement strategies.

TriWest is a Department of Defense contractor that administers TRICARE, the healthcare entitlement for the military community in the West. A new government contract resulted in contractual changes that led to explosive employee growth and leadership challenges inherent with such growth. One challenge was promoting individual contributors into leadership roles. To answer this challenge, the company designed and deployed a leadership development program.

The LD team set out to design a leadership model that would help build a solid foundation of leadership skills and a consistent leadership language. If a leader does not master the skills and behavioral changes when moving from individual contributor to first-level manager, those skill deficits will impact their effectiveness.

The focus of the initial model was on leadership skills, management skills, knowledge of the internal organization, and external knowledge that could impact the company. Various tools and strategies were used to teach these fundamentals. The *Situational Leadership II* model was selected for the leadership skills component.

Leaders learned to assess the level of employee competence and commitment on a specific task and the most effective leadership style for that task level. Now leaders could customize their leadership style to a specific task to encourage maximum performance. To build the management skill area, short competency-based courses (time management, meeting management,

performance management) were designed and delivered in classroom and Web-based settings. Relevant information was distributed to leaders monthly.

As the model was deployed, added emphasis was placed on hiring. The company had been using *Predictive Index* to predict employee behavioral strengths and motivators, but leaders had not been fully trained in its applications.

As training continued, it became clear a *values/belief* component was needed. Leaders identified their values and beliefs and considered their alignment with the mission, vision, and values of the company. To capture the potential influences on performance, several examples were included.

The final component of the leadership model was *intelligence*—defined as a leader's ability to take their life



experiences and relate them to the nature of the job. For example, if a person has a solid leadership experience, the experience could be transferred to a brand new job and the leader could learn the jargon and technical aspects.

Emotional intelligence was later substituted for *intelligence* as a more inclusive term. Leaders were exposed to the basic theory of EI to understand their own level and how EI impacts leadership effectiveness. EI concepts were incorporated into LD and training.

Back to the Leadership Challenge

How can Susan use the leadership model to diagnose the root of her employee's declining performance? Susan begins her diagnosis by asking questions in each of the seven sections.

- **Competence:** Does Dan have the skills required to do the job? Which areas of his job is he successful and in which is he not? What examples do I

have to validate my belief? Do I have examples to show a trend in declining performance in specific areas? What training has been provided to build job skills—new hire orientation, department-specific training, mentoring?

- **Commitment:** Does Dan show an interest and enthusiasm in completing his work? Which parts? Have I met with Dan to talk about how he feels about the different aspects of his job? Did I sense confidence, and if not, did I probe further to find out where the confidence is strong and where it isn't and create an action plan to develop where needed? Did I hold myself and Dan accountable for action plan items?

- **Behaviors:** Do I know what are Dan's strengths? Which are motivators? Do I understand my natural strengths and how they may interact with Dan's? Does Dan have opportunities to use his strengths regularly? How do Dan's natural strengths interface with the strengths of the rest of the team? Have Dan and I discussed what tasks he finds rewarding and which he struggles with?

- **Values/Beliefs:** What do I know of Dan's core values and beliefs? Have I done any values exercises or had conversations with Dan that can help me understand what is important to him?

- **Intelligence/Emotional Intelligence:** What skills and experiences does Dan bring to this job? What might be some areas to build on in his job? What have I noticed about how Dan responds to different workplace situations that might help me understand what might cause his declining performance?

- **Mission/Vision/Values:** Does Dan know the company's mission, vision, and core values? Does he see how his job fits and helps the company achieve its goals? Where might there be a disconnect? What can I do to bring clarity?

- **Working environment:** Have I observed Dan's work area to assess its potential impact on his performance? Is his desk located where people stop and talk and interrupt his concentration? Does he have access to the resources (people, technology) to do his job? Has he ever mentioned anything about any process or system that prevents him from doing his job efficiently? Does he have an ergonomic work space?

By asking these questions, Susan could look at Dan's situation with a fresh perspective, get to the root of performance problems, consider her role in his performance, and develop effective strategies to improve the situation. LE

Diane Rockett is the Program Manager for the LD Department at TriWest Healthcare Alliance. Visit www.triwest.com.

ACTION: Ask questions to boost performance.

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