

Leadership Excellence

ESSENTIALS

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Essentials of leadership development, managerial effectiveness, and organizational productivity

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Editorial Purpose:

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

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EDITOR'S NOTE

“The purpose of life is to contribute in some way to making things better.” - Robert F. Kennedy

Inspiring individuals and enriching lives across the globe, **LEAD2017**, the unique two-day leadership event by HR.com came together to create #AWorldInspired. 13 world-class speakers shared their meaningful and personal stories, leaving us truly awestruck and feeling empowered.

LEAD conferences bring together SVPs, VPs and CLOs at the most exhilarating and rewarding leadership event of the year. LEAD is constantly thriving to equip individuals in HR with the insights and tools required to be better leaders in the world today. Day One was a series of intimate roundtables and best practice workshops that set the stage for new learning and long lasting relationships to form. Day Two was our globally broadcasted day which featured world class speakers delivering powerful keynotes. At night, the LEAD Awards, also known as the *Oscars of HR*, celebrated organizations globally that have the best leadership development programs and applications, as well as Colleges/Universities who provide great leadership/HR development programs at all levels.

The LEAD Awards, showcasing the world's most effective, leading-edge, and esteemed leadership and training and development programs and individuals, were announced at LEAD2017. The prestigious winners' list is included in this issue of the magazine.

We are also excited to include research on the **Internal Talent Pipeline** in this issue. During the fall of 2016, Harrison Assessments and HR.com conducted a survey to determine the current state of succession planning in the broader HR community, and to learn about current thinking around best practices. The [whitepaper](#) not only contains the findings from the survey but also the implications of those findings along with valuable takeaways.

Also included, eminent management coach Dave Ulrich's article *Patience In Turbulent Times* that offers valuable tips for leaders to develop patience. John Mattone's article points out why every CEO needs a coach. Marshall Goldsmith's *One Thing Great Leaders Never Do!* is an interesting piece on great leadership skills. Dave Martin's article, *Great Business Leaders*, reviews five traits that are common in uncommon achievers. Magi Graziano's *21st Century Leadership Intelligence*, offers three tenets necessary to evolve as a leader.

Also included in this edition are a handful of other eye-opening and interesting articles on leadership.

The winners of the LEAD Awards will be featured in future editions of Leadership Excellence Essentials.

Last but not least, we believe that there is no better way to connect with people than by sharing your leadership story. If you have one, send it to us and don't forget to mail us your feedback.

Happy Reading!

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Debbie McGrath
Publisher, HR.com

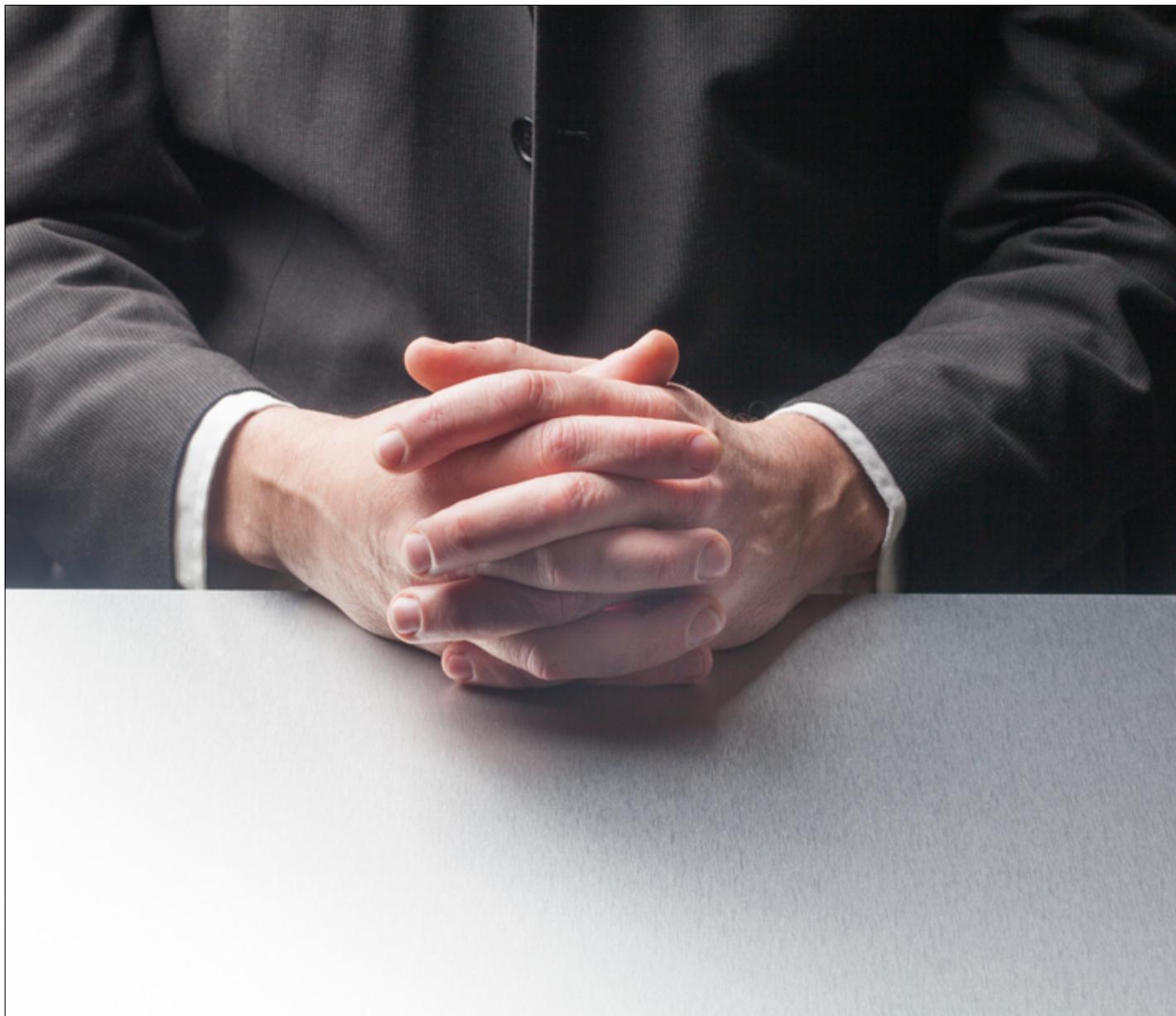


Babitha Balakrishnan
Editor,
Leadership Excellence
Essentials

Patience In Turbulent Times

Top tips for leaders to develop patience

 By Dave Ulrich



We live in an instant gratification world. Snail mail is replaced by e-mail and if e-mails are not responded to within hours, something is amiss. E-mails are replaced by twitter and Instagram which promise continual glimpses into people's lives. Success is quickly followed by "what's next" and "what have you done for me lately." "Long term is Tuesday" as we try to respond to the pressures of daily living.

This turbulent world has been characterized as volatile, uncertain, complex, and ambiguous (VUCA). These four processes require that organizations become agile and responsive (e.g., in the military this assessment lead to an emphasis on Special Forces who could move quickly in military assignments).

While individual and organizations' responses to this turbulence require agility, boldness, responsiveness, and speed, in many cases if rapid response is hasty, it will be flawed. We suggest that successful leaders navigate the paradox of responding quickly, but with patience.

In a world of rapid change, delayed responses lead to lost opportunity; but without patience, rapid responses may lead to bad decisions. In Christian scripture, Jesus Christ suggested to his disciples, that in times of turmoil, "*In your patience possess ye your souls.*"

Patience may be characterized as tolerance (we accept ourselves and others), forbearance (we exercise restraint), stoicism (we endure well), persistence/tenacity (we stick with something), and forego (pay price



today for tomorrow's benefit).

As we have coached leaders in all types of organizations, at all levels, and in all work areas, we have generated a set of tips that help leaders develop patience. These tips are listed below:

- **Anticipate Worst Case:** What is the worst that can happen and emotionally accept the worst case scenario, so we can live with what might happen. Leaders can anticipate and prepare for the worst, then anything that happens has to be better than that. This is often called scenario planning, but helps leaders prepare in advance on what might happen.

- **Manage Expectations:** Impatience often comes from false expectations or hopes. When leaders don't expect as much, they are more likely to be patient with the outcomes. Managing expectations is tricky because too low of expectation results in low performance, but too high of expectations results in discouragement. We coach leaders that their personal and organizational aspirations should exceed their resources, but not too much.

- **Understand the Context:** If someone offends a leader that might cause enmity, patient and good leaders try to understand the reason why the person is acting this way. They check the history and experience that made them act this way. By understanding, leaders learn to be more patient and accepting. We encourage leaders who are frustrated with someone or something to ask "5 whys" to explore the underlying cause of something happening.

- **Control What is Within Your Control.** Sometimes, patience requires recognition that leaders cannot control all the events that shape their lives. Impatience with weather, traffic, politics, social fashions, and economic trends, and so forth are often out of a leader's control. Obsession with these uncontrollable externalities only exacerbates our personal frustration. It is useful to let go of what can not be controlled. Our Buddhist friend, Marshall Goldsmith, continuously encourages those he coaches (including us), "let it go."

- **Linger Less:** Instead of holding grudges, memories, or slights, good leaders linger less on these past misfortunes and attend more to positive outcomes in the future. Focusing on the negative and what has gone wrong creates antipathy and festers old slights. In quiet moments of reflection, it is helpful to ponder on the positive and what can happen.

- **Forgive Ourselves:** Good leaders want to get better. To do so, they should recognize mistakes and be annoyed with the mistakes. Then, after reflecting on what caused the mistake, they need to forgive themselves and learn from the future. Patience increases when leaders accept their mistakes, often made with good intentions, and move forward.

- **Separate Events versus Patterns:** Sometimes, leaders lose patience when something has gone wrong that is an event, not a pattern. Events happen, but they need not be repeatable. Many frustrations are temporary events, but not patterns. Patient leaders look for patterns more than events.

- **Persevere:** Impatience leads to letting go and giving up before fully giving one's best. Patience reflects persistence and staying with something until it becomes doable. One of the most dominant predictors of long term leadership success is resilience, grit, learning agility, or perseverance. When patient, leaders forgo and sacrifice current demands in anticipation of future opportunities.

Leaders, even in the midst of turmoil and high demands, need to learn

patience with themselves, others, and their organizations. Patience starts with self. Strong leaders have high expectations and ambitions that become loud screams that defines my unbounded "should do's." As noted, these aspirations should exceed present resources to stretch leaders to create a new future, but not so much that leaders lose patience with myself. If leaders give up because the opportunity is beyond likelihood of attaining, impatience leads to sloth and not making progress.

To build patience with others, leaders need to recognize and appreciate what others do more than what they do not do. Psychologists have defined a positive relationship that has a 5:1 positive to negative mindset (there are 5 positive statements for every 1 negative statement). By focusing on what is right in others, leaders build more patience.

Organizational patience may come from recognizing that any organization is made up of people who are often doing the best they can under the circumstances. Organization systems or cultures shape behaviors that may not be easy to deal with. Patient leaders envision the good of the organization more than the dysfunctions. They are able to talk about the organization values, brand, and culture in positive ways for employees, customers, investors, and communities.

In a world of incessant change and movement, leaders find a sense of calm by being more patient as they respond to ever demanding challenges.

The other phrase in Christ's patience promise is that leaders will "possess our souls." Patience is less about leaders' actions and reactions and more about the character that represents the leaders' soul. In the short term, any leader may get impatient with daily demands, but if he or she can maintain and act out of a positive set of values, impatience may be replaced with perspective. Souls are not formed or changed instantaneously, but built slowly over time by small acts that cumulate into large patterns. Possessing a soul means that leaders have control over who they can become. Leaders own their soul, or character, through the quiet demonstration of enduring actions. By exercising agency over my choices, leaders can increase patience.

It is so powerful to see someone who is truly patient because they have a serene demeanor. These are the characteristics of the kind. He anticipates a future, but relishes the moment. He loves the past, but does not live in it. He has high goals, but takes realistic steps to reach those goals. He has trials, but he is not defined by the trials, but his response to them. He faces challenges with a childlike joy of discovery and growth. He sees opportunity in opposition. He experiences suffering but grow from it.

Leadership patience in times of turmoil is a real virtue. As leaders with patience possess their souls, others have more confidence in them. **LE**



Dave Ulrich is the Rensis Likert Professor, Ross School of Business, University of Michigan. He has published over 30 books and 200 articles on helping organizations add value. Follow [@dave_ulrich](#)

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Every CEO Needs A Coach

Why is it very important?

 By John Mattone

As we welcome the New Year, I think it's appropriate to revisit the need for CEOs to have a coach. Here is one of the top reasons why it is very important -Because it is lonely at the top.



Coaching is About Unlocking and Unleashing a Leader's Full Potential

Bear in mind that a study by Stanford University and the Miles Group, a couple of years ago identified a significant gap between CEO receptivity to coaching (which 95% of them expressed) and the proportion of CEOs who actually receive coaching (as less than one-third do). Unfortunately, there is still a stigma attached to coaching by high-level executives and company boards, because coaching is seen as a remedial step rather than a performance enhancing step. This perception is clearly erroneous, as Google's former CEO Eric Schmidt explains, he himself didn't think he needed a coach, until he was reminded by a Google board member that every top athlete, top stage performer, and many other people at the top of their "game" have their own coach. It's not about remediation, but about going from excellent to outstanding.

In 2014, we completed our bi-annual 2014 Trends in Talent Management and Executive Development research study. Published by Pearson, this global research study revealed a startling reality. In our survey of over 150 CEOs and HR vice presidents, we found that of the 35% of organizations that make use of executive coaching, fewer than half (48%) of them actually *use* executive coaching at the vice president level and above (not including C-level executives).

Our study, like the Stanford University / Miles Group study, found that only 30% of CEOs received outside coaching. And this, of course, means that more than two-thirds of CEOs *do not* receive outside coaching at all. Surprisingly, over half (52%) of the organizations we surveyed did not consider executive coaching as an important developmental strategy for their high-level executives.

Why it's Lonely at the Top

When CEOs do partake of an executive coach's services, they often bring a primary complaint that it's lonely at the top. I have heard this from many of the CEO's I have worked with. And it's not something they would get much sympathy for from most people. Working with an executive coach, however, allows CEOs to have a professional relationship in which they can, in confidence, explore both their inner- and outer-core strengths and vulnerabilities. Most CEO's have never had the opportunity, time or inclination to explore their inner-self. When they do, they most often will admit that while they see themselves as successful, that if they had done this work earlier in their life and career they would have even built a stronger legacy and brought even greater abundance to their families and their businesses. As a coach, it doesn't matter how many times you hear this. It is still numbing!

Having a coach also allows CEOs to maintain their focus on their worthiest leadership goals and strategies, while developing their altruistic and other-oriented sides. Building stronger relationships with constituent groups is another beneficial side effect of executive coaching. Whether you're a CEO or not, many of the barriers that stand between us and our goals are self-imposed and unseen. A coach is trained to recognize these boundaries, where they come from, and how to overcome or remove them. The result is an executive who is the best leader possible. **LE**



John Mattone is the world's top authority on Intelligent Leadership (IL) and the creator of the IL Executive Coaching Process and Certification. Since 2010, John has personally coached over 250 leaders, including 25 global CEO's to help them become stronger, more effective and vibrant leaders and people. John Mattone is the former executive coach to the late Steve Jobs and the former legendary CEO of PepsiCo, Roger Enrico. John is the author of eight books including three best-sellers and he has been recognized by The Thinkers 50 and Globalgurus.com as one of the world's top ten leadership authorities and executive coaches. Recently, John was honored by his executive coaching peers (The Association of Corporate Executive Coaches), with the prestigious 2015 International Executive Coach Thought Leader of Distinction Award, in recognition of his thought leadership and his work as a global executive coach. John serves on the EMBA faculty at Florida Atlantic University where he teaches his popular course, Global Leadership Assessment and Development and ZFU International Business School in Zurich, Switzerland.

Visit <http://johnmattone.com>

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One Thing Great Leaders Never Do!

6 tips for effectively managing knowledge workers

 By Marshall Goldsmith

The ever-increasing presence of knowledge workers (people who know more about what they are doing than their boss does) presents challenges to modern-day leaders that their counterparts in years gone by were not called to address. The main challenge is: “How do you help your team members achieve their goals when you – as a leader – are not an expert on the topic?”

One thing great leaders don't do is pretend to be an expert! This can lead to disaster in so many ways. Below is just one example. I'd love to hear your ideas! Please share your thoughts about how pretending to be an expert can be disastrous!

When someone comes to you with an idea, and rather than say good idea, you say, “why don't you add this?” or “why don't you do that?” you take ownership of the idea. Your input makes it your idea and it is no longer their idea.

So, given you follow this suggestion and do not pretend to be an expert, how do you lead today's highly skilled professionals who so often know more about their jobs than you do? The simple answer is that it takes special skills — and not the ones that you may think.



You have to look at leadership through the wants and needs of the worker as opposed to the skills of the leader. Here are six quick tips for effectively managing knowledge workers.

1. Demonstrate Passion: In days past, working 40 hours per week and taking 4-5 weeks of vacation meant that people often focused less on loving what they do. Today people work 60-80 hours a week and it's crucial that they love their work to avoid burnout. Those who lead by example and demonstrate passion for what they do make it much easier for their followers to do the same.

2. Strengthen Abilities: With less job security and more global competition, it's critical that people update and refine their skills continuously. Leaders need to look beyond skills needed today and help their workers learn skills they will need tomorrow.

3. Appreciate Time: People have less time today, which means the value of that time has increased. Leaders who waste their workers' time are not looked upon favorably. Leaders will be far more successful if they protect people from things that neither encourage their passions nor enhance their abilities.

4. Build Networks: Today, job security comes from having ability, passion, and a great network. Leaders who enable people to form strong networks both inside *and* outside the company will gain a huge competitive advantage along with the loyalty of their workers. These professional networks allow people to expand their knowledge and bring it back to the organization.

5. Support Growth: The best knowledge workers are working for more than money. They want to make a contribution and to grow in their fields. Leaders who ask their people, “What can our company do to help you grow and achieve your goals?” will find it comes back tenfold.

6. Expand Happiness and Meaning: No one wants to work at a meaningless job that makes them unhappy. Leaders must show their workers how the organization can help them make a contribution to the larger world and feel rewarded for doing something about which they are passionate.

Managing knowledge workers is a challenging and rewarding job. Leaders who do so must look beyond the work and think about the person who does the work if they are to be successful. By appreciating and encouraging the dedication, time, and experience of their workers, leaders help shape not only the futures of the professionals they lead but also the future of their organizations. **LE**



Dr. Marshall Goldsmith has been recognized as one of the top ten Most-Influential Business Thinkers in the World and the top-ranked executive coach at the 2013 biennial Thinkers50 ceremony in London. His new book *Triggers* is now published! Dr. Goldsmith is the author or editor of 35 books, which have sold over two million copies, been translated into 30 languages and become bestsellers in 12 countries. He has written two New York Times bestsellers, *MOJO* and *What Got You Here Won't Get You There* – a Wall Street Journal #1 business book and winner of the Harold Longman Award for Business Book of the Year.
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Leading In A Global Business Culture

4 ways to do it successfully

 By Bill Treasurer

While there are many more formal definitions out there, an organization's culture can be simply stated as "the way we do things around here."

There are four types of organizational cultures—Competitive, Service, Innovative, and Bureaucratic. The key to being a strong leader in any type of organizational culture is in the approach.

Here are some keys to consider for being a leader within a company culture:

- **Don't oversimplify culture:** Don't confuse it with the company's climate or slated philosophy. Culture underlies and largely determines these other variables. Trying to change the philosophy or climate, without first understanding the deeper underlying culture, will be a futile effort.



- **Don't think of it as "touchy-feely":** The impact of culture goes far beyond the human element of the organization, and influences the organization's basic mission and goals.

- **Don't assume that you can control the culture as you control many other aspects of the company:** Culture is influenced by everyone within the organization, and by external realities outside the organization. Culture may end up controlling the leader, rather than being controlled by him or her.

- **Don't assume that all the aspects of an organization's culture are important:** Some elements of an organization's culture may have little impact on its functioning. The leader must distinguish which elements are important and focus on those.

However, leaders, along with everyone within the culture, should be mindful not to get too caught up in it.

S.J. Hayakawa, former U.S. Senator, once said: "If you see in any given situation only what everybody else can see, you can be said to be so much a representative of your culture that you are a victim of it."

There are advantages and disadvantages to having a strong corporate culture. At one end of the continuum, strong cultures facilitate fast decision-making. At the other end of the continuum, strong cultures stifle independent thinking. Don't be a culture zombie!

Strong cultures:

- Are defined by the level agreement with the company's core values.
- Perform best during stable times.
- Tend to be the least agile.
- Are the most resistant to change—particularly changes that upset the company's core values and assumptions.
- Can provide needed structure . . . or become mental prisons.

So, I would like to leave you with two questions:

1. How are you leading within your company's culture?
2. On a scale ranging from 1 to 10, how strong do you think your company culture is? **LE**

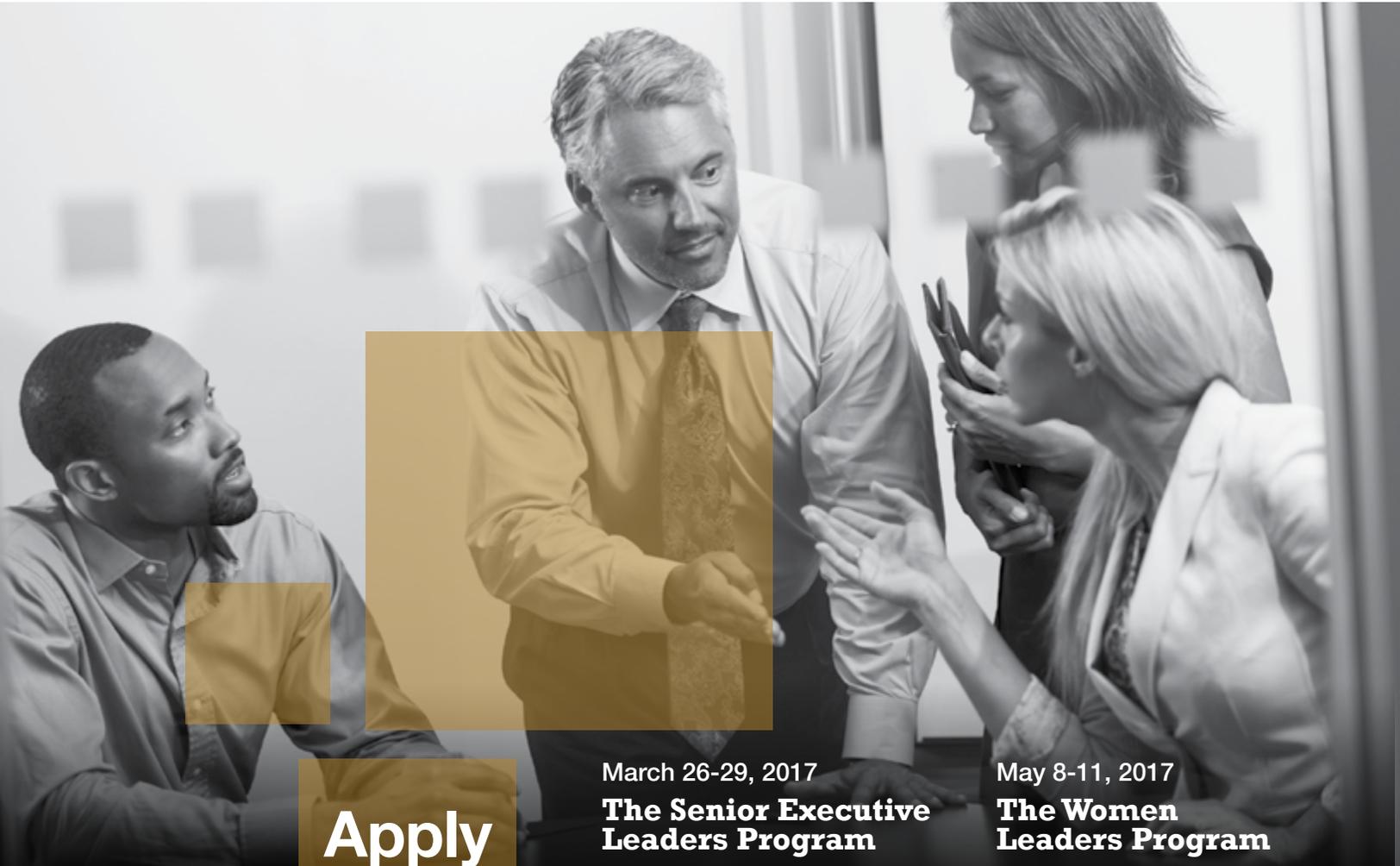


Bill Treasurer is the Chief Encouragement Officer (CEO) of Giant Leap Consulting, Inc. His book, *A Leadership Kick in the Ass*, shows how to step back and treat failure as your own very painful teachable moment. He is also the author of international best-seller *Courage Goes To Work*, which introduced the new management practice of courage building and *Leaders Open Doors*, which became the #1 leadership training book on Amazon. All royalties from *Leaders Open Doors* are donated to programs that support kids with special needs. Bill has designed leadership and succession programs for emerging and experienced leaders for NASA, Saks Fifth Avenue, UBS Bank, Walsh Construction, Spanx, the Pittsburgh Pirates, the U.S. Department of Veterans Affairs, and many others.

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Great Business Leaders

5 traits that are common in uncommon achievers

 By Dave Martin

“*The quality of a leader is reflected in the standards they set for themselves.*” – Ray Kroc

Two people can grow up in the same town, attend the same schools, hold the same social status, have parents with very similar incomes, beliefs, and family values, yet one individual will excel in business far beyond the level of his peer. One will succeed; one will settle. One will rise, one will remain. One will control; one will conform. What is the difference? What makes one an outstanding business leader and the other an average employee?

There are five traits that are common in uncommon achievers, and all five are actions and attitudes that set apart the individual of accomplishment and success. The best way to identify these traits and be able to recognize them in yourself, your peers, or your employees is to understand the actions that are a product of the characteristics. The following five actions and accompanying traits portray the exceptional manager and great leader.

The great business leader will BELIEVE. He believes in his mission, he believes in his plans, and most of all, he believes in himself. Throughout history, the people who have achieved success are the people who have been sustained by a strong, unshakable belief in themselves. They believed in their own talents and abilities. They believed in what they felt called to do, and these great men and women believed in themselves—even though others around them opposed them or failed to support them. *Their MINDSET was the greatest factor in determining their outcome.*

Each person has the power to choose what he will believe about his own potential and what he will think about his own life. Beliefs shape attitude, and one's attitude determines whether or not life is seen as an ongoing series of obstacles or opportunities. The greats choose to believe in themselves and choose to have a positive mindset, anticipating and seeking out challenges, with the confidence and unwavering belief that they have the ability to win.

The great business leader will THINK big. He has the consistent habit of imagining a solution that has not been tried, of devising an explanation that has not been proven, or of creating a result that goes against conventional thinking. He has the ability to dream and to move away from the expected into the realm of experiment and discovery. Whether this is a new battlefield tactic, a medical breakthrough, or a fresh marketing strategy, the great leader is open to change and is willing to challenge what currently exists for the potential of a revolutionary discovery. *Great business leaders are people of great IMAGINATION.* They are pioneers, and they dare to dream. Discoveries and inventions are made because people dare to dream and intentionally think bigger than their current surroundings.

The great business leader will LOOK intently and with total focus. They have complete attentiveness on the results they are working to achieve. Focus equals direction. A person with driving focus is able to let go of everything that does not move them toward their goal. He can say 'no' to extraneous distractions and does not let the opinions of those around him deter him from his purpose.

The average person tends to be busy rather than effective and stretched to the limits rather than focused. *Great leaders have extraordinary FOCUS.* They possess a clearly identified goal, and they move toward that objective with single-mindedness and intense concentration.

The great business leader will DO what he says. *Great leaders have INTEGRITY.* This means they will do exactly what they say they will do. Circumstances may change. New situations may arise. The agreement may no longer be beneficial. Nevertheless, the great leader will keep his word. He will not compromise his principles for convenience or advantage. Because of this, his people trust him, and for a leader to be effective, he must have the trust of his people.

The brilliant Albert Einstein summed up this trait well when he said, “Try not to become a man of success, but rather try to become a man of value.”

The great business leader will STAND up, stand out, and stand strong. The world does not pay you for what you know; it pays you for what you do. The world does not pay you for your dreams; it rewards your actions and achievements. Great leaders stand up and take action. Great leaders also stand out. They choose not to be average; they choose to be exceptional and extraordinary. *And great leaders stand strong and lead with COURAGE.* Even in the face of doubt and uncertainty, knowing that failure may come, they continue to stand. They endure against the fear of criticism, the fear of failure, and the fear of the unknown. Their courage is greater than their fear, and they prevail in the face of disappointment and setbacks, becoming outstanding mentors and leaders.

So, what is the difference in the two people from the same town and same background? One chose to discover the characteristics of greatness, to develop and practice them, and make them part of his DNA. The other chose to be a spectator in the game of life.

Great leaders believe. They think big, look with focus, do what they say, and stand with courage. These traits and actions are neither acquired nor accomplished by accident. They are the product of diligent effort and concentrated purpose. Winning is intentional. Success is earned. And great leaders are marked by their actions. **LE**



Dave Martin, Your Success Coach, is a world-renowned speaker and the international best-selling author of *12 Traits of the Greats and Another Shot*. For over 25 years, Dave has been a mentor, inspirational speaker, coach, and business leader. Using these experiences, Dave shares timeless truths, wrapped in humor and delivered with passion, teaching people how to pursue and possess a life of success.
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Inspiring Change

3 behaviors you need in your inspirational leader toolkit

 By Brad Haudan

I often hear executives remark, “that person has innate leadership skills.” And they could be right – inspirational leaders are all around us...those rare individuals whose presence completely captivates a studio, a nation, or a particular quest. People like Oprah, Bill Clinton, or Elon Musk come to mind. We can strive to replicate their strengths, but the reality is, “own the room like Bill Clinton” is not a very transferrable skill.

I’ve taken a lot of notes about great leadership, mental notes at least, throughout my life – during my athletics experiences which continued through college and throughout my 13+ years as a consultant. I have found there are numerous behaviors any good leader can replicate to elevate their effectiveness and help them inspire and lead change ... behaviors that weren’t taught in business school but probably should’ve been.

Behavior Number One: Understand that Change Is Personal

In order to drive change through individuals, you have to put yourself in *their* shoes – connecting with their perspective, not yours. I saw the benefits of having this perspective as a college athlete. During my sophomore year, my track coach, Fred LaPlante, called me into his office to say I wasn’t going to be on the 4x100 meter relay team. I wasn’t exactly in the running for an individual Big Ten title in the sprint events, so the relays were really important to me. Being on the relay team was my way of contributing to the team’s success and maybe getting to the medal stand at Big Tens or Nationals. After he informed me of his decision, he immediately followed with a story about his vision for how the year could play out for me. He said that there was still an opportunity and that my perseverance and hard work could actually help me land me a spot on the relay team after all. He closed by saying he believed in me, and was confident this would become a reality.

And guess what? About two weeks later I became a member of our sprint relay team. I’ve never been so committed or worked so hard on the track than I did that year.

What was the difference? It was the story that Fred shared about what was possible. He knew how deflated I would feel – because he had put himself in my shoes – and so he knew how to counteract my reaction. By letting me know he believed in me, he made it personal. And when I started to do it in practice, he reminded me of it.

Behavior Number Two: Use Context to Set the Right Tone

I’ve facilitated hundreds of leadership offsite meetings in my time at Root. In the early years, I’d often dive right into a session with nothing more than a quick rundown of what we wanted to accomplish and passing out of an agenda. One day, after the typical “here’s what we are going to do kick off,” my boss pulled me aside and sarcastically said, “Way to inspire the room.” My initial reaction was, “thanks, jerk,” but that night after dinner he sent me a note that included 30+ stories I could use to help set the tone for future meetings. For example, when working with a client who needs to anticipate and seize an opportunity before others do, I might tell the story of Dick Fosbery – the Olympic athlete who reinvented how jumpers approach

the high jump. He saw an opportunity, tried it, perfected it and ultimately changed the sport forever.

The selective use of these stories has changed the quality of the experience and the outcomes for my clients. Sometimes, telling a brief story at the top of a meeting, or an analogy in the midst of a discussion, is all that is needed to set context for what we are trying to achieve.

Behavior Number Three: Create a Simple and Compelling Framework; Then Use it Again and Again

Great leaders know that having a solid framework – one that tells the story of where we are now, where we are headed and how we’ll get there – can be incredibly powerful in driving transformational change. They believe in consistency – repeating the same words, phrases, and stories. From 2008 through 2010, I had the opportunity to work with Keith Allman, the President of Delta Faucet Company. At this time, Delta had fallen behind the competition and needed to transform as a company. Keith outlined a simple journey: Get Better Before We Get Bigger, Develop New Ways to Compete, and Launch New Growth Engines.

This journey became the framework for a narrative that he and other leaders shared with the organization for the next few years. The storyline was literally used thousands and thousands of times and no Town Hall style gathering or leadership meeting occurred without a reference to this journey. The consistency and repetition helped employees understand where they were in that journey, their specific role, and what was possible as Delta ascended to new heights. The energy inside the organization was palpable and the results spoke for themselves as Delta took back the leadership position in the U.S. faucet industry.

These three behaviors are the foundation of my inspirational toolkit.

It might be impossible to duplicate the compelling and downright captivating inherent nature of leaders such as Oprah Winfrey or Elon Musk. But making it personal, setting context through stories, and using a consistent and compelling framework, are three easily replicable behaviors for leaders of any level to use to inspire change. So the next time you go into a meeting with a team member, a client, or even an entire organization, think about how you can use these methods to convey meaning, motivate, and help others reach new heights. **LE**

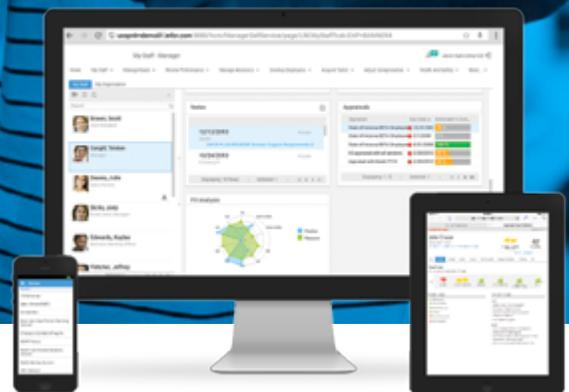


Brad Haudan leads Root Inc.’s competency center, which focuses on large-scale change initiatives, and he also oversees Root’s account management team focused on client delivery and account growth. He helps C-suite executives align on and deploy their corporate strategy via a facilitated 8-step process and Root’s core competencies. Brad’s core competency is working with senior teams to develop shared meaning for the corporate strategy and the leadership behaviors required to enhance execution. Because effective strategy execution sits with those outside the executive boardroom, he also works with the senior team to develop an activation plan to achieve desired financial results. Some of his recent work includes helping develop and execute post-merger integration strategies and improving front-line engagement and productivity.
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Engagement Is a S

With All the Investment, Why Aren't Employees More Engaged?

Employee engagement is a hot topic — and for good reason. Research studies from multiple sources continue to demonstrate that engagement highly impacts key organizational metrics including talent retention, mission achievement, growth and profitability.

In fact, Kevin Kruse, author of “Employee Engagement 2.0,” cites 28 studies that directly tie engagement to positive results in retention, customer loyalty, sales, safety, profits, and shareholder returns. Yet, in the United States, surveys reveal that only 29% of employees are engaged. As many as 24% are actively disengaged, contributing to significant financial losses. The numbers are far worse outside of the United States, where the average engagement level is only 13%.

Engagement surveys are commonly used to assess the organization's level of employee engagement. Questions generally focus on levels of satisfaction or the degree to which managers effectively support employees. Management then creates strategies, programs or policies in order to better engage employees. While this approach has proven valuable in many organizations, it has limitations in improving individual engagement and creating a culture of engagement. This information will outline why this is the case and what is needed to achieve a greater impact on organizational performance metrics.

The types of questions used on engagement surveys identify in general what employees want and/or what the organization or manager is doing or not doing to help or hinder engagement. Individual employees' answers are nearly always anonymous in order to encourage honest answers. Consequently, managers are generally not able to use the answers of specific individuals to help facilitate their personal engagement.

Engagement Comes From Within the Individual

Since engagement surveys only focus on general levels of satisfaction and/or perceptions of the organization and management, they don't reveal the inner dynamics of engagement. Insight into individual expectations, needs, priorities, aspirations, motivations, and important related behaviors, is required to increase engagement and retention. Managers must involve employees individually in discussions regarding how their needs can be aligned with the organization's objectives.

The Crucial 3-Step Application of Engagement Analytics

1 The first step to increase engagement is to ensure an employee's interests and task enjoyment fit their current job. This is nearly always outside the scope of engagement surveys. However, without a reasonable fit, engagement is unlikely no matter what else one does. It is unrealistic to expect someone to become more engaged in their work when they are not even interested in it. Engagement is a state of mind which requires having interest in the subject matter and having enjoyment of the related tasks. Investing time and money trying to engage someone who is disinterested in the job is not a good use of resources. In that case, the solution is to transfer the individual to a different role or shift the individual's responsibilities to ones that are better suited. This position or role fit is the foundation for engagement and is the reason why it is so important to apply engagement analytics during the hiring and succession planning process.

2 The second crucial step to increase engagement is to observe the importance of various individual expectations in order to meet them. For example, one employee may give a high level of importance to career advancement while another employee may not care about it at all. The second employee may instead give great importance to flexible work hours or work-life balance. Understanding the value the individual employee places on each issue is a key prerequisite to effectively facilitating engagement and retention. Without addressing the expectations of high importance, engagement is extremely unlikely. Engagement cannot easily be increased from the outside because engagement relates to fulfilling individual goals and needs.

3 Once an employee is in the right role and his/her individual expectations are understood, the third step is to consider how those expectations can be achieved. In some cases, it may be as simple as outlining what a person needs to earn higher pay or working out a plan for flexible working hours that fits both the needs of the employer and the employee. In other cases, it may be more complicated because the individual's behaviors may not support their

Shared Responsibility

expectations. Typical gaps between expectations and motivations or attitudes include employees who:

- want career advancement but hesitate to take on the challenges related to such advancement.
- give high importance to career development but hesitate to embrace the self-improvement that would be necessary.
- desire higher pay but lack the self-motivation necessary to earn it.
- want social opportunities from the workplace but may be so introverted that such opportunities are hindered.

In other words, there are internal barriers that are essential to understand and overcome if organizations really expect to facilitate engagement.

Engagement is a Shared Responsibility

organization's goals. Managers learn the internal dynamics of engagement for each employee and thus can enter an effective dialogue that sparks individual motivation. This focus on mutual needs leads to mutual respect, shared responsibility and an employment relationship that is much more likely to be maintained over a longer period of time.

Employers must take the initiative to hold meaningful conversations that create true win-win strategies: employees make progress toward reaching personal goals while at the same time employers unleash exceptional motivation to capture discretionary effort and achieve business results. Armed with reliable engagement analytics, managers can initiate coaching discussions with an employee and create workplace opportunities that are highly aligned with the employee's needs, expectations and motivators. This makes the manager's job much easier and minimizes wasted time and effort trying to second-guess the employee's expectations, points of concern or internal barriers.



The truth is no organization or leader can entice or manipulate employees into being engaged in their work. And employees cannot reasonably expect any organization to meet their dreams and desires without becoming actively involved.

Engagement Analytics enable organizations and the employee to create a culture of engagement together. In fact, several organizational researchers have documented that expanded engagement analytics addressing the inner motivational, attitudinal, and behavioral dynamics for specific groups are the “next step” to advancing the value of engagement surveys traditionally focused on more external factors.

Engagement Analytics focus on internal factors that need to be addressed in order to create a shared responsibility for achievement. In doing so, employees and employers attain alignment that fulfills the employees expectations while at the same time creates employee motivation to achieve the

Engagement analytics provide the precise data needed to create the right interventions for the right individuals and groups to achieve desired improvement in engagement and retention. With engagement analytics, organizations can finally achieve a culture of engagement in which employees share the responsibility for desired outcomes.



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**TALENT PIPELINE PLANNING: A
FUTURE-ORIENTED APPROACH TO
EMPLOYEE DEVELOPMENT**



‘Less hiring mistakes’, ‘saving more time and money’, ‘effectively helping organizations planning for the future’ – are these in your plans for 2017? If so, it’s time to look seriously at succession planning. Wouldn’t it be great if you could identify top talent from within the organization rather than outside? Research shows that companies who capitalize on their own talent create bigger returns for their shareholders. Many organizations struggle with filling open positions mainly due to time and money constraints. Developing and maintaining the right talent to turn to when it’s time to hire solves most of the problems. Forward-thinking companies are already working on creating an identifiable internal talent pipeline. If your company has not yet started building your future talent pipeline, now is the time to get started.

During the fall of 2016, Harrison Assessments and HR.com conducted a survey to determine the current state of succession planning in the broader HR community, and to learn about current thinking around best practices.

We believe some crucial characteristics of “best practices” succession planning, or talent pipeline management, are as follows:

- Having clear objectives
- Identifying high-potential employees
- Providing development experiences
- Engaging senior leaders
- Making data-based decisions for all staffing openings

A critical component of effective succession planning programs is that they are future-oriented, while the usual challenges we face in employee learning development are about filling present or immediate skills, knowledge and ability gaps. Succession planning is about filling future skills gaps, so the learning and development efforts that accompany succession planning programs must build the skills, knowledge and abilities your high-potential employees will need to be successful in their next roles.

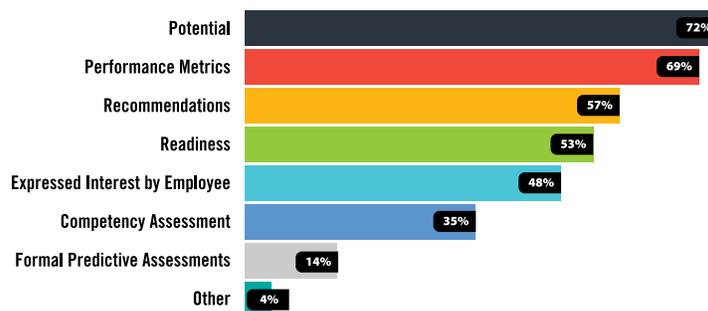
The survey results cover three very broad categories in the succession planning process:

1. Participants – We asked about BOTH sides of participation. We wanted to learn about who participates from a learning and development perspective, and the processes by which participants are selected. One of the most striking pieces of data we found is there is no consensus among the participants for the level at which participants are selected.

2. Management – This is a very fascinating data set from the survey results. We asked about the strategic management reasons participants engage in succession planning. The HR department or Talent Management team dominates the parties responsible for succession planning among our survey participants. We also have some interesting data about the actual practices used by our participants.

3. Strategic Planning – One of the benchmarks for “best-in-breed” succession planning programs is the extent to which the programs support the strategic goals of the organization.

We asked the survey participants the criteria they use to identify “High-Potential” candidates.



Potential IS the key to the future performance of HI-PO employees, so we are very pleased that it is the most frequently cited criteria. However, measuring potential can be tricky and if your process is not data-driven, objective and clear to everyone impacted by these decisions, you may be creating needless confusion or conflict about your succession planning program. We recommend using assessments, particularly validated assessment tools that can effectively predict future success within your organization across a wide range of job roles.

Building an effective internal talent pipeline development program should become a strategic imperative for nearly every organization. The benefits are substantial. The survey provides a terrific insight into the current state of talent pipeline management efforts. There are many positive data points, and there are data points that reveal some challenges ahead.

To know more, check out the complete Whitepaper



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TOP REASONS WHY PROMOTING FROM WITHIN MIGHT BE THE BEST BET

3 key strategies for organizations to build their internal talent pipelines

Finding it difficult to recruit someone from outside your organization to fill a key position? Try looking inside instead. You may find some excellent candidates are already a part of your team if your organization has done a good job of building a strong talent pipeline.

Baby Boomer retirements are increasing, and so is the need for senior leadership candidates who are ready to perform. Hiring talent from outside your firm is always an option, but there are multiple advantages to promoting employees from within.

- Internal employees have a good understanding of the organization and its goals.

- Promoting internal talent tends to save hiring costs and time.
- Internal selections also boost employee morale and create a positive atmosphere within your organization. They tend to foster higher levels of engagement.
- The time to reach full productivity in new roles is much shorter for people who already understand your organization.
- You need not worry about the promoted employee's cultural fit, because they are already part of your organization.
- Opportunities for professional development are often a retention tool, especially for Millennial employees. Promotions may reduce



- The chances of talented employees leaving the organization and may strengthen partnerships within the organization.

How can organizations build their internal talent pipelines? Below are three key strategies.

Have Effective Conversations with Employees

Ensure that managers have serious career conversations with employees. This will give them an understanding of what an employee wants from the organization with respect to advancement and promotion.

Create Talent Pools

It is important to share the knowledge of your retiring employees

while they are still on board. Have them train existing employees to fill in the gaps. Keep in mind some employees may still want to play some role in the organization even after retiring. Leaders should find out how best to take advantage of such experienced personnel.

Create Succession Plans for All Roles

A good succession plan should include all employees capable of potential advancement. It's usually a good idea to include middle managers as well as their direct reports. This keeps the pipeline primed with emerging talent.

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Revitalizing Workplace Morale And Productivity

8 ways to do it

 By Karin Hurt and David Dye



The hypercompetitive post recession global economy puts frontline and middle level leaders in a difficult position—expected to win, to “move the needle,” to get the highest ratings, rankings, and results. Many managers become hell-bent on winning no matter what it takes, and they treat people like objects—in short, they lose their soul. This exacts a high price from leaders as they work longer hours to try to keep up. Those unwilling to make this trade-off either leave

for a less-competitive environment or try to stave off the performance demands by “being nice” to their team.

After years of trying to win while sandwiched between the employees who do the heavy lifting and leaders above them piling on more, they give up and try to get along. Inevitably, after prolonged stress and declining performance, they surrender to apathy, disengage, or get fired.

Focusing on results exclusively may improve outcomes for a time



while also burning out employees, increasing apathy, and killing morale. We've seen too many managers end up isolated, frustrated, and working harder just to keep results from getting worse because they're caught in this vicious circle.

You don't have to choose between results and relationships. In fact, the most effective managers ground themselves in internal values of confidence and humility while focused on both results and relationships. The key to *Winning Well* - that is, to sustain excellent results over time - is to combine a focus on achieving results with building healthy professional relationships. Here are 8 ways to revitalize your workplace morale and productivity:

1. Rock Your Role

Can your team look at you and see the excellence you're asking of them? It's hard to bring your A game 100% of the time, but the most effective managers show up to play every day. How do you add massive value and make your company and team better every day?

If you want to rock your role, you can't just keep doing what you've always done. It's about progress, not perfection. You need to hone your craft. Read what the experts are saying about the future in your field. Find a mentor or two who has skills you admire. Invest in a leadership development program for you and your team.

2. Commit with Clarity

The number one cause of poor morale, performance problems, and subpar results is a lack of clarity. You can boost morale and productivity by communicating clear, shared expectations. Make sure everyone is on the same page: Does everyone on the team know what "winning" looks like? Do they know the key behavior that will help them to succeed?

3. Ditch the Diaper Genie

Your team needs direct feedback that will help them know what to continue and what to change. However, most managers struggle to give direct feedback. Like stinky diapers in the modern-day diaper pail, they wrap their feedback in layers of self-protection so it doesn't offend anyone.

It's time to ditch the diaper genie feedback. Effective managers speak the truth. They solve the stink - they don't try to cover it up or sandwich it between half-hearted compliments. Improve your team's morale and productivity by having the tough conversations. Speak the truth with compassion.

4. Channel Challengers

"No one listens around here, they don't know what I do, and they don't care what I think." These are the hallmark words of poor morale and lackluster performance. In contrast, effective managers recognize the value every person on their team contributes. They deliberately surround themselves with people who will challenge their thinking.

It's not enough to have an 'open door' - actively seek out feedback. Ask your employees, "What is working to help you be productive?" Then ask, "As your manager, what is one thing I could do that would help you be more productive at your work?" Listen, respond, and watch your team's morale and performance soar.

5. Own the Ugly

Many managers avoid taking responsibility for their mistakes. They fear that apologizing will make them look weak or that they'll lose credibility. In fact, the opposite is true.

When you make a mistake, hurt someone, or break your word - it's not a secret. Your team knows and they're watching to see what

you do. Can they trust you to own it? Will they see a leader who is strong enough to recognize their own vulnerabilities? Apologize, make it right, and move on. Your people will trust you, they're more likely take responsibility themselves, and morale improves.

6. Play the Game, Don't Game the Score

To maximize your team's morale and productivity, keep them focused on what matters most. Your customer doesn't care what you get on your internal scorecard. They care about the value you deliver.

To 'play the game,' isolate the key behaviors that truly drive the value you contribute to your clients and customers. Reinforce these critical actions every day and the score will take care of itself. Above all else, don't let your team 'game the score' - that is, don't waste time trying to artificially adjust measurements that aren't meaningful.

7. Put People Before Projects

When you prioritize people before projects, it prevents you from falling into the trap of seeing people as machines. Highly productive teams enjoy high levels of trust, connection, and collaboration. Collaboration is more than simply working together. It's an attitude that communicates you are in it with your people, not apart from them.

Connect with your people as human beings. Treat everyone with respect and dignity, not as a number, object, or problem. Recognize the unique strengths and perspectives each person brings to the team. Take the time to look at a person's potential to perform beyond her current role. Build trust with, and between, your people; listen to their values, needs, and insights; and encourage their success.

8. Trust the Trenches

You have a tremendous source of product knowledge, insights into customers, and performance improvements in your frontline employees. Unfortunately, most managers never get the benefit of these insights because they don't ask.

Get to know the people closest to your customers or product and listen to what they have to say. Sometimes they may not know how valuable their observations can be. Help them learn how to recognize the opportunities, celebrate their success, and give them the credit when their idea works.

Your people are your number one competitive advantage. When you consistently practice these eight behaviors, you'll see your team's morale improve, their productivity increase, and you've built a foundation to sustain breakthrough results long into the future. That's not just winning - that's *Winning Well*. **LE**



Karin Hurt and David Dye are keynote speakers and the award-winning authors of *Winning Well: A Manager's Guide to Getting Results Without Losing Your Soul*. Karin is a top leadership consultant and CEO of *Let's Grow Leaders*. A former Verizon Wireless executive, she was named to Inc. Magazine's list of great leadership speakers. David Dye is a former executive, elected official, and president of *Trailblaze, Inc.*, a leadership training and consulting firm.

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Leadership Life-stories

Cultivating meaning through shared experience

 By Chris Hamstra

Like most people who work in a cubicle I have sticky notes posted around the office. At eye level behind my computer, on a yellow sticky note, I have a quote attributed to poet T.S. Eliot, “We had the EXPERIENCE, but missed the MEANING.” I wonder as we think about and practice leadership are we missing the meaning? This article highlights a shift towards a meaning-centered perspective of leadership by broadly outlining the thinking and practice of leadership life-stories.

Coming from the academic literature the term ‘leadership life-story’ was developed by Boas Shamir and Galit Eilam. Leaders’ life-stories are an attempt by an individual to establish coherent connections among life events. When these connections are made, meaning is developed for the individual. A report from the Center for Creative Leadership (CCL) suggest an important process of leadership is helping individuals make sense of their action within a larger frame. “Meaning-making is all about constructing a sense of what is, what actually exists, and, of that, what is important” (Drath & Palus, 1994, p. 9). Leadership as meaning-making helps individuals figure out what is important in their frames and how this meaning can connect to the larger frames of the organization and community. Listening to and sharing leadership life-stories engage a meaning-centered focus of leadership that cultivate individuals, organizations, and communities.

Communication as a Human Process

For this article, communication is viewed as a distinctly human process based on verbal interaction. In the book *Communicating for Life* (2000), Schultze says that “when we communicate, we don’t just exchange messages: we leave ourselves temporarily in order to enter into someone else’s experiences” (p. 36). We experience the phenomena of human communication through leadership life-stories.

A friend of mine recently shared one of his leadership life-stories about his first major project with a company. His communication changed after experiencing the abusive language and demeaning behavior from the company owners. He comments that “Those volatile moments for me were eye opening on how I would be myself and move forward as a leader.” My friend changed his practice of communication and impacted his future communication because of the behavior of the owners. Communication scholar Frank Dance calls this a helical model. “The communication process, like the helix, is constantly moving forward and yet is always to some degree dependent upon the past, which informs the present and the future” (p. 296). Our communication now as leaders can be impacted by the conversations from the past. Communication is a constantly swirling, moving process that never stops.

Listening as a Vital First Step

A vital first step in developing our leadership life-stories is to engage the transformative power of listening to others. In the book *The Story Factor*, Annette Simmons says that “Genuine listening has a deep, transformative power.” This power is practiced through good skills and genuine engagement. Transformation occurs for the speaker AND the listener.

Early in my media career I remember being forced to attend a full-day training session about listening. I was frustrated and upset because even as a low-level reporter I figured my primary job was to speak and get information out there for consumption.

Surprisingly, this session turned my world upside down.

The morning session covered the good skills of hearing. Items like nonverbal feedback, eye contact, etc. were covered. I grudgingly agreed these are important skills to master. During the afternoon session I learned WHY we engage with others. When we shut our mouth and open our ears we can begin to really understand others. Listening takes courage to voluntarily enter the space of another person. I have been blessed to listen to stories from every area of life. I have celebrated professional success in baseball clubhouses with athletes and board rooms with entrepreneurs. I have cried and groaned in my personal life and in the lives of others. I would suggest that the transformative power of leadership life-stories begin when we listen first.

Understanding Leadership Life-stories

Leadership life-stories shift the dominating focus on influence and motivation to meaning-making. I suggest that leadership life-stories are formative experiences, co-created through human communication that are organized by individuals and shared with others in a way that develops personal and professional meaning.

Formative experiences are vivid and emotional connections to a remembered circumstance/situation in life. Formative experiences can be positive and/or negative and they often leave a unique physical or emotion reminder. For example, a formative experience might be the birth of a child or the death of a loved one. A friend of mine celebrates their adopted son from the Ukraine. A formative experience might be a short conversation at the workplace coffee pot or the change experienced during an extended relationship. A formative experience could be a new job or a move into another home. The key item to remember is that formative experiences are unique to each person and provide a pivotal turning point in their lives that is remembered.

Some of these leadership life-stories may be hidden and waiting to be discovered. A recent trip for our family brought us to the Mammoth Caves National Park in Kentucky. Fifth-generation tour guide Jerry Bransford led us through the caverns. Mr. Bransford can trace his family line back to the early 1830’s and some of the first explorers of the cave system. Below ground he leads groups, above ground he walks among the foundations of churches and homesteads sharing stories from the slaves and men of color who established this treasure.

One of the common threads about storytelling is that a “good” story has a beginning, a middle, and an end. How we look at our leadership life-stories depends on where we place the [brackets] around stories. A bracket is the intentional placement around an event or situation that highlight a certain idea. Brackets notify the listener that the story begins at this point and ends here. Every leadership life-stories is different and unique. They may change as we work through life and experiences. Where we place the [brackets] help in the development of our meaning for leadership life-stories.



Some stories are short and easy to see where the [brackets] are placed. A birthday party for a family member on a Saturday for example. Some develop over months or years and may not even have an ending quite yet. I continue to learn and practice new forms of leadership in my current position every day. The brackets we place around our leadership life-stories are an arbitrary way to highlight the thoughts and feelings. These brackets help us develop individual meaning but also how this meaning may contribute to the larger organization and community.

Leadership Life-stories in Servant-leadership

Leadership life-stories exist within all of the different definitions and titles. There is only one perspective of leadership that begins from a story: Servant-leadership. Greenleaf cultivated servant-leadership from Hermann Hesse's story Journey to the East. In this story, a group of men sponsored by an esteemed Order, engage on an epic journey with Leo as the central character. Leo completes the simple chores but sustains the group with his attitude. Greenleaf points out "He is a person of extraordinary presence." Leo disappears and the group falls apart. It is only years later that the curtain is pulled back and the reader understands that Leo was not only the servant of the group during their journey but also the leader of the Order. It is interesting to me that the meaning developed through servant-leadership seems to come from the Hermann Hesse story.

As I try and piece leadership life-stories and servant-leadership together I see a connection that brings leadership life-stories to the surface. A friend of mine works as a manger in a health care facility. He was asked to serve on a committee to explore next steps in their growing church. A local property was available and everyone knew the price was significant. As the spokesperson for the group, my friend asked the developer to donate the property. Working through this year-long process my friend commented:

"[I was] simply pleased in the role that I had in the church and with that committee...I did not have it all figured out or how it would work out, my job was to make myself available. To have some courage and live in that scary moment and take those steps of faith."

This leadership life-stories display an availability and willingness to serve other people and within their institutions and communities.

Sharing Leadership Life-stories

Leadership life-stories are all around individuals. Sharing these moments are a challenge for some. Boiling down the practice of sharing leadership life-stories to a firm set of five or six rules is limiting. There is no one "right" way to share a great story.

When verbally sharing a leadership life-story, I ask individuals "tell the story like they are in kindergarten." As I polish the writing of this article I see work colleagues talking about the Chicago Cubs World Series victory. Distinguished instructors are having trouble putting full sentences together explaining a home run and a law professor colleague just accidentally hit himself in the nose from a wild hand gesture.

Well told leadership life-stories connect with one idea or meaning. I use a seven-word approach that narrows to the core idea. For example, one of my leadership life-stories is summed as: "Listening: begins in heart moves to ears." When organizing your leadership life-story at this stage do not get hung up on the details, just get to the core idea. By focusing in during this stage your audience will stay focused while listening.

Well told leadership life-stories connect with your voice. We all have a unique way of talking and forming words. Adjusting the pacing, pitch, and volume of your voice can add a dynamic element. Speeding up and mashing words together can show excitement. Lowering your pitch can add seriousness and emphasize a point. For example, I was working with an organizational manager as he talked about his daughter. It was interesting to watch and hear as he switched from "office mode" to "family mode" when sharing his story. His pacing slowed down, you could see and hear the smile in his voice and the overall change in tone conveyed a pride with his daughter's accomplishments. A small change in the voice can make big difference as the story goes out.

Well told leadership life-stories connect with actions. Most people have heard the saying that "The eyes are the window to the soul." By making eye contact with individuals you can check on their understanding. Remember that people are looking into your eyes as well. When we soften our gaze and invite eye contact we can better connect and genuinely engage those around us.

Remember your gestures as you share your leadership life-story. A doctor friend uses his whole body. I have watched a doctor friend of mine sit in front of patients and lean in to hear their story. At an important moment he points with his index finger, claps his hands, and throws his head back to make a final comment. For him, storytelling is a whole body experience.

“

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Sharing a great leadership life-story may seem simple but it does take some thinking. These are a few suggestions that can be used as a guideline. As I have learned as a communication instructor, for every prohibition there is permission to try something else that might work for you. Keep experimenting and developing your own style.

One of the other sticky notes back at the office cubicle is written in a big, black Sharpie pen. The letters ask "What's your STORY?" This seemingly simple line is an invitation to engage leadership life-stories.

We have a wonderful opportunity through our leadership life-stories to shift towards a meaning-centered perspective of leadership. I encourage you to consider and develop your leadership life-stories in the coming months. Cultivating our leadership life-stories and the stories of others can impact our personal and professional lives. **LE**



Chris Hamstra currently serves as a faculty member at Davenport University in Grand Rapids, Michigan. After beginning his career in radio and television, he moved on and worked as a Human Resource Developer (HRD) with the State government.

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Strengthening Hardiness and Resilience

How to do it?

 By Jim Clemmer

In Japan, the Daruma Doll is a good luck charm with a rounded bottom. When knocked down, it bounces back upright. This ability to bounce back is a symbol of perseverance and good luck. The doll is modelled after Bodhidharma, a Buddhist monk who founded Zen about 15 centuries ago. Legend has it he meditated for nine years without moving until his legs and arms atrophied and fell off. Many Buddhist temples sell dolls without eyes for goal setting. The purchaser paints one eye in when he or she has set a goal. Once the goals is attained the other eye is painted in.

I recently delivered the opening keynote at a conference on building resilient communities, in an area where resilience and bouncing back is vital right now: a very tough economy knocked down by low oil prices and battered by a horrific wildfire that destroyed over 2,400 buildings and 600 work camp units.

While strengthening resilience or bounce-back has been a key theme in much of my work, preparation for this keynote sent me back into my research files. I customized [Leading @ the Speed of Change](#) built around our [Lead, Follow, or Wallow](#) framework with a focus on building hardiness and resilience in ourselves and others.

Is failure:

- Temporary or permanent?
- An experience or who we are?
- Something to be learned from or crushed by?
- Traumatizing or growth inducing?

The International Committee for the Study of Victimization looked at the hardiness of large groups of people who had all suffered serious adversity like cancer patients, prisoners of war, accident victims, etc. They found the survivors fell into three groups. Those who:

1. Used the experience as a defining event that made them stronger.
2. Got their life back to “normal”.
3. Were permanently dispirited by the event.

In her *Harvard Business Review* article, “How Resilience Works,” Diane Coudu writes,

“We all know people who, under duress, throw up their hands and cry, ‘How can this be happening to me?’ Such people see themselves as victims, and living through hardship carries no lessons for them. But resilient people devise constructs about their suffering to create some sort of meaning for themselves and others... an increasing body of empirical evidence shows that resilience — whether in children, survivors of concentration camps, or businesses back from the brink — can be learned.”

A Japanese Proverb teaches, “Fall seven times, stand up eight.” As part of his highly inspiring leadership legacy Nelson Mandela said, “Do not judge me by my successes, judge me by how many times I fell and got back up.”

Stepping Up to Avoid Wallowing in the Swamp

A recent *Fortune* magazine profiled Satya Nadella, the new CEO of Microsoft, entitled “The Man Who is Transforming Microsoft.” Writer, Andrew Nusca, was “on the road with Satya Nadella’s traveling

rival show” during a recent whirlwind tour of Europe. During those busy few days Andrew gained insights into why Satya’s showing very strong early success at Microsoft and the philosophies anchoring his leadership.

As we work with leaders dealing with disruptive change and relentless pressures to do more with less, we see huge differences in their [critical choices of whether to lead, follow, or wallow](#). So this passage from Andrew’s article leaped out at me:

“

In his chosen leaders, Nadella prizes the abilities to bring clarity, create energy, and suppress the urge to whine. ‘I say, Hey, look, you’re in a field of shit, and your job is to be able to find the rose petals,’ as opposed to saying, ‘Oh, I’m in a field of shit,’ ‘he says. ‘C’mon! You’re a leader. That’s what it is. You can’t complain about constraints. We live in a constrained world.’”

We often crash into constraints during life’s most turbulent times or traumatic losses. These are major choice points. Do we ultimately become better or bitter? Do we climb the leadership stairs to a higher state of awareness and appreciation or do we slide down into the quagmire of hopelessness and despair?

For decades I’ve been using the SARAA formula below to outline our choices in responding to being tossed into the swamp. Often we find ourselves up to our eyeballs when we least expect it. When that happens, we often experience one, two, or all three of the first steps of the SARAA formula below. Whether we successfully get to step five depends upon whether we choose to wallow, follow, or lead.





The first three steps can get us bogged down in the wallowing swamp. This can be part of the grieving process that we might need to go through to let go of what was, face what is (step four), and move ourselves onward and upward with our lives (step five). If we eventually manage to climb the leadership stairway after the major setback or loss, we'll often reflect back on the experience. "It was the best thing that ever happened to me." "It made me stronger." "I appreciate life more now." "It reset my priorities to what's really important." "I don't sweat the small stuff anymore." "It forced us to make the changes we really needed to make." "It shocked us out of our complacency."

Steps one through three can be a time of emotional readjustment or healthy venting. But to get bogged down in any one of these stages is to stew in the swamp and begin breathing in the toxic vapors. We may find ourselves on an occasional detour through the emotional quagmire of why-me and this-isn't-fair, but to languish there is deadly to our health, happiness, and success.

Whatever hits the fan is often not evenly or fairly distributed. Our choice is whether or not to wallow in it. **LE**

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For over three decades **Jim Clemmer's** keynote presentations, workshops, and management team retreats, and seven best-selling books translated into many languages, articles, blog, and newsletters have helped hundreds of thousands of people worldwide. The CLEMMER Group is Zenger Folkman's Canadian Strategic Partner. Zenger Folkman is 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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The Guts of Leadership

A highly potent commodity

 By John Vercelli

As business and markets continue to evolve, the value of human capital has never been higher. This is particularly true for top business leaders. But what is it that gives these people the edge in this evolving economy? While many may not be consciously aware of the role that gut instinct plays in their leadership capacity, it is an often under valued yet highly potent commodity.

While much attention and credence has been given to other leadership traits such as open communication, authenticity, and visionary capacity, little attention has actually been given to the importance of gut instinct and its role.

Let's face it, while there are many things that we as humans can control such as mechanical processes, when it comes to dealing with the complexities inherent in leading a company the amount of control one actually has is really quite limited. Sometimes, this leads to an overreliance on hard facts and collecting data, often leading to missed opportunities. While at the other extreme, there can be a full disregard for the context of our environment, resulting in skewed decision making.

As I often joke with executive coaching clients, the world outside is a whole lot larger than what is in your head. And yet, for so many of us, there is a reluctance to tap the resources around us. We feel obligated to come up with the answer.

The reality, though, is that most of us spend the vast majority of our time in the unknown. As such, the ability to cultivate, lean into, and trust our gut instincts is one that will serve us well over time. [Recent studies from The University of New South Wales](#) showed that intuition leads to higher rates of success, faster and more accurate decision making ability, particularly in areas where leaders have a strong background regardless of information available to the current situation.

Humans naturally seek out and recognize patterns on the subconscious level. Often we recognize inconsistencies within them just as readily. [Researchers at the HeartMath Institute](#) have shown how incoming data from the intestinal and cardio neuro-nets moving up through the Vagus nerve provides highly accurate information to the brainstem far faster than frontal lobe processing. This means that as humans we feel the impact of what is going on in our environments far sooner than our intellectual minds can comprehend.

At CTI, this is what's known as leading from the field, a state where we are open to a vast array of information from our environment combined with a willingness to respond accordingly.

Not only is this information readily available to us in every moment, but our capacity to recognize and integrate it into our responses has been shown to be trainable. This is true much like our innate capacity for human connection through the mirror neurons can also be enhanced by deliberate and intentional practices.

When we look at leadership through this lens, our approach to work can often look more like that of a shaman rather than an engineer.

When we lead from the field, we engage a hundred percent of ourselves in service to improving our environment, both in the immediate and long-term; when that happens, a shift takes place. No

longer are we operating solely from the logical or analytical but we are free to connect with all that is around us.

As Otto Shamer suggests in his recent [Huffington Post article](#), when we begin to do this collectively, a new paradigm emerges, shifting us from the old ego-driven need to a more holistic and sustainable approach to work and life. One that sees beyond personal need and integrate those needs with improving the lives of a larger society.

So, how do we open ourselves up to this larger field of information, particularly when we have been taught for so long only to rely on base analytical methods? The first step is simply recognizing that we have this ability within us, it's hard wired from time immemorial, as our ancestors evolved from hunter gather societies to present day.

Once we recognize that this capacity exists, we can transform it as initially it served our predecessors in keeping us safe and altering us in life or death situations. Now, we can listen to when it arises and detach it for the fear-based flight, fight, or freeze paradigm.

“

While much attention and credence has been given to other leadership traits such as open communication, authenticity, and visionary capacity, little attention has actually been given to the importance of gut instinct and its role”

As we lean into our instinct through noticing and trusting our visceral sensations, we can start to notice the nuances in each impulse. Learning to discriminate between those which are fear-based and those which align with a broader vision begins to reshape and expand our intuitive range. With time, this builds confidence in our capacity to dance with the unknown, deliberately choosing which impulse to respond to and which to let go of.

For those of us in the throws of the ever-evolving landscape that is today's business reality, our leading edge is constantly being honed by our capacity to deepen our presence and attentiveness to the emergent. Our ability to respond in a more holistic and sustainable manner is now inseparable from our relationship with the unknown. When you step into the unknown with the openness and curiosity of Leader from the Field, what new potentials emerge for you? **LE**



John Vercelli is Co-President at CTI (The Coaches Training Institute). He is adept at translating complex ideas into easily understood and applied models or tools that have a “practical wisdom” to them. He designs and delivers corporate leadership development and training programs, conducts team development off-sites, and provides executive coaching. Visit www.coactive.com

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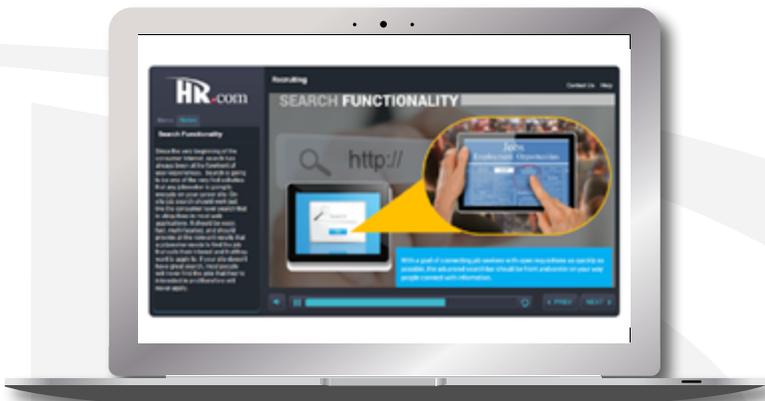
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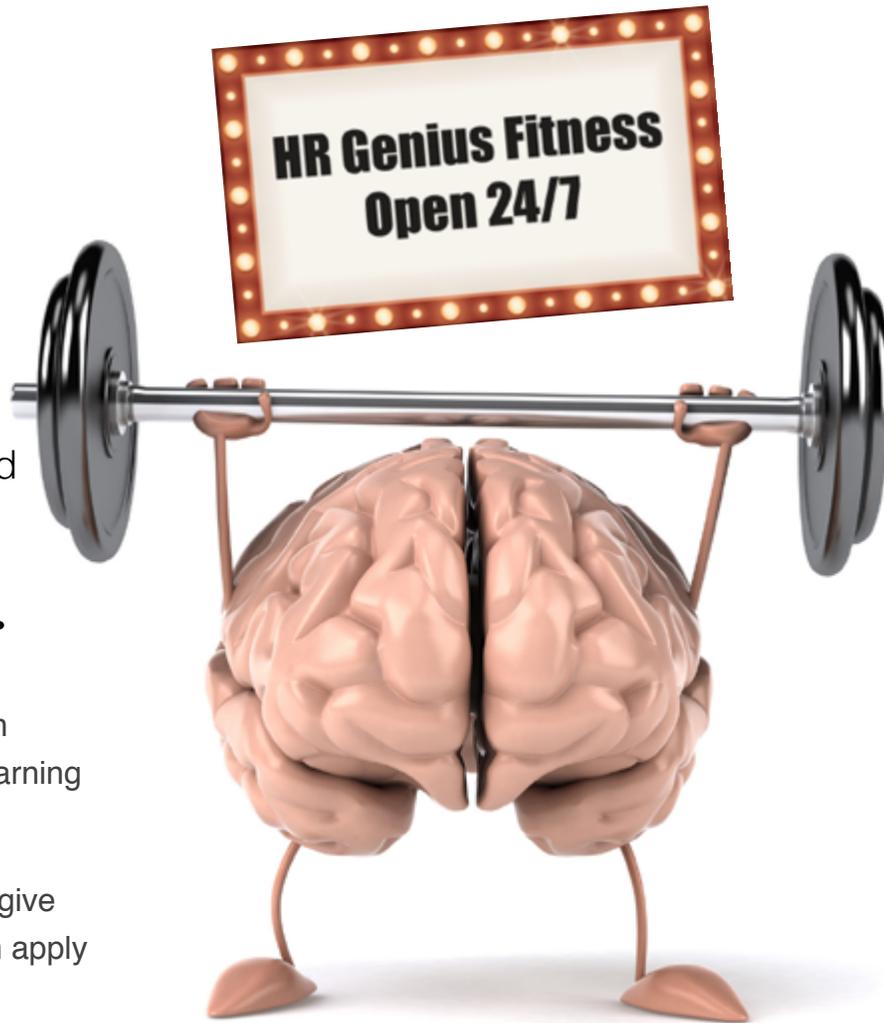
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21st Century Leadership Intelligence

Three tenets to evolve as a leader

 By Magi Graziano

Being an effective leader of people in today's world seems to be much more complicated than in the past years. In the previous century, for the vast majority, work was approached as a means for survival. The level of employee engagement did not dictate how long they stayed in the role. That's different today, however. Working class people are always on the lookout for more stimulating and rewarding work, as well as inspiring work environments where they can make a difference and grow themselves and their careers.

Global workforce surveys report that highly qualified, motivated people chose to work for companies that build a strong, inspiring culture and that monitor and address both workplace culture and climate issues as they arise. If recruitment and retention of highly qualified, motivated people is one your organization's initiatives, leadership intelligence ought to be another. They go hand in hand.

Leaders in the early 21st century face unprecedented challenges. They must be able to lead three completely different generations of people, all with different operating contexts and outlooks on what work is all about. Today's leaders must not only understand their competitors for customers, they must also understand their competitors for the talent. 21st century leaders must have well-honed human awareness acumen and call on it moment-by-moment to inspire, enroll and engage their employees. These leaders must understand the systemic impacts of their company 'climate' and be willing to look deeper to understand cultural norms that are impeding agility and innovation. They must have the finesse to weave the day-to-day task work into the big picture and inspire their people to give it their all for the sake of the mission. Today's leaders need to understand people at their core like never before.

Leadership Intelligence relies on your ability to grow, learn and master new ways to lead people, and there are three tenets to consider when boosting it: Self-awareness, Executive Brain Function, and Response Agility.

1. Self-awareness

Self-awareness begins with the curiosity and courage to hear what works and does not work about your leadership *and* the culture that exists in the organization. Once you become aware of your competitive talent advantages and your talent barriers from the eyes of your people, you are equipped to take powerful action. Self-awareness allows you to leverage your talent and intervene when and where necessary to remove those personality ticks that are in the way of your true leadership potential.

Culture and climate awareness opens the door for you to see what is really going on and intervene in the cultural norms and barriers that are in the way of employee engagement, innovation and synchronicity. When you are curious and courageous you begin to ask the tough questions and hear the tough answers. When you do this, you begin to see what "blind spots" may be hidden from your view and you learn what you to that sabotages or impedes your leadership effectiveness.

Self-Awareness is the doorway to emotional intelligence and it gives you access to real improvement as well as personal and professional development. Self-Awareness is not always easy. In almost every case with every human being there are aspects of personality or behavior that has a negative impact on others, and with an authentic look in the mirror an aware leader can begin to take responsibility for that negative impact. Being aware of our negative behaviors, alone, is insufficient. Taking responsibility for the impact of those behaviors, asking for forgiveness and working to shift those limiting ways of being is where Leadership Intelligence begins. Once a leader has mastered self-awareness they optimize their ability to leverage situational awareness; which is fundamental to assessing, evaluating and intervening if need be, in the ebbs and flow of the climate and culture of their organization.

2. Executive Brain Function

Optimizing your Executive Brain function is a secret weapon of Leadership Intelligence. The PFC, *prefrontal cortex*, is where the executive brain operates; it is like the controls in a cockpit. This is the part of our brain where strategic thinking, collaboration, reasoning and creativity come from. The problem is most leaders learn over time to depend and lean on one hemisphere and become complacent in allowing that hemisphere to run the show. This limits the airplane's ability to navigate through storms and soar to new heights.

The left hemisphere of our brain is where our organization, categorizing, reasoning, and strategizing come from. It is in the right hemisphere where brainstorming, innovation, collaboration, and relationship abilities are housed. When a leader is aware of their goals and visions as well as in control (conscious) of their thoughts, responses, and well-being—and the leader leverages both hemispheres of their executive brain through right/left hemisphere integration—their leadership intelligence and effectiveness skyrockets. When a leader is utilizing all of their capacities, they see things they might not see and are more equipped to respond to climate and culture barriers and infringements.

3. Response Agility

Response Agility is the ability to respond in an appropriate, controlled manner—regardless of the current stress or breakdown the leader is facing. Being agile with response and reaction is key to effective leadership. Flat line reaction is not appropriate for all situations. Screaming and yelling is not appropriate for any situation. Anger and frustration might be needed at times, and curiosity and collaboration may be needed at other times.

Agility in your response means that you have trained yourself to think before reacting. Effective leaders ask themselves, "What is needed now?" This has everything to do with situational awareness and appropriate reaction. When stress hits the fan at work, a leader who has a handle on how they respond, and can coach others in this manner, **is** a leader who is positively contributing to a healthy company





climate and culture. Response Agility takes discipline, awareness, new habit formation and commitment and is a core component of Leadership Intelligence.

Being a mission-driven leader who inspires people to give their best in service of a compelling vision is a key element of today's most successful leaders. They know that most people they hire are not coming to work simply for a paycheck; these leaders have a keen awareness that many people they hire are coming to work to fulfill their individual purpose in a way that supports the organizational purpose. Today's highly effective leaders understand how to inspire spirit de corps and leverage their communications with people to do so. They utilize their people intelligence to tie work responsibilities and tasks to the overall intention for and strategy of the business. Lastly, these leaders understand the difference between climate and culture and have the aptitude to know how and when to intervene in both.

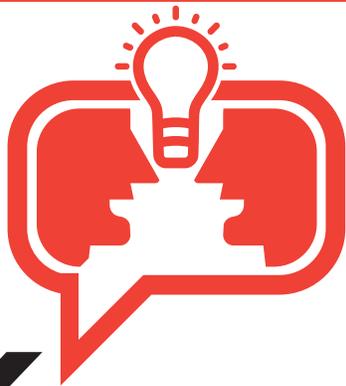
Learning the fundamentals of how people operate and how to inspire them is the easy part. Mastering those skills **is** Leadership Intelligence. Turning your leadership intelligence into your competitive talent advantage is the number one way to impact recruitment and retention of the best people. **LE**



Magi Graziano, as seen on NBC, is the CEO of Conscious Hiring® and Development, a speaker, employee recruitment and engagement expert and author of *The Wealth of Talent*. Through her expansive knowledge and captivating presentations, Magi provides her customers with actionable, practical ideas to maximize their effectiveness and ability to create high-performing teams. With more than 20 years' experience as a top producer in the Recruitment and Search industry, she empowers and enables leaders to bring transformational thinking to the day-to-day operation. Visit www.KeenAlignment.com

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Hiring Tomorrow's Best Leaders

5 social age traits to look for

 By Mark S. Babbitt

For decades, we've hired people based on their leadership skills. But in today's world of over-the-top personal branding and exaggerated achievements, how exactly do you know if a potential hire may someday become a great leader?

While conducting research for [A World Gone Social: How Companies Must Adapt to Survive](#), we discovered five traits exhibited by high-potential leaders. The best part? These characteristics are relatively easy to identify during the job interview process. Even during pre-screening research and the first interview, your hiring team can separate the fakers and takers from those who will prove to be movers and shakers.

Want to fill your organization's succession plan with tomorrow's best leaders? Look for these five traits when hiring.

Insatiable Curiosity

Tomorrow's leaders are deeply curious. And that curiosity leads them to wonder, "What can our organization, and not just my team, do better? What are our competitors doing well? What do our employees really want from us? And what do our customers really expect?"

The candidates who are this curious will not just ask these questions; they will be driven enough to learn the answers. They'll do their homework. They'll study the competition. And they'll collect real-time market intelligence, both through digital research and by personally engaging their networks. In the end, they'll know how they can positively impact your company's bottom line and its culture.

Social Intelligence

For years, we've defined social intelligence as the "the ability to get along well with others, and to get them to cooperate with you." In the Industrial Age, applying this type of intelligence was often limited to small teams and confined locations. We just wanted leaders to help create a positive work environment.

In the Social Age, however, social intelligence takes on a more global perspective. And in an era when leaders are not expected to have all the answers – but to know all the people who do have the answers – this leadership skill is often practiced on a global level. As a result, some of tomorrow's best leaders are well-connected with mentors, industry experts and fellow leaders all over the world. They know who to talk to solve problems, anticipate challenges and shorten learning curves.

They Have a "Bias for Action"

In 1982, we learned from Tom Peters and Robert Waterman in their book, *In Search of Excellence*, that the best leaders had "a bias for action." They live by a "ready, fire, aim" mentality. In today's always-on, always-connected world, this has never been more necessary – the 24/7 social conversation waits for no focus group or budget cycle.

So when the situation or sense of urgency dictates, they aren't afraid to get their hands dirty. They are often online, live, in the moment, and thus ready to respond and engage in real time. They're in Facebook communities and LinkedIn Groups, starting the tough conversations. They're in forums and Twitter Chats learning the most inclusive, innovative solutions. They won't wait for some top-down mandate. They'll learn what they need to know.

They Are Relentless Givers

Many of our best future leaders look past the task at hand or the spreadsheet on the monitor to see the big picture. They give back, they mentor, and they care about both the company culture and the social issues that impact their community.

We refer to those who act consistently in a collaborative, generous way as "relentless givers." They constantly share what they know and connect others — often for no other reason than because it is the right thing to do. They do good work while doing good. And their optimism is contagious. Soon, people see the positive approach. And work becomes fun again.

They Serve as Brand Ambassadors

We always have admired the leaders whose brands, both personal and professional, are led responsibly. In the Social Age, this has never been more true. After all, as goes the personal brand of a potential leader, so goes the corporate brand. In today's marketplace no company can afford to promote someone with a questionable or polarizing online presence.

The most self-aware candidates know this. They understand there is a direct connection between their personal brand and their employer's. So whenever they engage online, they do it in an authentic and generous way. And since they run their personal brand in this careful manner, once hired you can expect them to serve your company well as a brand ambassador.

For those hiring tomorrow's best leaders, we must leave our Industrial Age definition of leadership behind. This is a new era with new rules. Leaders think, act and work differently.

So next time you're helping make the best possible hiring decision – and leadership is a critical factor – intentionally look for insatiable curiosity, social intelligence, and a bias for action. Also, learn if that person is already a relentless giver and brand ambassador.

Five years from now, when your succession model is full of great leaders, you'll thank yourself for the extra effort. **LE**



Mark Babbitt is CEO and Founder of [YouTern](#), a social resource for young professionals that Mashable calls a "Top 5 Online Community for Starting Your Career." Babbitt is also President of the leadership community [Switch and Shift](#) and serves transitioning military veterans as co-founder of [ForwardHeroes.org](#). Babbitt is co-author of the best-seller [A World Gone Social: How Companies Must Adapt to Survive](#). Follow [@MarkSBabbitt](#)

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Creating An Intentional Culture

Intentional culture requires listening

 By Russ Elliot

While recently having blood drawn for a medical screen, the attendant and I started chatting. She asked what I did for work and I shared with her that I was a company culture consultant, the founder of the [Conscious Culture Group](#). She didn't understand what company culture was and asked about it. We discussed her work, the work environment, her manager and the leaders in her organization. After talking about other culture related topics, her response was, "Oh, I understand what culture is. They want it to be the things on the back of this card [company values] but the truth is that this card is useless. We don't follow any these values. We really have no culture."

This conversation I had with the attendant is very similar to the hundreds of conversations I've had with people and work culture. Too many organizations feel like they have an organizational culture and yet, when talking with the employees working in the organization, they're having a very different experience than the intended culture. Leaders cannot build the company culture on their own without listening to employees and understanding the employee experience.

There is now enough evidence to show that a strong culture can help or hurt organizational performance and that culture can account for up to half of the difference in operating profit between two organizations in the same business. If shaping a culture is one of the leader's most important jobs, then it is important to understand the

1) feedback loops that can be created to understand "the experience" and

2) which systems can be implemented that proactively support a conscious culture.

We will discuss these two topics and specific approaches to creating an intentional culture.

Culture Feedback Loops

Customized Culture Survey

The best way to truly hear and understand the employee experience is to ask, using a process that selects the right questions and ensures confidentiality in the responses. At the [Conscious Culture Group](#), we believe customized culture surveys that are designed to meet unique needs of the organization provide the best source of information and ultimately allow organizations to reach their business goals. Off the shelf packages require employees to learn and understand new language that may not resonant. Only when both the closed and open-ended questions are customized can an effectively unique intentional culture be built with the organization's own common language and terms.

Culture Club

The next stage in understanding the employee voice is to create a group of employees from different levels, departments and locations willing to meet with leaders. A key qualification to be part of the "culture club" is the willingness and ability to share not only what the numbers say but also discuss what is being said in the halls of the organization, employee to employee. This part of the dialogue provides the leadership team with insight into what the numbers actually mean. The honesty brings forward both organizational strengths and chal-

lenges to further the leader's quest for an intentional culture. Often these meetings become most effective when an outside facilitator runs the session since it gives participants the perception and truth of fairness and openness in the dialogue.

Effective Exit Interviews

During my 32 years in HR, I've conducted thousands of exit interviews. Often leaders feel they are a waste of time and that minimal information is gained because former employees do not want to burn bridges. This can be true, and, it can also be a valuable source of insight and feedback. When trust is earned and intention is clear, my experiences is that these employees will be honest and deliberate with their feedback. A rich source of information regarding patterns and obstacles become available to course correct the intentional culture when that trust is built and the information is used in constructive ways.

Proactively Building a Conscious Culture

Creating and building a culture is much more like steering a large ship rather than driving a speed boat. It takes time, effort and a plan to ensure the organization is going in the intended direction. Here are effective ways to being proactive in this important effort.

Hire to Culture Fit

While teaching a recruiting class at UC Berkeley Extension to HR professionals, I spend much of the time on the idea that very talented people can be successful in one organization and not in another. The best way to attract and retain the most driven, passionate and skilled talent is to ensure they can excel in a particular culture. If transparency is a key component of a culture, hiring a talented engineer who runs away from transparency will not be a fit, not matter how talented the engineer is. This requires the organization and the interviewers to know what culture fit looks like. Evaluation of candidates needs to include a significant portion of the screening assessment tied to culture fit. Some companies give culture fit 80 or more percent of the evaluation weight based on experience. They have learned that talent that does not fit into the culture will leave. Increase your attraction and retention using culture fit as part of your hiring process.

Culture Based Manager Training

Often the weakest link in building an effective culture occurs at the manager level. Technical experts are often promoted and then become responsible for a staff, frequently with little or no management training. It is leadership's obligation to ensure managers are set up to succeed. Only when the manager training is directly tied into the culture can this be highly successful. Clearly articulate which behaviors are needed for success as a manager and then build courses on those culture-related manager skills. Facebook and other organizations studied this idea to ensure they were growing managers for success at Facebook. Examples of the skill sets at Facebook include:

1. Care about their team members
2. Provide opportunities for growth
3. Set clear expectations and goals
4. Give actionable feedback





They have learned what success looks like. One approach is to determine who the most successful managers are and why they have achieved success as a manager. Another rich source of information and guidance come from the results of a carefully constructed culture survey.

HR Systems that Support the Culture

Most of culture becomes visible in the behaviors and actions of employees. Many organizations declare values and may even determine specific behaviors tied to each values.

A recent example of when an HR system overrode the organizational value was with Wells Fargo. Their value of “What’s right for customers” was incongruent with a compensation system that rewarded its employees for opening new accounts. The reward system drove behavior that led to employees opening accounts without the customer’s permission.

HR systems will overrule any other intended behavior and value in company culture. HR leaders must ensure that all aspects of HR that impact behavior must be aligned with the conscious culture.

An Employment Brand that Shouts out the Culture

If culture fit is one of the keys to outdoing the competition, then it is important to have a queue of candidates who know the organization and are holding their breath to get in. Organizations that make the “best places to work” list have such a queue. One proactive tool used to create that queue is having an employment brand on their website and mobile app that clearly communicates the story of what

it is like to be working for and being part of the company. A simple enough story that uses company mission, vision, company values with video of employees loving what they do creates that cue. Apply for a “best place to work” competition to gain recognition of your results. Share employee success stories both internally and externally that demonstrate the intentions of the culture. Be proud and shout it out!

Leaders will not succeed in building their company culture without including the employee experience. Culture feedback loops like customized culture surveys, culture clubs and effective exit interviews must be implemented as methods of understanding the actual work experience. Employees will share their experience but it must be used in constructive ways. Leaders can be proactive in creating a conscious culture when they align hiring, manager training, HR systems and employment branding to the intended culture. **LE**



Russ Elliot is the founder and chief consultant of the Conscious Culture Group (CCG), a consulting and executive coaching company committed to linking culture to business performance by creating widespread ownership for shaping the culture and the business.
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Crafting A Purposeful, Positive, Productive Work Culture

Why don't leaders make culture a priority?

 By S. Chris Edmonds

How healthy is your organization's culture? Are employees treated with trust, respect, and dignity in every interaction?

If your company is like many across the planet, your culture may not be as respectful as you hope.

Feedback from employees over the past decade indicates that most work cultures are not validating, meaningful, creative, or fun.

Gallup's [daily engagement data](#) shows that only 30% of US workers are actively engaged. [TinyHR's](#) 2014 employee engagement and organizational culture report discovered that only 21% of employees feel strongly valued at work - and 64% of employees feel their company does not have a strong, healthy work culture.

In my [GREAT Boss assessment](#), over 5,000 global respondents shared their perceptions of their bosses. The results are stunning. Only 45% of respondents agree that their boss "inspires their best efforts each day." 58% believe their boss "demonstrates trust and respect in every interaction with me."

[Deloitte's 2016 Global Human Capital Trends Report](#) found that "few factors contribute more to business success than culture." Their research indicates that 87 percent of business leaders believe that culture is a potential competitive advantage. 54 percent believe culture is very important - nine percentage points higher than their 2015 study.

Culture matters! Culture drives everything that happens in your organizations, for better or worse. Yet most leaders don't pay attention to culture. Deloitte's study found that only 28 percent of respondents believe they understand their current culture well. Only 19 percent believe they have the "right" culture!

Why don't leaders make culture a priority? They don't know how. They've never been asked to manage culture. Their past bosses focused on managing performance and results; their current bosses do, as well. Managing results is certainly important - but it's only half the leader's job.

The other half? Managing values - ensuring employees are treated with trust, respect, and dignity in every interaction, every day.

How can leaders be more intentional about the quality of their work culture - and to embrace the other half of their jobs? By making values as important as results.

To make values as important as and *as measurable as* results, leaders must formally define what a great corporate citizen looks like and acts like with an organizational constitution.

An organizational constitution is a formal document that specifies your organization's servant purpose, values and behaviors, strategies, and goals. Most organizations have some form of performance expectations formalized so strategies and goals are usually pretty straightforward to include.

Very few organizations have formalized a servant purpose or values and behaviors - so more effort is required here.

A servant purpose is your organization's present day "reason for

being" *beyond making money*. It describes what your organization does, for whom, and "to what end." Your servant purpose outlines how customers' quality of life is improved by your products or services.

Shifting the core "reason for being" for work efforts from "making money" or "selling cars" or whatever to serving others - and making their lives better - boosts the meaning and significance of the work in the hearts and minds of employees.

Selecting three or four core values - "operating principles" - helps define *how* you want leaders and employees to treat each other while they go about delivering your products and services.

Once you select your values, define exactly what you mean by that word in your workplace. Then, specify exactly how you expect all leaders and employee to behave to ensure they are living those values in every interaction.

For example, a recent culture client defined their 'respect' value as "Appreciating the worth of others and treating everyone with courtesy and kindness."

To make their 'respect' value observable, tangible, and measurable in daily interactions, they added these behaviors: I seek and genuinely listen to others' opinions . . . I do not act or speak rudely or discount others . . . I work to resolve problems and differences by directly communicating with the people involved.

These behaviors define a very specific way of interacting. There is no question how this client expects leaders and employees to model their 'respect' value.

Simply writing and publishing your organizational constitution won't change your culture. Leaders must embrace the servant purpose, values, and behaviors themselves, role modeling the way you want others to behave in your revised culture. Aligning all plans, decisions, and actions to your organizational constitution is where the real work happens.

That's a subject for another article.

Don't leave the quality of your work culture to chance. Be intentional with an organizational constitution - and modeling great citizenship and teamwork in every interaction. **LE**



S. Chris Edmonds is a speaker, author, and executive consultant who is the founder and CEO of [The Purposeful Culture Group](#). He's one of Inc. Magazine's [100 Great Leadership Speakers](#) and was a featured presenter at [SXSW 2015](#). Chris is the author of the [Amazon best seller *The Culture Engine*](#) and five other books. Follow [@scedmonds](#)

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Be Right And Be History

Your ego can sink your business

By Shayne Hughes and Brandon Black

Encore Capital's CEO, Brandon Black, was sure his direct reports were the problem. It was January of 2008, just months before the financial meltdown would claim 90 percent of Encore's competitors. He could not understand why they were complaining about unclear priorities. What didn't they get? He had stated company priorities with crystal clarity three times. He knew the goals were challenging, and concluded that they were complaining to avoid being held accountable.

Ever been in a similar situation with your top team members? You are right and they are wrong. Try as you might to be clear, the people around you just don't seem to get the point. While it may feel like you are merely advocating for the correct outcome, more often you are actually in a destructive mental stance that undermines your leadership and your business performance.

It is important to learn to distinguish between, *I have a point of view on a topic*, and *My point of view should prevail*. No one has all the data on any issue. We all cherry-pick details that match our biases and ignore others that do not. When Brandon took that mindset, he completely shut down his brain's ability to learn. He was unable to notice that his team had a different perspective, drawn from different data points, that was equally valid. Fortunately for Encore, Brandon learned to make the distinction, and instead of following the recession crowd into bankruptcy or oblivion, Encore stock increased 1200 percent between 2009 and 2013.

The Fallacy of Rightness

One of the biggest leadership blocks is the mindset of *I am right, you are wrong*. It feels so good to be the smart one. Notice the electricity and sense of power you feel in moments like these. But it is also a closed, anti-learning, agitated mindset. That electric agitation is the hallmark of a threatened ego. The ego is fixated on self-worth, and Brandon's self-worth was certainly wrapped up in his performance as CEO.

Upon deeper self-reflection, Brandon realized that his ego was threatened because he interpreted the leadership team's confusion over priorities to mean that he was failing as a leader or that he was wrong. The vulnerability of being in this position made him angry, and he unconsciously masked that fear and anger by insisting that his view was true. It washed away any feelings of insecurity.

With this self-insight, Brandon called his directors in for another meeting and walked in their shoes. He put his ego aside and really listened to them. In doing so, he learned that they weren't talking about corporate priorities, but in fact differing priorities between departments. His leadership team needed his help to manage these conflicts and dispel turf wars. His previous dismissiveness had prevented him from hearing what they were saying. He demonstrated a true leadership skill: the ability to see beyond your perspective, your little silo.

This quite common *I am right* mindset has far reaching consequences. In leaders, it is highly problematic because they are in a power position. If Brandon had imposed his will without listening and learning, he would have walked away thinking he knew the

truth, but in fact leaving significant operational conflicts at Encore that his team couldn't solve without him. These unproductive conflicts are only too common in many workplaces. One person fights with another to have his/her project advanced. People don't share resources or blame others for problems. Others are angry at senior management because they're not making the right decisions.

Then there's the cascade effect of what a leader models. The *I am right* Brandon modeled that the person with the loudest voice, the sharpest tongue and the strongest arguments dominates the decisions. He encouraged his lieutenants to deal with priority conflicts using the same non-learning mindset. The results? Silos and strained relationships that are so common and wasteful in many large organizations.

The Destructive Cascade Effect

Brandon's story highlights the direct connection between individual leadership obstructions, cultural dysfunction, and business results.

People have a finite amount of time and energy to put into work. In many organizations, they spend too much time and energy on conflicts, territorial squabbles and working around others.

In today's matrixed organizations, different departments are responsible for portions of a project. To succeed, they need to cooperate, like IT and operations, or sales and delivery, or program management and administration. More often than not, these teams are not working in concert. They are maneuvering around each other, or hiring redundant resources. They spend more time, effort and money with less creativity. Brandon estimated the annual cost to bottom line performance of *I am right* thinking was in the millions of dollars. The financial crisis of 2008-10 bankrupted most of its industry; during this time, Encore became a top performing NASDAQ stock.

I am right, you are wrong is a common leadership dysfunction that is costly to your business. That electric *I am right* feeling is a danger sign that your ego has been triggered. If you feel it, step back, and unplug your reaction. Take a big dose of humility and ask yourself:

- How am I feeling threatened right now (am I afraid of being wrong, weak, incompetent)?
- What am I not understanding? What am I missing? This guy who I think doesn't get it—maybe he's not the best performer, but what does he see that I don't?

In business, change starts at the top. Think you're always right? Maybe it's time to check your ego at the door and open up to different viewpoints and perspectives. What you learn may just save your company. **LE**



Shayne Hughes is President and Culture Change Partners of Learning as Leadership, a San Francisco-based management consultancy, where he specializes in creating corporate cultures of open communication and collaboration. He is co-author, with Brandon Black, of EGO FREE LEADERSHIP: Ending The Unconscious Habits That Hijack Your Business. Visit LearnAsLead.com/egofree-leadership



Brandon Black retired as CEO and Director of Encore Capital Group in 2013. He is co-author, with Shayne Hughes, of EGO FREE LEADERSHIP: Ending The Unconscious Habits That Hijack Your Business.

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Embracing Change

How to do it?

 By Erik Van Alstine

There are all sorts of reasons we resist change, but let's look at three of them: complacency, useless fear, and imagined inability. Let's start with the crafty lure of complacency. We don't see the need for change. We don't see the dangers of floating downstream, and we don't see the opportunities up the river. We're blind to danger or we're blind to opportunity.

When we're blind to danger we say, "Things are fine as they are," but things aren't fine at all. Imagine a chain-smoker who says, "Smoking calms my nerves and helps me stay trim." She ignores the warnings and runs the risk of lung cancer. Or imagine a manager who says, "We don't need to worry about our competition, our customers are loyal." He fails to improve and runs the risk of losing customers to competition. In both cases, there's a false feeling that things are okay.

Complacency also happens when we're blind to opportunity. Imagine there's a job opening near where a woman named Abbey works. Same schools, same commute, same benefits, but it pays \$20,000 more. Abbey doesn't know about the job opening, so she can't make the most of this opportunity.



Economists call this "opportunity cost" which is the price we pay for failing to take advantage of the best opportunities available to us. The danger of complacency is its subtlety. One month at a time, one year at a time, we miss opportunities even though it seems nothing bad is happening. By the time we finally figure out what's going on, we've missed out. Then we get even more discouraged, which means more drifting.

I see the escape mindset in companies as well. Organizations that don't paddle will drift, because what was considered exceeding expectations a year ago is now simply meeting expectations. Client expectations evolve, which means meeting yesterday's expectations is drifting back. So I help leaders look upstream, look downstream, see clearly, and spark motivation to paddle. I remind them that paddling makes us fully alive. We tackle challenges instead of trying to escape them, because any other life is a trap. The best stuff is upriver, and we're going after it. The second reason we resist change is useless fear. We're afraid that something bad might happen, so we avoid opportunity. I say useless fear because some fear is useful, like the fear of heights.

Years ago, I walked with my wife to see the Nakalele Blowhole on the north side of Maui. We took a path that went just inches from a hundred-foot drop, and it freaked me out. As it should. Whenever a threat is real, it's useful to fear. We should fear driving ninety when the speed limit says thirty-five. We should fear walking near a mother grizzly with cubs. It's useful to fear the sudden sharp pain in our chest. Useful fear moves us to escape real threats. But when there's no real threat, or the chance of threat is slim, that's useless fear.

There are three reasons we resist change and all trace to wrong ways of seeing, which points us to our escape: We can get totally free by changing the way we see.

- We feel complacency because we can't see the dangers and missed opportunities involved in status quo.
- We feel useless fear because we imagine danger that isn't real.
- We feel hopeless and inadequate because we inaccurately see ourselves as unable.

Thankfully, low points aren't the whole story. When my business failed, I started seeing life as a river and myself as the paddler. The business was lost, but I chose to get back into my canoe. I took the hard lessons I learned in 1998 to heart, so when the great recession of 2008 hit, I was ready and actually flourished. "If you falter in times of trouble," wrote an ancient philosopher, "how small is your strength." Troubled times are strength tests. As the years go on, I pass more tests than I fail. I'm getting tougher and wiser over time. Every day I'm getting better at paddling the river. **LE**



Erik Van Alstine is a leadership strategist, corporate problem-solver, and sought-after keynote speaker on a mission to transform people and organizations around the world. His new book is *Automatic Influence*.

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8	The University of Kansas	Ph.D. in Human Resources Management (HRM)
9	University of Pittsburgh	Ph.D. Program in Organizational Behavior and Human Resources Management
10	Purdue University	The Krannert Ph.D. program in Organizational Behavior and Human Resource Management (OBHR)

Ph.D. Program with Emphasis on Leadership and Organizational Development - Top 10

1	Benedictine University	Ph.D./D.B.A. Program in Values-Driven Leadership
2	Pepperdine University	Doctorate Program in Organizational Leadership
3	North Carolina State University	Adult and Community College Education- Executive Leadership Doctorate
4	Brandman University	Doctor of Education in Organizational Leadership
5	Indiana Wesleyan University	Ph.D. in Organizational Leadership
6	Cardinal Stritch University	Ph.D. In Leadership for the Advancement of Learning and Services
7	Northcentral University	Ph.D in Organizational Leadership
8	University of San Diego	Ph.D. in Leadership Studies
9	The Chicago School of Professional Psychology	The Chicago School of Professional Psychology
10	Capella University	PhD In Leadership

Open Enrollment - Continuing Education Program with Emphasis on HR - Top 10

1	Tarrant County College	SHRM-CP/SHRM-SCP Certification Prep.
2	Baldrige Performance Excellence Program	Baldrige Examiner Training
3	Baldrige Performance Excellence Program	Baldrige Performance Excellence Program
4	University of British Columbia	Managing@UBC
5	Kaplan University	HRCI (SPHR, PHR) and SHRM-CP & SHRM-SCP
6	University of Michigan	Advanced Human Resource Executive Program
7	Old Dominion University	College of Continuing Education & Professional Development Society for Human Resource Management's Learning System
8	University of South Florida	Human Resource Management Certificate
9	University of Utah	Human Resources Management Certificate
10	University of Texas Rio Grande Valley	Certificate in Human Resources Management

Open Enrollment - Continuing Education Program with Emphasis on Leadership and Organizational Development - Top 10

1	Carnegie Mellon University	Leadership and Negotiation Academy for Women
2	Florida International University Center for Leadership	Executive Leadership Development Program
3	Tarrant County College	Tarrant County College Management & Leadership Series
4	Cornell University	Harold D Craft Leadership Program
5	University of North Georgia Professional and Continuing Education	Leadership & Supervision Master Certificate
6	The University of Chicago Booth	Leading Organizational Change
7	The Wharton School of the University of Pennsylvania	Global Strategic Leadership
8	Vanderbilt University	Executive Leadership
9	Stanford Continuing Studies	Leadership by Design: Using Design Thinking to Transform Companies and Careers
10	Harvard University	Influence and Persuasion in Leadership

Diploma Program with Emphasis on HR - Top 10

1	Eastern Michigan University	BBA-HR Eastern Michigan University
2	University Of Winnipeg	Human Resource Management Diploma
3	British Columbia Institute of Technology	Human Resource Management
4	McMaster University	Human Resources Management
5	Thompson Rivers University	Human Resource Management Post-Baccalaureate Diploma
6	Kwantlen Polytechnic University	Human Resources Management: Post Baccalaureate Diploma
7	Western Iowa Tech Community College	Human Resources Diploma
8	Ashton College	Diploma in Human Resources Management
9	Concordia University	Diploma in Human Resources Management
10	Capilano University	Business Administration - Strategic Human Resources Management Advanced Diploma Program Requirements

Diploma Program with Emphasis on Leadership and Organizational Development - Top 10

This category recognizes educational institutions who are committed to developing leaders across the HR and Leadership / Organizational Development disciplines.

1	UCLA Anderson School of Management	PGPX
2	St. Francis Xavier University	Diploma in Development Leadership
3	Brighton School of Business and Management	Diploma in Strategic Management and Leadership
4	Ambrose University	Leadership and Ministry - Diploma/Certificate
5	Athabasca University	Online Post Baccalaureate Diploma in Leadership and Management
6	Oxford University	Oxford Diploma in Organisational Leadership
7	IATA	Leadership & Management Diploma Program
8	UCD Michael Smurfit Graduate Business School	Diploma in Leadership Development
9	York University	Graduate Diploma in Nonprofit Management & Leadership
10	Ottawa University	Graduate Diploma Leadership and Management

Best Customer Service Leadership Training Program - Top 10

This award recognizes organizations that have built effective leadership training for leaders in customer service, call center, and client-facing roles.

1	National Drug Screening, Inc.	NDS Training
2	Synchrony Financial	Business Leadership Program
3	Financial Finesse	Building a Team of Olympic Superheroes
4	Emirates NBD	Certified Manager Program
5	Regional Steel Products, Inc.	Quality Control Program
6	CIGNA Corporation	One Guide On-Boarding Program
7	Southwest Airlines	Most Compliant Leader-Recurrent Training
8	NatureSweet Ltd.	Unleashing the Power of People (U PoP) Program
9	Broward County Aviation Department	FLL Cares
10	County Of Riverside	COR Learning Center

Best Use of a Learning Management System - Top 10

1	Godiva Chocolatier, Inc. in Collaboration with eLearning Mind	2016 Godiva Essentials Program: Chocolatier Learning Path & Coaching Program for Boutique Managers
2	Saudi Aramco / Yanbu NGL Fractionation Department	Learning Organization Process
3	Relief International	RI Academy
4	Direct Energy's Success Academy	Principles of Management
5	NatureSweet Ltd.	Powerful Brand Immersion
6	Arrowhead Regional Medical Center	ARMC Leadership Development Program
7	Conductix-Wampfler	Conductix-Wampfler Online Learning Center
8	Dimension Data	Dimension Data Mentoring Program for the Americas
9	Cisco Systems, Inc.	my Development Space
10	Adobe	Adobe Learning Summit

Best Experienced/Senior Leaders Program - Top 16

This award recognizes organizations that build leadership strength at the top of the organization through the continued development of its existing senior leaders.

1	United Way Worldwide in Collaboration with Leadership Strategies	United Way Worldwide Advance Leadership Program
2	Tenet Healthcare Inc.	Tenet Leadership Academy
3	Ceridian HCM Inc.	Sales Master Classes for Sales Leaders
4	PricewaterhouseCoopers LLP	My Way
5	CSAA Insurance Group, a AAA Insurer	Leadership Institute - Leaders Development Program
6	Saint Leo University	Leadership Saint Leo
7	St. Lucie County Board of County Commissioners	IGNITE Leadership Program
8	Gordon Food Service	Briefcase Series (HIPO Development Program)
9	PVH Corporation	PVH Global Leadership Program
10	Nationwide Mutual Insurance Company	INSIGHT, Accelerating the Leader in YOU!
11	Intel Corporation	LEAD: Leadership Expectations and Disciplines
12	University of Maryland Faculty Physicians, Inc.	Leadership Foundations
13	New York Life Insurance Company	Foundations of Executive Leadership
14	3M	Leadership Way
15	Texas Comptroller	Management Development Program
16	Morganite Crucibles India Ltd.	Transformational Leadership Program

Best First Time Manager Program - Top 20

This award recognizes organizations that do an outstanding job developing successful first time managers.

1	Cisco Systems, Inc.	Cisco HR Leadership Program
2	Godiva Chocolatier, Inc.	2016 Godiva Essentials Program: Chocolatier Learning Path & Coaching Program for Boutique Managers
3	MD Financial Management Gestion financiere MD	New to Management
4	Intel Corporation	LEAD: Leadership Expectations and Disciplines
5	Groupon	Fast Start 90
6	Erie Insurance Group	Foundations of Leadership
7	Southwest Airlines	Emerging Leadership Development Program
8	MAXIMUS Inc.	Rising Stars
9	Texas Comptroller	Team Lead Development Program
10	iQor	The sQholar Program
11	Saudi Aramco / Yanbu NGL Fractionation Department	YNGLFD Operator Development Program
12	Sunoco Logistics	Stepping Up
13	TSYS	Global Technology Services L.E.A.D.
14	Genesis HealthCare, Inc.	Genesis Leadership Essentials
15	Janus Capital Group Inc.	Gear Up To Guide Program & Team Sessions
16	Colorado Springs Utilities	Leader Connections
17	Pelmorex Media Inc. in Collaboration with Pam Ross Consulting	Capital L Leadership
18	Life's WORC	Life's WORC Professional Development
19	Hanapin Marketing	Management Training Program
20	NBC Universal	Universal Pictures Leadership Program

Best Global / International Leadership Program - Top 20

This award recognizes leadership programs that have been deployed globally (defined as three or more countries) that have consistently impacted leadership skill on a global scale within a given year.

1	Dell Inc.	Marketing Rotation Program (MRP)
2	IBM Corporation	Manager Champion Group
3	BOSTON SCIENTIFIC CORP	Accelerated Leadership Development Program
4	PricewaterhouseCoopers LLP	My Way
5	Intel Corporation	LEAD: Leadership Expectations and Disciplines
6	CA Technologies	The CA Leadership Development Program
7	AbbVie	Emerging Leader Program (ELP)
8	iQor	iQorian Values
9	3M	Leadership Way
10	Emirates NBD	Certified Manager Program
11	PVH Corporation	PVH Global Leadership Program
12	Microsoft in Collaboration with Sage Ways Consulting	LeaderPaD
13	Micron Technology Inc.	Micron Leadership in Action
14	Bnp Paribas in Collaboration with Effective Global Leadership	Global Mindset Path
15	Sabre in Collaboration with FranklinCovey	Leadership Evolution
16	NatureSweet Ltd.	Unleashing the Power of People (U PoP) Program
17	PLEXUS CORP	Leadership Academy
18	Cisco Systems, Inc.	HR Leadership Cohorts
19	Global Mobility Solutions Inc.	Consultative Selling and Mobility Management
20	Schneider Electric	Acorn Emerging Leaders Programme

Best Mentoring Program - Top 15

1	Tenet Healthcare Inc.	Tenet Leadership Academy
2	FedEx Services	Leader to Management (L2M)
3	PricewaterhouseCoopers LLP	My Way
4	Texas Health and Human Services Commission	Executive Leadership Academy
5	Saint Leo University	Leadership Saint Leo
6	BAYADA Home Health Care	Mentoring and Partnership Program (MaPP)
7	Arthur J. Gallagher & Co Gallagher Benefit Services, Inc.	Growing Gallagher Greats - G3
8	Intrado Inc.	Mentor Training
9	Eaton	Eaton Mentoring
10	Conductix-Wampfler	Mentoring Matters
11	Halogen Software	Halogen Software Leadership Development Program
12	TPG Architecture	PDMP (Professional development and Mentor Program)
13	English Dermatology Centers	Team English
14	Emerald AR Systems	IT Internship
15	Omni Hotels & Resorts	Leader in Development

Best Sales Leadership Program (non-store/restaurant) - Top 10

This award recognizes organizations that have developed effective leadership training for sales leaders who do not work in a retail, restaurant or casual dining industry.

1	BOSTON SCIENTIFIC CORP	Accelerated Leadership Development Program
2	Ceridian HCM Inc.	Sales Master Classes for Sales Leaders
3	National Drug Screening, Inc.	NDS Training
4	Pricewaterhouse Coopers AG	The Enhanced Pursuit Program - Creating Future Growth Leaders
5	The E. W. Scripps Company	The Year of the DSM
6	Moen Incorporated	Building Essential Skills for Tomorrow (BEST)
7	Microsoft in Collaboration with Sage Ways Consulting	LeaderPaD
8	Global Mobility Solutions Inc.	Consultative Selling and Mobility Management
9	Sikich LLP	Sikich University: Sales Leadership Academy
10	Managed Career Solutions Inc.	Open Tech initiative

Best Store / Restaurant Management Program - Top 10

This award recognizes organizations that have built effective leadership training for sales leaders who work in a retail, restaurant or casual dining industry.

1	Godiva Chocolatier, Inc. in Collaboration with eLearning Mind	2016 Godiva Essentials Program: Chocolatier Learning Path & Coaching Program for Boutique Managers
2	Overwaitea Food Group	Retail Leadership Excellence
3	Office Depot	Building Managerial Excellence
4	Goodwill Industries Big Bend, Inc.	Management Training Program
5	Staples	Staples Learning and Development Program
6	Ross Stores, Inc.	Ross Stores' Leadership Program
7	Isle of Capri Casino & Hotel	Supervisory Toolkit Training
8	Canadian Tire Corporation Ltd.	Canadian Tire Fusion Learning
9	The Home Depot	The Home Depot's My Orange Ladder
10	Iron Hill Brewery & Restaurant	Reflections

Best Train the Trainer Program - Top 10

This award recognizes organizations that have utilized the train the trainer model to scale leadership development programs across their organization.

1	PricewaterhouseCoopers LLP	My Way
2	State of Maine Office of Information Technology	Intern and Mentorship Program
3	iQor	Introduction To Technology (ITT)
4	CIGNA Corporation in Collaboration with TeleTech Consulting Inc.	One Guide On-Boarding Program
5	NatureSweet Ltd.	Unleashing the Power of People (U PoP) Program
6	Ceridian in Collaboration with Corporate Visions	Situational Sales Negotiation
7	Kotak Mahindra Old Mutual Life Insurance Ltd.	L&D Transformation
8	Wellcare in Collaboration with CD2 Learning	Make WellCare Stronger One Leader at a Time
9	Telus	Training and Development
10	Toyota	The Toyota Way

Best Use of Classroom/Traditional Training - Top 15

This award recognizes organizations that have used traditional classroom training to build leadership capabilities and drive business results.

1	Dimension Data	Leadership Development Program [LDP]
2	Direct Energy's Success Academy	Leadership Behaviors
3	CSAA Insurance Group, a AAA Insurer	Leadership Institute - Leaders Development Program
4	Efes Kazakhstan JSC FE	EFES L.E.A.D.S (Leadership Exploration and Developing Self)
5	Overwaitea Food Group	Retail Leadership Excellence
6	Intel Corporation	LEAD: Leadership Expectations and Disciplines
7	Borton-Lawson	Leadership Development Institute
8	PSEG	The Leadership Academy
9	TSYS	Global Technology Services L.E.A.D.
10	Vera Bradley in Collaboration with FlashPoint Leadership	Leaders by Design
11	Barstow Community Hospital	Barstow Community Hospital Leadership Council
12	PVH Corporation	Confronting Unconscious Bias
13	Office Depot	Building Managerial Excellence
14	Excella Consulting in Collaboration with FMP Consulting	Excella Leadership Development Program (ELDP)
15	Adobe	Adobe Learning Summit

Best Use of Mobile Technology - Top 10

This award recognizes leadership programs that have embedded, layered, or used mobile technology to reinforce leadership across an organization.

1	Godiva Chocolatier, Inc. in Collaboration with eLearning Mind	2016 Godiva Essentials Program: Chocolatier Learning Path & Coaching Program for Boutique Managers
2	CA Technologies	The CA Leadership Development Program
3	Dimension Data	Dimension Data University
4	New York Life Insurance Company	Management Development Initiative
5	Lawrence Livermore National Laboratory	LLNL's learning program
6	NatureSweet Ltd.	Powerful Brand Immersion
7	Ross Stores, Inc.	Ross Stores' Leadership Program
8	Cisco Systems, Inc.	Team Space
9	Anglogold Ashanti Limited in Collaboration with HRMC Talent	Piilo Leadership Succession Program
10	Praxair, Inc.	(MAP) Managers Accelerating Performance

Best Use of Simulations - Top 10

This award recognizes leadership programs that have used simulations to reinforce leadership development across an organization.

1	FedEx Services	Leader to Management (L2M)
2	CSAA Insurance Group, a AAA Insurer	Leadership Institute - Leaders Development Program
3	CA Technologies	The CA Leadership Development Program
4	AbbVie in Collaboration with Korn Ferry Hay Group	Emerging Leader Program (ELP)
5	Kaiser Permanente	Strategic Leadership Program
6	Saudi Aramco / Yanbu NGL Fractionation Department	YNGLFD Operator Development Program
7	BT	BT Transformation Learning & Development Portfolio
8	Quattro Global Services Pvt Ltd.	Learning to Lead
9	Aerotek in Collaboration with Insight Experience	Advanced Leadership Skills Program (ALEADS)
10	Prudential Financial, Inc.	Leading the Global Enterprise and Shareholder Value

Best Use of Social Collaboration and Knowledge Sharing - Top 15

This award recognizes organizations that have used social collaboration and programs designed to share knowledge across the organization to build and sustain the leadership pipeline.

1	Cisco Systems, Inc.	Cisco HR Leadership Program
2	PricewaterhouseCoopers LLP	My Way
3	Southwest Airlines	Most Compliant Leader-Recurrent Training
4	CA Technologies	The CA Leadership Development Program
5	Dimension Data	Dimension Data University
6	Moen Incorporated	Building Essential Skills for Tomorrow (BEST)
7	G4S North America	Promote Me!
8	BT	BT Transformation Learning & Development Portfolio
9	T-Mobile USA, Inc.	Magenta9
10	Pricewaterhouse Coopers AG	Women in Leadership Program
11	Opportunity Partners	Leadership Development Day
12	NB Power	Change Leadership Program
13	iQor	iQor's Lean Portal
14	City of Cleveland Department of Public Utilities Human Resources Section	Human Resources Section Training Unit
15	Shaw	The Pipe

Best Third-Party Channel Partner / Customer Training Program - Top 5

This award recognizes organizations that have built effective leadership training for third party organizations such as Channel Partners / Value Added Resellers or Clients

1	Saint Leo University	Leadership Saint Leo
2	Staff.com	Leadership Training
3	Targeted Pet Treats	Targeted Pet Treats Training Program
4	Verizon Services Corporation	Customer Contact Solutions
5	Check Point	Stars Program

Innovation in Deployment of Leadership Programs - Top 35

This award recognizes innovation and creativity within an organization in the design and execution of a leadership program in the last 18 months.

1	US Xpress Enterprises Inc.	Xpress Elite
2	BetterWorks	Leadership Development
3	United Way Worldwide	United Way Worldwide Advance Leadership Program
4	Gables Residential	Gables Leadership Institute
5	Tenet Healthcare Inc.	Tenet Leadership Academy
6	FedEx Services	Leader to Management (L2M)
7	BOSTON SCIENTIFIC CORP	Accelerated Leadership Development Program
8	Synchrony Financial	Business Leadership Program
9	Emory University	Emerging Leaders at Emory
10	PricewaterhouseCoopers LLP	My Way
11	Texas Health and Human Services Commission	Executive Leadership Academy
12	St. Lucie County Board of County Commissioners	IGNITE Leadership Program
13	Gordon Food Service	Briefcase Series (HIPO Development Program)

Continued on the next page...

Innovation in Deployment of Leadership Programs - Top 35 - Continued

14	Amy's Kitchen, Inc.	Amy's Leadership Academy
15	Financial Finesse	Building a Team of Olympic Superheroes
16	Arthur J. Gallagher & Co Gallagher Benefit Services, Inc.	Growing Gallagher Greats - G3
17	NASA Academy of Program/Project Engineering Leadership	NASA Systems Engineering Leadership Development Program (SELDP)
18	Groupon	Fast Start 90
19	Personnel Board Of Jefferson County	The 360 Degree Leader
20	Southwest Airlines	Emerging Leadership Development Program
21	The University of Vermont Medical Center	Compass: Pathways to Leadership
22	US Xpress Enterprises Inc.	Leadership Xcellence
23	Saudi Aramco / Yanbu NGL Fractionation Department	YNGLFD Operator Development Program
24	State of Tennessee Department of Human Resources	LEAD Tennessee
25	Dalmia Bharat Group in Collaboration with Korn Ferry Hay Group	STAR Program / LAKSHYA
26	Sunoco Logistics	Stepping Up
27	UNC Physicians Network	Developing Physicians Leaders
28	Dimension Data	Dimension Data University
29	Emirates NBD	Certified Manager Program
30	Greater Dayton Regional Transit Authority	Leadership Succession Planning Program
31	Colorado Springs Utilities	Leader Connections
32	Kansas Action Coalition (KSAC)	Kansas Nurse Leadership Residency Program
33	Conductix-Wampfler	Conductix Academy
34	Johnson & Johnson	Creative Engagement
35	Amazon	Leadership Development & Training

Top Leadership Partner - Top 20

This award recognizes the great work of a leadership solution partner or provider.

1	Texas Comptroller	Leadership Academy
2	Crestcom International	Bullet Proof Manager
3	State of Tennessee Department of Human Resources	LEAD Tennessee
4	Verus Global	Pathways to Leadership®
5	Ansrsource	Applied Critical Thinking Institute
6	Partners for Possibility (offered by Symphonia for South Africa)	Partners for Possibility
7	Cream of The Crop Leaders	The Executive Presence Training
8	Creative Energy Options, Inc.	Total Leadership Connections
9	Student Shelter In Computers	Student Shelter In Computers
10	Performance Dimensions Group	LEAP-Leadership Acceleration Program
11	Powers Resource Center	Engage Leadership Development Program
12	Applied Leadership Seminars	Applied Leadership Development
13	Axl Learn	Using PROPERA to measure the coaching effectiveness
14	George Washington's Mount Vernon	The George Washington Leadership Institute
15	Charisma TDC training & development	Middle Management
16	TalentC - People Services Inc.	International Certification for Mentoring
17	AcademyWomen	eMentor Program
18	Ken Blanchard Companies in Collaboration with CD2 Learning	Blanchard Online Learning
19	LIDA360	Power of Your Personal Brand
20	Full Circle Group	Leading for Innovation

Best Use of Team Building - Top 15

This award recognizes organizations that have deployed team building training and exercises to advance the level of cohesive leadership across the organization.

1	Tenet Healthcare Inc.	Tenet Leadership Academy
2	Synchrony Financial	Business Leadership Program
3	PricewaterhouseCoopers LLP	My Way
4	Saint Leo University	Leadership Saint Leo
5	St. Lucie County Board of County Commissioners	IGNITE Leadership Program
6	Financial Finesse	Building a Team of Olympic Superheroes
7	Eczacibasi Ilac Paz.A.S.	Art of Presence
8	State of Maine Office of Information Technology	Intern and Mentorship Program
9	NatureSweet Ltd.	U PoP (Unleashing the Power of People) Sessions
10	Emirates NBD	Certified Manager Program
11	Janus Capital Group Inc.	Gear Up To Guide Program & Team Sessions
12	Sikich LLP	Sikich University: TeamBuilding Module
13	Discover	Discover Team Building
14	Chevron	The Chevron Way
15	Warby Parker	Culture Crush

Best Corporate University - Top 15

This award recognizes organizations for excellence in leadership development through a formal Corporate University program.

1	Amy's Kitchen, Inc.	Amy's Leadership Academy
2	Borton-Lawson	Leadership Development Institute
3	PVH Corporation	PVH University
4	E Ink Corporation	E Ink University
5	Banca Mediolanum	Mediolanum Corporate University
6	BuzzFeed	BuzzFeed University
7	PSEG	PSEG's People Strong Professional & Leadership Development Curriculum
8	Southwest Airlines	Most Compliant Leader-Recurrent Training
9	NatureSweet Ltd.	Unleashing the Power of People (U PoP) Program
10	MasterCard International, Inc. in Collaboration with Degreed	Degreed at Mastercard
11	Sikich LLP	Sikich University
12	Glidewell Laboratories	LEAD Program
13	Goodwill Industries	Executive Development Program
14	McGriff, Seibels & Williams	McGriff University
15	Edwards Lifesciences	Edwards University

Best Use of Executive Coaching Programs - Top 15

1	PricewaterhouseCoopers LLP	My Way
2	Saint Leo University	Leadership Saint Leo
3	Saudi Aramco / Yanbu NGL Fractionation Department	Learning Organization Process
4	MAXIMUS Inc.	Rising Stars
5	Mood Media	Mood Lunchtime Learning: Express MBA Program
6	Nationwide Mutual Insurance Company	Executive Coaching
7	Janus Capital Group Inc.	Gear Up To Guide Program & Team Sessions
8	PVH Corporation	PVH Executive Coaching Program
9	Colorado Springs Utilities	Leader Connections
10	Microsoft in Collaboration with Sage Ways Consulting	LeaderPaD
11	Tenet Healthcare Inc.	Tenet Finance Academy (TFA)
12	NACE International in Collaboration with ISI Human Resources Consulting	Big Five Performance Management
13	Allstate Insurance Company	Action learning
14	Petrofac in Collaboration with Accelerated Learning Technologies	Using PROPERA to measure the coaching effectiveness
15	Rogers Communication	The Manager Program

2017 LEAD AWARD WINNERS

Top Future Leader (35 & Under) - Top 8

1	Ralph Romero	Director, Talent Management	U.S. Xpress, Inc.
2	Chilkuri Ranjita	Head of HR	System Technology Services Pvt Ltd
3	Abbas Shahid Baqir	Managing Director	Student Shelter In Computers
4	Ravd Hindsa	CEO	Atone pvt ltd
5	Abdulah Zagzoog	Sales Manager	servcorp
6	Venkataramana Reddy	HR Manager	The Corinthians Resort & Club
7	Praveen Srinivasan	Head - Human Resources	FDC International FZCO
8	Padmashree Dr. Pritam Singh	Director	MANAV RACHNA INTERNATIONAL UNIVERSITY

Top Corporate Leader Award (Over 35) - Top 35

1	Brigitte McInnis-Day	Executive Vice President, HR	SAP
2	Trish Holliday	Assistant Commissioner	State of Tennessee Department of Human Resources
3	Lisa Sterling	Executive Vice President and Chief People Officer	Ceridian
4	Dave Jacobs	President & COO	OswaldCompanies
5	Bill Donoghue	CEO	Skillsoft
6	Lindsay Stanton	Chief Client Officer	Digi-Me
7	Liz Davidson	CEO	Financial Finesse Inc.
8	Vivian Maza	Chief People Officer	Ultimate Software
9	Amulya Bhushan	Vice President	Quattro Business Support Solution
10	Shawna Erdmann	Director of Global Leadership and Learning	Intel Corporation Global Leadership and Learning
11	Carmen Murrell Randall	Director, G4S North America Training Institute	G4S North America

Continued on the next page...

Top Corporate Leader Award (Over 35) - Top 35 - Continued

12	Chad Hall	General Manager	Regional Steel Products Inc.
13	Cheryl Black	Sr. Vice President of HR	Sunbelt Rentals, Inc.
14	Christi Bergeron	Manager	Ochsner Health System
15	CJ Rodriguez	President & CEO	evolve™ HealthCare Solutions, Inc.
16	Clare Hart	Chief Executive Officer	Sterling Talent Solutions
17	David Greene	CEO	Urbanomics Consulting Group
18	Dr Tonia Lediju	Director of City Audits	City Services Auditor Division
19	Jennifer Garrard	Senior Director, HR Business Partner and Employee Engagement	Brother International Corporation
20	Kevin Saunders	Senior Human Resources Officer	Arrowhead Regional Medical Center
21	Kris Duggan	Co-founder and CEO	BetterWorks
22	Lance Secretan	President and Founder	The Secretan Center Inc.
23	Lida Citroen	Owner and Principal	LIDA360
24	Tim McEnery	Founder & Chief Executive Officer	Cooper's Hawk Winery & Restaurants
25	Tim Richardson	Professor at Seneca College	Seneca College
26	David Charles McGregor	Senior Trainer	CHARISMA
27	Debbie Singh	Vice President, Organizational Effectiveness	Plan International Canada
28	Susan Johnson	Organizational Development Manager	Comptroller of Public Accounts
29	Girish Gnash	VP, Enterprise Human Resources	TD Bank
30	Jessica Jones	Director of Employee Relations	Jacksonville Jaguars
31	Lisa Williams	SR VP of Operations and HR	PBD Worldwide
32	Parimal Rathod	Senior Vice President	Kotak Mahindra Old Mutual Life Insurance Limited
33	Brandon Davis	Vice President of Operations	The Austin Company
34	Cindy Drexel	VP of Human Resources	AQR Capital Management
35	Clint Connelly	Plant Manager	Chassix



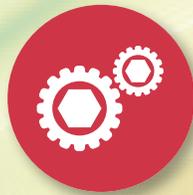
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There have been great discussions some of which I helped to lead, some of which I participated in.

Ted Hoff, VP at IBM

Not only did I feel inspired as a person and as a leader, but I also took some great takeaways.

Sue Collard, Career Development Director at Dell Inc.

