Warren Bennis
Leadership Excellence
ESSENTIALS

The Standard of Global Leadership Development

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Essentials of leadership development, managerial effectiveness, and organizational productivity

Presented By HR.com

Why Should People Show Up And Be Dedicated To Something You're Leading?

Dr. Nathan J. Hiller, Academic Director, Center for Leadership, Florida International University, on the importance of leadership narratives

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Editor's Note

The workplace has evolved sharply over the past few years. Technology, people, mindset - everything has undergone changes. Even the way people develop their skills has been adjusted according to the current trend. Talking about skills, have you observed any changes in today's leadership skills? Well, the answer would be a resounding Yes! Leaders have already learned to adjust their sails according to the flow. But has the journey been easy? We have some of the top authors writing about various aspects of today's leadership skills in this issue of Leadership Excellence Essentials.

We often expect others to be as engaged as we are, to get it as much as we do, but they don't; and then we become disappointed at the outcome. We complain about their motivation, work ethic, inattention to the right things, attitudes, etc. The problem, as we see it, is clearly them. But what if, to a large extent, the problem may in fact be you?

Two critical questions that leaders constantly need to be asking is: "Why SHOULD they care, be motivated, and push through? And, what have I DONE (and NOT done) to facilitate their engagement? And this issue is not just one for poorly performing individuals and teams. Even if your team is doing well – could they be doing better? To know more, read our cover article ***Why Should People Show Up And Be Dedicated To Something You're Leading?*** By Dr. Nathan J. Hiller.

The best employees seek life-long learning. They thrive on new challenges and new ways to succeed. Your organization must be ready to fulfill those needs if you want to keep those great team members from leaving for greener pastures. To know more about how a talent development program can foster and build future leaders, read Michelle Cipollone's article ***5 Key Steps For Investing In Your People***

Organizations and teams are expected to manage a large, continual flow of current and new demands. Some leaders thrive in this situation while others just get swamped, failing to stay above water. Read Daniel Stewart's article ***Managing Constant Change*** to know about 4 helpful steps for leaders.

When looking for leadership in your business or organization—perhaps in yourself—there are several factors that are part of all great leaders. Get to know 12 factors to improve your leadership skills or help you identify those individuals in your organization that can take over leadership positions by reading Dr. Kevin Coughlin's article ***Building Phenomenal Leaders***

People and organizations grow and develop to the extent that they capitalize on opportunities to do so. Opportunities are important to leaders because they're important to the people they lead. Open-door leadership is about noticing, identifying, and creating opportunities for those being led. To know more about open-door leaders, read Bill Treasurer's article ***Open-Door Leaders***

Apart from the articles, we also have exclusive interviews of the **2016 Leadership Excellence Award winners** in this issue. The winners share details of their award winning programs and their plans ahead. Their success stories will definitely motivate you. To know more about the LEAD2017 event, check here.

In brief, this edition is loaded with leadership stories that will help you dream, think, get inspired and move ahead. So, keep reading and do send us your feedback!

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Vol.33 No. 09

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Why Should People Show Up And Be Dedicated To Something You're Leading?

The importance of narratives in leadership

By Dr. Nathan J. Hiller

Two connected questions confront most people in managerial and leadership roles at some point. How do you get the most out of your team? And, why should people show up and be dedicated to something that you are leading?

Perhaps people show up to work and do a reasonable job simply because it's their job. The "because it's my job" type of motivation may produce results that are fine. Yet, we usually need or expect them to do more, to take initiative, and push through without our constant direction.

We often expect others to be as engaged as we are, to get it as much as we do, but they don't; and then we become disappointed at the outcome. We complain about their motivation, work ethic, inattention to the right things, attitudes, etc. The problem, as we see it, is clearly them. But what if, to a large extent, the problem may in fact be you?

Two critical questions that leaders constantly need to be asking is: "Why SHOULD they care, be motivated, and push through? And, what have I DONE (and NOT done) to facilitate their engagement? And this issue is not just one for poorly performing individuals and teams. Even if your team is doing well – could they be doing better?

A Key Mechanism

One of the key mechanisms that we see leaders forget or get wrong is this: being clear and compelling about purpose and vision. But the mere word "vision" conjures up many misnomers among people - vision is not about flowery vision statements or platitudes, or trying to be charismatic. So what is it? This is about leaders honestly wrestling with and constructing a *narrative* that is honest and accurate, open to criticism and change, but one that helps individuals and the team truly understand, frame, and possess a collective understanding for what they do, why they do it, where they are going, and roughly how they're going to get there.

It is easy to eschew this idea. Or pass this role onto the top people in your organization. But the most effective leaders at all levels (even those who are introverts and may shudder at what they're reading) think carefully and practice proven and learnable techniques in creating a narrative. They do so in a way that is authentic and true to them, certainly, and they are purposeful in communicating and repeating it.

Carefully crafting a vision narrative doesn't come easy, but pays off in both individual and team performance. In our small organization at the FIU Center for Leadership, where we are passionate about helping leaders find and create narratives, we regularly discuss and calibrate: what we stand for, why we exist, how each person plays a role, what success looks like, and what our vision is of the future. We ask each team member to tell us, in their own words, what that looks like for them and for us collectively. Do we mandate that people buy in? Absolutely not. But we give them an opportunity and reason to buy in to a shared vision that they have helped create. This can help get us through times when we need everyone to be at their best. It takes work, for certain, but the results have been undeniable.

Two bricklayers working on identical projects in nearby towns were asked about their work. The first replied "Why it's obvious what I'm doing – I'm laying bricks. This is what bricklayers do". The second bricklayer was asked about his work, and replied with a smile on his face, "I'm building a cathedral in which thousands of people will find community and purpose". Two people, with an entirely different approach to their work, and we can quite easily guess which one is more passionate about their job, whose work is superior, and who will be more committed to overcome obstacles in getting the job done. It is the leaders job to help people see the big picture and purposes, because it often gets lost in the weeds, and oftentimes leaders themselves need to become clear for themselves first about they "why" of work – instead focusing only on the how and what.

Individuals and teams are far more effective if you help people understand the big picture. This approach claws back the notion of "vision" as being a fancy-worded statement, and instead suggests that effective leaders help to create the lens through which people understand their work. Have you clearly developed and articulated the narrative when managing and leading? It has a chance of paying off more than you might think. **LE**

Nathan J. Hiller, Ph.D., is a Fellow of the FIU Center for Leadership and an Associate Professor of Management and International Business at Florida International University.
He is also a Knight Ridder Center Research Fellow. As a consultant and practitioner, Nathan has worked on cutting-edge projects related to strategic leadership development, organizational change, culture, human capital planning, and teamwork with clients including: Johnson & Johnson, Telefonica, Norwegian Cruise Line, Boeing, Boston Scientific, Burger King Corporation, and The United States Marine Corps.Dr. Hiller is the Faculty Director of the High Potential Leader program at FIU – a 4-day leadership development program for promising senior managers. He also works regularly with executives in a variety of coaching and advisory roles.
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5 Key Steps For Investing In Your People

How a talent development program can foster and build future leaders

By Michelle Cipollone

The best employees seek life-long learning. They thrive on new challenges and new ways to succeed. Your organization must be ready to fulfill those needs if you want to keep those great team members from leaving for greener pastures.

Industry leaders have grown to understand the key role that talent development plays in retaining employees and building their talent to prepare them for future leadership. As a result of this renewed focus on the importance of talent development, the market is shifting from in-person, classroom-based learning to newer, and more engaging methods.

Companies now place more value on the impact that learning programs have on real-life business metrics. So, what does your

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company need to know to keep up with the changing market? Here are five key steps to building a successful talent development program within your company.

1. **Understand the Importance of Learning & Development**

Why is talent development an increasingly critical strategy for retaining top talent and positively impacting employee engagement? Consider that two common reasons great employees leave an organization are lack of development opportunities and the sense that their work is not meaningful. Employees are much more likely to stay with an organization if they feel their development is encouraged and supported.

Any organization that doesn't invest in its talent through development is placing additional pressure on the talent acquisition team to ultimately find more talent. Certainly, you can bring in new talent, especially for specific skills and competencies. If that is your primary talent strategy, it creates unnecessary and costly risk.

2. **Do Your Homework**

Before you launch your organization's journey to enhanced talent development, be sure to understand the scope of your organization's existing talent development capabilities. Make sure that you consider:

- Does the content of your development programs focus on the right talent?
- What are the current costs vs. future costs of development programs by delivery methods?
- Which outcome-focused metrics – such as retention, engagement, coaching, business impact and ROI – are associated with your organization's talent development?
- What tools and technology are required to support your talent development initiatives?

Once you understand the full scope of your current program, you can then plan for how best to effect positive change.

3. **Leave the Old Way Behind**

The traditional strategy for learning programs was – and for many, continues to be – *instructor-led training*. However, in this post-recession era, employees simply don't have time to leave the office, or step away from billable work for multi-day classes, and budgets are limited.

When planning the format for your talent development programs, the most important consideration should be the effectiveness of the training. How best do employees learn? Studies have shown that participants learn best if they can apply what they have learned, practice and engage in a discussion. Does a particular learning experience help the employees' performance improve? Does it have a positive business impact? Is there ultimately a positive return on investment? These are the key questions.

4. **Prepare Learning Programs for Specific Outcomes**

Before you roll out a learning program, you must determine how you intend to measure its success. Too often organizations wait until a program is complete determine whether it was successful; however, you can only determine how well employees achieved targeted outcomes if you establish a baseline in advance. A baseline enables you to measure your program's business and financial impact.

When building learning and development programs for specific outcomes, it is essential to define how you will measure success, encourage and obtain corporate and business unit input, accurately determine the level of effort and investment required in all development programs and be flexible to respond to change as needed.

- According to the Association for Supervision and Curriculum Development (ASCD), the best-known model of outcome-based education (OBE) was developed by Bill Spady and his associates at the High Success Network. He lists four principles that he believes should characterize OBE: Clarity of focus – having specific outcomes gives a strong sense of purpose to everything teachers and students do.
- Design down, deliver up – when planning curriculum, educators start with the outcomes and work backwards; when planning instruction, teachers teach what students need to learn to demonstrate the outcomes.
- High expectations – OBE departs from traditional education in its assumption that all students can learn well, although not in the same way and not necessarily on the same day.
- Expanded opportunities – Students must be permitted to demonstrate their learning in different ways, and they must have numerous opportunities to demonstrate the outcomes, not just one.

5. **Move to Talent Development 2.0**

There will always be a need for in-classroom training, but it should be incorporated into a broader talent development strategy. Why? The way adults learn continues to evolve. Employees are doing more with less, which is why *just-in-time learning* now plays a bigger role than ever before.

Remember that the effectiveness of classroom training, or *formal learning* is dwindling as other forms of learning become more prominent. The flipside is that *informal learning* has been adopted with more success when it comes to knowledge transfer. It offers tremendous effectiveness.

Start thinking about peer-to-peer, self-paced, performance support tools, mentoring and coaching, leaders as teachers, social learning, a learning library – and yes, facilitated workshops. A blended learning solution not only offers different options for different generations, but also provides a robust library of tools to enable just-in-time learning.

A well-planned talent development program an essential component of a successful overall talent management strategy. If well-executed, it can help your organization retain top performers, increase employee engagement, support your customers and attract new hires.

Remember – training is an event, while learning is a journey. Do your homework beforehand embrace the next generation of talent development methods and begin your journey toward attracting and retaining the best talent**.** LE

Michelle Cipollone helps professional services firms across the world manage clients and people, and work more efficiently and profitably with technology solutions. She does this for Herndon-based Deltek, the leading global provider of enterprise software and information solutions for project-based businesses.
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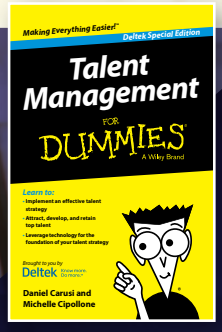

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Open-Door Leaders

Four skills for them

By Bill Treasurer

My bet is that the leaders you most admire are the ones who left you better off than they found you by creating opportunities that helped you grow.

How?

- By being open to you, valuing your input and perspective.
- By being open with you, telling you the truth even if the truth is difficult to hear.
- By helping you be receptive to new possibilities and experiences and new ways of perceiving and thinking.

Open-door leadership involves creating or assigning opportunities in order to promote growth. By promoting the growth of those they lead, leaders increase the likelihood of their own success and advancement. They also increase the likelihood of creating other leaders, which is essential to building a lasting leadership legacy.

People and organizations grow and develop to the extent that they capitalize on opportunities to do so. Opportunities are important to leaders because they're important to the people they lead. Opportunities are the venues where people can try, test, better, and even find themselves. The leader's job is to match the opportunity to the person and to help the person—and the organization—exploit the opportunity for all it's worth. Open-door leadership is about noticing, identifying, and creating opportunities for those being led.

Leaders create leaders by opening doors of opportunity that have a positive and lasting impact on the behavior of those they lead.

Want to be this kind of open-door leader? Start by studying and applying these four skills.

1. **Know your employees**: Have extensive knowledge about the backgrounds, needs, and desires of your employees. Invest time in getting to know them beyond the tasks they get done for you. Ask them directly about their career goals and aspirations— what do they want to get out of this job? Keep in mind the goal isn't to intrude or interrogate. It's to gain insight into their goals, strengths, and motivations.
2. **Match suitedness:** Draw connections between the opportunity and the developmental needs of your employees. This involves constantly being on the lookout for opportunities that can advance your employee's careers. Then, when opportunities are identified ask yourself, "Whose growth and development would pursuing this opportunity most advance?"
3. **Envision the desired results:** Have a clear picture of the desired benefits that given opportunities present for the employees and the organization. Once an opportunity is assigned, do some "future-casting" with your employee, thinking through the potential benefits—to the employee and the organization—that could emerge if the opportunity is successfully accomplished. Also give some thought to the actions that will have to occur to maximize the probability of success.
4. **Provide ongoing support**: Genuinely want, and support, your employees' success. This skill is an outgrowth of the other three. When you really know the aims of your employees—when you've assigned them to a juicy opportunity that's ripe for their skills and worked with them to develop a clear picture of a successful outcome—you almost can't help but take a strong interest in their success. Stay involved by periodically asking what support they need from you, removing barriers that might block their progress, and offering encouragement and guidance when they hit roadblocks and bottlenecks.

The more you cultivate these skills, the more you will see opportunities to open doors for others. **LE**

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Bill Treasurer is the founder and Chief Encouragement Officer of Giant Leap Consulting. His book, Leaders Open Doors, became the top-selling leadership book on Amazon. His newest book, A Leadership Kick in the Ass: How to Learn from Rough Landings, Blunders, and Missteps, will be published by Berrett-Koehler Publishers in 2017. Bill has worked with thousands of executives from top organizations, including NASA, CNN, Spanx, Hugo Boss and the Pittsburgh Pirates.

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Stacy Lamar Brooks

Leadership Excellence Rank 1

Best Mentoring Program

Building a Strong Leadership Pipeline

*Our editorial team interviewed **Stacy Lamar Brooks** from **Humana Inc** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.*

What is the overall objective of your program?

The objective of the Development Acceleration Program (DAP) is to cultivate a pipeline of diverse professionals who are ready to assume higher levels of leadership in Humana within 1-2 years. Through DAP, participants learn to grow themselves in their careers and strengthen how they contribute to Humana's leadership brand. Joint projects in matrix teams enable participants to optimize their diversities of thought and talent while solving actual business unit challenges. It also offers participants the opportunity to connect with senior leaders.

Who do you impact with your program?

Associates rated as high performing and high potential talent, associates identified as capable of competing for a Director-level position within 1-2 years.

While Humana's entire high potential talent population is in scope for DAP, the program strategy involves a focus on identifying and accelerating the development of women, people of color and underrepresented minorities to help strengthen retention and our brand of inclusive leadership for the future.

What are the lessons you've learned this year from facilitating your program?

One of the lessons I have learned over the past year is that with a program like DAP, whose mission is closely aligned to an Inclusion and Diversity strategy, the success of the program is measured by more than just completion rates. Talent development is a system of people and operations working together to determine who is rated top talent and who is not, who is selected for development and who is not, and the list goes on. I learned that in order for the program to stay true to its dual objectives of developing top talent and assisting with the inclusion and diversity strategy, we must make sure the overall talent identification systems and processes are objective and fair.

How do you measure the return on investment and success of the program?

The most meaningful metric for me is when the associates who complete the program turn right back around to volunteer to assist with the next DAP cohort experience. Other substantial returns include the number of DAP participants who have moved on to director and strategic consultant roles in the company. Past DAP participants are highly sought after associates because it is understood that the program greatly helps to foster self-awareness and confidence in associates.

Humana

Company Name: Humana Inc
Program Name: The Development Acceleration Program (DAP)
Director: Katherine McGuire
Address: 500 W Main, Louisville KY
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VIsit: www.humana.com

Video

What lies ahead for the program and how it will continue to succeed?

More strategic partnerships within the business to keep program participants working on cutting edge initiatives that will not only move Humana forward, but the health care industry as a whole. We also will continue to make DAP increasingly more experiential with richer connections and interactions with our senior leaders to increase participants' visibility and exposure to Humana's thought leadership. Our emphasis on fairness in associate assessment and commitment to inclusion and diversity are also critical to the program's continued success.

Managing Constant Change

4 steps for leaders

By Daniel Stewart

As I sit down for an executive coaching session or to talk with a CEO about his/her senior team, one of the most frequently cited challenges is how to effectively lead in rapidly changing environments.

Organizations and teams are expected to manage a large, continual flow of current and new demands. Some leaders thrive in this situation while others just get swamped, failing to stay above water.

How do leaders effectively create a sense of confidence and accomplishment amid such change?

The reality of more frequent workplace change is undeniable. Leaders that find focus instead of confusion within constant change, learn to ride the waves and not fight them. They use an approach that encourages choice and accountability, versus allowing the multitude of changes to overwhelm and stifle them.

Using a four step prioritization process, successful change leaders can carve out a sense of control instead of a feeling of doom. Armed with the right training, tools and mindset, leaders can more easily be taught to welcome new changes and avoid reaching for a life preserver, just to stay afloat.

Here are the four steps leaders can use to manage constant change. Each step also identifies how to avoid the change traps along the way. Some of these points below have been inspired by Bill Pasmore's latest book, *Leading Continuous Change*.

STEP 1

Compare Importance (Do not Assume Importance)

Too often the first misguided step in responding to something new is to assume the change is automatically important and must be done.

It usually sounds like this: *"How can I do this with everything else going on? I'm already overloaded!"*

However, there is a different way to respond and it sounds like this: *"This new idea is interesting and looks like we may need to pay attention to it. I want to compare this with other things that we have going on. We can then decide how much time and effort we should put into it."*

It is key to evaluate the true importance and impact the change will have before reaching possibly exaggerated or misinformed conclusions.

Smart leaders step back and have a process for evaluating the first sighting of the change. They hold up the change against everything else that is going on and then decide next steps.

STEP 2

Gather Data (Do not Deny Choices)

The second step involves exploring additional information from internal and external sources. It is gathering helpful knowledge from those who have experience and education with the potential change. This is in contrast to the trap of concluding that the existing level of information is already sufficient.

Be cautious when one starts hearing statements like: *"We are too far down the path to change now!* or *"That would upset our business too much."* This thinking may deny an opportunity to learn, prevent important course corrections, and to lead to myopic decisions.

Accepting your present direction without investigating the possible changes that emerge later on can deny important choices, positioning you to fight change instead of embracing it.

STEP 3

Create a Team (Do Not Go It Alone)

The third step is to assign people to investigate the change. This is in stark contrast to another typical trap of seeking to be the hero and solving the problem on one's own. Too often, a potential change comes along and leaders may view it as their opportunity to show the world how smart they are or they may feel duty bound to fix it themselves.

A leader in this case may think: *"I'll just have to work harder and figure it out."* This approach of going it alone may work sometimes, but in today's networked economy it is closing off valuable resources and potential insights. **The smarter approach is to dedicate a small team to investigate, discuss, and recommend how to look at the change.** This team can be responsible for contingency planning, communication, and can quickly become subject matter experts to inform future direction and prioritization.

STEP 4

Prototype Options (Do not Use Hope as a Strategy)

As the team seeks information and experiences from those internal and external to the organization and recommends next steps, they can then begin creating a prototype of the changes—applying the change in real life. This does not mean creating a whole new business unit and investing millions.

This means assigning a small amount of capital and resources to enable a test case, an experiment to fail or succeed fast. Trying something out quickly, especially based on informed and prioritized analysis, is a powerful way to truly learn the potential of something new.

This is in contrast to a situation that some organizations succumb to: using hope as their strategy. Hope as a strategy sounds like this: *"I'm sure we can make it work somehow."*

Having hope in the future is a beautiful thing, but it is not sufficient to provide confidence in changing times to senior leaders, employees, shareholders, and customers. Creating rapid prototyping quickly transforms strategic hope into a plan with clear contingencies and risk management tactics.

Leading change is a key competency for every leader today. Changes in the workplace are increasing in frequency and intensity. Successful leaders follow a pattern to help them prioritize and make sense of these daily bombardments; helping them become better because of the change! Follow this four step approach and see your organization ride the waves of change without getting taken out by the undertow!

Change Prioritization Process Chart

Leading change is a key competency for every leader today!

Changes in the workplace are increasing in frequency and intensity. Successful leaders follow a pattern to help them prioritize and make sense of these daily bombardments; helping them become better because of the change!

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Follow this four step approach and see your organization ride the waves of change without getting taken out by the undertow!

STEP 1	STEP 2	STEP 3	STEP 4
Compare Importance	**Gather Data**	**Create a Team**	**Prototype Options**
Don't Assume Importance	*Don't Deny Choices*	*Don't Go It Alone*	*Don't Use Hope as a Strategy*
It is key to evaluate the true importance and impact the change will have before reaching possibly exaggerated or misinformed conclusions. Smart leaders step back and have a process for evaluating the first sighting of the change.	Explore additional information from internal and external sources. Accepting your present course without investigating the possible changes that emerge later on can deny important choices, positioning you to fight change instead of embracing it.	Assign people to investigate the change. Dedicate a small team to investigate, discuss, and recommend how to look at the change. This team can be responsible for contingency planning, communication, and can quickly become subject matter experts to inform future direction and prioritization.	Creating rapid prototyping quickly transforms strategic hope into a plan with clear contingencies and risk management tactics. Trying something out quickly, especially based on informed and prioritized analysis, is a powerful way to truly learn the potential of something new.

LE

Daniel J. Stewart is a sought-after leadership and talent consultant and coach with proven experience advising senior leaders, leading change, and designing leadership-rich organizations. He leads Stewart Leadership's extensive consulting practice, business development, and international partnerships. Over the past fifteen years, he has been an internal and external organizational development executive and consultant delivering talent and team development solutions, executive leadership coaching, group facilitation, change management, organizational design, and strategic planning for companies like JetBlue Airways, Avaya Telecommunications, Lockheed Martin, The Weihs Group (Venture Capital), Kohl's Department Stores, and Aurora Health Care. He holds a Bachelor's degree in International Relations with a minor in Business from Brigham Young University and a Master's degree in Organizational Communication from the University of Colorado at Boulder

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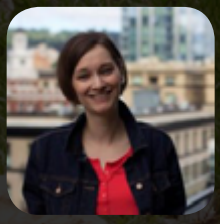

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AMY DOBLER, HR BUSINESS PARTNER,
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Service Leadership Unleashed

Do you have a Roll-Royce spirit?

By Jamey Lutz and Chip R. Bell

Interactive

Legend has it a man was driving his relatively new Rolls Royce across the English countryside. The luxury vehicle unexpectedly coughed, sputtered, and stopped running. He was able to guide his vehicle to a wide spot in the road. Realizing it was several miles back to the nearest small town, he called the dealership where he had purchased the car for their advice. The friendly service tech got his location and promised to have a response in less than a half-hour. The man was a bit surprised since his Rolls dealership was two hours away.

Twenty minutes later a helicopter landed on the roadside near his Rolls and a repairman got out and began to do mechanical surgery under the bonnet (a.k.a., hood) of the car. After a few minutes the car was running perfectly again and the helicopter departed as quickly as it had arrived. The man was very impressed by this James Bond-like over-the-top adventure.

A couple of months later he realized he had not received a bill for the roadside service. He called his dealership; they reported no record of a roadside repair. "But, where did the helicopter and mechanic come from?" he asked. The service tech suggested someone at corporate headquarters might know and transferred him to the Rolls Royce headquarters in London. Again, a friendly service person could not find any record of a service call and suggested he worry no more. As he was about to hang up, she warmly added, "Besides sir, Rolls Royce cars do not break down!"

Through the lens of this story, examine what it would take to create a magical myth that your offering was perfect. It starts with a deep pride in product and service coupled with the zeal to guarantee it to always match your customers' hopes, not their expectations. It requires elevating standards to the pinnacle of superiority. But, it also takes leadership that inspires employees to remain in the middle of a vision quest. It takes service leadership unleashed.

Seek a Much Higher Purpose

A vision quest was the Native American custom of sending an adolescent boy on a solo journey to find his true self and discover his life direction. The phrase in the Sioux language Lakota literally means, "crying for a vision." Native American oral historian Paula Underwood interviewed dozens of Native American leaders about

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their vision quests as young boys. The consistent report was one of exhilaration and joy. "It was the purest moment of my life," said one Sioux chief. Another described it as "a blend of the terror of the unknown followed by the ecstasy of knowing whom you were and why you were here."

How do service leaders foster perpetual vision quests? It starts with having a compelling vision that excites, challenges, and points to a noble aspiration. Ritz-Carlton Hotel Company's mission: "Ladies and gentlemen serving ladies and gentlemen" describes the pursuit of a guest relationship as near-perfect as a Rolls Royce. It invites associates to always be their best and summon their guests to follow suit. It also leads them to treat each other with the same care and respect they treat their guests.

Visions are not like strategic plans lined with the practicality of results-oriented metrics. Visions are aspirational attractions that elevate, embolden and encourage. They are about spirit, not about arithmetic. And, they are tools for "endurement." When Arie de Geus studied companies that had lasted more than 200 years (reported in his book **The Living Company**), one feature he found common was a values-centered vision that served as their North Star, guiding them to greatness and sustainability. Visions are the corporate version of Robert Browning's famous line: "Ah, but a man's reach should exceed his grasp, or what's a heaven for?"

Turn Stonecutting into Cathedral-building

The well-worn story of the two stonecutters paints a sharp contrast between the completion of a task and the pursuit of a purpose. When the first stonecutter is asked what he is doing, he curtly responds, "I'm hammering this stupid rock, and can't wait until the end of the day so I can go home!" The second stonecutter exhibited a very different perspective to same question. He smiled, gazed upward and proudly stated, "I'm building a cathedral that will be admired for centuries."

Part of the leadership challenge is not just about getting employees to do their assigned duties; it is about inspiring them to embrace the deeper purpose of their undertakings. When a friend of ours is asked about his job—he's a trainer—he always says, "I train human race horses to win championships." When a dentist friend is asked about her occupation, she characterizes her responsibilities as "a creator of smiles."

Research undergirds the premise a life well lived is one exemplified by purpose; ramifications significant at the individual and corporate level. Many studies suggest people who live with a strong sense of purpose have higher energy levels, enjoy more meaningful relationships, and generally live longer than those without a defined purpose. In their wildly popular book *Built to Last*, Jim Collins and Jerry Porras reveal organizations driven by purpose and values outperform the market an amazing fifteen to one.

Remove Barriers to Greatness

Empowerment is ensuring employees closest to a problem or need have the authority to make judgments on how a problem is solved or a need met. Empowerment does not mean unlimited license..."just do whatever you need to do..." it means responsible freedom. It means helping employees balance the freedom to go the extra mile for the customer with the responsibility of taking care of the organization. Bottom line, it is helping employees maintain the perspective of an owner.

Empowerment is not a gift given to employees by leaders. When leaders ask, "How do I empower my employees?" you get a sense they are thinking of it as a gift. The job of the leader is to release power--to remove the barriers that keep employees from acting with power. When an airport shoe shiner was asked about his job, he quickly said, "I do not shine shoes. The shine is already in the shoe. I just work with the brush and wax to bring it out." Like the shoeshiner's philosopher, unleashed leaders examine the work environment and their own leadership practices to identify barriers getting in the way of responsible freedom.

Empowerment is also not a concept simply be delegated into practice. This mindset would be similar to asking a child with no prior financial training to manage your investment portfolio! Employees need to understand what empowerment looks like at a practical level based upon a wide range of circumstances. As a leader, it is important to demonstrate the nuances of empowerment through using role playing of common problem scenarios, celebrating empowerment success stories, and consistently coaching for improvement.

According to the official Rolls Royce history, when Henry Royce was designing the first Rolls Royce a colleague suggested he "turn out a reliable car at a low price." Royce had a different vision—"the best motor car in the world regardless of cost." Making such a bold, audacious statement is one thing. Actually bringing the vision to fruition is the stuff of unleashed leadership.

As the old adage goes: "talk is cheap." Henry Royce (and his partner Charles Rolls), however, led with such purpose and conviction that the dream became a modern day reality, one not possible without inspiring the fledgling Roll-Royce team to dream big and lead with a spirit of service unleashed! Would your customers say you and your organization have a Roll-Royce spirit? **LE**

Jamey Lutz is a customer experience thought leader with more than 20 years of leadership tenure across numerous industries. Prior to joining Forrest Performance Group (FPG) in his current role as human performance strategist, Jamey served in a senior leadership capacity with The Ritz-Carlton Hotel Company.
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Chip R. Bell is a renowned keynote speaker and author of several best-selling books including his newest book: Sprinkles: Creating Awesome Experiences through Innovative Service. Global Gurus ranked in both in 2014 and 2015 as the #1 keynote speaker in the world on customer service.
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Beverly Winkler

Leadership Excellence Rank **2**

Best Mentoring Program

GROWing PSEG Women Leaders

*Our editorial team interviewed **Beverly Winkler** from **PSEG** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.*

What is the overall objective of your program?

In 2013, PSEG launched the Growing and Reaching for Opportunities for PSEG Women (GROW) program designed to accelerate the leadership development and expand business and operational knowledge for women while increasing PSEG's bench strength of talented women. This program also supports PSEG's strategic goal to attract, develop, retain and reward PSEG employees. Additionally, PSEG's emphasis on diversity and inclusion was a driving force behind the creation of this program to help create more roles for women in a utility.

Who do you impact with your program?

GROW is a nine month program focused on engaging and developing the participants through an increased sense of self-awareness utilizing targeted assessments, leadership development programs, expansion of business knowledge and tours throughout the various business facilities and functions, and team mentoring. This program was developed with a success measurement of 40 percent internal movement within 18-24 months of program completion. Movement at PSEG is defined as moving to another assignment that is meaningful for both the organization and the employee. Moves include rotational assignments, promotions, expanded lateral moves, or transfer of departments.

Women participants are nominated by their business leader leveraging the following criteria:

- High Potential/emerging female talent at the manager level
- Strong demonstrated leadership ability either of people and or function
- Recognized ability to move to a higher and/or expanded role in two years
- Sustained performance and role model of PSEG's values
- Executive endorsement

What are the lessons you've learned this year from facilitating your program?

A critical part of the GROW program is the role of a mentor to help develop the participant talent and to expand leadership capabilities and cross-functional business and operational knowledge. Mentors for the GROW program are selected based upon similar criteria with the exception that they are a higher level in the organization: directors or recently promoted vice presidents that demonstrate strong coaching skills and are interested in 'paying it forward' as a development leader in the business.

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Company Name: PSEG
Program Name: GROW
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Video

Mentors are both men and women.

How do you measure the return on investment and success of the program?

Through evaluations of the content and benefits of the program, participants expressed the clear wins of an expanded and positive network, increased leadership effectiveness and the ability to further understand the business. Between 50 percent and 60 percent of the participants in the 2013/14 program have experienced career movement – both horizontally and vertically. The mentors have also had similar movement successes. Early results of the 2015/16 program are reflecting a similar percentage of movement. All stated their increased levels of self-confidence through the ability to ask for 'tough feedback' and 'hear it.' GROW participants and mentors have also experienced considerable networking benefits as their mentoring teams continue after the program graduation with a focus of ongoing development.

What lies ahead for the program and how it will continue to succeed?

Due to the incredible success of the women from the inaugural GROW program, a Spring 2015 program was launched with plans to launch another program in the fall of 2016. Many of the GROW participants are now mentoring in a program the PSEG Foundation has sponsored with Rutgers University called WINGS, Women Investing In and Guiding Women. Opportunities for similar mentoring roles have been built into several development programs and PSEG's Employee Business Resource Groups to provide the participants with experienced mentors to reinforce learnings through real life business experiences.

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The future of leadership starts with a belief that individual excellence and collective strength drive progress – that in fostering the potential of one, we can fuel the power of many, and that by transforming passion into purpose, we can help our customers, our communities, our world.

Leadership Today

Busting leadership myths in an uncertain world

By Steven Krupp and Roch Parayre

If any business leaders needed reminding, the British vote to exit the European Union and the resulting economic shockwaves offer a timely and riveting example of the galvanizing power of surprise. Another case in point: the current US Presidential campaign, which is shaping up to be a daily lesson in "expecting the unexpected."

Indeed, whether it's a competitor's sudden acquisition, a technological breakthrough, or a public R&D setback, the world continues to confound our expectations.

Forward-looking executives use such events as catalysts to re-examine their thinking, and to reflect on the underlying assumptions that drive leadership behaviors in order to spot—and root out—mistaken beliefs that make it difficult for us to anticipate change, or worse, prevent us from capitalizing on it. Our experience suggests that four beliefs in particular—leadership myths, really—are the most destructive.

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Myth #1: Leaders must develop a strategic direction—and stick boldly to it

While all leaders need to set a strategic direction, it must be flexible and adaptable to rapidly changing market conditions. Business history is littered with full-speed-ahead types who resolutely ran their companies aground.

Remember Webvan, the online grocer? One of the largest start-ups during the dot-com bubble, it burned through cash at an alarming rate—more than $800 million in less than three years.[1] Even when it became obvious that the impossibly thin margins on groceries couldn't support Webvan's business model, the company forged ahead, buying HomeGrocer, which was also losing millions. Bankruptcy soon followed.

An unreasonable persistence often occurs at the portfolio level as well. Top management, including CEOs and division heads, can't bring themselves to pull the plug on their products, their markets, and the deals they have engineered. Smart leaders move on before decline sets in. Moreover, investors often reward preemptive corrections. In fact, one of the authors of this article, Roch Parayre, studied ten years' worth of announcements by major companies indicating their intention to kill a division or a line of business. Over that span, the stock price for such companies rose, on average, 4% on the day of the announcement.

Myth #2: Leaders need to manage risk and minimize failure

Risk is scary; mistakes are embarrassing. But in today's world, the winners are likely to be leaders and organizations that learn fast, fail fast, and incorporate the lessons learned into the next experiment. The following companies are doing just that:

- Before Elon Musk and Space X successfully landed a Falcon 9 rocket on a drone ship in April 2016, they endured four public failures ending in explosions.
- Engineers Without Borders (EWB), a non-governmental organization that works worldwide to help disadvantaged communities and people through engineering projects, accelerates learning by posting its mistake online for all to see, including especially the engineers at EWB organizations in other countries.
- SurePayroll presents an annual "Best New Mistake" award, handing out cash prizes for the failed efforts that led to the most significant learning.[2]

Myth #3: Leaders need to be consensus builders

Consensus is in fact often the enemy. A domineering leader can get a team to reach consensus on almost anything, including nonsense. There are also people who go along to get along, even when they strongly disagree. Further, when consensus is reached through compromise, you are likely to wind up with the lowest common denominator among conflicting positions. And there is the ever present danger of group think.

At a large consumer-finance company where a culture of consensus reigns, challenging someone in a meeting is considered impolite. As a result, important decisions involve round after round of pre-meetings, meetings, post-meetings, and hallway lobbying. Even pressing strategic decisions are routinely deferred, escalated upward, or resolved only by default. That may have been tolerable when financial services was a largely stable industry, but not today when it is ground zero for uncertainty and change.

Myth #4: A good leader is always a confident leader

Certainly, when it comes to executing on a carefully deliberated decision a leader needs to move with all deliberate speed and remain calm in the face of uncertainty. But when it comes to *making* the decision, a little humility is in order.

The problem is that most executives—and indeed most people—have a strong bias for overconfidence. In workshops we have conducted with thousands of executives, we do an exercise that quickly measures overconfidence. Fully nine out of 10 executives who undertake the exercise exhibit unwarranted confidence in their judgment. Further, in a survey of 150 global CEOs conducted in partnership with the Saïd Business School at the University of Oxford, we found that nearly one in five CEOs say they never doubt themselves.[3]

By contrast, forward-looking CEOs not only admit doubt but embrace it as a basis for better decisions. Some CEOs we know, for example, conduct "pre-mortems" when deliberating with their teams before starting new projects. In effect they ask, "If this project dies six months from now, what are we likely to say killed it?" The teams then brainstorm all the potentially fatal flaws, make the plans more robust, identify early warning signs of trouble, and develop contingency plans.

Taken together, these four leadership myths suggest a counter-truth: *In today's turbulent world, great leaders are, above all, agile. They are able to spot opportunities and threats and adapt faster than their competitors. They are able to prepare for, withstand, and recover from setbacks quickly. They build diverse teams that generate creative friction. And they embrace change as an opportunity for continuous improvement. All vital skills to have in a business environment where the only real certainty is that certainty itself is in short supply.* **LE**

Notes

1 Greg Bensinger, "Rebuilding history's biggest dot-com bust," Wall Street Journal, January 12, 2015.

2 Sue Shellenbarger, "Better ideas through failure," Wall Street Journal, September 27, 2011.

3 The CEO Report: Embracing the Paradoxes of Leadership and the Power of Doubt, Heidrick & Struggles and Saïd Business School at the University of Oxford, January 21, 2015.

A renowned thought leader on strategic thinking, team effectiveness, and organizational agility, **Steven Krupp** is a partner in Heidrick & Struggles' Philadelphia office and a member of the Leadership Consulting Practice.
Connect Steve Krupp

A strategist and teacher, **Roch Parayre** has advised organizations on five continents across a spectrum of industries, helping them grow and transform their businesses. Roch is a partner in Heidrick & Struggles' Philadelphia office and a member of the Leadership Consulting Practice.
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Kirsten Anderson

Leadership Excellence Rank **6**

Best Mentoring Program

Developing Well-rounded Employees

*Our editorial team interviewed **Kirsten Anderson** from **Businessolver** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.*

What is the overall objective of your program?

The ultimate goal of the Professional Development Program is developing well-rounded Businessolver employees who understand the intricacies of our patented technology system, Benefitsolver, and how all company roles work together to drive company success. We hope these employees are not simply working a job but are growing their professional skill set and creating a career with Businessolver.

Program participants complete three different role rotations over two years. The curriculum is a balance of technical and soft skill building and training while experiencing and working three distinct company roles. In all rotations, young professionals work with clients and our clients' employees on a daily basis.

Who do you impact with your program?

The Professional Development Program's primary audience are young professionals and recent college graduates who have a desire to continue learning, growing professionally and making a difference in the company. This population should also have a desire for a long-term career path in the company.

There is a secondary audience impacted by these program participants, and that's the Businessolver client. Everything the program participants work toward is ultimately for the end-user. We want every Businessolver employee to delight clients.

What are the lessons you've learned this year from facilitating your program?

We've learned there is not a one-size-fits-all approach to mentoring and guiding young professionals through their first job experience. We have also learned that we need to narrow down the rotational roles offered to this population. As our industry changes we recognize the need to offer more specific roles for participants that will help further their careers as well as company's long-term goals.

How do you measure the return on investment and success of the program?

This program is still very new and along with retention rates of participants after program completion, we are identifying key areas of focus to measure success such as impact on quality improvement and client satisfaction rates.

What lies ahead for the program and how it will continue to succeed?

The Professional Development Program is continuously adapting to meet the

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needs of participants as we take their feedback to heart. Participants now go through Team Launch, a HR.com award-winning training and badging program, together, and the program has now expanded to our Denver office.

The Denver version of PDP will continue to grow, adding participants and a program manager this year as well as mirroring activities taking place in the home office in Des Moines. As the company continues to grow, there will inevitably be new challenges and opportunities that arise.

Businessolver's ability to remain flexible and open to change will help this program continue to grow, easily adapt to challenges, and ultimately create company and thought leaders.

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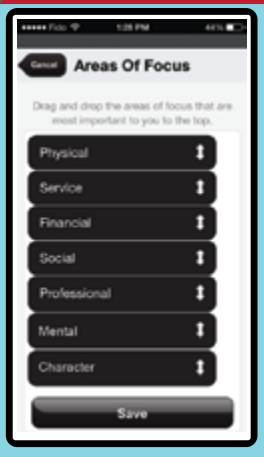
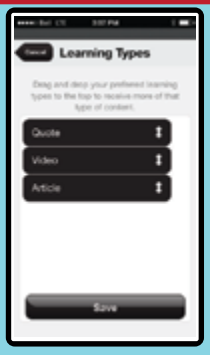
Employees choose the areas of focus they want to work on.

1 Choose area of focus

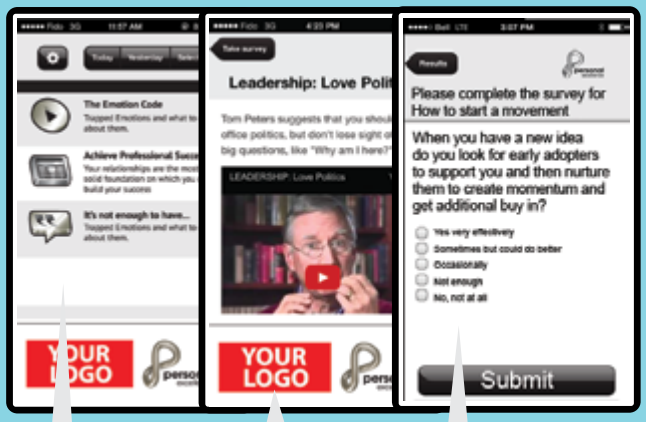


Employees choose how they learn.

2 How employees learn



3 Spend 3-5 minutes of the day



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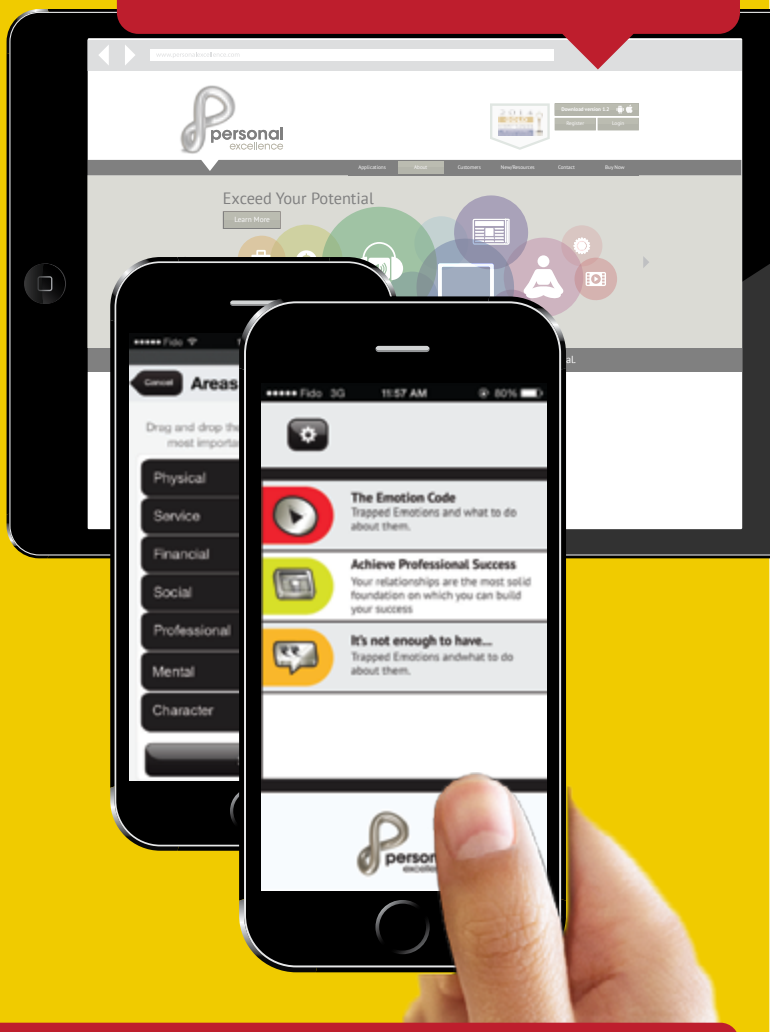

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Building Phenomenal Leaders

12 factors to improve your leadership skills

By Dr. Kevin Coughlin

When you think of leadership you are *actually* thinking about influence. At its core, leadership is really about the influences on the people around you, and the ability to move them in certain direction to obtain certain goals or objectives.

When looking for leadership in your business or organization—perhaps in yourself—there are several factors that are part of all great leaders. Consider the following 12 factors to improve your leadership skills or help you identify those individuals in your organization that can take over leadership positions.

1. Motivation

Motivation is a huge key to any successful enterprise. Remember what motivates one person may not motivate another. True leaders can quickly identify motivating factors in an individual, in order to move them or influence them in a certain direction. Some of the strongest motivators include money, fear, time and power. In most cases individuals will be motivated by several factors, however one factor will prove to be the dominant one. When you find out what it is and how to use it your ability to influence will be greatly improved.

2. Tolerance

Tolerance is really the ability to respect others views, without selling yourself out. It is of utmost importance to understand where the people or organization are coming from and to realize that they may not understand your position. In order to accomplish this you must be an excellent communicator.

3. Trust

Trust is necessary to create the right environment. Consider the three sides of a triangle—or the BLT, which stands for Believe, Like, and Trust. Your goal is always to attempt to have individuals and businesses Believe, Like and Trust you and your organization. When you accomplish this, you are well on your way to professional and personal success.

4. Purpose

Purpose is your mission—the driving forces behind your business. You should clearly know and understand your purpose and the purpose of the individuals around you. In some cases, your team may not fully understand the real purpose of their job or their organization. It is a leader's job to effectively convey their mission and purpose to others. Leaders know their purpose and the purpose of those around them.

5. Vision

All leaders have a clear vision, which is really what the ideal future will look like. It is important that a vision include values, and it is critical that good leadership make sure that the people and organization agree with your vision. When a leader's vision does not match the organizational vision in you will have problems.

6. Attitude

This may seem like a small thing, but a positive attitude can make a big difference and conversely a negative attitude can also make a big difference—but not in a good way. People and organizations feed off of leaders, and those with positive attitudes will receive the best response.

7. Awareness

A leader's awareness is the understanding of not just their own identity, but the identity of the people around them and their organization they represent. Each and every individual has a core identity, and the awareness to understand that core will improve your leadership.

8. Determination

It is impossible to become an effectual leader without this trait. Failure often accompanies leadership, and those who are not determined will never get off the mat and pull themselves back up. When determination start to disappear, leadership will begin to fail. Determination never takes a vacation or gets sick; it should be working every day.

9. Faith

A great leader must have faith that they will succeed, but equally as important is that they have faith in the people and organization around them. The best leaders believe in themselves, and it is critical that in order for your organization and the people around you to believe in you, you first believe in yourself.

10. Inspiration

Leaders are always looking for new ideas and different places to find them. Leaders are not afraid to solicit new ideas from others. Businesses constantly need new ideas to improve their products and or services, and some of the best ideas are inspired by something or someone.

11. Willpower

Effective leaders know how to control their emotions and do not allow others to control their emotions or dictate their reactions. Willpower is critical for all leaders and is absolutely necessary to succeed. Life and business are very similar things will almost never go as planned so be prepared.

12. Patience

Patience means that no matter what the challenge is a leader never gives up. Your business and people around you sense this and respond to it. Patience goes hand-in-hand with commitment, which means that when a leader says something, they do something. They take action steps, they set examples and when this is done people and organizations respond.

It's interesting how patience appears last on the list, however success and effective leadership happen over time and not overnight. LE

Kevin Coughlin, DMD, MBA, MAGD is an accomplished dentist, author and speaker. With his unique and powerful message, Kevin provides small businesses with actionable solutions when considering strategic change, as well as keys to compete in an expansive market.
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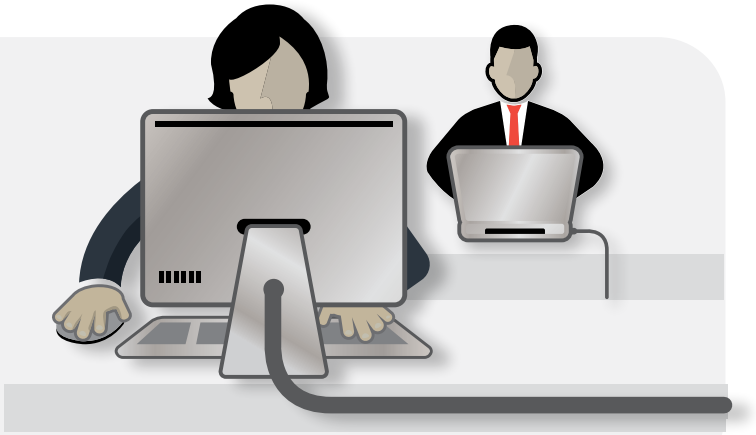

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Leadership Is Not For The Faint Of Heart

Do you agree?

By Ken Keis

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

Now, before you think this article is for business only, keep in mind that leadership applies to *everyone* in *every* part of their lives.

We've all seen or heard of stories of leadership gone awry. In the UK, a mother was in court trying to retain custody of her son, who is morbidly obese and just 10 years old. She was feeding him to death. Her lack of leadership could have cost her son his life.

Being well intended does not necessarily mean modeling great leadership.

A school board banned all cell phones and electronic devices in school during school hours. The devices were not only distracting students, but they were also being used to cheat, and to bully other students and faculty members. As expected, the board's new "use it and lose it" policy did not sit well with the students. The real shocker came when many parents attacked the board for the policy. The board had demonstrated leadership; the parents, however, did not.

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

As parents of two adults, my wife and I remember the daily discussions about their desires and our guidelines years ago. In their younger years, there was times when peer influence on our children went counter to our leadership teachings. I am certain that if we did not make a consistent effort to show leadership then, our children would not be as mature as they are today.

As a past school board chair, I have experienced, firsthand, the cost of lack of leadership in families. In general, children of parents who show little or no leadership are more disruptive, less inclined to learn, less respectful, and lacking in self-discipline.

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

Many years ago, I was called to resolve a dispute between a credit union board and its long-term general manager. After much investigation, the conflict came down to one issue—lack of leadership by the credit union board. The board avoided or deferred decisions that were difficult or controversial. That lack of leadership completely frustrated the general manager, because he could not operate or grow the organization.

Here are some leadership characteristics that Jim Collins researched for his book, *Good to Great*.

Great leadership, in business or in personal life, has an unceasing commitment to the goal—not the ego—of the leaders.

These leaders are incredibly ambitious—not out of self-interest, but rather for the fulfillment of their vision. This style of leadership is dedicated to the process until success is attained. Quitting is not an option!

Slightly different from pure optimism, this leadership style is committed to the vision—no matter how long it takes.

Effective leadership is committed to acknowledging the brutal facts.

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

The credit union board needed to admit that it had a leadership style deficiency. The board was more concerned about what its members and others would think than about the overall success of the organization. That was the brutal fact.

Leaders will be criticized for blazing a new trail.

In the past 30 years, I have been challenged on the vision and direction of my company. Although I appreciate insight and seek wise counsel, in the end, it is my decision and my decision alone that counts; after all, it is *my* company! I feel comfortable and confident with our direction, and don't have the time or energy to worry about dissenting opinions.

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

Leaders know where they are going and what they stand for. Do you? **LE**

Ken Keis, Ph.D., President of CRG, is a global expert on leadership, wellness, behavioral assessments, and life purpose. In 28 years, he has conducted over 3000 presentations and invested 10,000+ hours in consulting and coaching. His latest book, *The Quest For Purpose: A Self-Discovery Process To Find It And Live It!* is available at thequestforpurpose.ca. He is also the author of *Why Aren't You More Like Me? Discover the Secrets to Understanding Yourself and Others, and co-author of Deliberate Leadership: Creating Success Through Personal Style*. He co-created CRG's proprietary development models, and has written more than 3.5 million words of content for 40 business training programs and over 500 articles. Ken's expertise includes assisting individuals, families, teams, and organizations to realize their full potential and to live On Purpose!

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Sarah Matney

Renee DeKemper

Leadership Excellence Rank 1

Best Train the Trainer Program

Engaging Your Employees

Our editorial team interviewed ***Sarah Matney*** *and* ***Renee DeKemper*** *from* ***Ingersoll Rand*** *at the* ***Leadership Excellence Awards*** *this past February. Here are some excerpts from the exclusive interview.*

What is the overall objective of your program?

The Ingersoll Rand Leader: Engaging Your Employees program was developed and launched in early 2013. It is a one-day classroom program that encompasses a half day of Career Systems International's *Love 'Em or Lose 'Em* program and a half day of content that is specific to Ingersoll Rand that focuses on the leadership and manager behaviors that have the greatest impact on engagement at Ingersoll Rand. Leaders practice their skills in Coaching, Communications and Career Development during the second half of the day.

This program helps the manager to focus on the relationship with each of their direct reports and how to engage them individually. This program helps managers to assess and understand the different motivators and engagement drivers for each of their team members.

Who do you impact with your program?

All salaried people leaders at Ingersoll Rand.

What are the lessons you've learned this year from facilitating your program?

We have internal facilitators who are successful in deploying this program enterprise-wide and across the globe in multiple languages. Skilling these facilitators up through a rigorous standard and scalable train-the-trainer process helps to ensure success.

- Leveraging the external best-in-class program *Love 'Em or Lose 'Em* was critical to our success. This program uses practical tools and language that resonates with our business leaders.
- Showing the return on investment of this program to the organization has created a great pull for the program. Managers show up to the program already bought-in and ready to learn.

How do you measure the return on investment and success of the program?

We measure the return on investment for the *Engaging Your Employees* program through annual employee engagement results. The results of a 3-year study on the impact of the *Engaging Your Employees* program shows that the year-over-year direct report Employee Engagement Index score improvement for managers who participated in the program significantly outperformed their peers who did not complete the course.

- Managers who completed *Engaging Your Employees* had an average of a 13% increase in their Direct Report Employee Engagement Index score.
- Managers who did not complete the *Engaging Your Employees* program had an average of a 6% increase in their Direct Report Employee Engagement Index score.

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Company Name: Ingersoll Rand
Program Name: The Ingersoll Rand Leader: Engaging Your Employees
Program Director: Renee DeKemper
Address: 800 Beaty Street, Building C, Davidson, NC 28036
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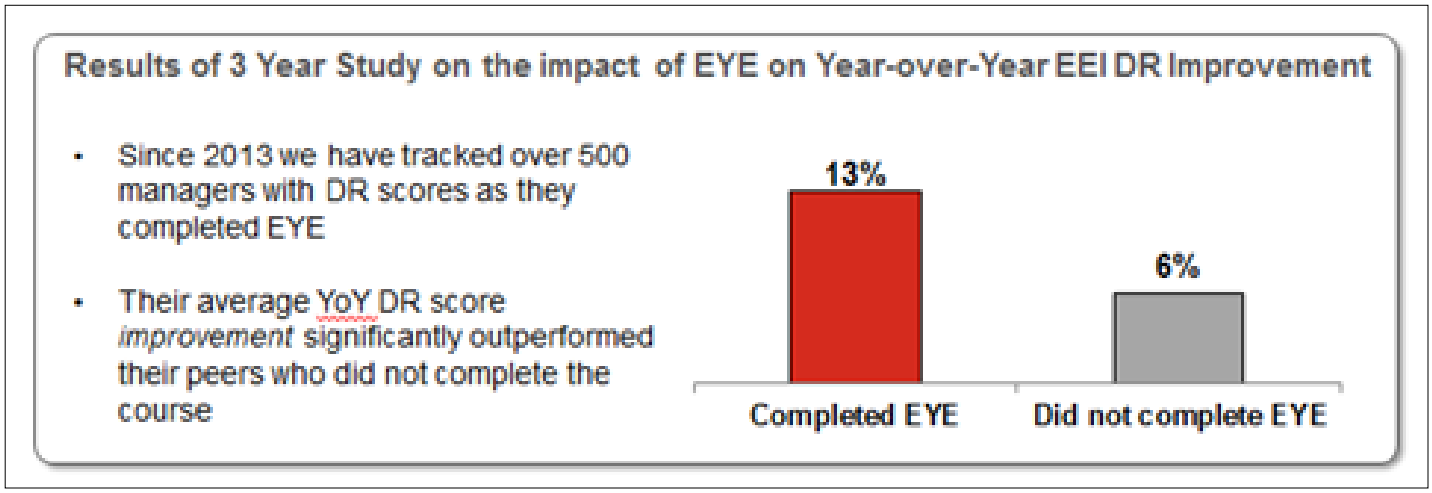

What lies ahead for the program and how it will continue to succeed?

In 2016, we continue to roll out the *Engaging Your Employees* program to our people leaders. We will certify approximately 16 additional facilitators to continue the program deployment, specifically in geographic areas where we currently do not have adequate facilitator coverage.

This year, we will also roll-out a new 2 hour program, *Engagement 201: From Strategic to Systemic*, for people leaders who have already completed *Engaging Your Employees*. This program will help to reinforce the importance of employee engagement and will teach additional, more advanced, concepts such as conversation, courage and connection. This content has been developed and our internal facilitators have been certified to teach the program in either a traditional classroom or a virtual classroom setting.

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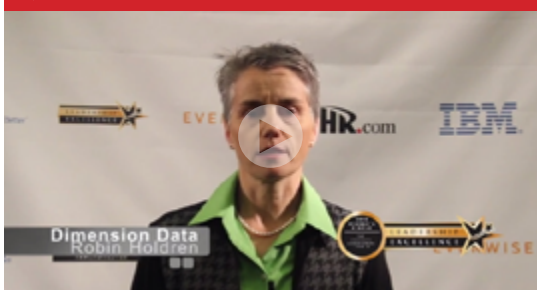

1 Leadership Excellence Rank

Best Use of a Learning Management System

A Dynamic Forum for Leaders

*Our editorial team interviewed **Robin S. Holdren** from **Dimension Data** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.*

What is the overall objective of your program?

Provides participants with a common framework for thinking about the role of leadership and the impact to Dimension Data Americas. This two-week immersion program provides a dynamic forum to share knowledge, discussions and practical application exercises that help bridge the Dimension Data Americas strategy with the role, tools, and philosophy of an effective leader.

Areas of Program Focus Include:

- Change Management
- Developing Listening Leadership
- Situational Leadership – adapting your leadership style
- Strategic Leadership
- Leaders of Learning
- Conflict Management
- Understanding Emotional Intelligence
- Working in Teams [leading & virtual]
- Adaptive Leadership
- Final Business Projects and Presentations
- Personal Accountability Commitment Today [PACT]

Who do you impact with your program?

People Manager or High Potential considered for a Manager position

What are the lessons you've learned this year from facilitating your program?

Technology can be your friend. The use of a virtual classroom for follow-up and ongoing learning is extremely valuable to the employee's growth and the success of the program. This elevates our leaders to embrace the value of a learning culture/organization, leading to a stronger bench strength and succession pipeline. In addition, this is reducing travel costs and time away from the office.

1. **Stay current.** The value of life-long learning through the use of scholar articles, books, TED Talks, etc solidifies the credibility of the program and demonstrates our learning progresses with current trends/events.
2. **Balance diversity.** In our industry it is absolutely critical for our program to have a balance of gender. With stats averaging men outnumbering the women and more women leaving the IT industry, it's imperative for our company to put forth

1. an extra effort to develop and retain the women leaders. We will be moving forward with addressing Unconscious Bias
2. **Flexibility**. Always remember no two classes are the same. Be ready to adapt to meet the needs of the leaders.

How do you measure the return on investment and success of the program?

Promotions, retention, achievement of goals, involvement in mentoring/coaching program and outcomes of the business project.

What lies ahead for the program and how it will continue to succeed?

We will continue to evaluate the effectiveness of the program and modify content to remain current. Additionally, we will add more leadership development content this year using our Virtual Classroom to reduce travel cost and to provide ongoing learnings, such as Executive Presence, Unconscious Bias and more in-depth learnings involving crucial conversations. As we continue to grow, the need for leadership development and succession planning will also grow to meet the demands of our employees and clients. We will be engaging our graduates of this program to participate in our formal mentoring program for our emerging talent – our next generation of leaders. This will elevate our succession plan and also help identify workforce gaps.

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Leadership vs Pushership

4 myths busted

By Jack M. Zufelt

Pushing people doesn't work. It is automatically resisted. True leadership is much better and gets willing followers and results.

WARNING *What you are about to learn shatters conventional theories that trainers and gurus have been teaching for the past 75 + years.*

There is a vital ingredient, which is the root cause of *all* achievement in all areas of life including leadership. This critical element must be there for all success.

Every year billions of dollars and untold millions of hours are spent on seminars and books and personal growth techniques. But they don't work because that ingredient isn't there.

Throughout history influential people like Joan of Arc, Solomon, Moses, Jesus, Gandhi, the Wright brothers, Thomas Edison, Sir Winston Churchill, the list is endless, did not employ any of the success techniques taught today. Yet they rallied millions to their causes and their success is a matter of history.

Top leaders and highly successful people tap into people's Core Desiresâ….and theirs too. The closer a leader's vision corresponds with the Core Desiresâ….of his or her followers', the greater and

more influential the leader is.

Most of what is taught today as "keys" to success are myths. They simply don't work. Let's dispel some of those myths.

Myth #1. The reigning king of all success techniques is goal setting. Writing down a list of goals paper is critical to our success. We've all been taught that if we will write down our goals we'll be successful. That's just not true. My research shows that 8 out of 10 things a person writes on a goal list never happens. Everyone has many goals they didn't finish and many they didn't even start on. Besides, we all accomplish many things everyday that weren't written down on paper. Simply stated, goal setting doesn't create success. The 2 that do happen were Core Desiresā.

Myth #2. Motivational speakers are important. How long did you stay motivated after hearing a great speaker? Most people say: "two weeks", "two days", "`till I got out of the parking lot". It's always a very short time. The conclusion that must be drawn is that, no matter how good they are, motivational speakers have no lasting affect.

Myth #3. Self-help books are what will make us all successful. How many do you have in your library? 2? 5? 20? 100? Sadly, most just end up being expensive dust collectors in your library. How many does it take? None.

Myth #4. Daily affirmations help make you successful. Do you like people to lie to you? Of course not. Then why is it okay to lie to yourself? It isn't. But that's what the concept of daily affirmations asks you to do. Stating hundreds of times that you are out of debt or that you weigh 125 pounds or have an income of $10,000 a month or drive a Mercedes are all lies if they haven't happened. I have proven that repeating statements like this over and over will not make them happen.

People want success so badly they blindly accept whatever a guru says. When these precepts don't work, they will either try the same thing again with renewed vigor or throw more money into the *next* seminar, book or technique.

What is this vital ingredient that makes people become successful as leaders? What is the component that must be present before excellence in managing an organization can be achieved? Where is the switch to the "Conquering Force"…that power within us all…. to do, have or become whatever we want? Where does the unstoppable drive and strength come from to do that which is unpleasant, hard or way out of our comfort zones? How can you help the people in your organization tap into their own source of inner strength and self-motivation that keeps them persisting and determined to make the necessary character and personality changes required for the level of excellence and success they want and is needed?

The answer is uncomplicated. All these things come from this one very essential ingredient -- genuine Core DesiresÓ. A Core Desire is something you want so badly it pierces you to the very core of your heart. Half-hearted doesn't cut it. When you accurately identify a person's Core Desire it *automatically* unleashes the Conquering Force within them. This Conquering Force causes them to have the discipline and ability to overcome all obstacles in their way. Imagine a whole team having the same Core Desire!

Mark Twain identified a problem that is the crux of why people don't succeed. He said, *"I can show anybody how to get what they want out of life. The problem is, I can't find anybody who can tell me what they want."* More recently Earl Nightingale also said, "*Today people can become whatever they want. Trouble is, most don't know what they want."*

Most people don't know how to identify their Core Desires so as a manager or leader you must help them do it because if you don't, this old Welch proverb will apply to your organization: *"The hand will not reach for what the heart does not long for."* This is where clock watchers come from.

Everything we want in this life can be measured on a scale from 1 to 100. Core Desires are the100s. If the desire for the end result is a 70 on the scale we'll get 70% of the way there. Any obstacle that is bigger than the desire will stop us permanently just like a dam does water.

There are no barriers at 100 on the scale that can stop you. Any one who succeeds at anything or buys anything does so because it is a Core Desire, at 100 on the scale…and for no other reason.

To drill down to a person's Core Desires ask them this simple question: What do you want that you are not currently getting? As soon as you get an answer, ask this question: If you had *that* what would it give me that you're not getting? Keep asking, "What would *that* give you that you're not getting." When you get to their "Core Desire" you will always see them have some kind of emotional experience. They may feel joy. They may feel tremendous peace or assurance and have total confidence that you have hit the proverbial nail on the head. They may even tear up or start to cry. They may just breathe a deep sigh signifying that, "Yes that's what I really want".

Keep drilling until you hear an emotional connection to what they tell you. Then you know what you need to do to guide them and lead them. Until then you are just guessing and hoping that something you say will hit home and cause interest or you just bark orders expecting them to obey without any reason except that you said so.

Once you discover a 100 on the scale they will then *automatically* be motivated *from within* to learn and do whatever is required. A 100 on the scale is also the source of discipline and enthusiasm. It also eliminates all procrastination.

If you are not getting the results you want in your team, (and in your life) simply acknowledge that you just didn't want it learn how to get it badly enough. Rudyard Kipling, Nobel Prize winning author said it this way: *"If you do not get what you want it is a sign that you did not seriously want it."*

With this new understanding of what it *really* takes to achieve excellence in all aspects of leadership you will be able to increase productivity and results. Identifying and focusing on Core Desires always brings about success. That is a fact of life you can take to the bank. Excellence in leadership and in your personal life is not "out there" in some technique. It is an "inside job" and requires you to know what the people in your organization want so you can lead them to that end result. **LE**

Jack Zufelt is a popular international speaker and trainer. His Book, The DNA of Success, got him interviewed on 2,000 radio and TV talk shows including The TODAY SHOW and PBS. He has trained some of the largest sales organizations in the world. He was awarded the "Presidential Medal of Merit" by a former President of the United States. He was honored by the US Senate for teaching Americans how to achieve more in their personal lives and their careers. He is listed as a "Who's Who" of Human Potential Superstars and the "Best of the Best" by Nightingale-Conant.
Visit http://jackzufeltspeaks.com/
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Emily Young

Leadership Excellence Rank 2

Best Use of a Learning Management System

Promoting a Learning Culture

*Our editorial team interviewed **Emily Young** from **Sikich LLP** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.*

What is the overall objective of your program?

The Sikich University Learning & Development program creates innovative learning opportunities, provides a platform for knowledge creation and sharing, promotes professional authenticity, and, in the end, nurtures a learning culture within the firm. We provide a blended learning approach through a combination of asynchronous and synchronous virtual learning, instructor-led training, mentoring, and self-study opportunities. A broad range of flexible offerings, whether role specific, compliance based, or interest centric, are fundamental to realizing firm-wide objectives and soft skill development. We strive to focus on a learner's personal and professional growth in order to boost organizational effectiveness, a continuation of Jim Sikich's initial vision.

Who do you impact with your program?

Sikich University impacts learners at all stages of their career within the firm. An onboarding series designed specifically for the new-hire eases transition into their new role and provides a high-level overview of the firm, its service offerings, and an opportunity to meet others who are starting the same journey in an interactive format. Industry-specific training opportunities are presented for more seasoned learners who need to stay informed on respective developments within their areas of expertise. Individuals in need of continuing education opportunity as part of licensure requirements are also impacted by Sikich University. Sikich University has simplified employee development at Sikich through accessibility, flexibility, and innovation to reach a continually-expanding pool of professionals nationwide.

What are the lessons you've learned this year from facilitating your program?

With utilizing a limited functioning LMS and transitioning to a self-service learning portal, we regularly troubleshoot and provide workaround scenarios to maintain flawless interactions with our internal clients. Many of those troubleshooting scenarios, we provide to our vendor, to allow them to better serve other clients using the tool. Outside of lessons regarding functionality, the most important lesson we learned this past year, has been the need to consistently stay current with content posted on the portal. Content relevant a short 12 months ago, may have an expired shelf life based on trends and developments in the industry. We have since started a campaign to revisit recorded webinars within our Knowledge Repository to address this item.

How do you measure the return on investment and success of the program?

When discussing best use of a learning management system, a common term thrown

Sikich

Company Name: Sikich LLP
Program Name: Sikich University
Program Lead: Emily Young
Contact Information: 1415 W. Diehl Road, Suite 400, Naperville, IL 60563
Visit: www.sikich.com

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into the arena is return on investment (ROI). Our current Learning Management System may not be the highest-price product on the market and may not tout the latest bells and whistles, but innovative practices within Sikich University have transformed our educational venue to be highly effective in meeting training requirements of a large, widespread workforce. Our transformative measures have allowed Sikich University to succeed with constant delivery, content design, and operational efficiencies. This has resulted in reduced administrative costs, and centralization efforts aligned with organizational employee development goals.

Branding also builds program value and is based on a strong idea that creates recognition and interaction. Sikich University is structured like a true educational institution, wrapped with custom Sikich University branding. The custom branding package incorporates brand-compliant color palettes and fonts. Custom graphics include Sikich University logos on the welcome and home pages and custom icons signifying course type: ILT, VILT, recorded webinars, micro-learning, and custom eLearning courses. Branding has allowed our learners to experience Sikich University in all content that they see and hear, building its brand recognition.

Constant Delivery

Sikich University is dedicated to improving the knowledge and skills of all our professionals. Sikich recognizes that program availability is vital to success of a learning program. Through our Learning Management System, Sikich University presents a 24/7 learning approach to our organization. Learners have access to a LMS-native subscription based content catalog, internally-developed micro learning "Learning Quickies" assets, recorded webinars offering Continuing Professional Education credits, full access to the Sikich University Knowledge Repository, and internally-developed custom eLearning courses.

Content Design

Sikich University eLearning content design is performed in-house to create course uniformity, foster Sikich University branding efforts, and offer an engaging digital learning experience. Our eLearning content is published in SCORM format via the LMS-native publishing tool after storyboarding and authoring processes are complete, which provides improved content management. Custom-designed SCORM content improves versatility and reach; it is not platform, browser, or device-specific and increases content accessibility.

LMS Efficiencies

Sikich University has streamlined learning operations by utilizing every aspect of a limited-service Learning Management System. Within our primary operational efficiencies, we focus on two specific areas in which we best utilize our Learning Management System: End User and Administrative Operational Efficiencies.

End-User Efficiencies

Sikich University provides learners with one portal to satisfy learning needs. Upon login to the Sikich University, learners view customized learning plans based on seniority, development needs, compliance training needs, and career path modeling within Sikich. Learners can self-register for Live Instructor Led Training (ILT), Virtual Instructor Led Training (VILT), and launch customized eLearning courses. After learners have completed learning assets, they are able to view scores and transcripts, submit course evaluations, download materials from training sessions, and print certificates of completed courses.

Operational Efficiencies

Operational excellence incorporates flexibility and responsiveness to align with organizational goals. A Sikich University cornerstone, operational efficiencies of our LMS round out the success of our program. Feedback from our LMS provider confirms that Sikich University is one of their "star" examples with best use of product. A sampling of items we utilize within Sikich University are:

- Keyword tagging use in order to increase searchable results of custom courses.
- Integration of External Learning Objects.
- Workflow processes in place for authoring/review/approval of new content, implementation, and administrative completion behind-the-scenes.
- Augmentation with other tools and functionalities create a robust learning platform at overall lower cost.
- Centralized storage of completion data housed within the LMS provides on-demand reporting.
- Evaluation data is stored and linked to each course for more real-time learner feedback.

What lies ahead for the program and how it will continue to succeed?

Sikich University advances innovation, determining more efficient and effective ways to incorporate new technologies and increase offerings to its learners. Within the next twelve months, Sikich University will transition all courseware to be mobile-accessible, escalate social learning within its LMS to further engage conversation targeted for just-in-time learning, and incorporate the SU Library with check-out process.

In addition to future LMS innovation, Sikich University will continue to adapt existing best practices, to maximize internal team efficiencies while continually increasing the value of learning at Sikich, and build on the latest learning and development trends. The decision for nominal investment in our Learning Management system, and supplement with innovation from the Sikich University team led to a significant financial win for our firm.

Would like to Comment? Please Click Here.

Jeff McLanahan

Leadership Excellence Rank 3

Best Use of a Learning Management System

Providing Development Opportunities

*Our editorial team interviewed **Jeff McLanahan** from **Direct Energy/Success Academy** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.*

What is the overall objective of your program?

Success Academy Online (SAO) provides training and development opportunities, 24 hours a day, 7 days a week, for anyone on a PC, laptop, or mobile device. The learning site contains modules focused on management, leadership, communication, sales, service, and team development. There are over 400 courses available, with new content added weekly. Team leaders can create development plans with tracking and reporting features, and students can download transcripts and certificates with each course. The site also includes online resources, forms, discussion boards and even an online learning leader board for those who complete the most courses.

Who do you impact with your program?

The following Direct Energy companies use Success Academy Online: Mister Sparky, Benjamin Franklin Plumbing and One Hour Heating and Air Conditioning, HWA warranty group, Direct Energy Contact Center, new construction business, and Direct Energy Solar. Over 4,500+ students log-on regularly to enroll in courses on topics they choose. SAO has assisted in providing a consistent message on how to operate and a method for checking retention of material.

What are the lessons you've learned this year from facilitating your program?

One of the biggest lessons learned is that employees are always hungry for training and development opportunities. Because of the nature of the home services industry, there was some speculation that employees would not utilize the system on a regular or voluntary basis. This has been far from the truth as almost 41,000 courses were completed in the first full year of use.

How do you measure the return on investment and success of the program?

While consistency in operations is a major goal, sales and service are our primary ROI measurements. Year over year sales were up by double digits in each of the home services brands and the Net Promoter Score was at an all-time high.

What lies ahead for the program and how it will continue to succeed?

New and relevant content will continue to be added to the system weekly. The current recognition program is scheduled to be increased as well as the use of online badges. Increased use of video to support role-play will be utilized and a blended approach for all new employees' core training, utilizing instructor-led training and online learning, will be completed in the coming year.

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Attention New Managers

10 commandments to be successful

By Rob Cahill

There are few things as exhilarating—or as terrifying—as the first day walking into the office as a new manager.

In my current role, I spend a lot of time learning from first-level managers about the distinct challenges they face. I've also had the opportunity to get to know some incredibly talented and experienced managers, and am firmly convinced that great managers are rarely born great—they're forged through years of small steps and daily practice. At Jhana, we've also identified that they tend to practice 10 specific habits that all new managers should master in order to be successful:

1. Hold regular 1-on-1s. No matter how busy you are (and as a new manager, you'll inevitably feel overwhelmed), you should have at least 30 minutes of dialogue with each of your direct reports every week. Avoid status updates! Instead, focus on key issues and challenges—the stuff that really matters. Ask open-ended questions, and let your direct reports do the vast majority of the talking.

2. Proactively manage up. You're probably already friendly with your manager, but regardless, it's important to continuously nurture that relationship. Don't assume it will happen naturally. Instead, make an effort to learn your manager's goals, priorities, and communication style. It will pay off.

3. Give feedback. Most managers give some feedback, but most employees say they want more. The majority, but not all, of your feedback should be positive. Your direct reports need to know that they are appreciated, understood, and respected in order to remain engaged and satisfied. Give tough feedback as soon as possible, and avoid surrounding it with praise (aka the dreaded "feedback sandwich"). It makes a lot of direct reports confused, angry, or both.

4. Learn to delegate. This was a tough one for me to internalize, but it's critically important to get right. Set clear, specific expectations for every task you delegate, then monitor progress. Resist the urge to micromanage: only step in if asked or if it's obvious something is truly going sideways.

5. Talk about development. Developing your direct reports is one of the most important parts of a manager's job. Have regular career conversations about their goals, growth, and motivations. Listen actively, and ask questions instead of giving advice.

6. Seek feedback. As a new manager, there's no better way for you to grow and improve than to seek regular, honest feedback from peers, direct reports, and your manager, even when it's uncomfortable. And just when you think you've had enough, ask for even more.

7. Embrace change. Change is never easy, but it's inevitable. As a manager, whether it's a company reorg or a new hire, it's your job to get your head around the change *ahead of time* and to help guide your team through the mire. Communicate about the change clearly, directly, and often. Don't point fingers, but don't sugarcoat either.

8. Initiate tough conversations. Whether it's two employees who are causing a rift on your team or an overly controlling senior manager, it's in your best interest, and the interest of the organization, to have tough discussions as early as possible to clear the air and keep problems from festering down the line.

9. Cast a wide hiring net. Don't rely on your network alone or you risk hiring a bunch of people who share all your blind spots. Source candidates from diverse channels, and remain open to people who aren't just like you. At the end of the day, your team is only as good as the people and perspectives on it.

10. Say yes to peer networking. They're not on your team, per se, but strong relationships with your peers are invaluable. They control resources that your team needs to do good work. More than that, they probably encounter many of the same challenges that you do. Learn from them.

> "No matter how busy you are, you should have at least 30 minutes of dialogue with each of your direct reports every week."

Becoming a manager is one of the toughest—and most rewarding—career moves you can make. You *will* make mistakes (everyone does). And you won't be great at it overnight, but these 10 habits are a place to start. LE

Rob Cahill is the Co-Founder & CEO at Jhana. Rob founded Jhana in 2011 after personally experiencing how proper management can make or break retention and help reach company goals. Rob's mission is to provide effective and relatable management training that is available around the clock. Today, Jhana's clients have grown to many Fortune 1000's including AOL, Orbitz, CARFAX, Career Builder, Groupon and more. Rob was previously at Sunrun as chief of staff to the founder, helping the company scale from 20 to more than 200 employees. Previously, he was a consultant at McKinsey and Company focused on operations and strategy, including working on education strategy with the Bill and Melinda Gates Foundation. Rob was one of the founding team members and three-year captain of Revolver Ultimate, the men's Ultimate Frisbee team that has won three World Championships and three National Championships.
Connect Rob Cahill
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Leadership Excellence Rank **4**

Best Use of a Learning Management System

Supporting Development Plans and Career Aspirations

*Our editorial team interviewed **Julie Blust, Director, Learning Technologies & Solutions and Peg Reidenbaugh, Senior Consultant, Learning Technologies & Solutions** from **Cardinal Health** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.*

What is the overall objective of your program?

Headquartered in Dublin, Ohio, Cardinal Health, Inc. (NYSE: CAH) is a global integrated healthcare services and products company, providing customized solutions for hospital systems, pharmacies, ambulatory surgery centers, clinical laboratories and physician offices worldwide. The company provides clinically-proven medical products and pharmaceuticals and cost-effective solutions that enhance supply chain efficiency from hospital to home. Cardinal Health connects patients, providers, payers, pharmacists and manufacturers for integrated care coordination and better patient management. Backed by nearly 100 years of experience, with more than 37,000 employees in nearly 60 countries, Cardinal Health ranks among the top 25 on the Fortune 500.

myLearning, our enterprise-wide learning management system (LMS), is a global strategic tool for delivering learning for development, compliance and operational purposes. Managers use the tool to ensure regulatory compliance, role based training completion, and development plans with learning.

Required company training is assigned automatically based on an employee's role in the organization.

Employees may search the myLearning catalog and register for elective training that supports their development plan and career aspirations. At Cardinal Health, it is our philosophy that employees own their development and managers provide support.

Who do you impact with your program?

All Cardinal Health employees and ultimately, patients and clinicians. Every employee, from the manufacturing and distribution floors to the sales teams, plays a role and has an impact in delivering on our four core solutions – Logistics Solutions, Product Solutions, Business Solutions and Patient Solutions. What drives us each every day is our promise to help those on the front lines of healthcare succeed and improve the lives of patients.

What are the lessons you've learned this year from facilitating your program?

We learned the importance of manager engagement for training success. Manager awareness of required training assignments and employee progress helps drive acceptable completion rates. An employee and manager check-in prior to and following employee development training increases likelihood of skill application. We are

exploring ways to increase manager engagement through more efficient and simplified tools.

How do you measure the return on investment and success of the program?

Since we are using one LMS, it provides transparency to managers and learners of all of the training available and associated activity and supports the Development 123 approach to performance management in the organization. Armed with data, we can make better business decisions and continuously improve.

Results include:

- Reduced time to develop a web-based course, increasing quality, speed to market, and cost reductions
- Increased visibility to pending assignments enabling data analysis and driving discussions and targeted actions
- Increased visibility and opened conversations between managers and trainers
- Increased scale, more relevant training and quality
- Realized significant savings by introducing a decision tree to trigger additional training assignments.
- Created a reliable on demand single source solution to ensure employees are prepared, trained and qualified to perform job tasks

What lies ahead for the program and how it will continue to succeed?

Our strategy is to support our expanding business by:

- Continuing to Implement myLearning domestically and globally
- Deepening our business relationships and knowledge to deliver innovative learning consulting that ties directly to business objectives, and optimizes the learner experience.

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