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Leadership Excellence

ESSENTIALS

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Essentials of leadership development, managerial effectiveness, and organizational productivity

Presented By

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The Standard of Global Leadership Development

WANT TO GROW? MAKE YOURSELF UNCOMFORTABLE

Debunking myths about leadership and life

Jack Zenger - LEAD 2016 Speaker

**Leadership
Excellence Awards'16:
Exclusive
Interviews Inside**



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Warrn Bennett's Leadership Excellence

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Have you ever stepped out of your comfort zone? When you do that, magic happens, says Jack Zenger, co-founder and chief executive officer of Zenger Folkman. **PG 05**

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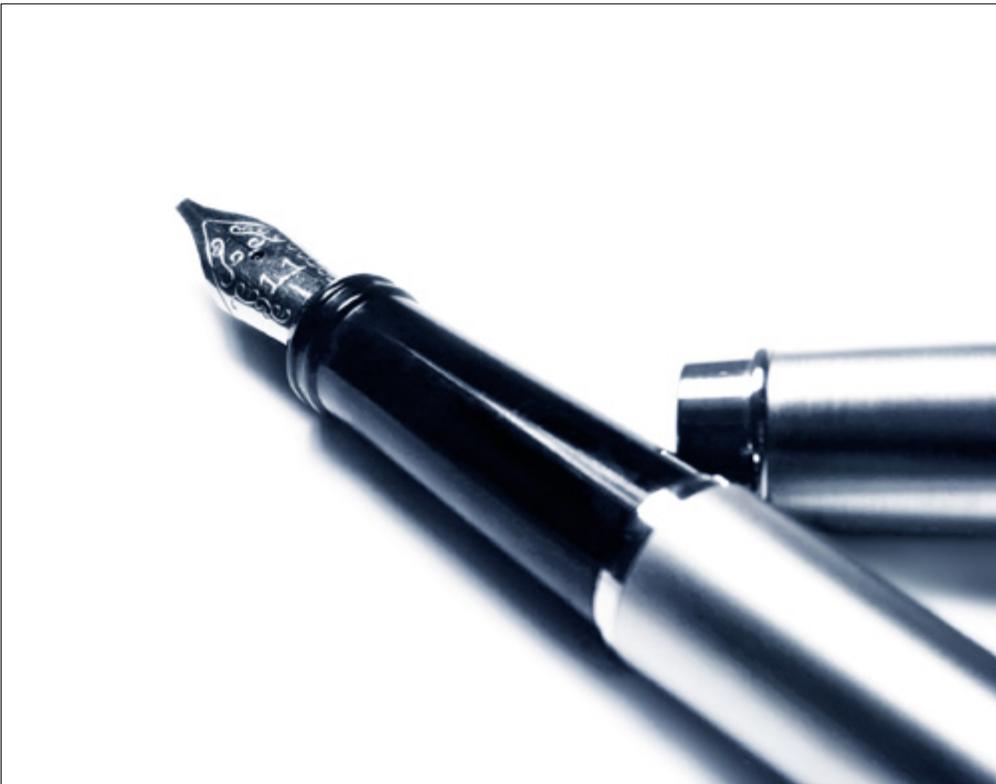
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Do you know what it means to step out of your comfort zone? People generally love to be in their comfort zone as they do not appreciate uncomfortable levels of uncertainty. But **Jack Zenger**, co-founder and chief executive officer of Zenger Folkman says if you want to grow, you need to make yourself uncomfortable.

We had the honor of having Jack Zenger as a keynote speaker at our Leadership event, **LEAD 2016**, recently. He talked about debunking some myths that exist about leadership and life. To know more about the myths and truths, check our cover article.

Collaboration has become an essential ingredient for organizational success. As organizations move toward more collaborative cultures, a new leadership model is emerging – one that replaces command and control with trust and inclusion. Carol Kinsey Goman in her article **Collaborative Leadership From A To Z** offers leadership tips for creating an environment in which people *choose* to participate and contribute.

If companies can hire a stellar employee who will make a significant difference to the bottom line, yet isn't willing or able to relocate, chances are in this day and age that they are going to let the employee work remotely. Read Dr. Lisa M. Aldisert's article **Attention Virtual Leaders!** to learn about some important management tips that can help you excel at managing remotely.

Dana W. White's article **How To Truly Lead** talks about a few telltale signs of a bad leader. She puts forth the example of George Washington.

He stepped aside in favor of a new generation of leaders to enjoy America's victory over tyranny and continue its pursuit of liberty. According to her, that's what great leaders do. Read Dana's interesting article to know more about what a bad leader can teach you.

Shane Cragun's article **The Six Deadly Blindfolds** talks about why it is important for HR leaders to remove the blindfolds to stay ahead of change.

This is just a sneak peek into this edition of the magazine. We also have a handful of other articles that talk about different facets of leadership.

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

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



Regards,
Debbie McGrath
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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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Want to Grow? Make Yourself Uncomfortable

Debunking myths about leadership and life

 By Jack Zenger - LEAD 2016 Speaker



Have you ever stepped out of your comfort zone? When you do that, magic happens, says **Jack Zenger**, co-founder and chief executive officer of Zenger Folkman. We had the honor of having him as a keynote speaker at our Leadership event, **LEAD 2016**, recently. He talked about debunking some myths that exist about leadership and life. He elaborated on each point by taking out examples from his life. Why is it important to focus on our strengths? Why one should avoid playing the “victim”? How change is possible for everyone? Why should you make yourself uncomfortable? To know the answers, listen to his inspiring speech below.

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

About Jack Zenger



John H. “Jack” Zenger is the co-founder and chief executive officer of Zenger Folkman, a professional services firm providing consulting, leadership development programs and implementation software for organizational effectiveness initiatives. Jack is considered a world expert in the field of leadership development, and is a highly respected and sought after speaker, consultant and executive coach. He is the co-author of five books on leadership, Results-Based Leadership, (Harvard Business School Press, 1999) voted by the Society for Human Resource Management (SHRM) as the Best Business Book in the year 2000, the best-selling *The Extraordinary Leader: Turning Good Managers into Great Leaders* (McGraw-Hill, 2002), *Handbook for Leaders* (McGraw-Hill 2004), *The Inspiring Leader: Unlocking the Secrets of How Extraordinary Leaders Motivate* (McGraw-Hill 2009) and *The Extraordinary Coach: How the Best Leaders Help Others Grow* (McGraw-Hill 2010).

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Collaborative Leadership From A To Z

None of us are smarter than all of us

 By Carol Kinsey Goman

Collaboration has become an essential ingredient for organizational success (perhaps even survival). As organizations move toward more collaborative cultures, a new leadership model is emerging – one that replaces command and control with trust and inclusion. The leader’s role is to encourage team members to see themselves as valued contributors, to help them build their knowledge base, expand their personal networks, and to motivate them to offer their ideas and perspectives in service of a common goal.

Here are my leadership tips, from A to Z, for creating an environment in which people *choose* to participate and contribute:

Show **appreciation**. Collaboration is a discretionary effort. You can’t order people to contribute and care. But when they do, you can thank them for their time, their attention, their ideas, their creativity, and their willingness to compromise in order to reach a collective goal.

Watch your **body language**. All leaders express enthusiasm, warmth, and confidence -- as well as arrogance, indifference, and displeasure through their expressions, gestures, touch, and use of space. If leaders want to be perceived as credible and collaborative, they need to make sure that their verbal messages are supported (not sabotaged) by their nonverbal signals.

Involve your **customer**. For both for-profit corporations and nonprofit agencies, few things are more important to an organization than staying close to the end user of the service or product it offers, and customers are often brought into the collaborative process through focus groups, feedback channels, and dialogue. The same is true for internal customers. When you involve them in your collaborative process, they have an even bigger investment in your team’s success.

Value **diversity**. Diversity is crucial to harnessing the full power of collaboration. Experiments at the University of Michigan found that, when challenged with a difficult problem, groups composed of highly adept members performed *worse* than groups whose members had varying levels of skill and knowledge. The reason for this seemingly odd outcome has to do with the power of diverse thinking. Group members who think alike or are trained in similar disciplines with similar knowledge bases run the risk of becoming insular in their ideas. Instead of exploring alternatives, a confirmation bias takes over and members tend to reinforce one predisposition. Diversity causes people to consider perspectives and possibilities that would otherwise be ignored.

Eliminate the barriers to a free flow of ideas. Everyone has knowledge that is important to someone else, and you never know whose input is going to become an essential part of the solution. When insights and opinions are ridiculed, criticized or ignored, people feel threatened and “punished” for contributing. They typically react by withdrawing from the conversation. Conversely, when people are free to ask “dumb” questions, challenge the status quo, and offer novel--even bizarre--suggestions, then collaboration becomes a creative process of blending diverse opinion, expertise and perspectives.

Learn from **failure**. Leading innovators like Apple see their failures as being as insightful as their successes. The goal is not to eliminate

all errors, but to quickly detect, analyze, and correct mistakes before they become fatal.

Think **globally**. Collaboration increasingly involves teams that are both virtual and international. Participants are scattered across countries, time zones, and cultures. Leading a global team requires increased sensitivity to and understanding of your own cultural biases and preferences as well as those of your dispersed team members.

Eliminate **hoarding** by challenging the “knowledge is power” attitude. Knowledge is no longer a commodity like gold, which holds (or increases) its worth over time. It’s more like milk – fluid, evolving, and stamped with an expiration date. And, by the way, there is nothing *less* powerful than hanging on to knowledge whose time has expired.

Utilize the appropriate **information** channels for different messages. Face-to-face is the richest communication channel because voice, body language, proximity, eye contact, and touch are all present to give deeper meaning to our messages, and to allow us to gauge the instantaneous responses of others. (In face-to-face meetings, our brains process the continual cascade of nonverbal cues that we use as the basis for trust and professional intimacy.) Many information tools including text, instant messenger, and email are “lean,” meaning they lack the inter-personal cues that humans have been using for thousands of years to understand one another. Information channels become richer as you add human elements. Telephone calls and teleconferences give listeners access to vocal prosody. Videoconferencing adds a visual element that allows participants to interpret facial expressions and hand gestures. The more complicated, emotional, or nuanced your message is, the richer your channel should be.

Join the team. The most collaborative and inspirational leaders I’ve seen are “in the boat” with those they lead. They don’t stay above the job or the project or the exercise or the problem. Instead, they became part of a focused group of professionals who work together to find innovative solutions to shared challenges. As one leader put it, “It’s pretty simple, really. Treat all employees as if they were your partners. Because that’s what they all are.”

Capture **knowledge**. There are two kinds of knowledge that are key to the collaborative process. Explicit knowledge can be transferred in a document or presentation. Tacit knowledge (our instincts, hunches, experiences) is brought out in a conversation, a story, or a relationship. Make sure you are developing strategies to capture both.

Capitalize on the power of mini-culture **leadership**. Regardless of an overall organizational culture, individual managers, supervisors, and team leaders can nurture high levels of collaboration within their own work group or staff.

Mix it up by rotating personnel in various jobs and departments around the organization, by creating cross-functional teams, and by inviting managers from other areas of the organization to attend (or lead) your team meetings. The simple act of bringing together people from different departments, is the first step in breaking down barriers between internal silos.



Build and nurture **networks** – your own and your team’s. In research studies as diverse as the Norwegian School of Economics and MIT, the same conclusion was reached: High performers (and high performing teams) build, maintain, and leverage diverse networks that span organizational boundaries and extend beyond the organization.

Model **open** communication. The way information is handled determines whether it becomes an obstacle to or an enabler of collaboration: Leaders who withhold or omit pertinent information lower team morale. Leaders who are candid and transparent earn the trust of their team members.

Encourage **participation**. Make people feel safe and valued, emphasize their strengths while

encouraging the sharing of mistakes and lessons learned, set clear expectations for outcomes and clarify individual roles, encourage and respect everyone’s contribution. Most of all, realize that you are more successful at harnessing the energies and talents of others when you lead through influence and inclusion rather than by position and power.

Ask the right **questions**. At the beginning of a project, ask: What information do we need? Whose expertise can we tap? How do we plan to share what we learn? At the end of a project, ask: Where did we hit (or miss) our goals? How much of our success was due to strategy and how much to luck or circumstance? What do we need to start, stop, or continue doing to capitalize on what we’ve learned?

Support **relationships**. The success of any team – as measured by its creativity, productivity, and effectiveness – hinges on the strength of the ties between its members. Collaboration is enhanced when people get to know one another as individuals. So when designing offsite retreats or other team events, be sure to build in opportunities for socializing in order to give people the opportunity to get to know one another. Taking time to build personal relationships between team members at the beginning of a project will dramatically increase the effectiveness of that team later on.



Tell **stories**. Collaboration is communicated best through stories – of successes, failures, opportunities, values, and experiences. Upbeat or humorous stories set the stage for collaborative interaction, personal stories bond team members and build “social capital,” stories of failure teach valuable lessons, and stories of “small wins” encourage progress.

Build **trust**. Trust is the foundation for collaboration. Without trust, a team loses its emotional “glue.” In a culture of suspicion people withhold information, hide behind psychological walls, and withdraw from participation. If you want to create a networked, collaborative group of individuals, the first and most crucial step is to establish an atmosphere of trust.

Focus on **unifying** goals. Business unit leaders must understand the overarching goals of the total organization and the importance of working in concert with other areas to achieve those crucial strategic objectives. Leaders help their teams understand the importance of the work they are doing by explaining how it supports those organizational goals.

Share your **values**. One executive talked about his first job, working in a London bank, where he was treated as an inferior because he had a different accent and came from a lower social class than his co-workers. The executive went on to say that he never wanted anyone who worked for him to feel like that.

Make the **workplace** a collaborative asset. To facilitate collaboration, create environments that stimulate informal conversations from chance encounters. Attractive break-out areas, communal coffee bars, comfortable cafeteria chairs, even wide landings on staircases – all of these increase the likelihood that employees will “bump into one another” and linger to talk.

Take a tip from **Xerox** and encourage “water cooler” conversations. Xerox discovered that real learning doesn’t take place in the classroom - or in any formal setting. In fact, people were found to learn more from comparing experiences in the hallways than from reading the company’s official manuals, going online to a data base, or attending training sessions. As one wise CEO told me at a business conference, “All of the important conversations are taking place around the wine and cheese bar.”

Realize that collaboration is crucial for **your** leadership success. We’re witnessing the death of “Superman” or “Wonder Woman” leadership model, where one person comes in with all the answers to save the day. We now know that no leader, regardless of how brilliant and talented, is smarter than the collective genius of the workforce.

Forget about reaching the **zenith**. Collaborative cultures are learning cultures – and collaborative leadership will always be a work in progress. **LE**



Carol Kinsey Goman, Ph.D. presents Master Classes on “Collaborative Leadership” in the U.S. and Europe. She’s a keynote speaker, leadership presence coach, media expert on the impact of body language on leadership effectiveness, a leadership contributor for Forbes, and author of “The Silent Language of Leaders: How Body Language Can Help - or Hurt - How You Lead.”

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Our editorial team interviewed **Kelton Guy, HR VP from BHP Billiton** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The objectives of this program were to:

- Develop strategic capability of our HR Business Partners (HRBP)
 - Define Strategic HR for BHP Billiton., e.g. “What good looks like?”; understand how Strategic HR is integral to “extracting value from the operating model”; and align HRBP community and leaders in developing targeted HR roles, competencies and behaviors
 - Assess HRBPs by utilizing RBL’s global competency framework to identify base-line competencies and development needs and map to BHP Billiton Success Profile
- The overall context is framed around “Step Up” to more impactful strategic role:
- Delivering your HR role through a more systemic organization and business perspective
 - Learning new capabilities and tools to add value in different ways through organization diagnosis, consulting and coaching.

The composition of modules includes relevant theory, personal reflection and then on-the-job application within daily routines. Application is provided through mini cases and business problems.

Who do you impact with your program?

Program Participation

We completed two 3-day workshops between March and September 2015 for the entire HRBP population, of which 246 participants also completed 360 feedback surveys. We had a representative mix from across all our business units of Oron Ore, Coal, Copper, Petroleum / Potash and Corporate Functions. All of our geographic locations from the Americas and Australia were represented.

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

The sessions were successfully co-delivered by RBL consultants and BHP Billiton HR leaders. The workshop design focused on application with on-the-job issues and the need for leveraging the concepts through daily routines. These efforts were well received by the participants.

Positives

- There is significant commitment by senior business and HR leadership in sponsoring this program in a difficult business environment.
- There is a good mix of experience and capability among the population. Experienced leaders quickly absorbed the strategic HR concepts. The more junior, independent contributors struggled initially with confidence in exploring business



Name of the program: HRBP Capability Development: Step Up

Company Name: BHP Billiton

Program Director: Kelton, Guy

Call: 713 993 3773

Email: kelton.guy@bhpbilliton.com

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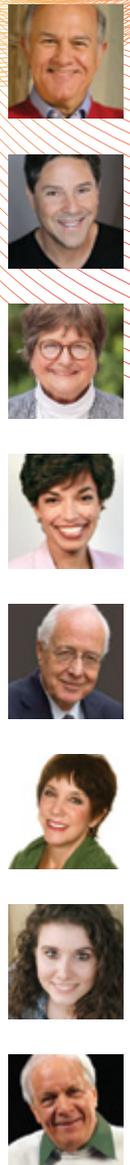
Sponsorship Opportunities



"The overwhelming benefit of LEAD has been being able to interact with other folks in similar roles as myself and compare ideas. The exchange of ideas is just tremendous. You don't have that opportunity to do that on a daily basis."



Ted Higgins
VP of Talent Development at Fidelity Investments



Team Building

Find the *GLUE* that binds your team

 By Joe Curcillo

Danny checks his email and finds a message advising him that he is the new team leader for the Alpha project. The email goes on to say that “during your time at this company, we believe you have shown the skills needed for success as a leader.” He immediately hits panic mode because his dream has come true—but he’s not quite sure he is ready to lead.

He has always been successful in completing the tasks assigned and he knows his business like the back of his hand, but he does not know where to begin as the top dog. The process of leading a team is about communication and organization.

Initially, you must determine the course of action based on all that you know about your industry and the project that has been assigned to you. Then, begin by outlining a plan to complete the task with success. When you have completed your outline for the plan of attack—and you can present it with confidence—you are ready to face the team. It is confidence and preparedness that allows them to buy in to you as the team leader.

Once you have amassed and organized the knowledge you possess in your industry, leadership is about finding the glue that binds your team together.

Let’s look at the **GLUE**.

Gather Team Information

Listen to the Team

Unify the Team

Empower and Execute.

Gather information about the team members and their backgrounds and skill sets. Sometimes that information is available within the organization. Other times you are fortunate enough to know your team members. No matter how you acquire the information, learn what you can about what the players have done on other teams or within the company at large. This background information is essential as a basis upon which you will build the infrastructure of your team. Now keep in mind: People change. Therefore, this collected information will be subject to modification and change as you watch the team come together during the life of the project. The initial information should be reviewed and analyzed as much as you analyze the project itself.

If the information you are gathering is subjective: consider the source. Depending on who provided the information, it may or may not be accurate. Ultimately, it is in the next phase—as you listen to your team members and learn—that you will begin to determine the strengths and weaknesses of your team in reality.

Listen to their concerns and knowledge to determine their ability to understand and comprehend. As you do so, the several types of players will surface. Listen closely to the comments and thoughts of your team. The way they speak and address the situation at hand will give you great insight into the type of team member they will become.

As each team member speaks or reacts to your plan, you must balance their words and actions against the information that you have gathered about their backgrounds and with the plan that you wish to implement. Team members will all individually bring positive skillsets to the table. Pay attention to those who will be constructive team members and aggressive participants as well as those with initiative who will lead their portion of the project with excitement. You may find that one person is an expert in the subject matter at hand while another is an expert in organization.

As you determine the place in your machine for each of the players,

you will want to make sure that you speak to the expertise of the individuals so that they feel that you are speaking directly to them. For instance, when you were speaking of technical elements, you will want to look directly to your technician. On the other hand, while you are mapping out the course of action, you may want to begin with and acknowledge that you recognize a specific individual’s organizational skills, and indicate that you trust them with keeping the task on course. If someone is questioning every action you take, give that person value by letting them know that they are beneficially keeping you on your toes. This will give that person value as your conscience.

Unify them by finding a common thread, or by creating one that they can commit to. Once you have identified the type of team members you are managing, you will want to present the project and the individual tasks in a format that speaks to the specific skillsets of the individual members.

Create unity by making it clear that they are all essential and necessary members of your team. Help them understand that they are working for the common good of the team and the organization, and let them know that their relationship to each other is vital for success. If they can understand how they fit into the big picture—and how the project fits into the big picture of the organization—they will be more likely to feel like a part of the solution.

Empower the team to execute the plan with dedication and passion. Make the path ahead clear. Allow them to understand the stages of development as your project progresses. Give them feedback as you move along the way, and be ready and willing to step in and assist with mediation if conflict or hostility begins. By allowing the team to clearly visualize the direction upon which they are embarking, execution will become more fluid and guaranteed. Always keep an open line of communication with all team members in a transparent and open fashion so that you will minimize the risk of competition for control.

With his plan outlined, and with a firm grasp on who his team members will be, Danny can walk into the conference room with all the information he could gather. He can now pay attention to the team members and listen carefully so that he can unify and empower them. He has the *GLUE* to bind his team. He must now put the plan in motion as he fosters the all for one and one for all mindset. **LE**



Joe Curcillo, The Mindshark, is a speaker, entertainer, lawyer and communications expert. As an Adjunct Professor at Widener University School of Law, Mr. Curcillo developed a hands-on course, based on the use of storytelling as a persuasive weapon. He has been a professional entertainer helping corporations and associations improve their communication techniques since 1979. Visit www.TheMindShark.com Connect [Joe Curcillo](#)

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Building A Culture Of Trust

Key strategies

 By Amy Zimmerman



Building a winning culture involves some pretty obvious things like hiring high caliber talent, producing innovative products, and displaying true grit; but the most critical factor is creating an environment where people feel safe. Physical safety is a no-brainer, but emotional safety is paramount. When we don't feel safe, our primal instincts kick in (think "fight" or "flight"). The limbic system is activated when there is a perceived threat, whether physical, psychological, or emotional. Being chased by a bear will trigger our limbic system to take over; so will a narcissistic manager that leads through intimidation and doesn't take the time to connect with his or her team members.

When a team member is in fight or flight mode, productivity and engagement tank and trust evaporates. Let's face it, without trust your culture (and your company) is doomed. Because of this, I firmly believe that creating an environment where people feel safe is the number one ingredient in building a winning culture. If people feel like they can take risks, and ***gasp*** even fail, we might actually set our teams up to really achieve greatness.

Creating a culture that promotes and supports an emotionally safe environment is easier said than done. Here are a couple of key strategies that can help you get there:



Feedback is your friend, ASK for it, EMBRACE it and most importantly, ACT on it!

Small-group feedback sessions are one of the most powerful forums for not only getting honest feedback, but also for helping to build team connections. In addition, these sessions help to remind us that “we’re all in this together” and share similar thoughts, fears and frustrations.

It’s been my experience that people tend to feel more comfortable sharing the good, the bad and the ugly in small safe groups facilitated by someone they believe to be “neutral” rather than one-on-one.

One of the best small group sessions that I facilitated was fun, open, free of judgment and incredibly productive. The participants seemed to feel safe as evidenced by their willingness to speak up and their uncensored feedback. There were several themes identified that included communication issues, cross-department dysfunction, and confusion about company priorities. In my role as facilitator, I took the confidential feedback to our management team to devise an action plan. Together, we came up with a strategy to address the issues and major themes that were raised during the sessions, along with a tactical plan for addressing them with the entire company at one of our weekly all-company Town Halls.

Done well, these sessions can be game-changers. That said, here are some suggested “ground rules” to fully reap the benefits.

1. Get support from the top, before you even consider taking this on. If you don’t have the support for this exercise from your leadership team, do not waste yours or your team members’ time going through the motions. If your senior leaders would prefer to deny, or worse, defend the aspects of the culture that have become undesirable, then its best not to call more attention to it.

2. Make sure you are prepared to act on the feedback. If you’re not truly interested in addressing the bad and the ugly, don’t ask for the feedback. It would be worse to ask for feedback under the guise of caring only to do nothing with it.

3. Look for themes and focus on the real *problems*. There will inevitably be participants who have something negative to share. After all, you’re *asking* for their feedback on what the biggest opportunities might be for improvement. There will be a lot of one-offs that you can help resolve easily, but don’t allow the noise to distract your team from solving the major problems (the rocks!). Save your resources for the themes that multiple people have identified to maximize the impact.

Testing trust: If you really believe it’s OK to fail, then stand up in front of the room and admit it when you do!

It would be virtually impossible to create a culture that breeds innovation - a critical characteristic for high growth disruptive tech companies - to succeed without trust. Most executives will espouse the virtues of failing hard, failing fast and failing often. Without failure, there can be no breakthroughs. But do your team members believe it? Do they see others get rewarded for failing or do they see their peers, and even their managers, get raked across the coals for a misstep?

There are different degrees of failures, but the point is that talking about the screw-ups is critical. Being transparent, accountable and vocal about things that didn’t work well or quite as you had expected only helps to build credibility, connections and engagement. One of the things we did at Kabbage in this past year was have our Executive Leadership Team each reflect on the top mistakes in their areas and report to the entire company what each areas top three “lessons learned” were for the year.

One of the most valuable lessons reported by one of our leaders was

that regular, direct communication is always important; however, in our environment it is a make-or-break competency, especially around people/organization issues. One of the most valuable lessons that I learned was when I realized that the concept of “annual performance reviews” is an archaic practice that was irrelevant to truly measuring and rewarding performance. The result? We decided to stop doing them just because “everyone else does”.

The results were powerful. Not only did we celebrate our learnings, we demonstrated to the entire company that mistakes are ok and, in fact, are an important part of growing up and becoming the company that we’re all so excited to be part of.

It all comes down to TRUST

As an employer, creating a culture where people feel psychologically safe should be as fundamental as paying their salaries. After all, our salaries support our foundational physiological needs (number one on the pyramid of [Maslow’s Hierarchy of Needs](#)), and feeling safe is the building block for what comes next.

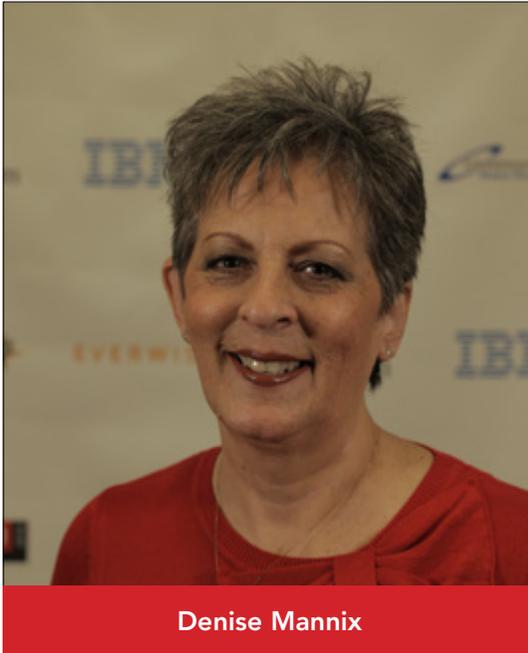
The People Operations team at Google embarked on a two-year study to figure out what five elements make up a successful team in their environment. What they found validated what I’ve believed for as long as I can remember. Psychological safety is the number one characteristic for building a successful team. You can read about the study’s findings [here](#).

There are some simple things that leaders should keep in mind during their daily interactions with team members to better support the type of environment where people feel safe and push themselves to fully realize their potential. Having clarity and transparency around goals and objectives prevents confusion and distrust, thus helping people feel safe to challenge their curiosity. Replacing words like “I” with “we” is a connector and reminds us that we’re all in it together. And finally, shoot straight with folks. Say what you mean, and mean what you say. Your word is everything. Creating an environment where there is mutual trust and where people feel safe will pay dividends during the good times and the bad. **LE**



Amy Zimmerman is Head of Global People Operations at [Kabbage](#). Headquartered in Atlanta, GA, Kabbage has pioneered the first financial services data and technology platform to provide fully automated funding to small businesses in minutes. Connect [Amy Zimmerman](#) Follow [@KabbageInc](#)

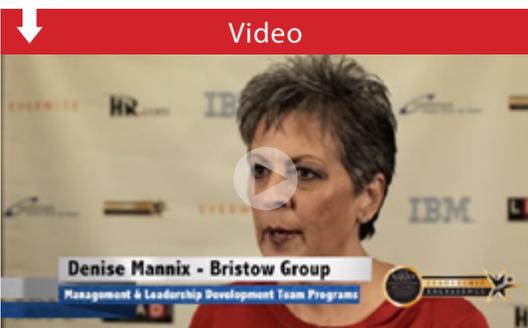
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Denise Mannix



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Leadership Excellence Rank

Best Global/International Leadership Program

Developing Leaders Using Executive Interaction

Our editorial team interviewed **Denise Mannix** from **Bristow Group** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The Management & Leadership Development Team Programs are integral, focal and critical elements of Bristow's global People Strategy. They are part of a stepped series of face-to-face learning opportunities for leader development that identify and develop future leaders for Bristow Group worldwide. The programs are under the primary sponsorship of the CEO and the SVP of HR / Chief Human Resources Officer, with regular and planned involvement of the Executive of the organization. A variety of effective and integrated learning modalities are utilized including leading-edge learning curricula, internal and external guest speakers, experiential activities including site visits to Company bases and Equipment Manufacturers internationally, action learning and company-based implementation projects sponsored by executives.

Program constituents become informed and educated as to the Company's current status while understanding its future strategy through senior and executive leadership's direct participation with them. Through the program, leadership talent become skilled to overcome organizational challenges, foster teamwork at all levels, embrace change and transformation, and drive company performance in a truly global context. The programs are imbued with the core values of the organization with an alumni of leaders vested in the organization and each other, and with the capability to grow and nurture the next generation of leaders to lead the global organization.

Who do you impact with your program?

By definition, the programs focus on two primary purposes: bringing together a selected group/team of people to provide creative, innovative, and effective solutions to organizational problems, and promote individual, team, and organizational learning for future leaders in a truly global context.

Accordingly the target audience are those nominated by their managers and undertake a process to confirm their inclusion in the program for leader development and succession.

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

Key Lesson: How critical it is to have not just executive support but executive involvement on a variety of fronts. This then requires the Executive to ensure that the programs have a life independent of the vagaries of the market that they are committed to (not just verbally or on paper) but in actual investment of their time and structurally incorporated into the program architecture. The programs need to have



a certain level of flexibility for this and must be carefully managed internally to ensure relevance and flexibility. Additionally, this means many people at a senior level have a lot of input to the program, more and continuously than is typical. This requires a lot of dialogue and acceptance by program facilitators and architects than is normally expected.

As well, employees included in the program cohorts, are then truly considered to be assets when during times of downturn, the programs are on the list of 'keep' rather first on the list of 'go'.

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

Projects that are completed through the programs are critical and strategic to the business. They have visibility and being able to implement from project outcomes is becoming cultural to the business and impacting its success

- The number of individuals from the program who are promoted to leadership positions – reported at a Board level; and the numbers being promoted from within
- The increasing desirability by the employee population to be nominated to the program

- The increasing understanding of the importance of the program to individuals attending the program that the programs are a pathway to leadership within the organization – not just a nice to have.

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

Reviewing and revising the programs for improvements and enhancements (underway) to ensure nomination, content and evaluation is up-to-date and best-in-class

- Building out frontline and executive programs to top and tail the program
- Building out the connectivity to the succession-planning process
- Ensuring that the leadership cohort is built – this includes building an alumni and cohort community online (for internal networking and capability) – this is already underway.

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How To Truly Lead

And not simply manage

 By Dana W. White



As a Virginian who lives only a few miles from Mount Vernon, the home of George Washington, I often ponder what if Washington had been a bad leader. What if he had lacked vision, been selfish and failed to empower his fellow Founding Fathers? What if he had allowed his ego to accept the accolades of the people who wanted him to be their king for life? After all, he had just won a hard fought war against the British. He was a hero. Wasn't he important—important enough to be King? If George Washington had been a bad leader, America would be a very different place and we could not boast being the world's oldest democracy. George Washington had fought to realize his vision of America—a free nation, free of tyranny. Selflessly, he retired his cherished commission in the Army to serve as a civilian president. And despite his enormous popularity, he refused to serve more than two four-year terms as president. He established a presidential tradition that was respected for more than 100 years after his presidency.

What Washington taught an eager and anxious new nation is that America, its principles were more important than one man. He stepped aside in favor of a new generation of leaders to enjoy America's victory over tyranny and continue its pursuit of liberty. That's what great leaders do. They embrace change; they welcome it. They take no pride in their expertise but rather their voracious appetite for knowledge. They possess a vision, serve and empower other people to realize it.

If George Washington could give up being king, we can all strive to be better leaders.

Have you ever had a bad leader for a boss? Of course, you have. It's an unfortunate fact of life that in every career befalls at least one or two bad leaders—one that makes you dread going to work in the morning and counting down the minutes until you can flee your professional purgatory for a few hours before the drudgery that is your job starts again. And while it's awful to have a bad leader, they provide us with examples of what not to do. Here are a few telltale signs that your manager is a bad leader.

No Vision

Bad leaders are short-sighted micromanagers. They prefer performing daily tasks rather than how best to focus the team on achieving the desired results. Without a vision, they micromanage others to demonstrate how critical they are to the organization's day-to-day operations. While it is good for a leader to understand the daily grind, it is not helpful for leaders to do everyone else's job. When leaders interject themselves unnecessarily into tasks, they are effectively telling their staff that he or she does not trust them to do their jobs. They lower their employees' morale and are not focusing on the real job of a leader, which is articulating a vision and ensuring that his staff has the wherewithal to achieve it. By failing to articulate a big vision and micromanaging daily tasks, leaders encourage employees to work in silos and hide problems and challenges from their management. This is the worst possible outcome. If leaders want to succeed, their employees must trust and rely on them.

Self-Serving

Have you ever had a leader who took credit for your work? Or

actively limited your exposure to *their* bosses? Selfish leaders are the worse leaders of all, because even though a leader without a vision can waste a lot of time they can be well-intentioned. However, a selfish leader's attitude infects an organization and corrodes trust and loyalty between managers and employees. Self-serving leaders create a hostile environment in which employees become either combative, passive-aggressive or dejected. None of which is good news for a company's bottom-line. This kind of environment is fraught with turnover and dissatisfaction. Employees spend more

time grumbling than working. Selfish leaders perpetuate a culture that discourages talented employees from striving for excellence and average ones from doing anything more than the minimal. These leaders can cost businesses billions in loss talent and productivity. Whatever temporary advantages to such a leader is out weighted by the irreparable damage they can do to morale, the culture and reputation of the company.

Fails to Empower

One of the hardest things for leaders to do is to empower other people. Even if they communicate a vision and serve others, many leaders won't empower their employees to succeed. Why? Fear. Fear is the number one reason managers never become great leaders. Fear affects all leaders—CEOs to foremen—but great leaders use their fear to fuel change not stop it. Bad leaders are afraid of change; they deny and delay it. Leaders who stifle their employees, stifle growth and prevent a company from realizing its full financial potential. And that has long-term consequences for a business's profitability. Bad leaders are bad for business, because their fear of change, fear of failure, fear of being obsolete prevent them from evolving into their next role—which could be setting a standard for future generations. Bad leaders live and work in the now. Great leaders work now but live in the future. They see their successors as their legacy—not their rivals. **LE**



Dana W. White has been a speechwriter and adviser to CEOs of three Global Fortune 500 companies, two U.S. Senators, two four-star generals, a deputy undersecretary of defense and a U.S. governor. She is the founder and CEO of 1055 Grady, a leadership and strategic communications consulting firm in Washington, D.C., and has worked on three continents in three different languages. White served as the Director of Policy and Strategic Communications for the Renault-Nissan Alliance, as a Foreign Policy Adviser for Senator John McCain (R-AZ), and as the Taiwan Country Director in the Office of the Secretary of Defense.

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P3 Leader Model

Redefining effective leadership in the Human Age

 By Bram Lowsky

The world is awash in leadership models, yet 87% of organizations do not believe they have future leaders identified to fill critical roles. In 40% of companies, leaders feel unprepared to meet the business issues they will face over the next three to five years, and only 13% of senior executives and human capital managers believe their organizations have ample leadership pipelines.

Many models focus on developing leaders in the here and now. However, in the Human Age - where talent overtakes capital as a key economic differentiator - we're dealing with a workforce that is shifting and evolving and therefore harder to predict, yielding new challenges and opportunities. What is certain is the uncertainty that lies ahead, and businesses need to plan for uncertainty and be built for change. This starts with a leadership model that is designed to help organizations unleash their talent now and into the future. After all, in today's business climate, it's your talent that will differentiate your organization and drive your success.

A model that starts by acknowledging what's different in today's world of work needs to be the starting point. Across the board, organizations need to revamp thinking around new learning styles, trends, technology and ways of looking at the world of work. We also need a method that measures both human outcomes and performance, not just traditional business metrics as so many models do today.

At Right Management, from conferring with our clients and analyzing the key research trends impacting businesses today, we identified the demand for a more contemporary leadership model. We introduce the **P3 Leader Model - People: Purpose: Performance**. This new approach enables organizations to best assess and accelerate their talent to drive business success.

The first step in building great new leaders for now and the future is to assess for **Inherent Enablers** that allow you to predict the greatest probability for success. These are the traits that for the most part,

are hard wired into individuals. If they are foundationally present, you can help people build workarounds to better manage these key Enablers although you can't really develop them. The four Inherent Enablers are **Adaptability, Drive, Endurance and Brightness**. You either have them or you don't.

Once you assess for Inherent Enablers and identify individuals with the greatest potential for leadership success, organizations can now turn to developing their **Coachable Capabilities**. These are the behaviors that matter most in leaders - the ability to **unleash talent, accelerate performance and dare to lead**. This is where organizations should spend their time and their leadership development budgets. Nurturing these three capabilities in leaders will help organizations focus their developmental resources and money on the areas proven to provide the greatest return in organizational performance.

Unfortunately, we see many clients grow frustrated as they spend time and money trying to develop leaders, yet don't see a return on their investment and as a result, their budgets shrink. Make sure you assess for Inherent Enablers and then coach the Coachable Capabilities to ensure you're capitalizing on your leadership budgets by truly focusing on those with the greatest probability to succeed as leaders.

By performing these two critical steps when developing their leadership pipelines, organizations will find themselves on the track for positive financial and talent driven **Business Outcomes**. Invest your time and money on assessing the core enablers and then coach what is coachable to accelerate performance tied to business objectives.

Everyone wants to improve financial results, but we often forget that business success starts with growing talent. If you have the right people in the right roles at your organization, you'll be better suited for success in today's dynamic, fast-paced market that is experiencing a global war for talent. More than ever before, talent differentiates organizations in the Human Age and the P3 Leader Model helps organizations to ensure the right talent is in place to set their organization up for success now and in the future.

All organizations have a business strategy, but the common thread throughout them all is how they'll execute: through their people, by giving them a sense of purpose in their work and in their organization. By utilizing the P3 Leader Model to assess for those individuals best suited to unleash talent, accelerate performance and dare to lead, organizations will drive their business strategy to deliver positive business outcomes and results in the Human Age. **LE**



Bram Lowsky is Group Executive Vice President of the Americas for Right Management, the global leader in talent and career management workforce solutions within ManpowerGroup. In this role, he drives business growth by designing solutions to help employers align talent strategy with business strategy. Prior to his current role, Lowsky led the North Central Region and Canadian Regions of Right Management as General Manager.

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As an employer, are you committed to helping your employees become engaged, better performers and motivated each and every day?

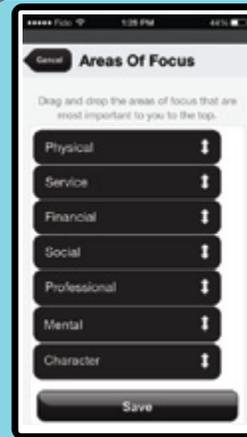
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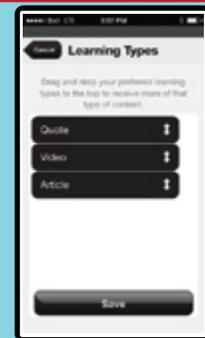
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1 Choose area of focus

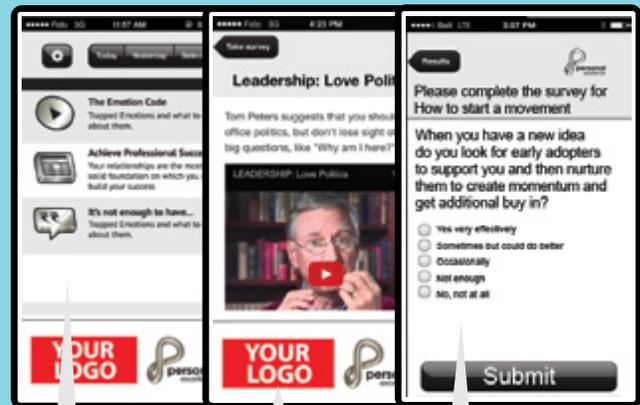


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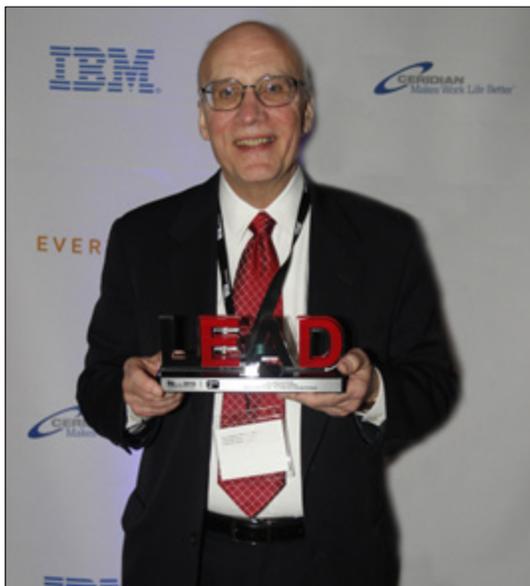
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Best Global/International Leadership Program

The Leadership Challenge

*Our editorial team interviewed **Bruce Wilson** from **Sonoma Leadership Systems** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.*

What is the overall objective of your program?

Sonoma Leadership Systems is the # 1 Global Provider of The Leadership Challenge® Workshop. Based on over 30 years of research, The Leadership Challenge turns abstract concepts of leadership into something that can be taught and learned. The Leadership Challenge enables anyone to become an effective leader – regardless of position, tenure, age, or current ability, by implementing The Five Practices of Exemplary Leadership® – the research and evidence based framework of The Leadership Challenge program.

Who do you impact with your program?

The Leadership Challenge® Workshop curriculum is infinitely scalable and can be implemented at any organizational level. Due to its modular nature, the program can be customized in a variety of formats to meet an organization's particular leadership needs, whether an executive overview; a 1-2 day workshop for Senior through Line managers; 360 feedback with coaching; a 1-day program for Emerging Leaders; or a modular program for Individual contributors. Sonoma Leadership Systems specializes in customizing the curriculum to meet organizational objectives and develop leaders at any level.

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

Sonoma Leadership Systems has found that the flexibility of The Leadership Challenge® to be a great asset to meeting organizational objectives. Foundational to this program is The Leadership Practices Inventory (LPI) 360 degree assessment. We encourage our clients to not only implement this leadership 360, but retake the LPI 360 again 9-12 months out to not only reinforce the content, but to benchmark and measure leadership capacity and improvement.

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

Research shows that organizations whose senior leadership teams more consistently



apply transformative leadership models such as The Five Practices of Exemplary Leaders® exhibit greater net income and stock price growth. See www.sonomaleadership.com/leadership-study

Training in beautiful Sonoma, California. The Leadership Challenge will continue to be a rigorously tested, evidence-based approach to developing exemplary leaders.

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

Sonoma Leadership Systems will continue to work with global organizations to develop effective leaders, as well as continue to offer public programs of The Leadership Challenge Workshop and Facilitator

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Suzanne Quentin

TATE & LYLE

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Leadership Excellence Rank

Best Global/International Leadership Program

Empowering Frontline Leaders

Our editorial team interviewed **Suzanne Quentin** from **LIW** at the **Leadership Excellence Awards** this past February. She led **LIW's** partnership with **Tate & Lyle** in their **LEAD**-award winning program. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The People Manager Development Program was launched in recognition of the fact that frontline leaders needed to build highly-engaged teams in order to deliver the performance levels required by the organization. The program was designed to drive leadership capability further down the organization to empower frontline leaders and their teams to work more effectively together and to take accountability for delivering business outcomes.

The program was designed around five core principles:

- Globally consistent content and design, with local delivery
- Blended learning to strengthen learning transfer and application on the job
- Personal accountability, with individual measurable development targets, supported by manager involvement
- Targeted specifically at supervisors and managers, developing front-line leadership to build grass-roots engagement and performance
- Visibility of results – highlighting achievements across the business and with senior sponsors

Who do you impact with your program?

The program was developed to provide first-time frontline leaders with a solid foundation on which to build their leadership. Program participants are supervisors and managers in manufacturing and corporate office locations, so they have real influence over the productivity and performance of frontline staff and how they work together to deliver business outcomes.

To date more than five hundred managers have taken part in the program globally. Programs have been run in the US, the UK, Poland, the Netherlands, China, Singapore, Turkey, Germany, Slovakia, South Africa and Brazil.

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

Since the beginning of the program, it has become increasingly apparent that participants were particularly motivated by the investment by Tate & Lyle in frontline leaders who had not previously benefitted from non-technical training opportunities. In addition to this, the emphasis throughout the workshops on practical application of learning has been particularly important in helping participants to transfer the learning to their role and make a real difference to their own and their team's engagement and performance.



We have seen the program result in many initiatives that have led to greater involvement of staff in decision making and clearer alignment of individual roles with business outcomes – both of which have significantly improved employee engagement. In several manufacturing plants in particular, program participants have driven change which has increased safety standards, raised production efficiency and improved skill levels to enable greater flexibility in manufacturing planning.

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

At the formal end of this six-month leadership development journey, participants complete a business impact survey in which they report the changes in behaviour they have made and the impact they have achieved for their team and the business.

Participant performance highlights (FY15 participants – 20 cohorts, 228 participants):

- 82% participants report having achieved improved outcomes for the business
- Average performance improvement reported by all participants is 19%, equivalent to almost one extra day/week
- Greatest areas of impact are improved efficiency, increased engagement and strengthened relationships with internal stakeholders. Scope of impact extends to individual, team, department level as expected.
- 68% report being more engaged since attending the program
- 71% report their team are more engaged since they attended the program

Case studies are developed following the impact survey to highlight specific impacts. For example, in the US, Richard May drove

an initiative to ‘make safety a personal responsibility’ and engaged frontline staff in developing guidelines and identifying and fixing safety concerns. The plant has since continued to break records for safety and the safety agenda is discussed daily throughout the plant.

In Brazil a number of supervisors and managers attended the program and 100% would recommend the program to others. Together they transformed the culture in the plant from one of individual performance to team responsibility for outcomes with strong collaboration and support. The pace of work has increased dramatically and teams are taking responsibility for problem solving in production.

In the Netherlands, Area Managers in the plant worked together to develop a process for regular reviews and skill building to enable flexibility of staff across manufacturing lines. Operators were encouraged to make suggestions and take responsibility for safety, quality, etc. Engagement increased and results followed – a key new product trial was completed on time and with collaboration across the plant.

[More detailed case studies available on request.]

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

The People Manager Development Program forms the backbone of frontline leadership development at Tate & Lyle and is strongly aligned with the Tate & Lyle leadership competencies. Both the program and its associated resources are regularly updated to reflect changing business conditions and challenges. The program continues to be delivered globally in order to develop a consistent style and standard of leadership across all Tate & Lyle locations, whilst also reflecting local challenges and opportunities.

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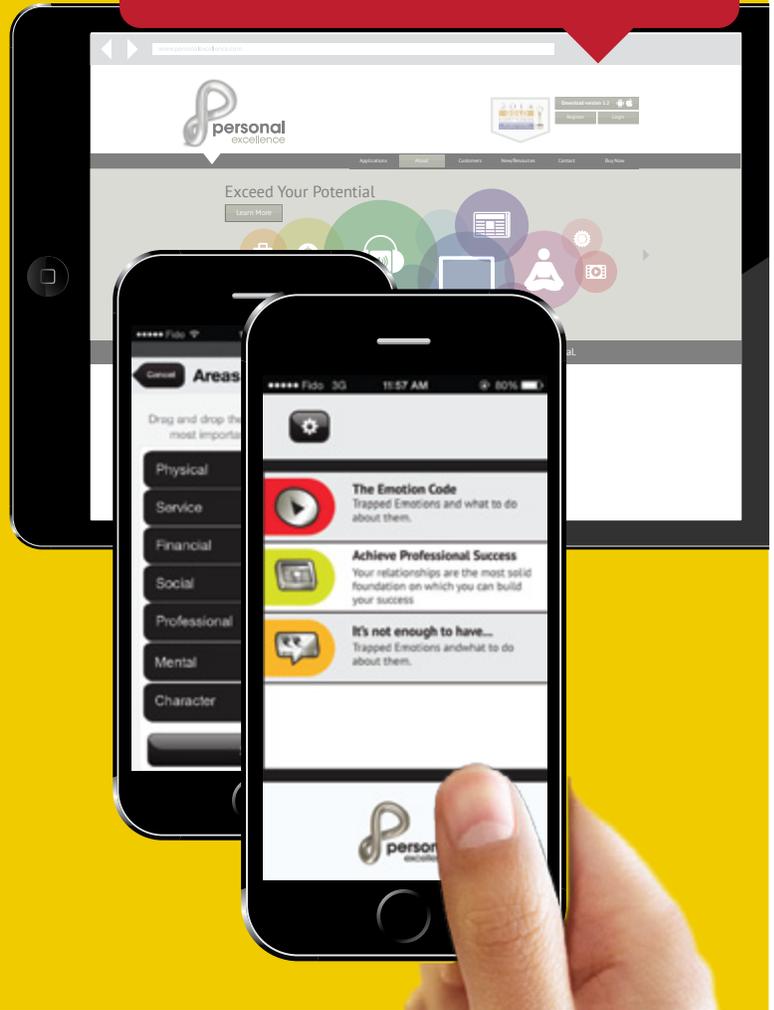
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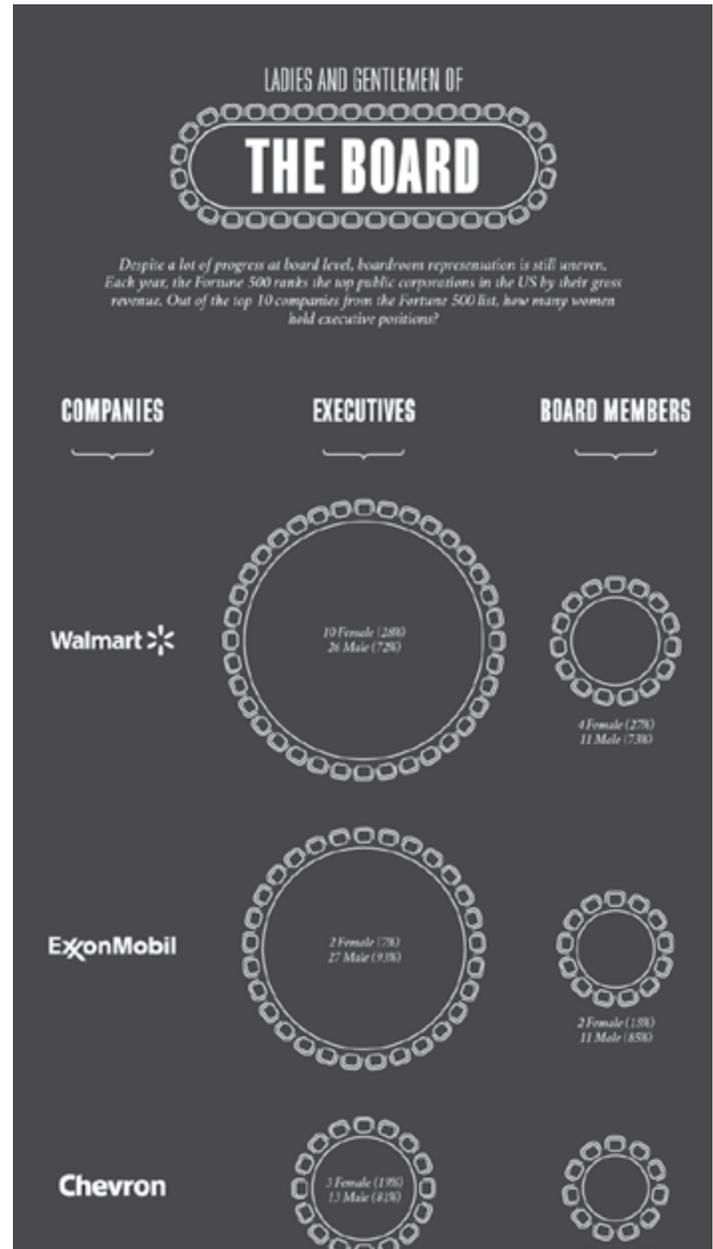
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Diversity On The Board

Women underrepresented on the boards of Fortune 500 companies

By Chris Rowson

Among the top ten Fortune 500 companies, women are still underrepresented on corporate boards. The reasons behind the gender ratio is still a subject of much debate, but what we've found is that despite a lot of improvement at board level, boardroom representation is still uneven. What does the gender split look like round the boardroom table from some of the world's largest companies including Walmart and Apple? Here's a look at the top 10 companies from the Fortune 500 list:



[Click here to view the complete infographic](#)



Chris Rowson is the founder of [Ecard Shack](#) and [Eco2Greetings](#), which supply a huge range of professional, high quality eCards for business. [Connect Chris Rowson](#)

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Attention Virtual Leaders!

4 essential management tips for you

 By Dr. Lisa M. Aldisert

I recently visited a client's office in a suburb of New York City. This office only exists because the CEO lives nearby and it's a convenient location for their financial backers to meet. Yet the company's actual headquarters is hundreds of miles away, where the CEO spends just one day a week. To further muddle matters, the COO works and lives 1,000 miles away, and another executive lives in the South.

Welcome to the world of virtual teams. Even for small companies, the geographical boundaries of work have been steadily evaporating as technology advances. This phenomenon has also grown as companies recognize the value of having productive employees in a variety of locations. If companies can hire a stellar employee who will make a significant difference to the bottom line, yet isn't willing or able to relocate, chances are in this day and age that they are going to let the employee work remotely.

While plenty of work still occurs in conventional office set ups, the physical office of the 20th century is morphing rapidly into scenarios such as the one described above. Whether you're a leader who travels frequently or manages a geographically dispersed team, you face the same challenges. Here are four tips to help you excel at managing remotely.

Set an Example

It can be difficult for leaders to set an example when they're not physically in the office, but it's not impossible. Consistency is key. Be available when you say you will, produce work that you have committed to, and perform in a manner that you expect from your employees. Just because you're not visible each day doesn't mean that employees can't "see" when you're absent. Do your best to do business as usual.

Communication is Core

It's tough enough to communicate effectively when everyone is in the same office, so when a leader is remote it requires more effort. Make a point to maintain regular communication through weekly staff meetings either on audio or video conference. And don't forget to make time for face time with your team on a periodic basis. A face-to-face meeting creates connection that no other form of communication can.

One of my clients who works remotely is challenged by getting co-workers to respond to his requests in a timely manner. When you don't see your colleagues on a regular basis, the distance may unintentionally place you on the back burner. It's up to you to make sure that you ask for what you need with enough lead time, and make sure that initiatives don't fall in the cracks because you're away.

Out of Sight, Out of Mind

At a recent meeting, I noticed four newly published business books on a client's table. When I asked about this eclectic selection, I learned that the COO sends compelling business tomes to her colleagues regularly. She uses this gesture to stay connected with her team, as well as to introduce leadership and business performance issues that are important to all of them.

Being an itinerant CEO can present special challenges, especially if business as usual happens without you present. Ultimately you want your company to run smoothly without your finger in every pie, but not if it means that employees don't keep you in the loop on important firm initiatives. This is where a set of company policies and procedures for remote employees comes in handy.

Set Regular Hours

I know a CEO with many key staff members who are all constantly on the road. He has an office at his company headquarters, but it's usually the last place people will find him. They avoid a lot of stress by publishing daily a schedule of where all the employees are, so colleagues don't have to deal with the issue of tracking down who's doing what and where.

Different time zones can also present additional challenges. I worked with a global organization based in London, and the U.S. team was continually frustrated because the U.K. colleagues didn't seem to understand that there were multiple time zones in the U.S. We ultimately learned that it was simply an issue of ignorance, and an integrated meeting and deadline policy solved it rather quickly.

Virtual leadership may require a bit more proactive communication, planning and futuristic thinking than typical leadership, but the benefits of a virtual team outweigh the hassle. **LE**



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Yes, You Are Making Biased Decisions At Work

3 ways to ensure you're thinking with an open mind

 By Ed Francis and Len Kinor



There's no way around it. Humans are pre-programmed to make biased-based decisions. According to a [report](#) published by NeuroLeadership Institute, "Individuals are notoriously poor at recognizing and controlling their own biases – in fact, our brains are wired to promote fast, efficient information processing."

The ability to quickly identify "friend" versus "foe" was critical in helping early humans survive and this innate skill plays a role in the 21st century, too. The [Teaching Tolerance](#) blog tells us, "The ability to quickly and automatically categorize people is a fundamental quality of the human mind. Categories give order to life, and every



day, we group other people into categories based on social and other characteristics.”

Despite the fact that this behavior is “a fundamental quality of the human mind,” we now know it’s not usually a good thing, especially in the workplace. Commonly referred to as “unconscious bias,” the many studies and articles focused on this topic prove that it has created a Corporate America dominated by one gender and one race. And the lack of diversity is having financial repercussions. Check out this [data](#) from the NeuroLeadership Institute, which suggests the benefits of a workplace celebrating diversity and inclusion can include:

- 57% increase in performance against goals
- 24% greater retention
- 21% more emotional commitment to colleagues
- 11% lift in discretionary effort

I’m sure you agree these are pretty impressive statistics.

Supporting these statistics is an [article](#) published by *Kellogg Insight*, the Kellogg School of Management at Northwestern University’s magazine, which reported on a study that found “diverse groups outperformed more homogeneous groups not because of an influx of new ideas, but because diversity triggered more careful information processing that is absent in homogeneous groups.” The homogeneous groups were more confident in their performance and group interactions, but the diverse groups were actually more successful in completing tasks.

Here’s the good news. Some of the world’s biggest organizations are starting to chip away at this issue.

When Google released its employee diversity details (which were not very diverse at all), the business world took notice. And lots of other influential companies – in tech and beyond – shared where their company was in terms of diversity. Across the board, the stats were anything but pretty. So, a few months later, Google announced another piece of news – it had trained 50,000 employees on unconscious bias. Airbnb wasn’t far behind. The company holds unconscious bias training for all employees, and the home-sharing service is extending the program to 6,000 members of its host community as well. But it’s going to take more than group trainings to make a difference. We each need to commit to real behavioral change, as individuals.

3 Strategies to Counteract Unconscious Biases

According to [Corinne Moss-Racusin](#), an assistant professor of psychology at Skidmore College in Saratoga Springs, New York, the inability to turn off our unconscious bias is likely the reason why the business world has – and continues to have – such a hard time leveling the playing field when it comes to gender and race equality.

But, if people are aware of their hidden biases, they can monitor them and attempt to stop them before causing irreversible harm. This is a significant behavioral change that takes concerted effort ... that takes a commitment to weathering the discomfort that change undoubtedly brings. And that takes the courage to realize that yes; we’ve all been making unintentionally biased decisions – possibly to the detriment of our business.

Thankfully while us humans might be unconsciously biased by nature, we’re also extremely persistent. And we aspire to be better. Which means one thing – there *is* hope! To minimize the dysfunctional impact of unconscious bias in the workplace, here’s what to do and how to talk about it:

1. Accept ownership and recognize we all have unconscious biases, and then challenge ourselves to identify what unconscious biases we

bring to the table.

2. Reflect on the negative and long-lasting impact our unconscious biases can have on others.

3. Develop preventative measures to ensure our unconscious biases aren’t limiting us from making the right choices.

These three tips might seem obvious or even simple. But if we are unaware of our innate tendencies – if we believe we’re acting with an open mind, but are instead being led by our unconscious thoughts – then correcting them is anything but easy. Therefore these actions must be purposefully incorporated into our daily actions.

And when we find ourselves having to navigate a situation that involves unconscious bias, we need to follow another set of rules, as it’s important for people not to feel attacked or blamed for their beliefs – since they probably don’t realize they’re even bringing preconceived notions to the table. Consider using this five-step approach to help manage conversations that involve unconscious bias.

- **Acknowledge feelings:** *“I understand you have certain beliefs ... thank you for being honest.”*
- **Explore the evidence:** *“Tell me more about why you feel this way.”*
- **Clarify to avoid assumptions:** *“Let me see if I understand. You believe ...”*
- **Offer solutions to move forward:** *“What needs to happen next for things to change?”*
- **Use in-the-moment reflection:** Slow down and ask yourself, *“Am I reacting to this conversation based on my biases?”* Adjust to stay true to the purpose of the conversation.

Taking the Lead

Leaders have a major responsibility when it comes to demystifying the concept of unconscious bias and then exhibiting unconscious bias-busting behaviors. Leaders need to help people accept and identify personal preconceived associations, biases and misconceptions and then help people learn how to manage them. By doing so we can consciously become better people, better leaders and better communities. The end result is a more diverse, inclusive, productive and stronger Corporate America. And what’s not to love about that? **LE**



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In his role as Managing Director, **Len Kinor** cultivates and supports relationships with partners who represent and offer Root’s work to their clients. Len has spoken at various conferences about how and why to establish and share a common strategy and a common line of sight within organizations.
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Courageous Accountability

Developing millennials for the future

 By Lee Ellis



Throughout history, the senior population tends to think that each younger generation is “going to hell in a handbasket.” Today, these concerns seem to grow even louder, but “where’s the beef.” One of the greatest concerns about the Millennial generation is that their values about work reflect a greater disconnect than we’re accustomed to seeing, and it could be because no generation in history has been raised in such an affluent, “provided and protected” era. Given the

culture of our society, it shouldn’t be surprising that Millennials have something to learn about responsibility and resiliency.

A Broader Perspective

Often in my speaking and consulting work, I see examples of dysfunctional and cowardly leadership among senior leaders. And hardly a day goes by that we don’t hear another example of low integrity and dishonorable behavior in older, established generations. These are



a real disappointment to everyone, but they're especially a turn-off to Millennials. So rather than wring our hands in frustration about Millennials or focus on the character concerns about Boomers and Gen X, it's better to focus on what we can do to make things better for everyone.

The more important question is how do we promote honorable behavior and collaboration for all ages and levels in the workforce? This challenge offers a great opportunity for bringing together the various generations to strengthen accountability. That sounds nice, but how do you do it?

The Courageous Accountability Model

Everything hinges on today's current leaders. We must go first to set the example by being accountable and then developing our people toward a culture of accountability. The core of a strong Courageous Accountability Model™ in leadership must be Character, Courage, and Commitment. It's not easy. In fact it's such a challenge that no leader can do it all the time, which also means being open, honest, and vulnerable about our shortfalls. This method of leadership may sound scary, or even counterintuitive, but real courage allows us to authentically live and lead with honor. Millennials are attracted to authenticity and genuineness, and they're quickly turned off by hypocrisy. They're more likely to trust and be drawn to leaders who are truly grappling to do the right thing and growing right in front of them.

Building on the Accountability Foundation

With this core foundation, leaders should follow the four steps of the Courageous Accountability Model™ to lead their people toward greater accountability, higher success, and in the process provide significant personal and professional growth.

Step 1 - Clarify

Millennials don't automatically see the world the same way their seniors do, meaning that leaders will need to put more effort into clarifying. They tend to be visual multi-taskers who don't read as much as previous generations. More time must be spent clarifying the depth of the mission, vision, values, and standards of the organization. In addition, more than previous generations, they'll need to know "why" they are being asked to do something. They're looking for a big picture, cause-driven purpose, so it's critical for leaders to clarify how their work relates to something that seems truly important. Clarity via explanation and discussion and openness with information will be important.

Step 2 - Connect

Regardless of age or generation, human beings want to be valued and appreciated. We want to know that our work counts and that we're important. It's a two-way connection that involves both speaking and listening. All of us—including Millennials—want to have a voice and be heard. Surveys by my consulting company with hundreds of leaders revealed that the most valued attribute of leaders is that "they listened to me."

This type of respect and affirmation connects to our hearts, lifts our spirits, and causes our brains to release endorphins, giving us motivation and energy for our lives and work. It's important for everyone, but even more so for Millennials. This is the generation that "graduated" from kindergarten and received a trophy just for participating on teams, so they have been raised on positive feedback. But don't let that hold you back as a leader. Do it for them and let that remind you to connect at a heart level with everyone—from entry level staff to your top leaders. It's a powerful tool in building a results-focused

culture that attracts and inspires top performers.

Step 3 – Collaborate

In our information age, collaboration has become critical for everyone. Millennials especially value being included in the discussion. Though they may not be the experts, they know how to find information and answers quickly through technology. They tend to view managers as coaches and mentors, and inclusion is important to them. In their view the world is flat—a place where communities come together to solve problems. They generally thrive on collaboration and dialogue to find solutions and get work done. Providing positive yet direct feedback and coaching for correction is crucial to collaboration and eventual mission success.

Step 4 - Closeout (with Celebration or Confrontation)

Leaders who are intentional in working through steps 1-3 are very likely to achieve successful outcomes that call for Celebration. Millennials love a safe, flexible, and fun environment. Taking time to celebrate individual and team success is important for all generations and especially for younger ones.

However, if things do not work out, you the leader aren't going to be surprised. You've already seen problems and clarified, connected, and collaborated with course corrections along the way. Now you must courageously carry out the negative side of accountability which means administering well-thought-out consequences. This step takes courage and belief that you're taking a needed and helpful step for the individual, the team, the organization, and your own leadership credibility.

Leading from a foundation of Character, Courage, and Commitment is powerful because this core enables you to follow the four-step Courageous Accountability Model outlined here. By clarifying expectations, connecting with the hearts of your people, and then collaborating with them to help them succeed, you'll see performance and morale go up. Additionally, you'll be providing an honorable example of authentic leadership—exactly what is needed to help Millennials develop into the leaders that we all need for the future. **LE**

Notes

Dr. Brenda Moore, "The Millennials and the Future Social Work," Texas A&M – Commerce School of Social Work

Jessica Brack and Kip Kelly, "Maximizing Millennials in the Workplace," UNC Flagler Business School – Executive Development, 2012



As president of Leadership Freedom® LLC, a leadership and team development consulting and coaching company, **Lee Ellis** consults with Fortune 500 senior executives in the areas of hiring, teambuilding, human performance, and succession planning. His media appearances include interviews on CNN, CBS This Morning, C-SPAN, ABC World News, and Fox News Channel. A retired Air Force Colonel, his upcoming September 2016 release is entitled *Engage with Honor: Building a Culture of Courageous Accountability*.

Visit www.EngageWithHonor.com

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Leaders Should Sweat The Small Stuff

Reasons for most failed executions

 By Ritch Eich

Almost every day we read about a CEO ouster, a logo change that backfires, or a product launch that fails to live up to its hype.

As a young sailor, I was taught how to salute properly, and how to wear my dress blues and summer whites correctly. Later, as a naval officer I was reminded regularly that details matter, and can be the difference between life and death. It should be no different in business—business leaders need to learn early to “sweat the details”.

From my more than three decades in both the for-profit and non-profit sectors, it has been my experience that the reasons for most failed executions are one or more of the following:

1. The chief executive doesn't view execution as one of his or her primary roles—that's someone else's job. As a result, no one else takes execution seriously and it fails. Implementation of core strategies has to start at the top—it cannot simply be delegated (see number 2).

2. The executive team is content to delegate execution to others in the organization, thereby isolating themselves from the day-to-day challenges that can impede success. Executives often avoid those directly involved in implementation because they consider their principal responsibility to be strategy, not execution. This behavior sends the wrong message (see number 1).

3. Meetings are painfully and unnecessarily long, with those in charge often too deliberative or indecisive. Valuable time is wasted discussing mundane and pointless subjects that don't impact the overall success of the project. Instead of actively participating, attendees are checking their phones—and execution suffers as a result.

4. The use of specific, easily understood metrics are rarely used in evaluating initiatives. If metrics are used, they drive the wrong behaviors. For example, sales figures instead of profitability can mask production or other problems.

5. Performance reviews become routine instead of being used to improve performance and reward truly exceptional execution. Too often the wrong people are kept in the wrong jobs, compounding problems. How many times have you seen the wrong person in the wrong position because it's easier to keep the status quo?

Execution is a competence that must be embedded in the culture of the organization. It is a major responsibility for which the chief executive must be held accountable by the board of directors and shareholders. As today's investors continue to actively involve themselves in corporate governance, they will expect successful execution instead of excuses.

Bo Schembechler learned the importance of execution from a master practitioner, Ohio State football coach Woody Hayes. Great friends and later fierce rivals, they engaged in the now-famous “Ten Year War” where either Michigan or Ohio State won the Big Ten football championship (Schembechler edged Hayes 6-5-1 in their epic struggles). Many, including myself, believe that no other teams placed more emphasis on preparing to execute and then performing effectively on game day than these two storied programs. There are many lessons today's business leaders can learn from successful coaches like Schembechler and Hayes, but placing continuous emphasis on

the fundamentals of execution is one of the most important.

When Schembechler coached, he was less concerned about an opponent correctly guessing which play he had just called because he was confident he had the right players in the correct positions—one of the key components of effective execution. Schembechler's players knew exactly what the desired outcome was and how they were to execute because they had relentlessly practiced the play. His vision is no less important in today's hyper fast, super competitive global economy where competition is fierce and relentless. The ability to execute effectively is often the difference between success and failure.

During Schembechler's 20 years as Michigan's head football coach, his players won 13 Big Ten titles and every one of his student-athletes who stayed four years in Ann Arbor left Michigan with at least one Big Ten championship ring. Each player graduated knowing what successful execution meant—in football and in life. And, just as college football teams play an up tempo style of game today, organizations need to be prepared to execute more quickly and effectively.

I often wish every new CEO could watch the Michigan Marching Band practice their routines; be on the flight deck of a navy carrier at sea during sea quals; watch how “Jiffy” mix products are made and packaged; or spend an entire day at Google as I did. All of these organizations understand the critical importance of proper execution.

Karl Weick, distinguished emeritus professor of organizational behavior at the Ross School of Business, had it right when he urged leaders facing their most pressing, ambiguous challenges to get people moving, identifying the clues, gathering ideas from all quarters and using trial and error to make sense of the vexatious problem confronting them. Not only does proper execution improve performance, it also leads to more insight regarding your competition. CEOs, whose tenure at any one company is generally an average of just seven years, would do well to remember that sweating the details is critical to their organization's success. **LE**



Ritch Eich, president of Eich Associated, is a retired captain, U.S. Naval Reserve, who commanded three naval reserve units and served in NATO, JCS, Atlantic and Pacific Fleets. He is the author of *Real Leaders Don't Boss* (2012), *Leadership Requires Extra Innings* (2013) and *Truth, Trust + Tenacity: How Ordinary People Become Extraordinary Leaders* (2015). He has a PhD in organizational behaviour and communication (Michigan).
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The Six Deadly Blindfolds

HR leaders must remove them to stay ahead of change

 By Shane Cragun

As you read through the following list of companies, see what comes to mind: RadioShack, Sears, Blockbuster Video, Bethlehem Steel, Kmart, Blackberry, Atari, Tidal, and Polaroid.

If your answer is “all are on a path to irrelevance, or already extinct,” than you would be correct. Some are on their way to the emergency room, others are on life support, and an unfortunate few are already RIP.

Why? Compelling research suggest that the number one reason organizations fail is a failure to adapt to an ever changing external environment.

We suggest the root cause behind this is what we call organizational vision loss, or blindness. With regard to the human eye, vision loss is the decreased ability to see to the point that things become distorted. And total blindness is the inability to see anything at all.

It seems that organizations, and the leaders that lead them, become blind over time to the powerful external realities that shape their world. They become insular, and disadvantaged with all of the vision distortion that unfortunately comes with this. And they often forget who ultimately pays the bills.

We've identified six metaphorical blindfolds that leaders and organizations wear that create various degrees of blindness. These blindfolds are global in nature in that they tend to apply in every geography, culture, and industry.

- **Arrogance:** An overbearing display of superiority, self-importance, and false pride
- **Negative Feedback Not Acknowledge Here:** The inability to hear anything negative about a project, the company, or yourself. The inability to confront the brutal facts because it might get in the way of your agenda, deadlines, and reputation.
- **Dismissing Competitors Successes:** Refusing to accept a competitor's success as valid and downplaying a competitor's strategy and product innovations. Usually because of your own past successes.
- **We Know What's Best for the Customer:** An inability to have empathy for customer frustrations and needs, and a lack of inquisitiveness to find out ways to better align to customers current and future desires.
- **Believing Problems Don't Exist:** Being either completely blind to organizational and individual problems or dismissing them to protect oneself and the company.
- **Avoiding the Unavoidable:** Seeing the writing on the wall, but assuming it will go away in miraculous ways, and life and business will eventually return to normal with no change required on our part.

We use the term Blindfold because we believe that these six blindfolds are, in reality, self-imposed. They are often put on subtly over time.

As an HR professional, how are you helping your fellow leaders ensure these blindfolds are never put on in the first place, or taken off when recognized? And how do you do that?

The following is a quick quiz that we have developed for HR professionals to facilitate with fellow business leaders that they serve. The answers can lead to robust and healthy discussions that prevent bad

things from happening to the business and allow HR professionals an opportunity to add tremendous value to customers and others.

Six Deadly Blindfold Discussion Exercise

1. To what degree have we as a leadership team directly or indirectly encouraged a culture of “arrogance?”
2. To what degree have we as a leadership team directly or indirectly encouraged of “negative feedback not acknowledged here?”
3. To what degree have we as a leadership team directly or indirectly encouraged a culture of “dismissing competitors successes?”
4. To what degree have we as a leadership team directly or indirectly encouraged a culture of “we know what's best for the customer?”
5. To what degree have we as a leadership team directly or indirectly encouraged a culture of “believing problems don't exist?”
6. To what degree have we as a leadership team directly or indirectly encouraged a culture of “avoiding the unavoidable?”

We submit that there is a powerful law firmly in place in today's Age of Disruption called the Law of the 21st Century Business Jungle: **Quickly Adapt or Perish!**

Organizations in the 21st century who consistently generate remarkable results and create sustainable competitive advantages will be those that adhere to this powerful law. Savvy leaders will also be aware, and align themselves to, two powerful principles constantly in play no matter the market, industry, or geography.

Age of Disruption Principle - Today: To win today, individuals and organizations must be able to change internally faster and more dynamically than the speed and magnitude of external change.

Age of Disruption Principle - Tomorrow: To win tomorrow, individuals and organizations must create internal change capacity and capability faster than the rate of change projected to happen externally.

In the Age of Disruption, the ability to survive, thrive, and actually accelerate results – both individually and organizationally – is directly tied to your ability to outpace the change in your external environment. This requires that you are able to identify important shifts and trends in your external business environment, and respond proactively versus reactively.

The Six Deadly Blindfolds provide a useful framework that strategic HR leaders keep ready in their toolkit as they try to help their teams and organizations stay ahead of change and shape their environment.

The Six Deadly Blindfolds and any kind of vision distortion, or vision loss, is unquestionably a fast way to slide into irrelevance and ultimately fail. **LE**



Shane Cragun is a Founding Principle at SweetmanCragun, the world's leader in providing leadership and hi-performance solutions specifically tailored for today's Age of Disruption.
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Leading In A VUCA Business Environment

Leveraging on cognitive readiness and RBL for organisational success

By Prof Sattar Bawany

“There are two things we can say with certainty about the future: it will be different, and it will surprise. Now, more than ever, leaders have to navigate unfamiliar, challenging times, a quickening pace of change, increasing expectations, and a rising tide of rapidly-evolving conditions. This new and different environment (VUCA) is challenging leaders to find new ways to lead their organizations and achieve sustained success. And, because of these circumstances, there is a thirst for leadership, yet leaders face a whirlwind environment laden with remarkable opportunities and daunting challenges through which to lead their people and organizations.”

**- Bonnie, Hagemann, Prof Sattar Bawany et al (2016)
‘2016 Research on Trends in Executive Development:
A Benchmark Report’**

VUCA: What It Means and Why It Matters

VUCA is an acronym that emerged from the military in the 1990s. It describes the “fog of war” — the chaotic conditions that are encountered on a modern battlefield. Its relevance to leaders in business is clear, as these conditions are highly descriptive of the environment in which business is conducted every day. Leadership as usual, including creating a vision, is not enough in a VUCA world.

- 1. Volatile:** Things change unpredictably, suddenly, extremely, especially for the worse.
- 2. Uncertain:** Important information is not known or definite; doubtful, unclear about the present situation and future outcomes; not able to be relied upon.
- 3. Complex:** Many different and connected parts: multiple key decision factors, interaction between diverse agents, emergence, adaptation, co-evolution, weak signals.
- 4. Ambiguous:** Open to more than one interpretation; the meaning of an event can be understood in different ways.

Leading in a world that is Volatile, Uncertain, Complex and Ambiguous (VUCA) not only provide a challenging environment for leaders to operate and for executive development programs to have an impact: it also provides a much-needed range of new competencies. The new reality is resulting in the realization that new and different capabilities are needed to succeed.

Importance of Cognitive Readiness

In a VUCA world what is needed is Cognitive Readiness: the preparedness and agility to handle the situation at hand and still prevail. Chief among the new VUCA-related competencies that leaders need to develop is a high level of Cognitive Readiness, which is the mental, emotional, and interpersonal preparedness for uncertainty and risk (Hagemann & Bawany, 2016).

Critical Thinking, the more common and tactical of the thinking skills, involves strategic thinking, creative thinking, problem-solving, and decision-making. It has been a hot topic for the past six years in the EDA Research on Trends for Executive Development. In the latest 2016 Survey, respondents also identified the importance of developing Cognitive Readiness in order to be able to effectively think critically.

Organizations are prioritizing the development of Cognitive Readiness as the one of priority for leading in a VUCA business environment. This may reflect recognition of its importance for current and emerging leaders and a serious commitment to developing these mental capabilities, or it may simply reflect curiosity about the latest leadership development topic and a desire to avoid being left behind. Either way, two issues are present. First, organizations will need to think creatively about the processes they employ to accelerate the development of Cognitive Readiness in High Potential Leaders. Second, organizations may want to explain why, in practice, Cognitive Readiness is important to their success and then define in much greater depth their expectations of perspective.



“L.E.A.P.” through the Fog in a VUCA World

To lead successfully in the VUCA World, leaders need to LEAP through the fog and demonstrate the cognitive readiness competencies as explained in the next section and also possesses the following traits:

Liberal: open to new behaviour or opinions and willing to adapt or discard existing values if and when necessary to adapt to the new world

Exuberant: filled with lively energy with sense of passion and optimism in engaging the team and other stakeholders

Agility: proficiently change and evolve the learning organisation with nextgen leadership competencies including cognitive readiness, critical thinking and emotional & social intelligence amongst others.

Partnership: Build trust-based partnership with teams (intra & inter) as well as externally with other stakeholders including customers and suppliers.

Cognitive Readiness – Beyond Critical Thinking

Traditional Critical Thinking is the ability to recognize assumptions, evaluate arguments and draw conclusions. The traditional Critical Thinking competencies typically include strategic thinking, creative thinking, problem-solving and decision-making.

In the 2016 “Trends for Executive Development – A Benchmark Report” by Executive Development Associates (EDA) has defined Cognitive Readiness, on the other hand, as the mental, emotional, and interpersonal preparedness for uncertainty and risk. It complements Critical Thinking by emphasizing non-rational, non-logical skills (Hagemann, Bawany et al. 2016)

EDA has defined the following set of Cognitive Readiness competencies:

1. situational awareness
2. attentional control
3. metacognition (thinking about your thinking)
4. sensemaking (connecting the dots)
5. intuition
6. learning agility
7. adaptability
8. dealing with ambiguity, and
9. managing emotions

Overall, heightened Cognitive Readiness allows leaders to maintain a better sense of self-control in stressful situations.

Results-Based Leadership Framework

There is growing evidence that the range of abilities that constitute what is now commonly known as emotional & social intelligence plays a key role in determining success in life and in the workplace. Extensive longitudinal research by Centre for Executive Education (CEE) has uncovered links between specific elements of emotional and social intelligence and specific behaviours associated with leadership effectiveness and ineffectiveness in developing an impactful organisational climate that is supportive in driving enhanced employee and customer engagement resulting in the achievement of the desired organisation results (See Figure 1).

Managers often fail to appreciate how profoundly the organizational climate can influence financial results. It can account for nearly a third of financial performance. Organizational climate, in turn, is influenced by leadership style—by the way that managers motivate direct reports, gather and use information, make decisions, manage change initiatives, and handle crises. There are six basic leadership styles. Each derives from different emotional intelligence competencies, works best in particular situations, and affects the organizational

climate in different ways (Bawany, 2014).



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

Figure 1 – Results-based Leadership (RBL) Framework

Conclusion

The skills of creating a vision and engaging others around it can be powerfully developed through mentoring and coaching. The “hands-on” approach of mentoring can enable leaders to observe what someone who has mastered these important skills does, and to solicit advice, input, and coaching on how to transfer what they have observed into their own work. It may be more challenging to find a mentor who has also highly developed Cognitive Readiness skills, so being mindful of the mentor’s skillset will be a key to success.

[Executive coaching also has significant potential for developing leaders’ capabilities around](#) creating a vision, engaging others around it, and the Cognitive Readiness skills needed for a VUCA environment. This type of coaching would need to be focused on all of the skills in an integrated manner, and the executives, human resources partners, mentors, coaches, and others involved in the development program may agree on specific goals and followed by regular meetings to discuss progress. **LE**

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