

Wann Bennis

Leadership Excellence

ESSENTIALS

» 06. 2016

Vol.33 No. 06

Essentials of leadership development, managerial effectiveness, and organizational productivity

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The Standard of Global Leadership Development

THE GREAT POWER OF INCLUSIVE LEADERSHIP

How to be a better inclusive leader?

Bonnie St. John - LEAD 2016 Speaker

Leadership Excellence Awards'16: Exclusive Interviews Inside



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Warrn Bennett's Leadership Excellence

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Inclusive leadership – what's your take on it? If you are confused or haven't heard about it, listen to Bonnie St. John.

Despite having her right leg amputated at age five, Bonnie St. John became the first African-American ever to win medals in Winter Olympic competition, taking home a silver and two bronze medals at the 1984 Winter Paralympics in Innsbruck, Austria. We had the honor of having her as a keynote speaker at our Leadership event, **LEAD 2016**, recently.

Referred to as 'one of the five most inspiring women in America' by NBC Nightly News, Bonnie's speech on how to be and why to be better inclusive leaders was remarkable. According to her, coming together forgetting all the cultural and other differences and working together as a team can lead you to great heights. So, what can be done to flex our style to get the most out of people from different cultures together? Check out our cover article this month.

We have included exclusive interviews of the Leadership Excellence Award winners 2016 in this issue of the magazine. The winners share details of their award winning programs and the plans ahead. Get inspired by reading their success stories.

Coming to the articles in this edition, we have handpicked some interesting leadership topics which could help you in your leadership journey.

Your reputation as a leader may take years to fully develop, but it begins long before you manage a team or have a lofty title. Even when you're just starting out, your leadership reputation influences how much people trust you and whether they want to work with you. Know how to make leadership part of your brand by reading Beverly E. Jones' article ***Build Leadership Into Your Brand Now***.

Many managers see people as they are and treat them according to what they see. A less

effective manager would take a small goldfish and keep it in the little bowl because it would be inefficient and wasteful to put it in a larger environment. Outstanding coaches, however, see people as they could be and work to grow that potential. Jim Clemmer in his article ***Extraordinary Coaches*** talks about 7 attributes that great coaches have.

You might have been faced with a new or bolder assignment such as implementing a large-scale change initiative, or failed to get buy-in for a visible strategic decision, or were unable to resolve a conflict with a key individual. Or, you might have bumped up against 'the political landscape', or needed more effective executive presence when dealing with senior co-workers. Any of these situations can occur in your present position, or when you move into a new position, or transition into a new company. Underlying these types of situations are 6 challenges which directly impact such situations and success. To know more about it, read Sara Jane Radin's article ***6 Challenges Successful Leaders Face***.

We also have authors like Don Herrmann, Michelle Reina, Dennis Reina, Allan Milham and Guy Parsons including other top contributors in this issue of the magazine. In brief, this edition is loaded with leadership stories that will help you dream, think, get motivated and move ahead. So, keep reading and do send us your feedback!



Regards,
Debbie McGrath
HR.com

Have a say ?
Write to the Editor.

Editorial Purpose:

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

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The Great Power Of Inclusive Leadership

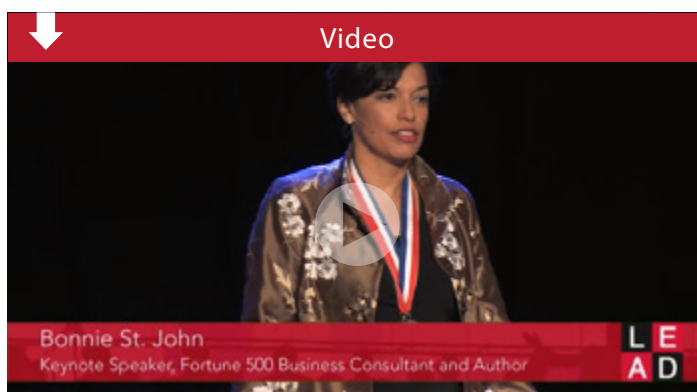
How to be a better inclusive leader?

By Bonnie St. John - LEAD 2016 Speaker



Despite having her right leg amputated at age five, Bonnie St. John became the first African-American ever to win medals in Winter Olympic competition, taking home a silver and two bronze medals at the 1984 Winter Paralympics in Innsbruck, Austria. In recognition of this historic achievement, Bonnie was quoted on millions of Starbucks coffee cups and was honored at the White House by President George W. Bush. We had the honor of having her as a keynote speaker at our Leadership event, **LEAD 2016**, recently. Referred to as 'one of the five most inspiring women in America' by NBC Nightly News, Bonnie's speech on how to be and why to be better inclusive leaders was remarkable.

According to her, inclusive leadership is all about performance, winning and about getting the best out of our people. In the words of her ski coach Warren Witherall, "When you have people together pushing each other, picking you up when you fall down, pushing for excellence together, everyone goes further. Coming together forgetting all the cultural and other differences and working together as a team can lead you to great heights. So, what can be done to flex our style to get the most out of people from different cultures together? Listen to her inspiring speech below.



If it looks like an event you want to be a part of, save the dates for LEAD2017; hosted at the Country Music Hall of Fame, Nashville, Tennessee on February 7-9, 2017. [Click Here](#) to stay up to date on the conference! **LE**

About Bonnie St. John



In addition to her success as a Paralympic athlete, **Bonnie St. John** is a best-selling author, a highly sought after keynote speaker and leadership consultant for the Fortune 500, a television and radio personality, and an experienced conference facilitator. She graduated Magna Cum Laude from Harvard University, and won a Rhodes Scholarship to Oxford University, taking an M.Litt. in Economics. Upon her return to the United States, Bonnie was appointed by President Clinton as a Director for Human Capital Issues on the White House National Economic Council. In 2015, Bonnie was inducted into the National Association of Women Business Owners (NAWBO) Hall of Fame. Today, Bonnie travels the globe speaking, leading seminars, and researching her various writing projects. She frequently donates personal appearances at schools, homeless shelters, community groups, and other organizations in hundreds of locations while traveling for corporate clients. The celebrated author of six books, Bonnie co-authored her most recent #1 best-seller, *How Great Women Lead*, with her teenage daughter, Darcy. Visit <http://bonniestjohn.com/>

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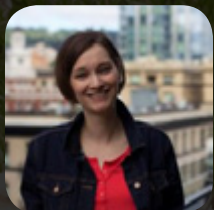
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Diversity As A Competitive Advantage

Why a more diverse and inclusive workplace is good for business

 By Heather McKibbon

Diversity in the workplace is no longer a nice to have – it's a must have. Most businesses intuitively know this, but until recently the value of a diverse and inclusive workforce had not been fully quantified. Today, there's ample research showing that having more diverse and inclusive workplace makes good business sense. Companies with diverse workforces are not only more creative and innovative, they also perform better financially.

Gender diversity can increase profits

A Peterson Institute for International Economic study of 22,000 companies from 91 companies found that companies with at least 30% female leaders—specifically in senior management—had a 15% increase in profitability. Similarly, McKinsey & Co. found that companies in the top quartile for gender diversity are 15% more likely to financially outperform their counterparts in lower quartiles.



Diversity drives innovation

A 2011 study conducted by Forbes found that among companies with more than \$10 billion in annual revenues, 56% strongly agreed that diversity, and the different perspectives that comes from having a more diverse and inclusive workforce, helps fuel innovation. Google's Director of People Analytics, Dr. Brian Welle, explains how this works out in Google's favor, "If we have an employee base that reflects our user base, we are going to better understand the needs of people all over the world."

Gender diversity has a direct impact on an organization's performance and productivity

McKinsey found that companies with more balanced leadership do a better job recruiting and retaining talented workers, leading to cost reductions associated with replacing top executives. MIT researchers found that a balance in gender not only results in happier, more productive employees, but also could increase revenue by 41%.

Building a diverse, inclusive workforce is a must-do in today's globally competitive environment.

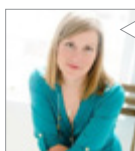
Companies with diversity in their leadership and throughout their ranks have:

- Wiser, more innovative teams
- Bigger market share (and more customer loyalty)
- Access to the best & brightest
- Greater social impact
- More resilience, less risk

The business case for diversity and inclusion is robust, quantifiable, and directly connected to the bottom line. Today, prioritizing diversity and inclusion is essential for organizations to remain

innovative, globally competitive, and socially responsible. **A 2013 Bersin study shows that inclusive organizations are 3.3 times more likely to report they are high performing and 5 times more likely to report they are agile.**

The payoffs of investing in diversity and inclusion touch every facet of a company's business and companies that fail to see the importance of building more diverse and inclusive workforces will not only find it difficult to find and retain top talent, but keep their competitive edge. Leading companies embed diversity in everything from how they hire to their core values. As Neil Lenane, Business Leader of Talent Management at Progressive, once said, "If you do not intentionally include, you unintentionally exclude." **LE**



Heather McKibbon is responsible for driving the Everwise go-to-market strategy for a vertical product that helps women accelerate their careers by developing strategic thinking, leadership skills and the network needed to succeed.

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Build Leadership Into Your Brand Now

How to do that?

By Beverly E. Jones

Within your broader image is your brand as a leader. Your reputation as a leader may take years to fully develop, but it begins long before you manage a team or have a lofty title. Even when you're just starting out, your leadership reputation influences how much people trust you and whether they want to work with you.

It starts in small ways. You look like a leader any time you spot a problem, create a plan to solve it and then execute your plan. Or when you treat other people with respect and leave them feeling a bit more positive. And you can become known as a leader when you accept responsibility and follow through on what you promise.

The full scope of your brand includes the impression other people have about you, from your clothes to your technical skills. The leadership component is particularly important because it's close to your core values. If you have a strong leadership brand, other people will have faith in your ability to deliver at a high level. When you're clear about the kind of leader you want to be, your own standards will help you to make decisions. Once you decide how you want to be known, it will be easier to focus on your highest priorities.

How to make leadership part of your brand

How people regard your potential to lead is a significant part of what makes you distinctive. Your aura as a leader can have an impact on the kinds of opportunities that come your way. This exercise can help define and project a leadership brand that will serve you well.

1. Create your Vision of Leadership. Compile a list of personal qualities that you want to develop and you want others to see in you. Write down the names of three to five leaders you admire – they could be teachers, bosses or historic figures. Ask yourself:

- What characteristics set these people apart?
- Which of these characteristics do I want people to use when they describe me?
- Which of these qualities sounds most like me when I'm at my best?

2. Expand your Vision list. Review the following words and phrases that are used to describe effective leaders, and add any qualities that strike you as important:

- **Always growing.** The best leaders are constantly learning something new. It doesn't have to be job related. Development as a leader is tied to development as a person, and the growth areas you pursue in your free time can impact the way you show up on the job.
- **Self-aware and good at building relationships.** Research by leadership expert Daniel Goleman suggests that strong leaders are distinguished from the mediocre ones by their level of "emotional intelligence." And that means you are self-aware, like noticing when you're too angry or distracted to handle a delicate matter. By becoming more *self-aware* we get better at managing our interactions with others.
- **Positive.** A leader's attitude has an enormous impact on the team, and most people are more productive when they are around positive people.
- **Engaged.** To lead we must be focused on the people and activities around us. Other people can sense if we tend to stay present

in the moment, which can influence whether they see us as genuine and charismatic leaders.

- **Service oriented.** Leadership may begin with the feeling that you want to help others. The concept of "servant leadership" emphasizes attributes like kindness, trust, empathy and the ethical use of power.
- **Well organized.** To achieve their goals, effective leaders develop work habits and systems associated with productivity.
- **Collaborative.** There's a big demand for people who can work well with others to achieve shared goals. One reason for this is that innovation is so often the outgrowth of a collaboration involving people with different views and skill sets.
- **Energetic.** To be at their best, leaders must manage not just their time but also their energy. This includes physical energy, which is linked to exercise, nutrition, and stress management.

3. Study your Vision list. Now that you have a list of the leadership qualities you intend to develop, post it in a conspicuous place and look at it frequently. Because we tend to remember pictures more easily than words, some people like to create an icon to represent the characteristics they're working on. One of my clients came up with five attributes to define his style of leadership. For each one he created a symbol -- a simple picture -- to capture a quality he wanted to develop. Because he's an avid biker and was training for a mountainous 100-mile ride, his symbol for "perseverance" was a triangle, representing a challenging mountain. He could glance at his sketch of those five icons and instantly recall the characteristics he hoped to develop as a leader.

4. Act this way. A key to projecting your brand is identifying the attitudes and behaviors that will earn the reputation you want. Once your Vision list is complete, a quick look will remind you how to act. Also consider a methodical way to practice the qualities on the list. If you're working on several characteristics, try a flavor-of-the-month approach. Let's say you want colleagues to see you as reliable, creative, and positive. Choose one attribute to be your theme for the month. If "be reliable" is your target for May, *commit to a specific type of behavior* to bolster your reputation for reliability. For example, you might plan to arrive on time for every May meeting.

Your brand sets you apart from the competition. And your brand as a leader reflects and influences the way other people encounter your deepest values. **LE**

Adapted from [Think Like an Entrepreneur, Act Like a CEO](#) by Beverly E. Jones, published by Career Press © 2016 Beverly E. Jones. All rights reserved.



Beverly Jones, MBA, JD, PCC, leads Clearways Consulting, a respected executive coaching and consulting practice. Jones has led university programs for women and was also a Washington lawyer and Fortune 500 energy executive. Based in Washington D.C., Jones works with accomplished leaders in Congress, at major federal agencies, NGOs, universities, and large corporations. Visit www.clearwaysconsulting.com
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Ted Higgins



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1

Leadership Excellence Rank

Best Experienced/Senior Leaders Program

Ensuring Future Leadership Success

Our editorial team interviewed **Ted Higgins** from **Fidelity Investments** 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 overall objective of the Global Leadership Talent Program is to develop an agile and innovative leadership bench to ensure the future success of Fidelity, and our customers. The program also enhances Fidelity's Leadership Practices through a blend of formal and experiential learning, creates a culture of continuous innovation, positioning Fidelity for future growth, offers exploration of personal leadership style and brand (insights into thinking and behavior) to evolve leadership effectiveness, and develops a global network of colleagues who facilitate knowledge sharing and the creation of cross-BU solutions for our customers.

Who do you impact with your program?

Our target audience are high potential Vice Presidents and Senior Vice Presidents from across the company, who represent multinational geographies. The average tenure of our program participants (time employed at Fidelity) is 14 years.

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

The action learning project team serves as a learning laboratory for the participants to test new leadership behaviors. Some teams have a harder time achieving a high level of team performance during the short period of time when they are working together in the program. This year we are instituting additional team coaching resources (led by an executive coach) and the use of a team assessment to help each team develop as effectively as possible over the course of the 12-week program.

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

We measure the success of the program through the following metrics:

- Retention and Developmental Mobility of Top Talent
- Increased Levels of Engagement: Program Alumni have higher levels of engagement than their peers across all measured areas on Fidelity's annual employee engagement survey, including their views of career opportunities, business direction and execution, individual contribution, retention and outlook about the future success of the company.
- Adoption of Project Recommendations – Influence on Investment Decisions: The project teams' solutions drive impact on Fidelity's strategy – shaping the customer experience and the way we do business.
- Growth in Net Promoter Scores: We have experienced a positive trend in the



GLTP Net Promoter Scores (NPS)

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

The program has a strong brand within the company. In order to ensure its continued success we are developing sustained learning opportunities for our program alumni to continue their leadership

development journeys and we are tracking the outcome of their business projects, to learn from each project, and be able to tell a story about the impact the program is having on Fidelity's bottom line.

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Extraordinary Coaches

7 attributes

By Jim Clemmer



If you buy a little goldfish and keep it in a small bowl it will remain no bigger than a few inches long. Move that same fish to a large aquarium and it will double or triple in size. Put the goldfish in a large pond and it can grow up to a foot long! The biggest factor that determines the size of the fish is the size of its environment. And so it is with people.

Many managers see people as they are and treat them according to what they see. A less effective manager would take a small goldfish and keep it in the little bowl because it would be inefficient and wasteful to put it in a larger environment.



Outstanding coaches, however, see people as they could be and work to grow that potential. Our research shows that extraordinary coaches share these attributes:

- Caring deeply about the coachee's progress
- Believing people can grow, change, and improve
- Focusing on the future
- Showing interest beyond immediate job performance
- Allowing solutions to come from the coachee
- Having more frequent, shorter conversations
- Supporting and encouraging

How many of these attributes describe your coaching or the coaches in your organization?

Have you ever experienced a leader who's very strong at coaching and mentoring but doesn't get results? People feel great working with him or her, but the job doesn't get done. What's the likelihood this leader would be rated in the top ten percent of leaders?

How about a leader who is very good at getting results — he or she really delivers — but not much of a coach? How likely is he or she to be rated in the top 10 percent of leaders?

Research based on over 250,000 360 assessments of roughly 25,000 leaders shows that either of the above combinations produces leaders in the 90th percentile less than 10% of the time. How often do you think a leader who is strong at both energizing people to achieve results and coaching and mentoring others is rated in the top 10% of leaders? Hint; it's much higher than most people realize.



It shows the research behind this powerful combination and how dramatically these two competencies turbo-boost a leader to the very top. You can then see the dramatic impact of coaching skills on turnover, engagement, discretionary effort, and leader satisfaction.

No other leadership behavior is more correlated with increasing employee engagement than a leader's coaching effectiveness. Outstanding coaching skills rocket leaders to top-tier effectiveness.

Many crazy-busy, frenetic managers believe it's a trade-off: "Either I deliver results (often by micromanaging and pushing hard) or I coach and develop people. Which do you want me to do?"

Highly effective leaders get results through people. They understand that peak performance comes from empowering, energizing, focusing, and developing people to their highest potential to own and deliver outstanding outcomes. **LE**



For over three decades, **Jim Clemmer's** [keynote presentations](#), [workshops](#), [management team retreats](#), [seven bestselling books](#), [articles](#), and [blog](#) have helped hundreds of thousands of people worldwide. [The Clemmer Group](#) is the Canadian strategic partner of [Zenger Folkman](#), an award-winning firm best known for its unique evidence-driven, strengths-based system for developing extraordinary leaders and demonstrating the performance impact they have on organizations.

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Best Global / International Leadership Program

Aligning Culture with Growth

Our editorial team interviewed **Wendy Greeson** from **Arthur J. Gallagher & Co** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.



Company Name: Arthur J. Gallagher & Co
Program Name: Breakthrough Leadership Program

Program Director: Wendy Greeson

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Call: 217-840-6252

Email: wgreeson2012@gmail.com

Visit: <http://www.ajg.com>

What are the overall objectives of the program curriculum?

Arthur J. Gallagher & Co.'s business success is built on a strong foundation of shared values and cultural attributes, which were established by the company's founders and are still championed today. The company is recognized for its sales and marketing strength, client focus, team approach and entrepreneurial spirit. Partnering with Harvard Business Publishing, Breakthrough Leadership has been fully customized to ensure alignment with Gallagher's culture.

The program focuses on three leadership imperatives: managing yourself, managing your network, and managing your team. The blended learning architecture seamlessly connects live events, webinars, the online learning portal and on-the-job activities. Ultimately, the curriculum helps participants become more effective in their leadership role.

At the end of 2009, Gallagher had 9,840 employees. Since 2010, Gallagher has acquired more than 250 companies. With its aggressive acquisition strategy and a current employee population exceeding 21,500, the company anticipates strong continued growth over the next decade. As Gallagher continues to grow, it is critical that the company strengthens its succession and talent pipeline.

Breakthrough Leadership is designed to produce the following outcomes:

- The building of relationships across lines of business
- Cross-divisional collaboration
- Cross-selling opportunities
- Enhanced leadership skills that prepare Branch Managers for future growth
- A strengthened succession and talent pipeline
- A deeper understanding throughout the organization that the development of our leaders is critical to our growth and success

Who do you impact with your program?

Focusing on mid to senior leaders, Breakthrough Leadership is a global program. Top performers are selected to participate by their division leaders during the annual talent review and succession planning process.

At Gallagher, leaders must be able to successfully build and maintain relationships. Therefore, the curriculum focuses on networking, influencing others, improving communication, building trust and developing others (giving feedback, delegating and coaching). Each Breakthrough Leadership cohort consists of fifty participants and six executive sponsors.

Throughout the program, participants identify specific development opportunities, create and implement an action plan, and then report outcomes to their study group. This approach helps participants maintain accountability to themselves and their peers.

The executive sponsors are division leaders who serve as mentors throughout the program. They attend the instructor-led kickoff alongside participants, participate in study group meetings, help facilitate webinars, and ensure that the content and discussions are closely connected to company priorities.

Gallagher's CEO opens the two-day kickoff event by explaining to participants how this program supports the company's strategic vision. To help participants develop a greater sense of self-awareness, a DiSC workshop follows the CEO's opening remarks. This workshop accelerates their ability to build relationships with their study group team members and executive sponsor. Additionally, the CEO hosts a dinner the last night of the kickoff to provide participants with the opportunity to network with Gallagher's leadership team.

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

This program was introduced to the organization in April 2013, with the majority of lessons learned taking place that first year. We started with three cohorts who were staggered, each a month apart. This allowed us to quickly implement changes and make additional enhancements to the program.

In addition to conducting online formal feedback surveys at the end of each module and the program, we regularly reach out one-on-one to participants and executive sponsors to solicit their input. We are able to access valuable insight throughout the program by creating this high-touch feedback process.

While the feedback received focuses mainly on small changes to the program, the impact of implementing those changes has been significant. We believe this has had an overall positive impact on participant engagement.

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

Based on feedback received from participants, this program has become a well-regarded development opportunity and the prospect

of participating is highly coveted. Of the 221 employees who have completed the program, 46% have been promoted, made a lateral move or taken on additional responsibilities.

Supporting the significant upturn in promotions, lateral moves and increased responsibilities, 94% of all participants say the program has provided them with insights that positively impact the way they approach their jobs. Additionally, 95% indicate that the program has helped them become more effective leaders.

The program also provides the CEO, senior leadership team and executive sponsors with a direct line of sight to Gallagher's emerging top talent. With a high-level of executive participation and support throughout, the company has achieved a 90% retention rate among 2013 & 2014 participants. This has enabled Gallagher to establish and maintain a solid talent pipeline for mid to senior-level leaders.

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

At the end of the program, Gallagher introduces participants to new resources that will help them focus on continuing their leadership journey. By leveraging the work of Marshall Goldsmith's "What Got You Here Won't Get You There," an additional webinar was added to Breakthrough Leadership to help participants focus on how they will continue to grow as leaders.

Upon completing Breakthrough Leadership, participants are given the opportunity to take part in the Targeted Development Program. Using an assessment tool based on Gallagher's global leadership competencies, they each work independently with their manager to identify their top two developmental needs. A detailed action plan is then created with the help of an Individual Development Planning Advisor.


Gallagher's Executive Coaching Program is also a potential next step, as over 52% of all Executive Coaching participants to-date are former Breakthrough Leadership participants and/or executive sponsors. With a greater level of one-on-one support than Targeted Development, this program also focuses on individual development.

Leveraging the blended learning structure in the Breakthrough Leadership Program, Gallagher has created a new front-line leader program which was rolled out in April 2015. Leadership Essentials is a six-month program that begins with a two-day instructor-led kickoff, followed by a series of monthly webinars. The feedback received to-date has been extremely positive.


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Mindful Leadership

It enables the intuitive power to come to the forefront

 By Allan Milham and Guy Parsons



 From the leadership book, *Out of the Question: How Curious Leaders Win*

Cultivating Mindfulness into the Leader's Work Day

With back-to-back meetings, an endless to-do list and overflowing inboxes, many leaders hit the accelerator hard in the morning and don't let up until the sun goes down. This has many operating from an "act first, reflect later" mindset. It's a syndrome of "Ready, Fire, Aim." The challenge is for leaders to reshuffle that sequence so that actions become intentional in order to accomplish big, positive impacts.

Mindful leadership allows leaders to pull up from the accelerator on a regular basis throughout the day. Effective leaders make white space on their calendars a priority – even if it is in 15-minute chunks of time. The challenge for many leaders is allowing themselves to make mindfulness a non-negotiable practice throughout the day. If the White House calls inviting you for an appointment with the President of United States, you likely would clear your crammed schedule to make that appointment, right? You would get yourself as grounded and prepared as possible in the face of such a big event and opportunity. In the time you took to prepare, you'd almost surely ask yourself, "What would be a great outcome from this meeting with the President? What would be something that would stick with me forever? What kinds of things should I ask or talk to the President about to get that desired outcome?" If you have not done that advance work, you could squander the opportunity with just a handshake and regret your missed opportunity.

Yet, many leaders do not give themselves the same priority to ease up on their daily demands to unplug for a few minutes, reflect on both the course of the day and the critical actions for a clear mind that produces better solutions.

Imagine creating time for a pre-meeting review that allows you to clear your mind from earlier meetings or events. This opens the mind for greater curiosity for the next meeting. Effective leaders bring extraordinarily focused attention with an eye on one or two key desired outcomes for their time and presence in the next meeting. Many leaders set an intention for how they want to be present in each meeting. This ensures that they are in a leadership mindset for meetings, rather than a command and control managerial mode.

Leading with a sense of mindfulness enables the power of our intuition to come to the forefront. Those seeds of intuition, those possibilities, those glimmers of something new, come into our brain almost in the form of a whisper. If you're running hard, if you're externally focused, you can miss those flashes of intuition that produce fresh and new possibilities.

The need for help in achieving mindfulness continues to grow. Indeed, the field of professional leadership coaching exists precisely to fill this gap. Leaders spend significant dollars on coaching to have someone help them look in the mirror, reflect on their behavior, and reflect or evaluate their own performance.

Neuroscience studies of past few decades have turned our thinking on its head, if you will pardon the pun. Your purposeful or thinking

brain, which is called the prefrontal cortex, is separate from something called the amygdala. The amygdala, sometimes called our lizard brain, is the part of our anatomy that is wired for “fight or flight.” The amygdala is what fires off adrenaline, which is helpful if you need to escape a burning building. In most situations today, however, if that system gets triggered, then you’ve lost control and it’s much harder to manage the situation for an ideal outcome.

Reflection or mindfulness are tools to keep your thoughts and actions running through the active part of your brain before it gets to the reactive part of your brain. You benefit because you don’t send that absolutely destructive e-mail or say something you’ll regret. How many stories have we all heard of people who, at the height of the moment, banged out an e-mail “scud missile,” only to pay the price for it later?

George Kohlrieser, author of *Hostage at the Table* and a world-renowned hostage negotiator, discusses brain science in terms of how negotiators have to manage circumstances carefully to gain successful outcomes. In order to make progress with the hostage taker, the negotiator must build a relationship, however unnatural, to move that hostage taker from a highly stressed and reactive mode to one of thought and reason. They may spend hours talking about family and life history to move the hostage taker away from a fight-or-flight mode and into a position where reason can be introduced. When we understand precisely how our brains work, we do not have to rely on knee-jerk responses; we can prepare ourselves to hunt for creative solutions and genuinely novel thinking.

Of course, not every situation is as critical as a hostage negotiation, but the same idea applies, adjusted for scale. If you address a relatively minor issue, you may need to pause only for a half a minute before opening your mouth. On the other hand, if you are served with legal papers that might put you in jail, you’re obviously going to need to spend a lot more time thinking before you respond. This learned reaction is called, “rightsizing the response.”

Most people don’t put the right kind of time and effort into the right kind of problem. They just toss out the quickest response that they can. How often are you in a meeting where people throw solutions at problems as if they were Western gunslingers? They seem to think the first one with an answer wins. They’re not pausing and allowing for mindful thinking and really absorbing the circumstances or socializing ideas with others. This “pause and reflect” approach is meant to be an antidote to leaders slinging solutions at problems, slapping them on the table, and saying, “Do this!” What they could be saying is, “Tell me what you think the best three possible solutions are and let’s discuss their strengths and weaknesses.”

This isn’t about leaders becoming Zen masters, but rather reflecting on how to best prepare your minds. Some people work out before big meetings. A lot of brain research suggests getting a good night’s sleep before you engage is extraordinarily valuable. Another kind of preparation is to learn to say, “Can we address this tomorrow?” Frankly, no matter how well you prepare yourself, some days you’re not going to be in the right frame of mind to handle a situation at the moment it arises.

To change the game, leaders must bring greater self-authority in examining their daily practices allowing for space, reflection and the ability to ponder. Mindful leadership starts with a pause. In that pause, it’s important to flush out all the distracting noise surrounding the circumstance. Many leaders are well known for having mastered

this art. Jeff Bezos, who runs Amazon, is a perfect example. When an Amazon team is preparing to brainstorm or embrace a new topic, a leader usually says something such as, “Here’s what I want you to read before the meeting.” Mr. Bezos, instead, is known for inviting participants into the room, handing out the reading material, and says, “Let’s read this now. No e-mail, phone calls, or disturbances. Let’s all sit and read for half an hour before we discuss this topic.” That process gives everyone a chance to reflect in a focused way before anyone initiates conversations or storms into decisions. Bezos leads his team by example when he suggests, “Let’s cut out the noise. Let’s not be in our native environment. Instead, let’s be in a quiet, secure place and think carefully before we make decisions.”

While some use meditation or yoga to help reflect, others find it useful to structure the day so that they’re ready to engage in difficult stuff. Author Stephen King, for example, writes “two thousand ad-verbless” words a day, while Tom Wolf has a strict quota of eighteen hundred words per day. Many well-known artists commit to highly structured days so that during the times when they want to be creative, they have clear minds and can let their creativity flow. Such discipline requires active management of their day to ensure that creative moment.

Each of us must define daily practices tailored for how we are wired. Reflect on the kind of daily practice that would help you stay grounded throughout the day for greatest impact. Look for ways to unplug and give the mind the rest it needs to flourish. The more you, as a leader, practice this kind of reflection, the more you will be able to call upon internal inquiry when challenging circumstances arise. Practice and discipline are essential. And once you master greater mindfulness in your role as a leader, you will be better equipped to form a point of view and actively manage your circumstance rather than reacting in the moment. In addition, you’ll have more available energy left for the end of the day. **LE**



Allan Milham brings high-energy and passion as a senior leadership and performance strategist. He has logged over 10,000 hours working with top performers-- from his early days with Olympians to Fortune 50 companies-- since 1998. Allan's work has been called transformational, as he elevates a leader's presence and brand to create greater results, as well as living a fulfilled and purposeful life. In addition to *Out of the Question: How Curious Leaders Win*, Allan is also the co-author of *Who Are You ... When You Are Big? and Bold Moves: Jump to Outstanding Self-Managed Action*.

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Guy Parsons is a well-regarded speaker, teacher who regularly delivers inspiring talks at MIT and to leaders involved in YPO (Young Presidents Organization) and EO (Entrepreneur Organization). He is the president of Value Stream Solution and was elected to the Shingo Institute Board of Advisors. Over the past 20 years, Guy has worked with more than 120 companies across a wide range of industries from healthcare to financial services to private equity. Through his work, he has developed a passion for the people side of change management.

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Tacy M. Byham



Company Name: Development Dimensions International (DDI)

Program Name: Business Impact Leadership® (BIL)

Program Director: Jim Kauffman

Call: 412-220-2529

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Leadership Excellence Rank

Best Experienced/Senior Leaders Program

Focusing on Mid-level Leaders

Our editorial team interviewed **Tacy M. Byham, Ph.D., and CEO of DDI**, at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

DDI's Business Impact Leadership® (or BIL) develops stronger, more engaged mid-level leaders and elevates them to the top of their game. Ten core courses build skills and confidence in four critical areas: driving performance, managing horizontal integration, leading and developing talent, and making tough decisions. DDI's mid-level leadership program can:

- Connect development to the business context.
- Build highly capable leaders who can take a business where it needs to go.
- Accelerate mid-level leaders and fill the leadership pipeline with managers ready to take on more responsibility.

Learn more at www.ddiworld.com/bil

Who do you impact with your program?

Mid-level leaders, or leaders of other leaders, typically operational leaders or heads of a function or a business unit. Mid-level leaders are the “make it happen” people who turn your organization's goals into results. But with ever-increasing spans of control, the complexity of global business, and rapid change, their jobs have become tougher—often overwhelming. Little wonder that only 10 percent of middle managers feel well-prepared for the challenges your business is facing.

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

BIL learning experiences have always been about three things:

1. A facilitated discussion around key business priorities
2. An exploration of how the mid-level leader's role is essential to executing against those priorities
3. Insight into one's self to personalize the learning experience. When these elements are facilitated into the program, participants leave with a sense of urgency to apply the tools and learning to their business objectives, to their relationship with partners and peers, and with their teams.

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

We measured the percentage of leadership effectiveness—how often leaders engage in effective leadership behaviors given the opportunities—pre-program and post-program. Effective leadership behaviors are the behavioral objectives targeted in the development program. Across several client studies, sizes, and industries, we have found that mid-level leaders are about 50 – 60% effective before attending BIL programs. After attending BIL programs, these leaders are about 85 – 90% effective. We



have found that the impact of the program will vary depending on how relevant participants feel the program is to being successful in their jobs, how motivated they are to apply what they learned back on the job, and how involved their manager is in helping their development and application of new skills.

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

We're excited with the continuous R&D for the BIL system. In addition to the ten core courses that form the "backbone" of these programs, we continue to develop our library of assets that add flexibility to design and provide learners with an enhanced experience

before, during, and after the development programs. Leaders at this level value the networking and business-centric dialogue hardwired into BIL and we believe the classroom setting will continue as a key element of most programs. At the same time, we are modularizing and virtualizing our award winning content to provide a blended learning approach suitable for many of our clients.

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Leadership Excellence Rank

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Best Experienced/Senior Leaders Program

Developing Specific Leadership Competencies

Our editorial team interviewed **Sherri Wimes** from **Ameritas Life Insurance Corp.** 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 academy provides specialized opportunities to develop specific leadership competencies, gain knowledge about the entire organization, network with peers, develop greater self-awareness and learn through first time experiences. The Ameritas Leadership Academy (ALA) is intended to be a stretch assignment for leaders, to challenge them beyond their regular job duties in order to build their leadership potential. This program is unique because of the tailored curriculum that is linked to the organization's strategic capabilities and individual competencies that our leaders identified as mission critical. These mission critical capabilities and competencies are needed to achieve the organization's future growth objectives.

Who do you impact with your program?

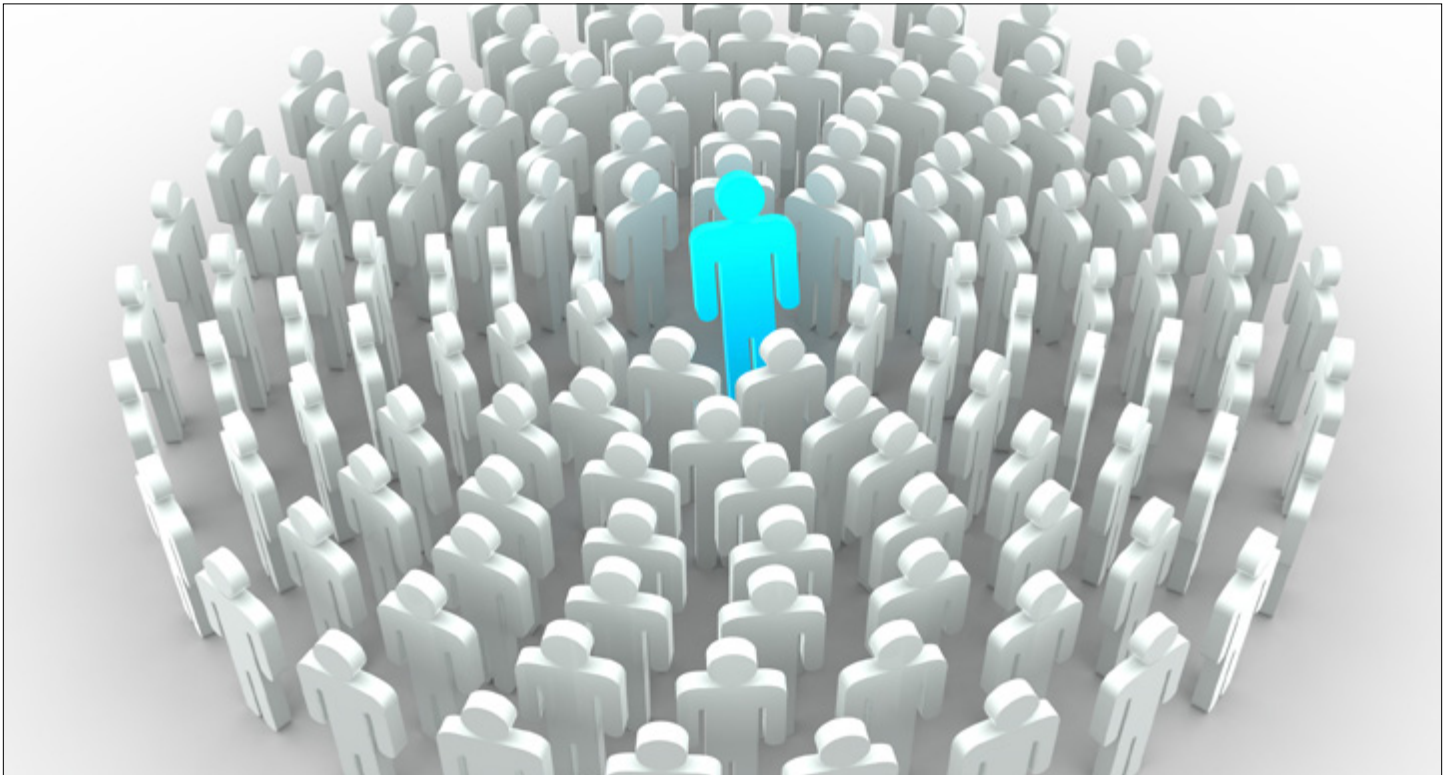
This program targets our high potentials and high performing professionals. High potential and high professional managers are those individuals who have demonstrated they have the ability to move to larger roles either in a functional/technical leadership capacity or to a broader operational role. The ALA is designed for associates who have demonstrated leadership qualities and an interest in growing their leadership skills, to align with the future growth of the organization. Criteria which is evaluated for participant selection includes: team engagement scores, Managerial Excellence, Performance Excellence and Associate Engagement, job performance ratings, job level and opportunities for next level promotions, an interest in professional development and career advancement.

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

The second year of ALA, the project was adjusted to reflect a graduate level business needs assessment and project proposal. The projects were presented to a senior leader evaluation team as a formal Board of Director level presentation. Each phase of the academy was archived with video and photos of the teams interacting as well as the presenters. The final video presentation of the four academy events was presented to the Ameritas Board of Directors and provided participants with an exceptional opportunity to memorialize and reflect on their experience.

A key component of the success of the program has been the work of the Organizational Development team in working with senior executives to design and build support for the program. Every executive leader participates in one of the events to share their "leadership journey" with the participants. These presentations better connect participants to the executives as well as give a deeper understanding of the





challenges individuals face and overcome rising to the executive level.

The ALA curriculum is designed around teaching and modeling how leaders apply the following competencies:

- Innovation/Creativity
- Customer Focus
- Motivating Others
- Managing Vision and Purpose

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

The success of the Academy is measured in a variety of ways:

- Participant responses on post event surveys and anecdotal responses
- Managers of the participants are interviewed through surveys or interviews for feedback on participant application of learning concept.
- Individual Development Plans written by participants and updated on a quarterly basis
- One-on-one interviews with participants upon completion of the program
- Retention rate of 90% of the graduates who have attended.

Longer term measures have been implemented and will be tracked to determine whether the program is preparing leaders as expected:

- Annual performance ratings
- Annual engagement survey scores
- Promotions in 1,2,3 year increments

- Stretch assignment opportunities
- Turnover
- Lateral moves

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

We are reassessing how to reach and provide the learning experience to the next level of management. The Ameritas Leadership Academy program will be refreshed to target additional management and emerging leaders.

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Defining Corporate Culture

Why is it critical?

By Rick Tiemann



You can't just take it for granted and assume that having a business plan in place is all it takes in order to develop your leadership program. You also can't take for granted that having a leadership development program in place will enhance the quality of the leaders within your organization.

You must also have a corporate culture that emulates your business plan. The old cliché, "talk the talk and walk the walk," is exactly what this means. If your corporate culture does not emphasize how you go about executing your business plan, you're likely to have trouble achieving success. To begin with, it starts at the top, and the CEO must embrace a corporate culture that embraces the philosophy of building a learning organization. That is only the start of building your corporate culture, but it is an essential one. Without that piece, people won't be held accountable for the learning and developing that they should be doing.

“

If your corporate culture does not emphasize how you go about executing your business plan, you're likely to have trouble achieving success”

On the other hand, when the expectation for continuous learning becomes part of your corporate culture, learning is more likely to take place at the level you need it to. Do you know if your strategic intent and your corporate culture are in sync? If you are unsure of what your culture looks like and how to evaluate your corporate culture, here are some questions to help you frame your thinking.

- Do we have a corporate culture that supports people?
- Do we allow people to fail?
- Do we encourage people to take chances?
- Do we give them the tools to learn?
- Do we hold them accountable for their development?

Corporate culture is a hard thing to measure and is subjective in nature as everyone's definition of culture varies. Your perception of your corporate culture is seen through your paradigm, and that may not be reality. Don't be blinded by your own paradigm. Surveys can be an impactful way of taking the pulse of an organization and allowing you to find out what is happening across the broad spectrum of the company. An effective survey will help you get the lay of the land before you embark down the wrong path. Usually, your survey will be more accurate if you use a third party vendor rather than conducting it yourself internally. To have the meaningful impact you seek, you should do the following when planning your survey:

- Set the stage to help people understand why you are doing the survey and what you hope to accomplish.

- Help your staff feel comfortable so they will be candid and not fear retribution for saying something that might be offensive.
- Share the results with the respondents. If you don't, they will not believe it's worth spending the time to take the survey and may not speak up in the future.
- Address and, at the very least, make the recommended changes that emerge from the information or explain why something cannot be done. You cannot ignore this. You must also let the entire organization see that you have listened and acted upon the results of the survey.
- Conduct the exact same survey in twelve to fourteen months to determine if the changes have taken hold and improvements were made. If you change the survey and do not ask the same questions in the same way, you cannot compare the results accurately and you will not be able to determine if your company has made improvements. It is imperative that you be willing to conduct the exact same survey a year after the first.

If you follow these principles, people will see you are fully committed to making improvements.

Keep in mind the following powerful statement, "People support what they help create."

Listening and engaging your people will pay dividends when you build an organization around employee engagement. While following these principles is the right thing to do, it is important to speaking to a president of a company about the employee feedback he tries to receive at the end of every month. All of the feedback he was getting was positive, yet there was a large increase in turnover from the previous year. To address the issue of staff departures, he brought in a third party to conduct employee interviews and found out that the reason people were leaving was because they were frustrated with several members of the senior leadership team.

They told the president what he wanted to hear not what he needed to hear. This is not an uncommon situation, which is why surveys are more revealing when they are conducted by a third party provider, especially if there are difficult leaders in place. **LE**



Rick Tiemann started The Executive Group in 1991 and works with companies in the areas of organizational and business development. His expertise is on developing organizational effectiveness through employee selection and development with a targeted focus on sales and leadership. His experience in mergers and acquisitions including turnarounds and employee integration make him a sought after consultant to organizations preparing for or in the midst of implementing change
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Developing World Class Leaders



What's Leadership Got to do With It?




Leadership Culture Survey

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Agile Leadership

Driving organizational performance

 By Don Herrmann

The ability of an organization to respond to changes in both its internal and external environment is called agility. An organization's agility is paramount to its long term, and often its short term success. The turbulence that businesses have been experiencing in the last several decades is not going away. Whether the challenges are created by political, climatic or economic events, the organization must respond rapidly, or whither, possibly dying in the process. The ability to respond to these challenges as well as identify and capture new opportunities, is a key factor in ensuring the sustainability, and growth, of a business. Improving organizational agility has many advantages, among them are increased revenues, improved customer satisfaction, happier employees, and improved company efficiency. Companies who do not have agility as one of their core competencies may well find themselves relegated to the "also-ran" group of mediocrity.

A business must possess two different types of agility; strategic and operational.

- Strategic agility, like strategy itself, involves risk, risk mitigation, an entrepreneurial spirit and resilience.
- Operational agility is the speed by which an organization responds. This involves risk, risk mitigation, decisiveness, and resolve.

None of that happens without strong agile leaders. Leaders who are not embedded in the "this is the way we have always done it", "precedence says we do it this way", or any similar delay supporting statement that defies innovation, creativity or [intrapreneurship](#) in problem solving.

These leaders, agile leaders, possess several key characteristics. They are:

- An acceptance that change is inevitable and can happen at any time.
- The ability to think creatively. Often times called "out of the box thinkers."
- An ability to envision an outcome of success and articulate the vision and the process to achieve that vision.
- The ability to balance multiple approaches, styles and behaviors to achieve success.
- They see the big picture without losing sight of the short term.
- Resilience
- Passion
- Commitment
- Execution

Not every organization has agile leaders and not every organization has the ability to embrace agility. At least not as they see it. However, if the organization were to set aside "the way they have always done it" and accept that agile leaders can successfully engage within that culture, they may be favorably, and equally important profitably, surprised.

Agile leaders are adept at capturing the extent of the businesses' ability to adapt consistently and not have to change its culture. That ability is what makes an organization able to respond to constant change without having to endure the added burden of changing its culture.

Managing change, without overwhelming change, is a critical skill

for leaders. These are leaders who can make decisions, solve problems, and navigate through or around barriers to achieve success. They are successful because they can work within the organization's culture while achieving success because of change. Let's look at an example. John is a salesman, he has many different clients and many different sales approaches to use. His company has instructed him on their culture and methods of selling their products. One of his prospective clients wants to buy, but will not buy with the current structure of the product. This potential new account is worth millions. If John is able to creatively resolve the issue, without causing a loss for his company, he will demonstrate leadership agility. If John, or the company, resists a creative solution because "this is how we do it" then the opportunity is lost and the potential customer goes to a competitor.

Agility is that important.

Companies do not one day wake up and decide "we are going to be agile." They do decide that a strategic objective of theirs is to develop a more agile leadership and through them, become a more agile business. The skills necessary to become an agile business must be learned, and practiced. Leaders must be taught the following

- How to prepare for change
- How to develop plans and actions
- How to take experience and turn it into a solution
- How to respond to change without having to change

“

Agile leaders are adept at capturing the extent of the businesses' ability to adapt consistently and not have to change its culture. That ability is what makes an organization able to respond to constant change without having to endure the added burden of changing its culture ”

Until your leaders master these skills the ability of the business to truly be agile, will be limited. Once your leadership has mastered these skills, your organization will be able to effectively and quickly respond to changing circumstances, while also taking advantage of growth and new market opportunities. **LE**



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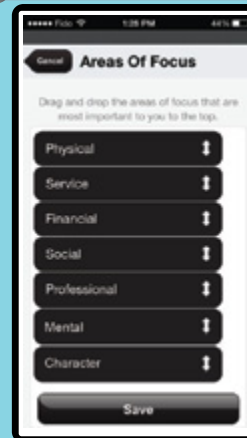
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- ✓ **Align content with Corporate Values and Mission**
- ✓ **Quick Employee Survey and polling**
- ✓ **Add your custom content, or content from our marketplace.**

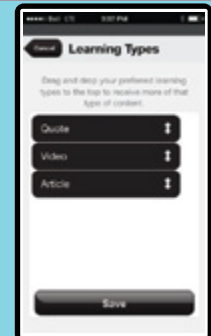
Employees choose the areas of focus they want to work on.

1 Choose area of focus

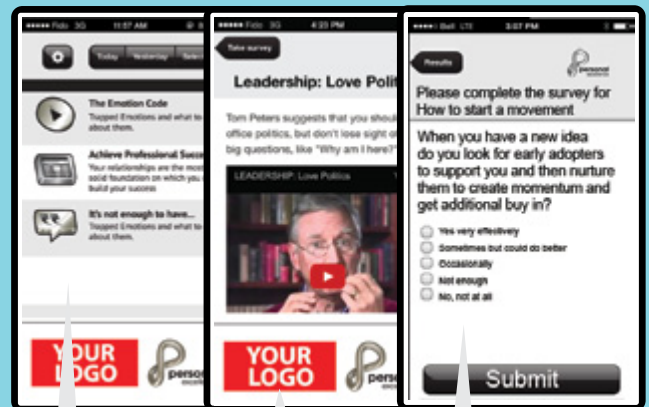


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2 How employees learn



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6 Challenges Successful Leaders Face

Actionable intelligence for leaders

By Sara Jane Radin

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If you know successful leaders who are interesting in getting to their next level of effectiveness, this article is for them! Please forward it to them.

YES – you are already a Successful Leader!

You are well regarded by, and have effective relationships with your management, your peers, and your team members. Your technical expertise and leadership skills are admired.

Things were proceeding smoothly, until now, when you received some negative feedback or experienced a setback. You might have been faced with a new or bolder assignment such as implementing a large-scale change initiative, or failed to get buy-in for a visible strategic decision, or were unable to resolve a conflict with a key individual. Or, you might have bumped up against ‘the political landscape’, or needed more effective executive presence when dealing with senior co-workers.

Any of these situations can occur in your present position, or when you move into a new position, or transition into a new company. These are examples of situations that *all* leaders face at one time or another - and how they are handled impact a leader’s performance, a leader’s reputation and, therefore, potential advancements.

Underlying these types of situations are 6 challenges which directly impact such situations – and can make or break the Successful Leader’s effectiveness – and success.

1. Imbalance between results and relationships:

The most challenging challenge is to *continue* building, strengthening, and deepening relationships *while at the same time* generating results - as they are **both** always paramount. While having solid relationships is THE BIGGEST (and most frequent) challenge, **NOT HAVING SOLID RELATIONSHIPS is the most frequent derailer for leaders at all levels.**

Work and results are accomplished *with* (not through) people – so having trusting relationships is essential to achieving business

results. Trust, after all, is the emotional glue that binds such relationships. When that trust is broken or betrayed in favor of immediate, high-stakes results, future results are in jeopardy since the relationships have been damaged. While these can be bandaged, they are hard to ‘fully’ repair. So, ***always focus first on relationships***...as the results will follow.

How would you assess *each of your individual relationships* with your upper managers, peers, and team members?

1	2	3	4
Do not have a relationship, or barely have a relationship, with this person.	The relationship is pretty weak and needs considerable strengthening.	The relationship is pretty good but can use some improvement.	The relationship is solid and need to ensure that it continues this way.

2. Lack of teamwork/collaboration:

Being (ever more) impactful requires working *with* others – at *all* levels in the organization. When a leader’s personal ambition and agenda take priority over that of the team(s), peers, and upper managers the trust is broken which results in a lack of cooperation – as well as outright undermining.

How would you assess your degree of teamwork and collaboration with your upper management, your peers, and your team members?

1	2	3	4
Insufficient	Infrequent or sporadic	Consistent	Solid

3. Lacking Core Operating Principles (COPs):

Core Operating Principles are your moral compass. They are the ground rules for your interactions and your GPS for how you make decisions. And, once you begin *living your COPs*, people know who you are and what you stand for – which is your leadership brand.

Do you know and use your COPs all day long?

1	2
No	Yes

4. Unable to influence and resolve conflicts:

When working with others (up, across, and down) to generate



ideas and solve problems -differences will occur. Successful leaders *proactively* seek out these differences since addressing them before the fact will generate buy-in ideas and long-lasting solutions.

On the other hand, when those differences are considered threatening, and therefore received in a fearful way, they are resolved in an entrenched and positional way (e.g. I'm right) – with closed eyes, closed ears, and a closed mind which alienate others.

Influencing others to buy-into a new idea or to buy into a resolution of a problem needs to be about a win/win (Influence2Win2).

To what extent are you successful at influencing and resolving conflicts?

1	2	3	4
I avoid conflicts at all costs!	I tend to cave in and accommodate to the other person – even if I disagree!	I'm often/ usually uncomfortable but sometimes assert my belief and position.	I feel confident collaborating and working toward a win/ win.

5. Weak Executive Presence:

Regardless of a leader's position in the company, at some point (if not many times), the leader will need to interact with leaders at least 2 levels senior to him/her. When nervousness prevails and/or lack of preparation prevails, the performance outcome will be lacking. **Executive presence is:**

- The manifestation of gravitas – which is all about a leader's self-esteem and belief in their internal self-worth and power.
- The honing of some behavioral and communication skills. These will not be effective without the solid gravitas.

To what extent do you consistently exhibit solid executive presence?

1	2	3	4
I'm usually pretty nervous; not always fully prepared; don't present myself confidently.	I know that I'm not received as well as I want, but don't know the reason.	I THINK I'm coming across OK but probably need some refining and want to feel more confident.	I look forward to participating in senior forums as I am well received and sought out for my input

6. Resisting politics!

Are you stressed out – even disgusted – by organizational politics? Are you bumping up against obfuscatory responses and closed doors – preventing you from achieving your goals?

Corporate politics is a fact of business life – it is here to stay. You *can* participate – ethically - in corporate politics. To have your opinions actively sought out and seriously considered and move your agenda forward – easily – a cadre of winning relationships will enable you to be both more energized and more effective.

To what extent do you proactively navigate the political landscape?

1	2	3	4
NEVER! I HATE politics...and I'm really above all of it!	It's so brutal out there – so I try as much as possible to avoid it.	Politics makes me nervous so I try, on occasion, to enlist the support of another coworker in certain situations	I understand the importance of politics and often proactively seek out the advice and guidance of my mentor to guide me.

So when experiencing some short-falls in performance, and underlying challenges, and need/want to take your leadership to the next level of effectiveness, how do you go about turning your short-falls into successes and your challenges into strengths?

Since you are already a successful leader, you know that you will continue to be successful because you are motivated to continue to learn, grow, and add value. The question is do you know, *specifically*, what you need to do differently tomorrow...and how to do it?

You can certainly:

- Obtain frequent feedback about your challenging area of performance;
- Attend training in your challenging area of performance;
- Collaborate with a mentor about your challenging area of performance.

While each of these experiences is desirable they might not be specifically targeted or timely to fulfill your need.

One-on-one coaching in which timely, collaborative conversations create targeted actions for results and success, will:

- Bridge the gap between the underlying drivers which are propelling your unsuccessful behaviors;
- Leverage your strengths;
- Enable you to rapidly learn the specific, practical strategies and behaviors which match your Personal Leadership Style;
- Be more impactful;
- Be both timely and targeted.

*** So, on a daily basis, be alert and keep a log of what worked for you, what did not, and *how you felt*. Over-time, if you see any pattern you may well be experiencing one of these six challenges - which need to be addressed. **LE**



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Tara Powers



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8

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Best Experienced/Senior Leaders Program

7

Leadership Excellence Rank

Top Leadership Partner

Engage Leader Development Program

*Our editorial team interviewed **Tara Powers, CEO, Powers Resource Center, LLC** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.*

What is the overall objective of your program?

Our objective was to implement a manager development program that would achieve multiple goals, including:

- Identifying leadership behavioral gaps through the use of a 360 tool
- Understanding foundational management and leadership skills that support success and how to apply them
- Developing an individual leadership approach that encourages accountability and creates influence with key people critical to their success
- Understanding how to engage in management behaviors that set the foundation for building team trust and creating open communication and feedback
- Establishing a strong, supportive coaching relationship with their facilitator, manager and other participants that will open the door to new insights and ways of managing.
- Developing a Leadership Communication Plan that keeps the team informed, proactive and engaged
- Managing change and transition to foster excitement and productivity despite daily uncertainties and unexpected shake ups
- Consistent measurement to assess progress throughout the program
- Engagement of all leaders from every level of the organization as peers, mentors, teachers and coaches

During the course of this 10 month program, we used a diverse methodology that included a combination of one-on-one meetings, assessments, surveys, in-depth facilitated sessions/workshops, webinars, mobile videos, management roundtable discussions and best practices check-ins and progress surveys. In addition, we incorporated a recognition program where managers recognized each other on their new skills, behaviors and progress, as well as involving Executives in recognizing a LEADER of the year and a graduation ceremony to celebrate the program completion.



[Click here for a high resolution image](#)

Who do you impact with your program?

The program was designed for all leaders at IMM, a Boulder, Colorado digital services agency. The group included over 42 professionals from diverse backgrounds in the areas of technology, client services, account management and creative. These leaders also represented a broad age range (millennials, gen X'ers and even baby boomers) and experience levels, so we had to design the program to be meaningful across all these different perspectives.

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

I've been working with organizations in the areas of talent building, employee engagement and leadership training for more than 20 years, and I learn something every time I present a workshop or session to a group.

- Involve Executive champions in the program as an essential component of success.
- Include measurement throughout the program and use data to make tweaks as we go and ensure success.
- Be flexible. Business changes rapidly and we are constantly moving program components around based on current business needs.

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

It is so important for organizations to prove that investing in employees and leaders is good business for them. Every program I develop has an ROI factor built in. For this program, we had several factors to measure our success, including:

- Improved ratings on 360 assessment (pre vs. post)
- Key IMM metrics as defined by HR and L&D
- A reduction in management issues and complaints
- An overall improvement in employee satisfaction
- More efficient teamwork and team trust
- Managers report that their skill level and comfort level with key management skills has increased

We are already seeing the payoff for leaders in particularly around communication and the identification of skills needed to become stronger leaders.

- Participants improved their ability to communicate their needs more clearly to others by 13%
- Participants improved their ability to recognize the communication preferences of others by 23%
- Participants improved their ability to adapt their communication based on others needs by 13%
- 90% of participants responded that they have clearly identified the leadership skills they need to focus on developing to become stronger leaders

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

The foundation of the program is solid, but we will continue to modify it and customize it for clients. I am interested in continuing to collect data from the program participants and publish the findings later this year....I always use an iterative process of continuous improvement, so we will continue to make incremental improvements as we move forward....for example, since hosting the program for IMM, we have added additional round tables with Executive leaders, redesigned the LEAD framework to align with organizational changes, updated how webinars and videos are presented to participants and provided options for Executive team development to help support program success.

For more information about the Engage Leadership Program and how it can be customized for your leaders and culture please email info@powersresourcecenter.com to set up a discovery call or call 720.295.3302

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Strengthening Trust

5 steps for breached trust to accelerate leadership effectiveness

 By Michelle Reina and Dennis Reina



Trustworthiness is an asset leaders can't be effective without. So, what happens when a leader's trustworthiness gets compromised? If trust takes a hit, is the leader's effectiveness permanently damaged? Or, is there a path forward – steps a leader can take to break through, rebuild trust, and regain credibility?

We worked with Carl, a leader in a global manufacturing company whose plant was underperforming. In fact, his plant's production levels were the lowest of 13 plants nationwide. The pressure was on. Engagement scores were also down. Carl knew his people were operating below their capability. Why?

Carl's HR Manager reached out for support. The first step we helped Carl and HR take was to assess trust to pinpoint the problem's root cause. To Carl's surprise, *he* was a large part of the problem.

Carl was faced with a paradox. He discovered while he cared a great deal about his people and valued them...they didn't know it. They

knew he cared about the business. They respected his operational expertise. But they didn't feel *they* mattered to him, as *people*.

Without meaning to, Carl had developed blinders. Under pressure to improve performance to meet corporate expectations, he'd stopped paying attention to the most important ingredient to performance... the relationships through which work got done. The result?

Carl's trustworthiness took a hit. His people didn't trust him to have their best interests and welfare - as well as those of the business - at heart. They began to feel like commodities expected to crank out product. As a result, morale and production suffered.

Through the support of coaching, Carl was able to redirect his behavior, align it with his true intentions, and regain the trust of his people. He went to work on helping his people learn how to earn the trust of one another. Through Carl's leadership, everyone in his organization took an honest look at how they impacted trust in their

relationships. People discovered their own opportunities to rebuild and strengthen trust.

Quickly, engagement scores and production increased. Within a year and a half, Carl and his people had taken their plant from the lowest to highest producer nationwide. They earned the company's most coveted Manufacturing Excellence of the Year Award. In fact, they won it two years in a row. It was the first time a plant had done so in the company's 150-year history.

The bottom line? Trust, once lost, can be regained...and even strengthened. Going to work on trust not only improved Carl's leadership effectiveness, but accelerated it.

So, what can you do to strengthen trust? How can you support people in your organization become more trustworthy?

How can you help your leaders leverage trust to become exponentially more effective?

Step #1: Raise your awareness of where trust stands

Take stock of where trust stands.

Look at trust from all angles...not just where it's vulnerable, but where it's strong. Even organizations struggling with trust have trust-related strengths. Drill down and pinpoint where people have confidence in one another's expertise and experience.

Discover your opportunities to strengthen trust. Look for signs and indicators that trust may be vulnerable. Consider ways people hold back instead of stepping in. Where they're not operating at the highest levels. Ask questions about what's going on.

Make it safe for people to talk about what they've experienced, and the impacts. Ask them how these impacts made them feel.

Acknowledge these emotions as valid responses to breached trust. When their reactions are heard, people are free to focus on the business at hand.

Step #2: Reframe

Expand the playing field. Help people gain perspective and understand the business dynamics.

Remember, each person has a core need for healthy, trusting relationships at work. Invite people to consider how they build trust in their relationships. Help them consider opportunities they have for improvement in their behavior.

Reframing's benefit? Core needs are understood – both the needs of the business and the needs of people. People gain perspective of what's at play, what's at stake, and their critical role in creating an environment where people *want* to show up and produce.

Step #3: Take responsibility

Help people see the responsibility they have for their behavior. Ask them to consider ways they may have unintentionally chipped away at trust in their relationships. Might it be they talk about – [instead of with](#) – one another when they have issues or concerns? Do they at times overlook one another's skills or experience? Do they fail to [admit mistakes](#), [manage expectations](#) effectively, tell [difficult truths](#), or [renegotiate](#) if they can't keep agreements?

The truth? We all do these things in our relationships. We don't mean to, but we do. We get swept up in the pace and rigor of the work, and lose sight of our relationships.

Yet, it's through relationships that work gets done. To build and sustain trust, trust must be 'owned' by everyone. From top leadership down, everyone must adopt the mindset, 'trust begins with me.'

The result of everyone stepping into and owning trust together? Strengthening trust is no longer considered the 'job' of the leader.

Everyone knows, regardless of their function or level of responsibility, they bear equal responsibility for the level and quality of trust in the organization.

Trust begins with each and every person.

We've found, contrary to shying away from this responsibility, people *embrace* it. Why?

Because people all want and need the same thing. To create an environment where they want to show up and contribute. When they learn how to create such an environment, they can't wait to get started. Their enthusiasm is palpable.

Traction is gained. Teamwork and collaboration quickly improve.

Step #4: Extend compassion

Yet, even in the highest performing relationships and teams, trust is fragile.

As they struggle to keep up with the work at hand, people naturally slip back into unintentional habits that wear trust down. They fail to pass along key information, miss deadlines, and ask for input when making decisions. They don't mean to erode trust when they do these things. None of us do. We're all doing our best to do more with less.

Which is why it's critical people extend compassion to one another when their behavior makes trust vulnerable. The only person who's never chipped away at trust in a relationship is the person who's never had a relationship. Finger pointing and blaming can't rebuild trust that's been compromised. They can only diminish it further.

When people extend compassion, they give the benefit of the doubt. They give trust and the relationship a second chance. Liberated from the need to be 'perfect' as they move through ambiguity, they can open up, reach out, and take appropriate risks. They can engage – instead of stymie – the creativity and innovation required to navigate change successfully.

Step #5: Keep trust front and center

Don't ever take trust for granted. There will be business demands. There will be tight deliverable deadlines. There will be tremendous pressure to shift focus once trust has been 'built.' The truth?

Trust isn't a one-and-done exercise. It's a journey. The moment we take trust for granted is the moment we're at risk of compromising it. We can all get swept up in the pace and rigor of the work, and lose sight of what's equally important: the relationships through which that work gets done.

Trust begins with you. Through keeping trust front and center, trust becomes an asset you can rely on. **LE**



Michelle Reina, PhD and **Dennis Reina**, PhD are co-founders of Reina, A Trust Building Consultancy and best-selling authors of *Trust and Betrayal in the Workplace*. They have collectively devoted nearly 50 years to researching trust, developing rigorous instruments to measure trust and defining practical steps to rebuild trust that has been compromised.

Visit <http://reinatrustbuilding.com/>

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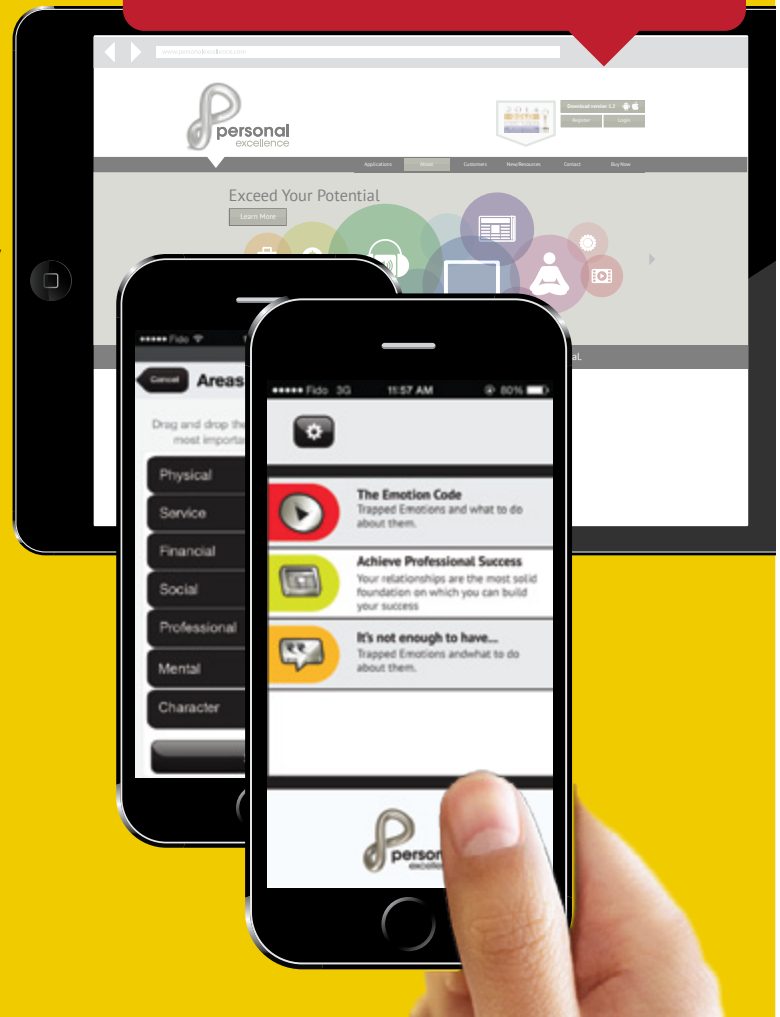
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Brooke Kriete Mullery



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12

Leadership Excellence Rank

Best Experienced/Senior Leaders Program

Improving Organizational Performance

Our editorial team interviewed **Brooke Kriete Mullery** from **Virginia Department of Transportation** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

Further the development of the leadership pipeline

- Strengthen the leadership bench
- Ultimately improve organizational performance through focused development

Who do you impact with your program?

Mid-Senior Level Managers.

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

You've got to be flexible and let them "own it". Once they do, they will step up to lead and excel in their development.

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

Return on Investment

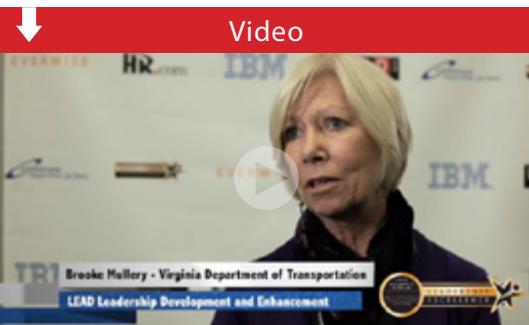
- Use questions to gauge the individual's progress on their life-long learning:
- Of the manager: What changes have you seen in the participant?
- Of the participant: Am I a more effective leader? In what way?
- Of direct report: What changes have you seen in the participant?

Success Measures

- 80% of the leaders enrolled in a cohort will complete the LEAD program.
- Coaching will become a best practice for those leaders who complete the LEAD program.
- 80% of the leaders enrolled in the cohort will complete 90% of their LEAD IDP.

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

- Great things! Graduating the 1st cohort and starting the 2nd.
- Getting further backing and involvement of the Executives
- Gathering input from participants for improvements



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Leadership Excellence Rank

1

Best First Time Manager Program

Developing Leadership Skills

Our editorial team interviewed **Lisa Bull, Vice President, Employee and Leadership Learning, Ceridian** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

About the program

Ceridian has three Employee and Leadership Development Learning programs

Top Talent Program

- For high potential employees, regardless of their role, interested in developing their leadership skills.

New and Emerging Managers Program

- For those who are about to become “people leaders” or have been “people leaders” for less than a year.

Manager Essentials

- For those who have been managers for over a year, who have a little more experience, but are looking to enhance their skills.

What is the overall objective of your program?

The objective of all of the programs is to develop leadership within our organization. Regardless of the position, title or level of these leaders, we want program attendees to identify themselves as leaders and to behave as leaders. As the participants move through the programs, the idea is that we enhance and deepen their skill levels.

We start with some basic skill development, giving new managers a sense of what it means to be a “people leader” and what some of the essential skills are, that are needed to do that job well. As we advance in the program we concentrate on really deepening and reinforcing these skills. We want them to become more critical in their thinking and approach. The objective of the Top Talent Program is really to foster the concept of leadership across our organization.

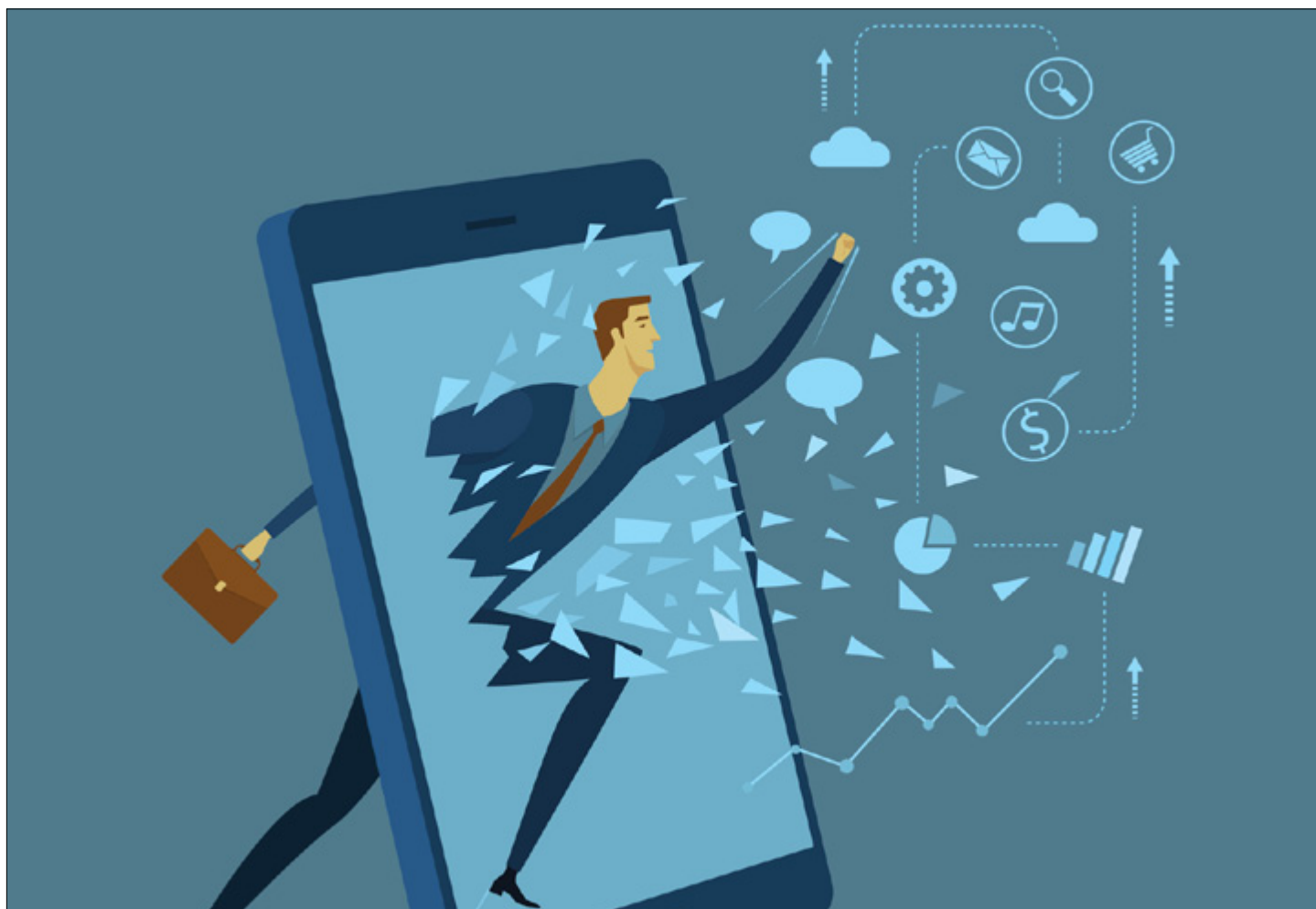
Who do you impact with your program?

We are really targeting a broad spectrum with our leadership programs. Our Top Talent program is directed to all employees of our organization, up to and including the director level.

Anyone from our organization can participate in the program. They apply through an application process or they can be tapped by their “people leader” to participate. There is a very broad range of participants. Leaders who have been on the job for under a year to leaders who have been with the organization for over 20 years have participated in Top Talent.

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

As an organization we have amazing people. I probably learn as much as I teach, and sometimes more. I’m humbled by the commitment and the passion and the caring



that the people leaders bring to the class. Over the years I've taught about 500 "people leaders" and without exception they care about their work and their team. They want to learn and to be better. The level of commitment is something that continues to blow me away.

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

We do evaluations and surveys and get feedback from the participants. We also look to measure results, such as our Employee Engagement survey to see how employees rate leadership programs in our organization.

The most fulfilling way I rate the ROI is by hearing stories from the people leaders themselves about the way something they have learned has impacted them and their employees. Even better is when I hear from employees, saying how their leaders' learning has impacted them. I receive feedback from program attendees months later telling me about how they tried implementing things that they learned and how it worked.

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


Every year we take a look back at our programs and see what worked, what didn't work, and what we need to do to change and grow. All of the programs will continue, but they will always evolve. This year we have included different content and are re-evaluating the way we talk about performance development within our organization so those learning modules will be updated. This year, we have added a brand new program, called *Leadership Essentials*, which is an educational continuation for our most senior leaders across our global organization. We're going to keep growing, expanding and evolving.

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Integrated Approach To Leadership

Can political leaders and corporate leaders lead the same way?

 By Mostafa Sayyadi Ghasabeh, Michael Provitera & Sonia McDonald

 The current presidential election has shown that there is a direct connection between politics and

CEOs, who at least think they are experienced enough to hold the ultimate leadership position.

Political leaders are not any different than organizational businessmen. More and more business men and women are becoming political candidates and people are responding positively. The reason being---the two do go together. At the heart of leadership are a large amount of followers.

There are many more followers than there are leaders and this is more so in the political realm.

The question is: Can political leaders and corporate leaders lead the same way? The answer is a resounding "Yes." For example, Eisenhower, one of the former presidents of the United States in World War II, effectively led both American government and the Allied Forces in Europe in defeating Adolf Hitler. Hitler was also a great leader but he represents the "Black Hat" of leadership. Barring the Hitler-type charismatic leaders, there is hope for leadership at the political level.

Eisenhower's leadership provides lessons for top management executives in today's organizational challenges. Eisenhower argued that leaders must care for their people as individuals, always remain optimistic, place yourself with and for the people, and, most importantly, provide the *WHY* behind what you ask them to do. Politics and corporate leadership may merge today with the current presidential candidates today. Leadership theoretical models at the Ohio State studies and the University of Michigan studies, stem from research based on military leaders and their followers. Leadership has a critical role in politics because we elect leaders and not politicians.

In describing the importance of leadership in business and politics, investors recognize the importance of business leadership. A good leader can turn a weak business plan into a success, but a poor leader can ruin even the best plan. Take a look at the nation's largest health insurer, United Health Care, who out their due-diligence to shareholders, had to cut out Obama-care exchanges, in April 2016, because they were expected to lose one-billion in revenue.

Furthermore, pundits decide upon the valuation of publicly traded stocks based on current and future leadership in organizations. One example of this comes from CEO Rich Teerlink, who dramatically changed Harley-Davidson in the 1980s, and fundamentally built a different organization that still prospers today.

The success of leadership at the Harley-Davidson Corporation has stood the test of time. For example, Harley-Davidson's leadership created a more effective organization built upon three primary principles: 1) focusing on people, 2) challenging norms, and 3) continuing to fundamentally change. At Harley, every employee can participate in leadership decision-making which builds on the Eisenhower example noted above. Another example of business leaders in a highly competitive environment is Steve Jobs, former leader of the Apple, who built a highly effective organization through taking a

change-oriented leadership approach, which highly manifested itself in talent, product, organization, and marketing. The evidence from these examples suggests that leadership is highly demanding at both the political and corporate levels.

For government and business organizations to achieve a sustained change and eventually higher degree of efficiency and effectiveness, selecting a great leader is the key to success. In the absence of effective leadership, organizations lose their required direction to achieve a high degree of competitiveness, and cannot implement successful change in order to adapt with today's business environment. Governments have succeeded and failed based upon the various leaders that make the decisions that impact society. This year, we may find out if a CEO can hold the ultimate leadership position as President of the United States. **LE**

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Michael Provitera is an international recognized management consultant and is the author of the book titled "Mastering Self-Motivation" published by BusinessExpertPress. He has contributed to several business and career articles.
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Sonia McDonald is the CEO and Founder of LeadershipHQ. Recently named in the Top Influential Women across the Globe by Richtopia and her blog was named in the Top 50 Leadership Blogs Globally. She is a regular contributor to a number of publications and has recently published on Amazon her ebook Neuroscience of Leadership.
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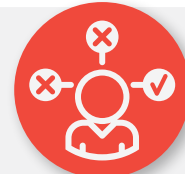
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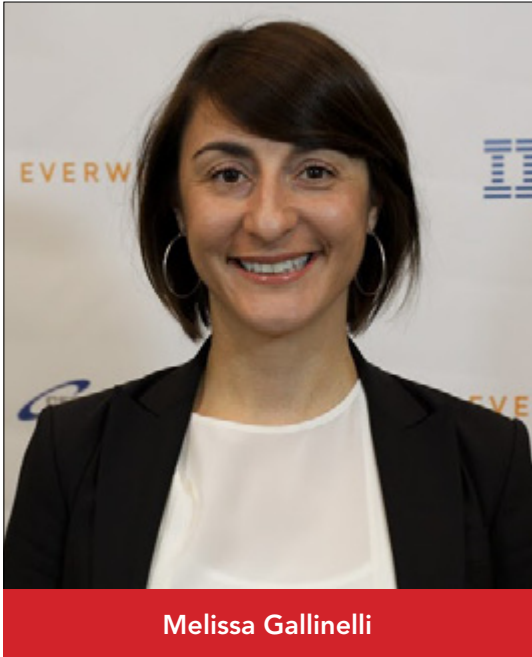
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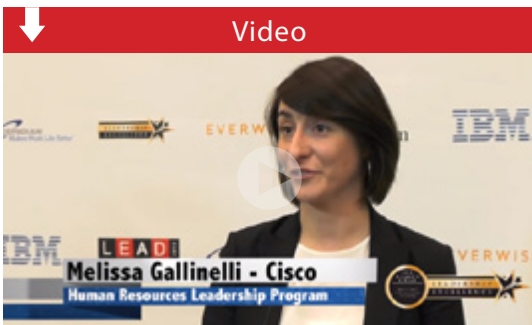
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Melissa Gallinelli



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Leadership Excellence Rank

2

Best First Time Manager Program

Developing Next Generation of HR Leaders

Our editorial team interviewed **Melissa Gallinelli** from **Cisco Systems, 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?

Cisco's Human Resources Leadership Program (HRLP) program develops high potential talent into the next generation of HR leaders at Cisco. Through three 1-year rotations across the HR organization, participants leave the program with a well-rounded view of the HR operating model and are equipped to make linkages across the organizations, understanding how they can drive business value in their roles. To provide examples of the breadth and impact of the program, we have HRLP participants in Client Facing roles that are supporting 1,000+ person organizations as well as in Practice Area roles redesigning Cisco's performance management practice.

Who do you impact with your program?

The Cisco HRLP program attracts and develops a community of innovative talent from top MBA and masters programs. The program provides participants with the toolkit and assignment opportunities they need to lead transformational change across Cisco's business in support of our People Deal.

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

It is important that we align the rotations to critical bodies of work. This provides our participants with "on the job" exposure to senior leadership and an ability to leverage the skills and capabilities obtained from their MBA/masters programs.

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

We measure ROI and success of the program through multiple methods including conversion rates, quality of hire, retention, promotion velocity, and our ability to fill key leadership positions with HRLP graduates.

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

The program will continue to evolve with the company and we have plans to expand globally more broadly into APJC (Asia-Pacific, Japan and China) & EMEAR (Europe, Middle East, Africa and Russia). In order to stay relevant, it's key that the program continues to evaluate what future critical skills are needed to ensure we are building our talent pipeline. We will continue to have a laser focus on business needs and align our talent to critical projects. We will also keep the mentality of hiring great talent when we see it. We won't turn great talent away because we've met a quota or vice versa.

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Petra Holcomb



Dawn Siemiet

Southwest®

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3

Leadership Excellence Rank

Best First Time Manager Program

Developing Great Leaders

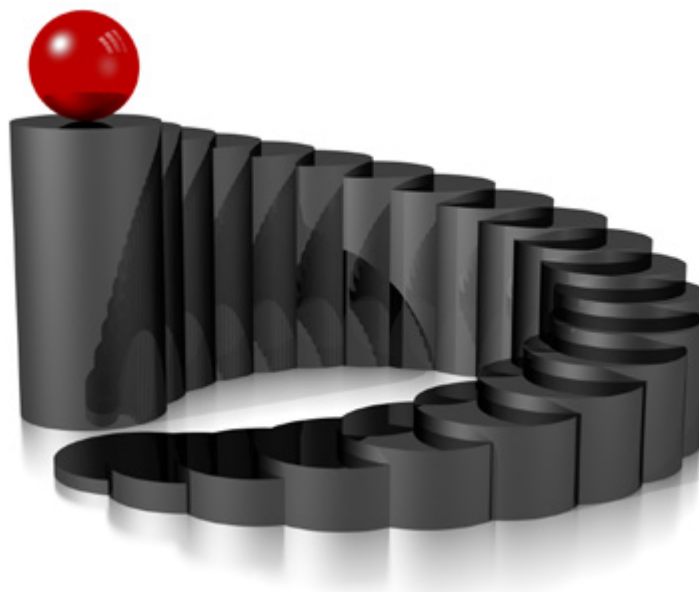
Our editorial team interviewed **Petra Holcomb, Manager of Leadership Development**, and **Dawn Siemiet, Team Leader ELDP** from **Southwest Airlines®** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The Emerging Leader Development Program (ELDP) is an 18-month job rotational program that seeks to train and develop excellent leaders for Southwest Airlines®. Participants are placed across the Southwest system to work in three different leadership roles in our operation. Upon successful completion of the program, participants are placed in a leadership role within the operation anywhere in the Southwest system, based on business need. Each participant receives an individualized training plan outlining their rotations, and skills checklists to track progress. We also encourage informal learning opportunities, such as shadow days, to expand their knowledge of other leadership roles in the company. During development weeks at headquarters, participants receive a balance of leadership development courses while also building their business acumen during targeted department presentations. In the first three months of the program, participants are matched with a mentor from our award winning Manager-In-Training (MIT) program. The mentors act as a resource and sounding board during this development period, and we typically see this relationship continue to grow post-program. ELDP participants also participate in multiple networking events with senior leadership. One networking event includes dinner with our company's founders, where they are charged to continue to serve our people and live our Southwest vision.

Who do you impact with your program?

The target audience for ELDP is the leaders we develop. We want to deliver the best possible learning experience and create the next generation of people leaders at Southwest Airlines®—leaders who have the ability to drive our operation. We are looking for candidates who have demonstrated leadership potential, and focus our hiring on military veterans, experienced leaders from other companies, recent college graduates, and Southwest employees. ELDP is one of the largest talent pipelines for Southwest Airlines®, and has a domino effect, impacting multiple workgroups across our organization. The passion ELDP leaders have is infectious. They bring a fresh perspective to each department as they rotate through the program. The change does not stop at the local level. Participants network with senior leaders during their leadership development weeks at headquarters to innovate and inspire change from the top down.



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

If you want to start a Leadership Development program encompassing airport operations, you must be able to anticipate and facilitate change at a moment's notice. Our participants work in fast-paced environments where change is the only constant. We are always evaluating and evolving the program to fit the needs of the participants and the operation. Our small but agile team works diligently to ensure we are communicating effectively at all levels of the organization. We always want our participants, host location leaders, mentors, and executive sponsors to be informed of any changes we make, and the future vision as we continue to grow ELDP.

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

We send monthly touch point surveys to participants to capture quantitative and qualitative data related to their professional development. Our questions range from "how many one-on-ones have you had with your leader this month?" to "What is something you are working on to improve?" We also have a "brag board" section where participants share customer commendations, community service and culture events they are planning, as well as any special projects they are working on. We also use the information gathered in the touch-point surveys, performance appraisals, and talent reviews to identify trends and gaps that we need to address in our curriculum and adjust accordingly. We formally measure ROI with participant promotion rates from supervisor to manager level. Since the first graduating class in January 2015, 56.52% of our graduates have been promoted to the manager level.

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

Southwest Airlines® is a company with extremely low voluntary turnover, but, like many organizations facing workforce shortages, our tenured employees are nearing the age of retirement. We are working with our HR business partners, organizational development team, and executive leaders to identify departments who will be heavily impacted by the high retirement rates. We are currently in the planning phase to determine how to incorporate these departments into our operational track and assessing the need for a corporate track. Our goal is to hire 200 participants a year for the program starting in 2017, and we are steadily increasing our class size to reach that goal. We will continue to receive participant and leader feedback, evaluate, and make necessary changes to meet the needs and exceed expectations for Southwest Airlines®.



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Improving Awareness Levels Of Leaders

Helpful tools

 By Philippe Lemonnier¹

 In a world of constant and unpredictable changes, as leaders we are told to be as adaptive as possible: able to develop and implement a vision for the future as well as be present to their teams and knowing the culture and values of the organization. In some ways, leaders are supposed to be at the same time in the present, in the past and in the future.

What kind of tools these leaders could use to enhance their abilities to face this challenge of time-ubiquity?

There's one concept, one tool, which has been researched in neuroscience and psychology that could be helpful: Awareness. I will try to demonstrate how awareness can help leaders to be more responsive to adaptive challenges. And by adaptive challenges, we go toward the concept of the V.U.C.A. (Volatile, Uncertain, Complex, Ambiguous) world. In this context where economy, security, innovation are shaping our lives without borders and in a very rapid period of time, following Darwin's law: the one who's able to be the more adaptive will be able to thrive and survive.

Thus, by giving explanations and tools to implement this concept, leaders would have the opportunity to benefit from it in their daily work, in an ever changing world.

Several definitions are available for this concept, but the finest is this, given by Sophie Fourure²: "The awareness is distinct from consciousness which means reflective conscious, observant, attentive to what is there and is attentive stopping experience of the ongoing process. The awareness is corporal, emotional, relational and spiritual experience, some will say. This experience directly connected to the feelings is upstream of consciousness, which itself is filled with words and images."³ Awareness is therefore not about controlling situations. It's about understanding them, understand the complexity of situations and thus of the impossibility of controlling such complex situations. It's also then after about efficient adaptation.

Some would go easier by saying that awareness is the ability to answer the question "what's going on?"⁴.

This given, awareness is the ability for us as individuals to be perfectly engaged in everything we are doing in the present as well as perfectly connected to what's happening around us in the same present. This includes facts, actions, situations and feelings. Therefore, facts and actions for which people were truly present will be strongly written in memory leaving traces in the past. Fully engaged actions and known present facts will help to think about their consequences and thus avoid or be prepared to this consequences. This especially as the present is nothing but a persistently emerging situation.

How do we use this powerful tool? How can we as leaders develop our awareness capabilities and foster it on a daily basis?

First of all we must see in which ways awareness applies. There has been a lot of research on the topic and specific classifications are already available⁵.

But to stick to the division in three parts we made at the beginning of this article, we refer to three specific types of awareness:

- Personal or Internal awareness (IA),
- Situational or Social awareness (SA)
- Environmental or Global awareness (GA).

Working from the more specific to the more general, these three different kinds of awareness give us the possibility to think of the different levels of individual interaction:

oneself,
others,
the world.

So let's see how to develop, practice and maintain these different levels of awareness and how we can see the improvements it can create for us.

1. Personal or Internal awareness (IA). This relates to a level of being intentionally conscious of our feelings, knowing our limits and when or where we are not at our best.

It starts first by knowing ourselves. This can be done through some coaching sessions, personality tests such as the Enneagram, the MBTI (Myers-Briggs Type Indicator) test... The final goal is to be aware of our true nature, getting views and patterns on our strengths and weaknesses.

Once we've been through this first step, it's all about maintaining the level of awareness. Reflecting on our reactions and feelings is a good way to maintain such awareness. It can be noted in a journal to keep track but moreover to take a step back from our feelings. It's also about questioning our ideas and beliefs. What do we really know and, more importantly, what *don't* we know? This follows, in a sense, Socrates' principles⁶. Where does our learning come from? Do we strongly believe in this, how did we build our own philosophy, our ethics? If we want to be open to others it's important to be sure of what we think and believe. The best way to me is to pursue a continuous learning process during life by reading, meeting people, going to conferences... This will keep our mind stimulated, willing to hear and develop new ideas. But not only those which are in line with our beliefs! It's important to be open to contradiction so we can test and improve our convictions. Work your philosophy and your knowledge every day. Don't rest on what you've learnt in school.

But it's not only about taking a step back and analyzing our feelings. This is helpful to understand the way we react. But how do we act to enhance awareness?

Several tools had been developed by the field of positive psychology and several studies on happiness. Two of those are Mindfulness and "Flow"⁷, the last one referring to the concept created by Dr. Mihaly Csikszentmihalyi from the University of Claremont⁸. These technics for situational awareness help us to keep on stimulating our mind, and working at our best.

2. Situational awareness (SA). This second level of awareness is about being adjusted to the present situation we're in: having a clear view of where we are, why we are here, who is around us and how everything, including us, are interacting. It's then about anticipating and reacting consciously to and with others, knowing how to define in real time the best way to interact.

But it's also really about observing, being conscious that we're not alone and that each of our reactions and the reactions of the people around us create a complex situation with a high potential of different situations.

How to illustrate situational awareness? We can use the metaphor



of the car on the road. When we're in our car, driving alone, it's easy to consider that this is an actual situation of social loneliness. We do not interact with someone if we're alone in our car.

But this is the short-sighted vision of the situation. Because, as we're on the road we are going to interact with other vehicles, each of them having the same feeling.

Thinking this way, we will tend not to have a close look on our side if we want to change direction. Or we will have the speed that goes with our own feeling, not with the general flow of the traffic.

How many times have we been angered by someone who we thought was not taking care of our presence on the road? The truth is we all do this.

If we keep in mind that we're an element of a complex interaction between different entities in a defined environment, we will adapt our speed to the general flow of cars. We'll try to anticipate the attitude of the cars before and after us to maintain this flow and prevent traffic jam or accidents.

Well, when we get out of our car, this attitude is still useful. Walking on the street, talking to people... All these situations are complex because they involve many factors, each with their own dynamic.

It can look pretty difficult to be able to predict every reaction of every person in every situation. But some practice can help us reach a level of situational awareness that will help to be the factor that will lead to change because, as we understand the dynamic, we can predict it and have an impact on it, or at least reduce the negative impact that can be created when all these complex factors act independently without carefulness to others.

How to practice situational awareness? One way is to train ourselves to predict others' reactions. When we walk in the street, drive in our car, join a meeting or a party, we can take a quick step back to observe and try to guess what everybody will do in the seconds to come and how we might react. Of course, it's mostly about interpreting situations. In the movie "A beautiful mind", telling the story of the famous economist John Nash, played by Russel Crowe, we can see Nash observing a bunch of birds and trying to develop an equation that will predict the reaction of each individual in the pack. Situational awareness is about trying to develop this equation based on our experience and knowledge on situations. Of course, it will never be perfectly accurate and, if we want to have a sharp view of any situation, we must be sure to get rid of all bias and preconceived ideas on people.

It's really about observing.

How can we practice? Go for a run in a crowded place. While we're running, we can try to go through the crowd without touching anyone and still not stopping. It's a fun and practical way to see if we can have our eyes on several elements of the equation named: present situation in a specific place. We know nothing about the people and we don't consider anything about them. We just observe their pace, direction, attitude to see if they are themselves aware of us and others... And we react to all this. This exercise can be implemented in several other situations. You will quickly see that it creates a fluid dynamic that takes away things that you would see before as obstacles⁹. Like while running, you'll bump less into people and you'll have then that it gives you a better performance at the end, creating a positive result.

Complete this "field experiment" to trying to learn more about human behavior. As a leader, it's important to be a keen observer of human nature.

3. Environmental or Global awareness (EA). This one relates to the bigger picture. As a leader, you must be aware that anything happening in the world today will relate, in some way or another, to

your daily situation. Climate change is impacting us strongly, even if you're living in a remote island far away from industrial pollution sources. Financial markets have an impact on every company, even the smallest one.

A good leader must be aware of the near and far environment. It's important to know the last trends, the last changes or crisis to anticipate their impacts on your close environment. It's really about staying tuned to what happens around the world, not only in your immediate surrounding or your field of expertise.

Be open to different domains, listen to the news at least once a day, to stay informed and aware of what's going on. You will then be more able to anticipate and build a vision for your organization that will fit the challenges to come and will not only react to what happens, may be just a ripple from a past trend, change or crisis.

Awareness can be a demanding tool to use because it implies a persistent conscious. You have to keep your mind awake and avoid doing things as a routine, without thinking about the situation you live in. Thus it can be a source of fatigue. But once it becomes a habit, it's just a natural way of living.

And it will help you to no longer undergo the events and life in general, you will have a better understanding (not a better control as awareness is adaptation and not control) of yourself, each situation and the global environment which will lead to enhanced leadership skills. **LE**

Notes

1 This article is existing not only because of me but also because of the grateful and kind help of Ms. Gretchen Alther, Leadership Education Specialist at EastWest Center.

2 Sophie Fourure is a French psychologist, Gestalt therapist, coach and directing classes on hospital management. She's a member of the "Gayttitude" organization.

3 Fourure Sophie, « Awareness et consciousness. », Gestalt 2/2004 (no 27), p. 12-12 URL : www.cairn.info/revue-gestalt-2004-2-page-12.htm.

4 Carl Gutwin, Saul Greenberg, « A Descriptive Framework of Workspace Awareness for Real-Time Groupware », Computer Supported Cooperative Work (CSCW) September 2002, Volume 11, Issue 3, pp 411-446

5 Carl Gutwin, Saul Greedberg (1999). A framework of awareness for small groups in shared workspace groupware (Technical Report 99-1 ed.). University of Saskatchewan, Canada: Department of Computer Science.

6 Asserted, for instance, in this quote from Plato's Apology: "I am wiser than this man, for neither of us appears to know anything great and good; but he fancies he knows something, although he knows nothing; whereas I, as I do not know anything, so I do not fancy I do. In this trifling particular, then, I appear to be wiser than he, because I do not fancy I know what I do not know."

7 « In positive psychology, flow, also known as the zone, is the mental state of operation in which a person performing an activity is fully immersed in a feeling of energized focus, full involvement, and enjoyment in the process of the activity. In essence, flow is characterized by complete absorption in what one does. » From Wikipedia.

8 Mihály Csikszentmihályi, Flow: The Psychology of Optimal Experience, New York, Harper and Row, 1990, 1e éd

9 And if you're a fan of science-fiction, feel free to read the « Cycle of Foundation » from Isaac Asimov, whose « psycho-history » can be related to the concept of awareness.



Philippe Lemonnier is the Founder and manager of Pacific Ventury, French Polynesia.
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Erik Fisaga



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Leadership Excellence Rank

4

Best First Time Manager Program

Growing Future Leaders in Skilled Trades

Our editorial team interviewed **Erik Fisaga** 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?

We created the General Manager's Boot Camp specifically for individuals in skilled trades (plumbing, electrical, heating and air conditioning). The primary goal is to grow future leaders in skilled trades with the management, organization, leadership, and business skills necessary to be competitive in today's world. A variety of subject matter experts spoke on topics from hiring practices to developing teams; from financials to key performance indicators, and all subjects in between.

Who do you impact with your program?

Skilled trades for us means a targeted focus on residential HVAC, plumbing and electrical services. The primary target audience was Owner/Operators and General Managers. The secondary target audience was the supporting management team members, for example, Operation Managers, Administrative Managers.

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

Skilled trades businesses typically are family businesses. In any small business, team members wear as many hats as needed to get the job done. The most effective team players, from owners to call takers, are the ones that are comfortable wearing as many hats as possible, whenever the situation arises. The key take away from this is that we must always be learning. Accordingly, a ten part webinar series follows the classroom portion of the program to reinforce lessons learned.

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

We had an overwhelming number of registrants, which shows the demand needed in this area. The true return on investment was when we saw the lessons we taught effect the bottom line. Implementing organizational strategies, building team morale, and learning to communicate dynamically, these are all items that influence the bottom line. Just by saying we have improved these items for so many small businesses speaks to our program's success.

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

In addition to the General Manager's Boot Camp, we are looking at ways that we can teach our strategies and expand the lessons to various management positions. Because of the success of this program and other events, current planning includes development of an extensive management program throughout the franchise system in the fall of 2016.

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Beverly Winkler



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8

Leadership Excellence Rank

Best First Time Manager Program

Developing High-Performing Frontline 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?

One of PSEG's business strategies focuses on attracting, developing and retaining a high-performing and diverse workforce. The Empowering Leadership program was designed in 2014 to develop effective supervisor management skills for 'first time' managers of corporate and or Union employees. The goal of the program is to enable managers to align their responsibilities with PSEG's strategic initiatives.

Who do you impact with your program?

The Empowering Leadership program brings together a diverse group of first level managers from across PSEG's family of companies for focused training.

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

As with many companies in the Utility industry, PSEG faces a challenge with workforce knowledge transfer due to growth and a large retiree eligible population. This has also increased opportunities for employees early on in their careers to apply for supervisory roles throughout PSEG's operational areas. Accelerating a new supervisor's assimilation into their expanded role is a clear emphasis in PSEG's Empowering Leadership program.

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

Since its inception, more than ninety employees have completed the Empowering Leadership program. The program has been successful because of the emphasis on the partnership between the new supervisor and management skills. Prior to the program, the participant and their manager complete a management behavior pre-assessment. Together, they identify the important areas to focus on during training. This assessment is repeated ninety days after the completion of Empowering Leadership. Results reflect that this program has had an impact on the participant's performance. Assessment numbers have increased between the pre/post by more than 30%. Additionally, we have found that the success and effectiveness of the overall program is a direct result of the level of involvement of the participant's manager. The program has also encouraged considerable networking for the participants across all of PSEG's diverse lines of business.

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

In order to maximize the program's effectiveness, PSEG's Empowering Leadership

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program will continue to be refined and updated based on direct feedback from participants and their managers. Additionally, we will continue to link the program to current business needs. Employees who complete the Empowering Leadership program are encouraged to continue their development by participating in PSEG's People

Strong e-learning and class-room based training curriculum as well as, to become involved in projects and initiatives outside of their own business area to continue to develop their skills.

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Taffi Simone



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14

Leadership Excellence Rank

Best First Time Manager Program

Developing Leaders

Our editorial team interviewed **Taffi Simone – Emerging Leaders Academy Program Coordinator** from **Riverside Health System** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

To prepare High Potential Team Members for Leadership Roles within our health system

Who do you impact with your program?

High Potentials that have been with the company for a minimum of 3 years, Middle Managers as Mentors to the High Potentials, and Senior leadership with interaction through corporate lunches, and system wide project participation.

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

- To remain consistent with your admissions criteria, and keep the integrity of your requirements in tact no exceptions.
- To include all types of learning and delivery methods.

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

We have placed almost 50% of our graduates in either a leadership role, or within a task force or committee role within 3-6 months, allowing HR and talent recruitment to fill positions from within by leaders that are prepared and ready to lead! Also, some of the projects our classes have completed have saved our organization thousands of dollars.

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

We have developed a process to keep graduates in the loop by re-engaging them as mentors to the new members, as well as offering advanced levels of certification and placement on higher level projects within the health system. We are also building and now offering courses that will be essential for the next phase of leaders providing an internal plan for leader progression which builds morale and longevity for our employees.

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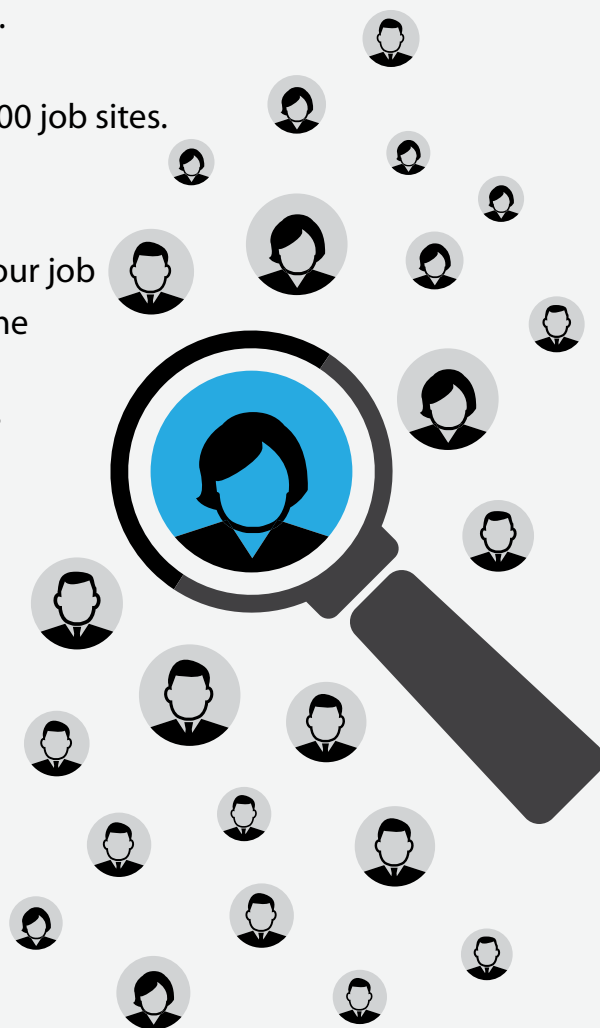
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