

JOHN MATTONE PRESENTS

LESSONS

IN LEADERSHIP, CULTURE & CULTURAL TRANSFORMATION



BECOME A BETTER LEADER, BUILD A VIBRANT CULTURE, ACHIEVE BREAKTHROUGH RESULTS

JM JOHN
MATTONE

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ABOUT JOHN MATTONE

John Mattone is a powerfully engaging, internationally-acclaimed keynote speaker and top-ranked executive coach. Since 2015, the research organization, Globalgurus.org, has ranked John Mattone as one of the world's top leadership authorities and speakers. In 2015, John Mattone's Intelligent Leadership, along with Tony Robbins' Creating Lasting Change and John Maxwell's 5 Levels of Leadership were named the three Top Advanced Leadership Development Programs that Change Lives.

John Mattone is widely regarded as the world's leading authority on corporate culture, culture transformation and leadership. He is a respected advisor and coach to CEO's who lead small to mid-sized entrepreneurial organizations as well CEO's who lead large global businesses, on how to create and sustain a leadership and talent culture that drives superior operating results.

Recently, John was honored by his executive coaching peers (The Association of Corporate Executive Coaches), with the prestigious 2015 International Executive Coach Thought Leader of Distinction Award, in recognition of his thought leadership and his work as a global executive coach. In 2014, the Award was humbly accepted by Marshall Goldsmith, the world's top-ranked executive coach. John is one of nine executive coaches in the world who have been awarded the coveted Master Corporate Executive Coach (MCEC) certification from the Association of Corporate Executive Coaches.

John is also the creator of a number of breakthrough leadership and culture assessments, including the Mattone Leadership Enneagram Inventory (MLEI), which served as the centerpiece of the two coaching sessions he conducted with Steve Jobs in 2010, the 5 Cultures of Culture Assessment (5CCA), and the Cultural Transformation Readiness Assessment-40 (CTRA-40).

He was nominated for the prestigious 2013 Thinkers50 Leadership Award, which recognizes the global thinker who has contributed most significantly to our understanding of leadership over the last two years. He was named to the Thinkers50 "Guru Radar" in 2011 and 2013, which recognizes the world's fastest rising stars in the fields of leadership and management thinking. He is also currently recognized by HR.com and Warren Bennis' Leadership Excellence Magazine as one of the world's top independent leadership consultants, executive coaches, and speakers.

John is the author of eight books, including three best-sellers: Talent Leadership (2012-an Amazon Best-Seller), Intelligent Leadership (an Inc. Magazine and Amazon Best-Seller) and Cultural Transformations: Lessons of Leadership & Corporate Reinvention (Wiley-January 26, 2016), which just became an Amazon #1 Best-Selling release in Human Resources and #2 in Management as well as an Inc. Magazine Best-Seller.

John is the co-author of one of the most respected studies of leadership and talent development in the world, The Trends in Leadership Development and Talent Management, which is published bi-annually by Pearson. John was recently appointed Distinguished Senior Fellow of one of leading business schools in the world, the Hult International Business School and he is the host of his own show, The CEO Magazine's C-Suite Coaching Show.



ABOUT JOHN MATTONE

CAREER HIGHLIGHTS

- Consulted for more than 250 organizations and coached more than 200 executives
- Addressed more than 500,000 people in over 2,000 speeches and seminars in the U.S., Canada, and other countries worldwide
- Co-author of Trends in Executive Development & Talent Management Research Reports (Pearson, 2011 & 2013)
- Author of the award winning The Role of Assessment in Driving Operating Results, published in Jac Fitz-enz' book, "The New HR Analytics" (AMACOM, 2010)
- Author of Predictive HR Leadership, published in Jac Fitz-enz' "Workforce Intelligence Report" (2008)
- Author of Talent Leadership: A Proven Method for Identifying & Developing High-Potential Employees (AMACOM, 2012). An Amazon Best-Seller
- Author of Intelligent Leadership: What You Need to Know to Unlock Your Full Potential (AMACOM, 2013-Foreword by Marshall Goldsmith). A Bloomsberg/Businessweek Best-Seller
- Author of Cultural Transformations: Lessons of Leadership and Corporate Reivention (Wiley, 2016). An Amazon #1 Best-Selling Release and Inc. Magazine Best-Seller
- Author of Powerful Performance Management: The Leader as Coach; Powerful Executive Coaching: A Roadmap to Unleashing Greatness in Your Current & Future Leaders; and Succession Planning & Management (AMACOM, 2012)
- Author of Success Yourself (MasterMedia, 1996) and Positive Performance Management (National Press, 1996)
- John's has written over 100 professional articles; his work has been featured in the Wall Street Journal, Globe and Mail, Huffington Post, CEO Magazine, CIO Magazine, CLO Magazine, Leadership Excellence Magazine, HR Executive Magazine, Entrepreneurs Digest (Singapore), Conocimiento Dirreccion (South America), and many others.
- Written and performed in numerous audio and video programs, including Hiring & Performance Management, Focus on Success, The Essentials of Delegation, and the award winning Street Smart Supervision

PROFESSIONAL QUALIFICATIONS

John Mattone holds a B.S. Degree in Management and Organizational Behavior from Babson College and an M.S. in Industrial/Organizational Psychology from the University of Central Florida. John serves as an MBA faculty member at Florida Atlantic University where he teaches his popular course Global Leadership Assessment and Development and he also serves as an adjunct faculty member at ZfU International Business School in Zurich, Switzerland. John also serves as a Sr. Talent Management Consultant and Master Executive Coach for Executive Development Associates (where he formerly served as President) and he was recently named President of the International Center for Business Communication (and ICBC's first Hall of Fame inductee).

John is a member of numerous professional associations including the Association of Corporate Executive Coaches (ACEC), where he was recently named to the advisory board of The University of Continuing Education Coaching Education (UCECE) and was also appointed as ACEC's Middle East Ambassador.



ABOUT JOHN MATTONE

WHAT ELSE ABOUT ME?

I am married to my incredible wife Gayle (we recently celebrated our 37th anniversary!). We have four adult children—Jared, Nick, Kristina, Matthew and one grandson, Luke Dominic. Gayle and I enjoy all sports activities especially skiing and bicycling (we typically ride 80-100 miles per week). We travel frequently to visit our children who live in south Florida and Tennessee and other family members in Boston, New York and North Carolina...

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LEFT TO RIGHT - NICK, KRISTINA, JARED AND MATTHEW



LEFT TO RIGHT - ME, OUR GRANDSON LUKE DOMINIC MATTONE, AND MY WIFE GAYLE



CHAPTER 1 CAN ANYONE BECOME A LEADER?

If you define “leader” (as we often do here in America) as someone in charge of a company, team, or political party, then the answer is, “No, not just anyone can become a leader.” But that’s circumscribing the definition of leader excessively, because in reality there are countless types of leaders in every circumstance imaginable.

Leaders can be found in essentially any setting. Everyone has qualities that leaders possess, but not everyone encounters the exact set of circumstances in life where those qualities can really shine and be recognized. Everyone can, however, develop their leadership qualities and put them to positive use in life every day, in and out of the workplace.

SUBTLE DIFFERENCES BETWEEN LEADERSHIP AND INFLUENCE

Leadership and influence are similar, but they’re not the same. Leaders definitely have influence, but not all influencers (even very highly respected ones) are in leadership positions. Leadership tends to affect people’s actions, which is why it’s so valued in the business world. Influence has more of an effect on people’s character, thought process, and values. Like the effective leader, the effective influencer develops positive qualities that reach people, whether on an individual level, or in ways that impact millions of people. Anyone can develop these qualities, whether or not they’re in a position to lead.

DEVELOPING YOUR OWN LEADERSHIP QUALITIES

Though leadership resources and tools abound, plain common sense is necessary for good leadership. Understanding your most deeply held values is also a prerequisite for leadership: you have to know what you stand for. Additionally, leadership involves a certain amount of interacting with people, coaching them, and helping facilitate better performance from them. But leadership isn’t about achieving a static persona, or an unchanging skill set. Leaders must embrace change because it’s going to happen whether they want it to or not. Leaders are also willing to embody the changes they want to see in their organization, making it a place where people want to be and want to contribute.

IT’S NOT ABOUT BECOMING A “TYPE”

Being an effective leader doesn’t require turning into a stereotype. Becoming a leader does not mean becoming someone you fundamentally are not. We all have our idea of what the “leader” straight from central casting looks and acts like, and while that type might be great for movies, it isn’t universal in the real world. Not even close. The “right” leader is right for the specific place, time, and situation in which he or she is placed, and not necessarily for all places, times, and situations. Someone may, for example, be the perfect person to lead a jury in a criminal or civil trial, while being completely wrong for leading a busy café during lunch hour, and vice versa.



CAN ANYONE BECOME A LEADER?

MISCONCEPTIONS ABOUT LEADERSHIP

Developing leadership qualities requires debunking several misconceptions about leadership too. For example, many people think they can't be leaders since they're not in a position of authority. But at the most fundamental level, people have authority over their own values, actions, and decisions, and should honor that authority appropriately. Many people think introverts can't be great leaders, but would anyone have labeled Civil Rights icon Rosa Parks as an extrovert?

Finally, some people contend that if everyone is a leader, who's going to follow? The truth is, nobody leads in everything. You wouldn't say that if everyone sings lead vocals, who will sing harmony? The best leaders step in and out of their role as leader gracefully, depending on the situation.

LEADERSHIP SKILLS ARE BENEFICIAL EVEN FOR THOSE WHO DON'T WANT TO LEAD

Not everyone can be the "leader" as it's most commonly defined in 21st-century popular culture. But everyone can develop their leadership qualities and use the influence they have in positive ways. These qualities and skills serve people well no matter what their position in life, and they ensure that when a situation arises that requires their particular skills, qualities, and knowledge, they'll be ready to step in, lead, and make the path smoother and better for everyone.



CHAPTER 2 WHY A CEO MUST ALWAYS KNOW THEIR AUDIENCE

Successful venture capitalists know from experience that the most successful businesses are the ones that remain connected with their company's audience – their customers. It may sound easy, but it isn't always. Businesses grow, markets change, shareholders make demands, and customers shift allegiances. But successful CEOs are the ones who keep their customers at the focal point of their plans and actions, sometimes despite efforts to separate senior executives from direct contact with the company's audience.

CEOs don't have to be kept in a metaphorical glass box behind a velvet rope. Feedback from the customer base is enormously important to a company's ability to innovate and its agility in responding to customer demands. Yet as they move up the corporate hierarchy, many executives become further removed from that feedback. It's no mystery why many huge corporations are seen as out of touch and slow to adapt.

SHIELDING A CEO FROM CUSTOMER CONTACT IS A MISTAKE

How important is it for CEOs to be personally engaged with customers? Executives at successful companies like Starbucks, Procter & Gamble, and Panera Bread would say it is almost impossible to overstate. Think about it: aren't CEOs ultimately hired to help the company become optimally attuned to what its customers want?

But it's also important to note that photo-op tours of facilities or stores won't suffice. This is because the CEO with personal customer contact has access to something the numbers and planners can't convey. Unfortunately, many companies deliberately shield CEOs from direct customer contact, perhaps fearful that a single customer interaction would be disproportionately influential. But that's all the more reason that a CEO should make a continual effort to interact with the company's audience: to gather enough information to really understand what the customer is all about.

UNDERSTANDING THE CUSTOMER JOURNEY AS WELL AS THE CUSTOMER

In addition to understanding the customer, there's tremendous value in the CEO understanding the customer journey from initial exposure to a product or service to purchase (and hopefully repeat purchases). When a CEO makes the effort to not only understand the customer's need, but also how they research their decision and the steps they take that culminate in a purchase, he or she gains a world of insight about what all teams (production, shipping, customer service, marketing, etc.) should be doing. Understand the rational and emotional makeup of the purchase journey, and a CEO has even greater insight.

WHAT CEOS CAN DO

The value of executives actually interacting with customers is difficult to exaggerate. There's no substitute for engaging with customers where they are. Yes, this can mean taking a shift "under cover" busing tables and seeing firsthand how customers interact with the restaurant. Or perhaps it means developing a customer immersion program that puts customers in personal contact with high-level executives.



WHY A CEO MUST ALWAYS KNOW THEIR AUDIENCE CONTINUED

Having open conversations with customers, whether in person or through an electronic customer immersion program can greatly improve understanding of a company's audience and eventually help innovative products onto the market.

The entrepreneur on his or her way to success spends significant time talking and listening to customers, so is it really too much to ask that executives find a few hours a week to do the same so as to avoid losing touch or risking a "tone deaf" response to customer needs? In many cases, it is those exact entrepreneurial roots that built an executive into the success that he or she is.

HOW A CEO COACH CAN HELP

By the time a person makes it to the senior executive level of a large company, he or she may have lost touch with actual customers except as they are represented on spreadsheets and in predictive analytics programs. A CEO coach can be just the person to help a senior executive develop a plan as well as specific tactics for coming into more direct engagement with customers. Maybe the CEO used to interface with customers extensively, but is now out of practice. This is exactly the type of task a great CEO coach can facilitate, through talking, strategizing, putting tactics into action, and analyzing the results.

Your company's audience is probably more mercurial than it was a generation ago simply due to the overwhelming amount of information to which it now has access. Gaining a customer base is hard work, and so is maintaining it, but both are mandatory for success.





Shawn Murphy

Co-founder & CEO of Switch & Shift

“I’m guided by my personal values: purpose, meaning, growth, achievement, and curiosity. My values help me make decisions about work I get involved in, relationships I invest in, and setting personal goals. I also turn to Covey’s quote, ‘Seek first to understand, then to be understood.’”

That’s how Shawn Murphy explains his personal mission statement. As a change leader, speaker, writer, and co-founder and CEO of Switch and Shift, Shawn knows a lot about the human side of business. He recently chatted with us about several aspects of that very important subject.

Can you tell us a bit about your professional journey to where you currently are with Switch & Shift?

At age 19 I started my career in the learning and development space. Back then we called it training. I worked for U.S. Bank and spent quite a bit of time helping with mergers and acquisitions, preparing branches for the flip of the switch, going from old systems and processes to new.

It was the M&A work that I did that taught me the importance of culture and developing relationships with people in order to successfully manage the stress, anxiety, tension, and anger that comes from being acquired. That time was my learning ground for helping with culture change and organizational change management.

I went on to make a career in the L&D space and culture and organizational change management. Ultimately my career in these spaces prepared me to start Switch & Shift and build its consulting practice, leadership development approach, and our advisory services with my business partner, Mark Babbitt.

What do you wish most people knew about the human side of business?

I wish people knew that the human side of business isn’t about being soft. It involves the hard work of developing relationships that unlock people’s potential and balancing the needs of business at the same time. Often the two conflict, making it easier to focus solely on business needs. People are messy. It’s demanding work to work with people in a way that helps them do their best work in a mutually beneficial way.

What is most important when it comes to managing workplace dynamics as a leader?

First, a leader needs to positively influence the workplace environment – create workplace optimism. When a leader can create an environment that gives people hope that good things will come from their hard work, people are more open to investing in work relationships. Leaders who create workplace optimism remove or minimize the distractions that interfere with people’s abilities to have meaningful, fulfilling relationships, helping to pave the way to positive workplace dynamics.



SHAWN MURPHY ABOUT THE HUMAN SIDE OF BUSINESS

What do you think is wrong with the quote, “It’s not personal; it’s business.”?

It reflects an Industrial mindset that people are replaceable cogs in the corporate machinery. Truth is, business impacts people’s lives. It is personal. The Industrial mindset wants to remove feelings from the work experience. This isn’t only impossible, it’s inhumane. Leaders are responsible for the impact they have on people’s lives.

How should people attempt to connect with colleagues and managers?

Begin with seeing the whole person – not the role a person plays in the organization. It’s not possible to connect in a meaningful way when people are seen as a means to an end that benefits only the organization. To connect with others, people need to show genuine interest in the person, their success, and their potential.

With today’s overwhelming workload and relentless pace, connecting with colleagues and leaders seems like a luxury. The truth is that when connections weaken, so does the quality of work. Innovation and creativity are negatively impacted, too. Both require connection and strong relationships so the creative process can unfold.

What’s the most essential step one can take towards being a social success at work?

The most essential step is to make others look good. Social isn’t about you. It’s about the health and effectiveness of a community of people.

Do you think positive thinking is an essential part of achieving one’s goals?

You need a little crazy in you to achieve your goals. This requires the ability to visualize and think positively, especially goals that scare you and leave you wondering how you’ll accomplish them. When this happens you know you’re on the right path.

What things should a successful person never do?

A successful person should never discount their own needs and gut feeling about what it takes to succeed. It’s easy to turn to others for encouragement and direction on what to do. But if you want success, you ultimately need to listen to yourself. After all, you’re making the call on what actions to take or not take.

Anything else you’d like to tell our readers?

A part of your day should include a routine that positions you to do your best work. For me, I get up early to meditate or go to the gym, check emails, check on key business activities, and read blogs important to my growth. This helps me feel good and positions me to begin my day positively.



THE DIFFERENCES

Managers and leaders: both are necessary, and the distinctions between the two are subtle, but important. Management and leadership go together in that they're complementary, and attempting to completely separate the two roles would probably be inefficient and lead to problems.

Don't make the mistake of thinking that management and leadership are at cross-purposes. The fact is, people can be and often are both managers and leaders, and that can be a good thing. If you have a "management" job description, you're probably going to be more effective as a manager if you demonstrate positive leadership skills – the kind that make people want to follow you into the metaphorical battles that take place in the world of business.

Here are some of the differences between managers and leaders, and also between subordinates and followers, along with information on when management is more important than leadership, and vice versa.

Managers Have Subordinates; Leaders Have Followers

Managers have subordinates, and their authority is bestowed on them by someone else in the company. In a purely management situation, transactions take place. The manager tells his or her subordinate which tasks to accomplish, and the subordinate does so because that's their job. Managers know how to get things done within the constraints of time and resources, and they tend to be more risk-averse than people perceived purely as leaders. But this doesn't mean managers are ruthless. In fact, most prefer running a motivated and happy group.

A leader (or a manager who is in leadership mode due to circumstances) has followers, and unlike subordinates, followers voluntarily let leaders lead them, even if there's risk involved. Followers believe that they will not only gain extrinsic rewards from following a particular leader, but that they will be better people for it. This doesn't necessarily imply that a leader is always a "people person," but that leaders inspire the kind of loyalty that allows not only transactions, or completion of tasks, but of transformation – making something better.

The Yin and Yang of Management and Leadership

The yin and yang of Chinese philosophy are complementary forces that together create a dynamic unity that's greater than the sum of its parts. Management and leadership can be thought of as yin and yang. When both elements are present, great things can happen in an organization. For example, while a leader innovates, a manager administers. Without innovation nothing would improve, but without carrying out of processes, ideas remain theoretical.

Effectiveness requires knowing when leadership versus management principles should be used. The leader, with his or her long-range perspective, inspires trust in people. At the same time, the manager, considerate of short-term requirements, knows how to get people to get the actual work done. In other words, while the leader focuses on answers to "what" and "why" questions, the manager focuses on answers to "when" and "how" questions. It's easy to see how both leadership and management are essential to an organization reaching its potential.



MANAGERS VS. LEADERS: BREAKING DOWN THE DIFFERENCES

Calling Upon Both Management and Leadership Skills

Many people have management jobs, but are able to get the best results by displaying leadership qualities as well. Focusing on efficiency (as managers do) is necessary, but so is focus on results and purpose. This is truer than ever in today's business world, where people look to managers not just to assign them a task, but to help them understand the importance of that task. The late Peter Drucker understood that you don't manage people, but lead them. Ultimately you want to make it so each individual can use their particular strengths and knowledge optimally.

Management or Leadership: Why Not Both?

The best managers have leadership skills, and the best leaders have management skills. Knowing which techniques to employ in which situations is the hallmark of an outstanding manager or leader. It's important to look at both the short and long term, to understand when the most important thing is to get tasks done and when the most important thing is to step back and understand why they get done. You have to be able to see both the forest and the trees.



Sure, being a great leader requires hard work, but it also requires enthusiasm and passion – leading from the head and the heart. The truly inspirational leaders do more than supervise operations. They engage the people on their team and inspire them to excel because they want to, not out of a sense of obligation.

Today's leaders aren't locked away in a corner office, but regularly engage with team members. Some leaders arrive at their position with outstanding leadership skills, but anyone in a leadership position can improve. It requires training, coaching, experience, and introspection. The skills of working with different personalities and motivating and inspiring people are skills that require development and practice to become ingrained. Here are 6 important habits to develop if you want to be a better leader.

1. The Habit of Regular Interaction With Team Members

The era when the boss was like the Almighty (invisible and omnipotent) is over. The outstanding leader of today interacts with team members regularly. But you have to be careful of confusing consistent communication with micromanaging. Engaging with team members consistently shows you're interested in not only outcomes, but how to get there, and that you're part of the process from beginning to end.

2. The Habit of Punctuality and Respect for Time

Unavoidable emergencies happen. But in general, the leader that shows respect for his or her own, and other people's time is a better leader. Leaving a room full of people cooling their heels while awaiting your arrival so they can give a presentation can lead to resentment. And respect for other people's time is an excellent example to set for the rest of the team.

3. The Habit of Transparency, Honesty, and Striving to Set a Good Example

When you're a leader, a certain amount of discretion is necessary, to protect your own and your team members' privacy. But there's nothing to be gained from deliberately withholding important information, being less than forthright when asked a question, or leading employees to believe you only issue directives from behind a closed door. Transparency is crucial.

4. The Habit of Continual Learning

The best leaders know they're never finished with learning. No outstanding leader is ever "done" with learning. Keeping up with the state of your industry is vital, as is continual improvement of interpersonal and communications skills. Understanding the technology your team uses requires repeat learning, but it keeps you in touch with what's actually going on and makes you integral to the team rather than separate and apart from it.



DEVELOP THESE 6 HABITS TO BECOME A BETTER LEADER

5. The Habit of Organization

Organization and respect for time go together. Organization requires a bit of extra effort on the front end, but the payoff in terms of not wasting time is significant. Your organization practices will have to evolve with changing circumstances, technology, and deadlines, but striving to maintain an organized approach can only serve you as a leader (and your team) well.

6. The Habit of Asking for Help When You Need It

You don't come across as "weak" when you ask for help. Rather, you come across as a human being who wants to learn something or improve something. The best leaders want team members who know more than they do about certain things, and by asking for help or instruction they show respect for the knowledge and skills of team members, which inspires team members in turn.

Habits require learning and practice, and depending on your unique skills and strengths, developing positive leadership habits may call for coaching until those skills are mastered. The leader who has the respect and trust of his or her team doesn't pretend to know everything and engages with team members with honesty tempered by tact. Brilliant leaders know they can't rest on existing skills and past accomplishments, but must continue to strive to be better - just as they expect their team members to do.



CHAPTER 6 ROBERT SHER ABOUT DEVELOPING A LEADERSHIP INFRASTRUCTURE



Robert Sher

Founding Principal, CEO to CEO

Every business needs a leadership infrastructure, no matter what the size. The trouble is, small businesses tend to have hands-on CEOs who do everything themselves, and large companies have entrenched leadership infrastructure in place.

This leaves many mid-level businesses in the lurch because they have never had any kind of official leadership infrastructure. They're more used to the day-by-day operations of a small business. A healthy leadership infrastructure can help make the most of your company's resources to take your business to the next level.

We talked to Robert Sher, founding principal of the consulting firm CEO To CEO, to find out more about developing a leadership infrastructure.

For people who've never heard the term, what is leadership infrastructure and why is it important?

It's similar but not equivalent to what we all know as national infrastructure. This typically refers to the technical structures that support a society, such as roads, bridges, water supply, sewers, electrical grids, telecommunications, and so forth. Wikipedia defines infrastructure as "the physical components of interrelated systems providing commodities and services essential to enable, sustain, or enhance societal living conditions."

Leadership infrastructure is related but not identical to IT infrastructure, which includes IT systems, network structures and data storage management.

Leadership infrastructure is the sum total of management systems, processes, leadership teams, skill sets and disciplines which enables companies to grow successfully from small scale operations into mid-sized or large firms. Leadership infrastructure is every bit as real as physical infrastructure: servers, wiring, hubs and the like.

What are the most essential elements for leadership infrastructure to be most effective?

Leadership infrastructure includes these elements:

- A leadership team, led by an executive team, illustrated by an organizational chart.
- Proven project management competence.
- Strategic & operational planning processes and governance.
- A market intelligence-gathering team and processes.
- A Board of Directors.
- An effective communications rhythm among leaders and between management and employees.



ROBERT SHER ABOUT DEVELOPING A LEADERSHIP INFRASTRUCTURE

- Key tactical experience on the leadership team in the requisite areas: acquisitions, international expansion, divestitures, etc.
- Performance management and other HR systems.
- Proven competence in forecasting and budgeting processes.
- Mid-sized firms may possess some or all of these elements, but it doesn't mean they are as robust or effective as they must be.

Here's a dramatic example of woefully inadequate leadership infrastructure. Between 2004 and 2007, charter airline JetDirect purchased a dozen smaller charter operations, building a \$200 million business in the process. However, the company failed to build the systems or management team capable of integrating the acquisitions or effectively running a firm of that scale.

Clients grew unhappy with poor service. Incorrect invoices went out, which many customers refused to pay. The company hit a cash crisis. Only after the acquisition of a larger mid-sized company (TAG Aviation, with \$400 million in revenue) did management realize that its "roll-up" was rolling out of control, but it was too late to make the adjustments. In 2009, JetDirect's bank seized control and two months later filed for liquidation.

What are some of the major difficulties in establishing a leadership infrastructure if a company has been operating without one?

All companies have some level of leadership infrastructure, even if it is incomplete. The problem is that it is too weak and insufficient to support healthy growth. Imagine a water system for a city that was a third of the capacity needed! Most of the CEOs and executives in mid-sized firms are not experts at making the transition to the full leadership infrastructure required. *Some common observations I've heard from leaders in mid-sized firms trying to grow are:*

- We held a strategic offsite for the first time, but no one seems accountable for delivering on the big ideas we came up with.
- We made what looked like a great acquisition, but it has been a distracting headache ever since, sucking up money and leadership bandwidth.
- Our CEO is creative. He comes up with new ideas all the time, pulling people off their "real" jobs to work on his projects, making us miss deadlines.
- We have two executives who saved our bacon a few years back, but now that we're larger, they seem lost, unable to step up and do what we need now.
- Two million in cash used to be plenty, but not anymore - it feels like we run low too often.
- With so many people involved in each decision, we seem to waste a lot of time in meetings but still miss our deadlines.
- The CEO sticks his head into everything, making changes and redirecting energy. Even some of our best execs have given up and now just ask the CEO for direction.
- Our CEO wants us to lead our function at a high level, but also wants us to manage every detail in our function as he used to do. We don't have the time to do both well.



ROBERT SHER ABOUT DEVELOPING A LEADERSHIP INFRASTRUCTURE

Why does the leadership infrastructure issue hamper mid-sized firms as they grow? Because it's often the first time they need it. Small firms don't need much because while they're getting rolling, the leaders must handle all the details. Even the CEO is at ground level answering the phone and managing every detail. Soon, the CEO has a band of helpers, but he tells them what to do and how to handle each task. This is the way it must be.

Survival is the prime directive and there is no budget for overhead or "the long term." The business stays lean, with little leadership infrastructure.

On the other hand, big firms already have the strategic, visionary c-suite. They already have solid middle managers who oversee getting the work done. They already possess trained workers, with defined processes and clear instructions. Big firms are rich in leadership infrastructure. The myriad of business books aimed at big companies assumes that a significant leadership infrastructure is in place - and helps them manage it, leverage it and improve it. But these books don't tell mid-sized firms how to build their leadership infrastructure from scratch, with very little time and resources.

Thus, mid-sized firms must design and build their own leadership infrastructure, but it poses a difficult task. Why is it so difficult?

One-size fits all is a nonstarter. The requirements for a \$10 million revenue business are quite different from those of a \$75 million or \$250 million business.

Leaders who developed their skills in small firms don't understand what they need in a growing company or that constructing one calls for a skill set they generally don't possess.

Leaders who developed in big-companies over-invest in leadership infrastructure, often making it cumbersome, overly bureaucratic and thus unsustainable.

Many CEOs try piecemeal approaches based on books they read or bits of advice from peers or other advisers. But the entire organization was used to things "the old way" and generating change from within the organization is difficult and liable to fail. One firm in particular heeded the call from the team for more meetings and began meeting more often. However, the meetings were long and disorganized without clear outcomes. They ultimately had no benefit.

Many external consulting firms have big company experience. They're accustomed to large, rigid systems which are cumbersome to implement and even harder to maintain and govern. For example, one \$20 million firm began their business planning process with good success, but the executive team kept making the process more detailed and more far-reaching. After 3 planning cycles, it grew so comprehensive that they couldn't find the time to plan anymore and went 18 months without any plan at all.

Some mid-sized firms try to act both big and small at the same time. Their CEOs still obsess over every detail, changing directions and directives all the time and all the while proclaiming big strategic imperatives but never focusing on them. Still other times, they abandon their small company agility and try to tackle long term objectives without the resources they need. Worse, they demand big company skills out of a loyal team that doesn't have those skills.



ROBERT SHER ABOUT DEVELOPING A LEADERSHIP INFRASTRUCTURE

What are some of the risks of operating without a leadership infrastructure, particularly for growing businesses?

Businesses with insufficient leadership infrastructure will feel out of control. Big decisions will be made without enough rigor. The left hand won't know what the right hand is doing. Mistakes will be made that will cost the company dearly.

In particular, in our research work leading up to publishing our most recent book, *Mighty Midsized Companies; How Leaders Overcome Seven Silent Growth Killers*, we found that firms with insufficient leadership infrastructure were more vulnerable to all seven growth killers. Among the growth killers are making a bad acquisition, failure to deliver the quality and quantity of services/goods sold, a lack of focus on the core business and more.

Business schools don't teach classes in how to build leadership infrastructure. First of all, why is that? Secondly, what would you make sure to cover in that class if you were teaching?

Business schools largely train students to work in big companies, not mid-sized ones where leadership infrastructure must be built. In the past ten years or so, they've fallen in love with startups, where little attention needs to be paid to leadership infrastructure. Too few schools realize that a third of the US economy depends on mid-sized businesses - those between \$10M and \$1B.

Look at the company's needs for leadership infrastructure holistically - looking at all the elements of leadership infrastructure - and try to envision a picture of what needs to be in place one to two years hence. Assess your past performance in such endeavors, and get the guidance you know you need to build it right the first time. Then tackle the work in phases.

Here's a step-by-step approach to building your leadership infrastructure:

- Assess your own and your top team's experience in larger mid-sized firms, as well as your assembled knowledge and past success building leadership infrastructure. Do you know what you need to do? Have you done it in your collective careers?
- Assess your recent attempts to build leadership infrastructure. What worked, and what did not? Have you been able to significantly raise the performance of your leadership team over time?
- If points one and two both receive positive self-ratings, it may be that you only need to make building leadership infrastructure a priority and/or appoint a senior exec (CFO, CEO, CHRO) to drive it.
- If points one or two above highlight a weakness, bring in outside help who can act as a catalyst for change, as well as a source of knowledge. Help could come from a new c-level executive brought in for this purpose, or it might be a mentor or a consulting firm.
- The outsider should start by listening not only to the CEO but to others in the environment, perhaps in a series of interviews. Additionally, there are a number of effective survey tools, of which my favorite is the Elkiem assessment.



ROBERT SHER ABOUT DEVELOPING A LEADERSHIP INFRASTRUCTURE

Create a project plan around each phase – clarifying job descriptions, creating and guiding your business plan, building a communications cadence, and so forth – each with clear objectives and deadlines. Manage the building of leadership infrastructure just as you’d manage any other plan.

If your leadership infrastructure building is going well, you should see the following gradual changes as the company grows to the next level:

The CEO transforms from a doer/innovator to a leader of leaders.

The top team changes from being the CEO’s helpers to executive level leaders.

Middle managers are hired, allowing the c-suite to be strategic and concentrate on the long-term. Reliance on instinct and slavery to urgency are reduced, mitigated by planning and processes.

Heroic individual actions are replaced by disciplined teamwork.

The startup “do it all” team of three becomes a three to four level leadership team.

Growth comes not just opportunistically, but by staking out strategic customers and acquisitions.

Here is a fine example of intentionally building leadership infrastructure:

Pelican Products is a manufacturer of high-performance protective case solutions and advanced portable lighting systems headquartered California. For over 28 years, the company expanded only through organic growth; but in October 2004, Behrman Capital – a private equity firm with 1.8 billion in assets – bought out the founder for \$200M. At the time, the firm was generating revenues of approximately \$100M with 500 employees. In August 2006, Lyndon Faulkner came on board to lead the company. Faulkner is a serial CEO, most recently General Manager of Microsoft’s Americas Operations Group.

In September 2008, just as Lehman Brothers filed for bankruptcy – at the edge of the abyss that was the great recession – Lyndon was negotiating to buy Pelican’s arch competitor: Hardigg Industries, the world’s leading manufacturer of roto-molded protective cases.

Lyndon comments, “By then, Pelican had advanced significantly from being a totally entrepreneur-run company to being a more delegated-style company, generating sales gains, planning. We were now doing a lot of planning first and execution second, as opposed to daily execution of a series of tasks. I will admit that the day-to-day execution style had delivered excellent results in product development over the years. Yet we had begun to bring strategy to bear in the company. Everybody knew their roles and responsibilities. Many people had been empowered to do more during this period of time than ever before. That in turn allowed us to drive growth.”

When the deal was announced in January 2009 and valued at \$200M, Pelican jumped forward, now 1300 employees strong with revenues approaching \$300M.

While the target firm Hardigg had been successful, they had always been run informally, with little emphasis on planning, project management and the tight accountability required by firms which choose to grow aggressively. It was precisely this sort of management discipline that the Pelican team had been learning since Lyndon’s arrival. They had refined it during ongoing operations and their first two successful acquisitions.



ROBERT SHER ABOUT DEVELOPING A LEADERSHIP INFRASTRUCTURE

“We discovered in the acquisition of Hardigg that they were still in that place where Pelican was three years ago. Hardigg was still a very execution-focused company, not a big analysis company. They made great products and brought them to market. It was what they had decided to do every day and they did it well.

“We went in and with a clean piece of paper, built a plan around merging the two businesses. A secondary plan was crafted to bring Hardigg’s planning and project management acumen up to the place where Pelican was, but in a much shorter time frame.”

How can a well-functioning leadership infrastructure help a business make the most of their resources, to be as competitive and efficient as possible?

Strong leadership is ultimately responsible for making the most of resources and being highly competitive. But as a business grows into mid-sized and at each step up in growth from there, those leaders need a platform from which to manage. That platform includes systems and processes that stabilize the company, giving those leaders information and time which they use to grow the business in a healthy, sustainable manner.



CHAPTER 7 WHAT MAKES A GREAT KEYNOTE SPEAKER?

The keynote speaker sets the “pitch” for a seminar, convention, or technical meeting, just as the oboe (the instrument least affected by ambient conditions) sets the pitch for tuning an orchestra. Success depends on organizational and audience expectations, as well as the availability of your preferred keynote speaker.

A great keynote speech can really bring a conference, convention, or other event together. Essentially, the keynote speaker makes the audience look at something in a way they may never have done before. Some keynote speakers are able to do this based on specific personal experience, while others are known for looking at topics from unusual perspectives. A successful keynote speech is about leaving the audience invigorated and inspired to make the most of the other information they’ll encounter during the event.

What Makes a Great Keynote Speaker?

The exceptional keynote speaker is comfortable with himself or herself, and this comes across as having credibility and having both feet on the ground. An audience should feel as if the keynote speaker is speaking to them as if they were friends or family. Outstanding keynote speakers understand the tension that exists whenever someone goes on stage, and they diffuse that tension through a sense of connectedness with the audience, often with humor interwoven. And although a keynote speaker has to be comfortable being the center of attention, the best ones listen and interact, whether during a post-speech Q and A session or when talking to attendees informally afterward.

What Should You Not Expect from Your Keynote Speaker?

If an organization with serious problems expects a keynote speaker to come in and miraculously heal everything that has gone wrong, disappointment is certain. However, a good keynote speech can be a powerful vehicle for delivering new ideas and inspiration, and this can nudge an organization toward taking real steps to address problems. Also, keynote speeches aren’t where you’ll get detailed strategies or plans. Generally at an annual meeting or technical conference, participants get the granular details from other speakers, while they take in an overarching perspective from the keynote speaker.

Finding and Booking Your Keynote Speaker

When selecting and booking a keynote speaker, ideally the event host, meeting planner, and speaker should discuss and agree upon the purpose of the keynote speech. A good keynote speaker knows which questions to ask you in order to know whether he or she is a good fit and exactly how to tailor the keynote speech to engage the audience fully.

If you want to book a keynote speaker who is in high demand, you may need to be prepared to be flexible about when the keynote speech will take place. Though traditionally delivered at the launch of an event, people are now comfortable with keynote speeches that take place at other times. With the right build-up and information campaign, a keynote speech can be effective whenever it’s scheduled.



WHAT MAKES A GREAT KEYNOTE SPEAKER?

Generate Buzz Before the Big Event

Your organization and your audience will get more from your keynote speaker if you set the conditions for “buzz” to develop around the speech. If you can get your keynote speaker to do an interview by email for your website or blog, or even an in-person interview for your YouTube channel, you’ll elevate your event status while raising the profile of your organization. Strategic social media posts about the keynote speech can be remarkably effective as well. You can continue the buzz after the event by sharing photos from it. Ultimately, this can boost your web traffic and social media presence as well.

Are Keynote Speakers Worth the Effort and Cost?

The right keynote speaker takes his or her audience on a journey that is both intellectually and emotionally resonant. People are social creatures, and they take action when inspired, so a great keynote speaker can definitely have a positive effect. This is particularly true for the keynote speaker who can use the force of his or her personality to deliver information that the typical speaker may find too challenging to deliver. When people see the keynote speaker taking the stage, they naturally grant that person temporary authority and let them into their heads. The right keynote speaker knows how to use this temporary authority optimally.



CHAPTER 8 HOW TO GAUGE THE SUCCESS OF EXECUTIVE LEADERSHIP COACHING

A 2014 study found that more than three-quarters of businesses planned to devote resources to leadership development to develop the skills of high-potential individuals and improve overall organizational culture. Coaching is one of the most frequently used leadership development tools, with 83% of organizations intending to use coaching.

Executive coaching is widely used, but many companies neglect to measure how well it works. Unfortunately, according to another study, two-thirds of organizations decline to measure coaching effectiveness, and 20% said they didn't even know if there were metrics in place to determine the effectiveness of coaching. By not making that extra effort to measure the effectiveness of executive coaching, organizations deprive themselves of knowing where coaching works and where it needs improvement.

Measuring the impact that coaching makes, both quantitatively and qualitatively helps organizations get a handle on return on their coaching investment, and sets the stage for future executive coaching to work better. Here are some ways to measure executive coaching effectiveness and ensure a healthy ROI for the coaching investment.

Create an Evaluation Plan Up Front

Before an executive coach is selected, creating an evaluation framework is helpful. The first step is to determine what you want to evaluate. That could be anything from financial gains to employee well-being to reducing wasteful spending. Not everything is easy to measure quantitatively, but qualitative measures can be made by, for example, asking those who work every day with the executive what changes they have noticed.

Once you know what you want to measure after coaching, determine a baseline before coaching begins. This may take the form of isolating data from financial reports, or conducting anonymous surveys of the people who work with executives on a day-to-day basis. After coaching is complete, repeat these measurements. Look at the financial reports, repeat the employee survey, and take stock of what has and has not changed.

Before-and-After Comparisons of Executive Performance

Exactly how you assess an executive's performance before and after coaching will depend on your industry, your executive, and your goals. Coaching goals should align with business goals, and if an executive misses his or her goal, it's important to measure the gap between the goal and actual performance and attempt to determine the cause of that gap. Some organizations choose to also invest in real-time coaching observation by a neutral third party to better understand how well coaching is meeting the executive's and the business's needs. It's not enough to "feel like" coaching helped. How has it helped? How much has it helped? What could go better for the next executive to enlist the help of a coach?

How you compare before-and-after performance may be unique to your organization, but doing so is essential.



HOW TO GAUGE THE SUCCESS OF EXECUTIVE LEADERSHIP COACHING

Has the Business Itself Improved?

This can be tricky. If an executive goes through the coaching process, and at the end of it, the executive is happier and communicates better with those who report to him or her, is that “enough?” In your organization it may be. In others it may not be. Some organizations may not consider executive coaching to have been effective unless sales performance tracking indicates an improvement in the bottom line after coaching. Exactly how you answer the question, “Is this a better business now?” may be unique, but answering the question is still essential to determining ROI for executive coaching and finding out ways it can be improved.

Metrics: Vital Information Plus Accountability

Executive coaching should be far more than a feel-good exercise. It should produce noticeable, measurable positive results. Measuring these results may not be as straightforward as comparing figures at the bottom of two spreadsheets, but that doesn't mean it shouldn't be done. The exact balance of qualitative and quantitative success metrics will vary from one business to the next, but the only way to know if executive coaching delivers results (and is therefore worthwhile in the future for other executives) is to define these metrics and measure them before and after coaching takes place. Not only do you learn more about your organization in the process, you set expectations for accountability from both the coach and the executive.





Liz Wiseman

President, The Wiseman Group

We recently asked Liz Wiseman, best-selling author of *Rookie Smarts: Why Learning Beats Knowing in the New Game of Work* and *Multipliers: How the Best Leaders Make Everyone Smarter*, about her leadership philosophy. She said that the leader's job is to focus the capability of the organization and set the challenge, adding that the best leaders bring out the best in others by creating an environment where people can contribute fully and by challenging them in ways that their people and the organization grows.

"A bad leader will tell people what to do. A good leader will ask questions and let his or her people figure out the answers. A great leader asks the questions that focus the intelligence of their team on the right problems," she says.

The president of The Wiseman Group, which teaches leadership to executives and emerging leaders around the world, recently checked in with us to offer more of her insight on what it takes to be a great leader in business today. Here's what she had to say:

You've written a couple books where you talk about leaders as multipliers. What is a multiplier?

Multipliers are leaders who use their intelligence to amplify the smarts and capabilities of the people around them. When these leaders walk into a room, light bulbs go off over people's heads, ideas flow, and problems get solved. These are the leaders who inspire employees to stretch themselves and get more from other people.

How do multipliers vary from other leaders?

At the core, multipliers believe that "people are smart and will figure it out." Diminishers operate under the assumption that "people won't figure it out without me."

What are the biggest leadership lessons you've had to learn through your career?

Lesson 1: Do what needs to be done, not what you want to do

When I was a new professional working at Oracle, Bob Shaver, my VP, gave me some guidance that has shaped my career. I was contemplating an internal transfer and was interviewing for a job in Bob's division. I described the kind of work I wanted to do and what I hoped to accomplish in the job. Bob assured me that my intent was indeed worthy but that it would be far more helpful to him and the company if I figured out my boss's biggest challenge and helped her solve it. I reoriented my thinking away from what I wanted and toward what the business urgently needed. While the initial work wasn't my true passion, I dove in wholeheartedly. I think I built a reputation as someone who understood the strategy and got the most important stuff done. This, in turn, opened up many career opportunities to do work that I truly love.



LIZ WISEMAN ON IMPORTANT LEADERSHIP LESSONS

Lesson 2: It's not about you anymore

At some point, every new manager has to figure out that it isn't about them anymore. I learned this lesson the hard way. I was thrown into my first management job with two significant handicaps. One, I was young (25 years old) and still unsure of who I was as a professional. Two, I'm a doer - the compulsively productive type that gets an intoxicating high in crossing things off her to-do list. But great doers don't necessarily make great leaders.

My crisis hit six months into my new job. It was 7:30 p.m. as I sat at my desk at Oracle's main office tower. The halls were dark and all of my staff had gone home for the night. I was still busy closing out my "to dos" for the day, many of which had emerged during the workday as one little crisis after another landed on my desk. I wondered: Why am I still doing so much of the work? I've delegated. Why does it all come back to me?

I became irritated at my team for not doing their jobs. Then, alone in a dark office, I had the epiphany: I wasn't doing my job. It was my responsibility to manage the work, not do the work. My job was to flow the work to my team and keep it there. It is an embarrassingly simple idea; but as a newly-promoted manager, it was startling. Several weeks later, my boss punctuated this realization by telling me, "I don't really care what you do. You can sit at your desk and read novels all day long. The only thing that matters is what your team accomplishes."

I realized that I needed to turn my focus outward, enabling everyone else to work at their best. Instead of being a role model, I needed to be a multiplier to my team, sparking good ideas and fueling intelligent action in others. It's a harder job, but a far more impactful role.

Lesson 3: As leaders, we often do our greatest damage when we hold the best of intentions

As I have studied the effects that managers have on the people they lead, I've been surprised to see that many leaders were simply unaware of the restrictive impact they were having on others, especially the way their own ideas were shutting down ideas in others. Their intent was different than their impact. Many of these leaders had been promoted into management having spent years being praised for their intellectual merit - and thus assumed they were supposed to have all the answers.

For example, what happens when a manager is too quick with ideas and too swift with action? Or too supportive and helpful? Or just enthusiastic or optimistic? Surely these are character virtues like those taught in school or church. Indeed they are, but many popular management practices can lead us subtly but surely down the slick slope to becoming what I call an accidental diminisher.

Becoming a great leader, one who is a multiplier to the talent of others, requires us to understand how our most noble intentions can have a diminishing effect, sometimes deeply so. While leaders view their own leadership through the lens of their good intentions, their staff perceives that same behavior only by its consequences - the consequences on them and their colleagues.



LIZ WISEMAN ON IMPORTANT LEADERSHIP LESSONS

What is today's research saying about what makes a good leader?

We can all feel the work environment changing. Instead of going to a workplace every day, we're operating in a "workscape" characterized by vast amounts of information that we're constantly trying to process. Our cycles are spinning faster; we can work more and get more done, and things change so quickly that many leaders don't face the same problem twice. Innovation cycles are spinning faster, too, which means obsolescence is going up. The things we know to be true don't stay true for very long.

Most leaders are now working in an environment far more complex than the one they learned to lead in. Information is widely accessible, with the sheer volume of available information doubling every 18 months (and every nine months with bio-data).

Trying to master this information glut will prove useless because this knowledge isn't standing still. If you work in the field of science or technology, just 15 percent of what you know right now will be relevant in five years. As the pace of work quickens and cycles spin faster, experienced leaders who have built the right capabilities and forged the right career paths can get left behind.

At the beginning of the Information Age, knowledge was the critical commodity. But that is changing. Today, being able to access information quickly when you need it is the critical skill. There is great power in learning right now, and there is also power in not knowing because it propels you up a learning curve and you are driven to find answers. In the current environment, the most critical asset is not what you know, but how fast you can learn. A great leader with a "rookie mindset" has the ability to continue to learn, change and grow - and helps others do the same.

What are the qualities of good leaders that never change?

Multiplier leaders want to learn from the people around them and understand. They are full of curiosity and questions that bring value to those working for and with them.

Rookies (those doing work that is hard and important for the first time) of any age thrive in fast-changing, complex environments and in projects that explore new approaches or have a myriad of possible solutions.

Some of the world's greatest leaders and top professionals have rookie mindsets. They are curious, humble and playful about work and learning. For example, consider photographer Annie Leibovitz, whom Disney hired to photograph celebrities as fairy-tale heroes. Leibovitz approached the job as if it were her first assignment and produced a stunning series of amusing, insightful portraits.

What are some more unconventional leaders or leadership techniques that excite you right now?

I'm really interested in the idea of fluid leadership - the notion that modern organizations need leaders who are willing to take charge but who also are willing to follow someone else's lead. We need to stop looking at leadership as a managerial position that we undertake or are appointed to, and see it as a role that we step into and out of. The best leaders need to remain great followers, knowing when to be big and take charge and when to be smaller and follow someone else's lead.



LIZ WISEMAN ON IMPORTANT LEADERSHIP LESSONS

What should organizations be doing to grow their own leaders?

People revere experience, especially in the workplace. They admire those who master a skill, rise to the top, or accumulate successes. A repertoire of abilities, resources, and situational acumen comes with experience. Research shows a connection between experience and honed intuition. Many people believe that true mastery demands following the “10,000-hour rule,” which says that gaining proficiency in a skill requires investing 10,000 hours in learning and practice.

Yet research into rookie performance tells another story. In some instances, teams of rookies can perform better than teams of veterans. Studies suggest that most current workplace skills take only 20 hours of practice. Effectively marshaling a team’s talents is more important in achieving high performance than the team members’ level of experience. In fact, experience can prove to be a handicap.

For example, veteran employees can stop learning and listening when they believe they already know what to do and how to do it. My research showed that experience tends to make people resistant to input and reluctant to seek advice. It heightens their opposition to new ideas, fresh approaches, or constructive criticism.

Rookies outperform veterans at innovation and at time-to-completion. Top-performing rookies seek out experts, connect the dots, experiment, learn from mistakes, and focus on incremental gains. Top-performing veterans are fast to act, marshal resources, find simple solutions, and solve the right problem. However, ingrained work habits lead veterans to develop blind spots as their interest in feedback and different perspectives diminishes. Rookies remain open to new information, advice, and ideas.

People feel ready for new challenges every three months, they seek a new role about once a year, and grow stale when they’re stuck in the same position for two years. *To keep employees in a fresh, rookie state-of-mind, organizations should:*

- Design one rookie component into each job – Make sure every employee has at least one area in which to learn and grow.
- Offer lateral (as well as promotional) assignments – There’s room on either side of the ladder, as well as up. Job swaps can keep things fresh.
- Make management changes mandatory – Move managers into new roles every few years to prevent them from becoming rigid or complacent.
- Redefine the succession-planning criteria – When hiring, look for candidates with rookie-smart characteristics; they’re “curious, humble, playful, and deliberate.”



LIZ WISEMAN ON IMPORTANT LEADERSHIP LESSONS

What are some of your favorite resources for those who want to read more about leadership?

Blogs: I'm an avid reader and regular contributor to:

- Harvard Business Review
- Fortune Insider Network

Podcasts: Some of my favorites are:

- LDRLB by David Burkus, which shares insights on leadership, innovation and strategy.
- Read-to-lead by Jeff Brown, which shares insights on personal development and leadership.
- Great Work podcast by Michael Bungay Stanier, which shares quick, practical tips on employee engagement and how to do less good work and more great work.



Think back over your career. You probably had bosses you would follow into battle without hesitation. You probably also had bosses you wouldn't trust to tie your shoes for you. The great bosses probably had a unique constellation of traits that worked together to make him or her inimitable, but someone worthy of your best efforts.

Being a better boss isn't about becoming something you're not. It's about making the most of what you are.

Now you're the boss, and you probably didn't get that way by being ineffective. But everyone can improve – even those who are already exceptional. Here are 7 ways you can be a better boss. If nothing else, perhaps they'll help you take stock of your relationship with employees and be less likely to take them for granted.

1. Own Your Mistakes

Admitting you're wrong may seem like a weakness, but in fact it acknowledges the “elephant in the room” and helps everyone breathe easier. When you admit to a mistake, don't follow it up with “but ... ” Don't say, “I was wrong about that ad campaign, but (I was under stress / Marketing assured me it would be OK / etc.)” Own your mistakes and follow up with “and.” For example, “I was wrong about sourcing that part to somewhere new, and I'm speaking with our original provider about a new contract.”

2. Always Work on Improving Communications Skills

For many bosses, this means listening more and talking less. For most of us, it means not multitasking while communicating with someone. It's hard to pick up on someone's tone or body language if you're simultaneously checking if your dry cleaning is ready or skimming over a spreadsheet. When someone speaks to you, focus on them, listen with your ears and with your eyes. Nonverbal communication is too important to ignore.

3. Hold People Accountable

When you fail to hold someone accountable, not only do you infuriate those who have to pick up the slack, you subtly tell that person they're somehow fragile, and “less than” those who get things done. This does nobody any favors. Make clear what you expect from people, and if they slack off, hold them accountable. Sure, it could eventually mean letting someone go, but it also could mean helping them prove to themselves they can be a valued contributor.

4. Recognize Unique Strengths in Your Employees

This, of course, requires that you get to know them, which takes effort, but is worth it. Who is great at remaining calm under pressure? Who shows amazing creativity in problem-solving? Who is willing to roll up their sleeves and power through difficult tasks? Let people know you recognize their unique strengths, and that you hope to put them in positions where they can really shine. Individuals, your organization, and you all benefit from this.

Celebrate the unique traits and skills your team members bring to the table.



7 WAYS TO BE A BETTER BOSS

5. Avoid the Temptation to Micromanage

Counsel is one thing, but spoon-feeding instruction is another. Try to remember the qualifications your team members bring, and that will help you avoid micromanaging them. The engineer who spent a decade building bridges in developing countries isn't going to forget to take torque measurements from an experimental welding technique. Micromanaging is notorious for causing team paralysis, where everyone becomes afraid to try anything.

6. Cherish the Oddball

If you have someone on your team who thinks differently, who is willing to tell you when you're wrong or why a new strategy has flaws, count yourself lucky. Being surrounded by "yes-men" is ultimately bad for everyone's success. Sure, you want cohesion and shared purpose, but that doesn't mean everyone marches in lock-step and nobody brings up unpleasant topics. As long as this person fulfills expectations and contributes to the team, resist the temptation to make him or her just like everyone else.

7. Build, Don't Advertise, Your Reputation

Living your reputation is infinitely more powerful than "marketing" it. A reputation built on real accomplishments and meeting challenges can't be swept away when winds of change blow through. Everyone must continually strive and grow so as not to stagnate, but when you remain true to your essential self and core values, you build a reputation that withstands trends and holds fast in difficult times.



CHAPTER 11 WHAT IS AN EXECUTIVE COACH

Today's executive is expected to fulfill many roles and to do it well enough to make it look easy. But it isn't easy. Changes in the workforce, the marketplace, technology, and customers require today's executives to be in continual learning mode. At the same time, he or she is expected to remain in touch with team members and avoid appearing aloof, or sequestered in an office on the top floor.

Today's executives are expected to be engaged with team members, not set apart. It's only natural that, even when they have worked hard to obtain an executive position, executives may be unsure of their capabilities and how best to put their skills to work. Executive coaching addresses these uncertainties and produces stronger, more effective leaders.

So, What Is an Executive Coach?

An executive coach isn't a consultant, but is more directly involved with the client. But an executive coach isn't a therapist either, because it's work skills and work performance that are the coach's areas of emphasis. Think of sports coaches you may have interacted with growing up. Sure, coaches can help you build confidence, but primarily they're there to help you identify which skills you need to improve, which you need to fine-tune, and how to assimilate all your skills to become a valued athlete who contributes to your own and the team's success. The executive coach uses many of the same principles in the context of the workplace.

Why Do Leaders Work With Executive Coaches?

Three primary reasons why executive coaches are engaged are:

- To develop executive potential or facilitate transition to a position of greater responsibility
- To act as a sounding board as the executive navigates his or her responsibilities
- To address behavior that limits the executive's effectiveness

The level of confidentiality in the coaching relationship is important, though some coaches do keep key stakeholders apprised of progress while maintaining discretion with personal information. And although coaching is not engaged to assist an executive with personal issues, it's only to be expected that personal matters have some impact on the coach-executive relationship, and the outstanding coach understands this and deals with it appropriately.

Identifying Who Can Benefit From Executive Coaching

Almost anyone – executive or otherwise – could benefit from coaching, but organizations must be selective about how they direct resources, so they have to identify executives who have the most to gain from executive coaching.

Who in your organization has the most to gain from executive coaching?



WHAT IS AN EXECUTIVE COACH

Asking a few key questions can help illuminate whether coaching is likely to be beneficial:

- How critical is this person's performance to the organization? Most organizations only have resources to provide coaching for selected executives.
- What challenges is the person facing? This could be anything from lack of confidence to inability to listen to other people's ideas to learning to lead former peers.
- Is this person willing to work with a coach? If an executive is resistant to change, coaching can be a waste of resources.
- Are alternatives to coaching available? Such alternatives may include training, mentoring, and special assignments. A manager abdicating responsibility should not be the basis for bringing in a coach.
- Are stakeholders supportive of this person's efforts to improve? Skeptical or overtly hostile peers and leaders can undermine the coaching relationship and prevent executives from reaching their goals.

Results You Should Expect from Executive Coaching

Although part of the answer to the question, "What is an executive coach?" depends on what an individual executive needs from a coach, you can expect the organization to benefit from a good executive coaching relationship. *More specifically, you can look for:*

- Higher productivity and profits
- Better self-awareness and recognition of areas for improvement
- More decisiveness so processes happen more quickly
- Awareness of "blind spots" and attitudes that hold executives back
- Higher confidence in decisions
- Improved specific skills, like communication, delegation, or conflict management

An executive coach fulfills a unique need in a business world where expectations for executives are continually raised. A valuable executive coach isn't a "yes man" or a business consultant, but helps executives identify areas where confidence is low, or where an executive knows he or she needs to improve. Skills development, and skills practice until proficiency is achieved are two important functions of executive coaching. The results benefit not only the executive, but the overall organization.



CHAPTER 12 JONATHAN FARRINGTON ABOUT DEVELOPING LEADERSHIP QUALITIES IN SALES MANAGERS



Jonathan Farrington

Founder / CEO, Top Sales World

We asked Jonathan Farrington about a time when he believed he failed as a leader. He took us all the way back to grammar school at the tender age of 8 when he was asked to be captain of the school soccer team.

“In reality, I was merely a manager and I had to learn the difference between managing and leading,” he says. “My biggest mistake was thinking that the two roles were the same.”

The founder and CEO of Top Sales World and editor of Top Sales magazine quotes Field Marshall Slim when describing the difference between managing and leading:

“There is a difference between leadership and management. Leadership is of the spirit, management is of the mind. Managers are necessary, but leaders are essential. We must find managers who are not only skilled organizers, but inspired and inspiring leaders.”

Jonathan – who’s also a consultant, keynote speaker, business coach, sales strategist and author among other roles – recently checked in with us to share more about his leadership philosophy and how he thinks sales managers can become better leaders. Here’s what he had to say:

Tell us about your professional background.

I come from a farming family, and my father insisted that I should follow in his footsteps. But this only motivated me to find another career path, and we eventually agreed that I could become a chartered surveyor.

I did that for six months, but I saw that my pals selling houses had nicer cars and seemed to earn a lot more money, so I managed to convince my father to let me try out a sales role. It proved a good move, as I discovered I had a natural talent for it.

In nine months I was outselling everybody. I couldn’t believe it, and they certainly couldn’t!

In those days, you could get by without having advanced selling skills. It was almost cronyism. You didn’t need to understand the rudiments of negotiation, presentation or communication. If you had a natural personality, you could get away with it. You can’t now, of course.

My father ended up buying out an estate agency on the condition that I would pay him back within five years. I managed to within 18 months, and soon opened four other branches before selling the business.



JONATHAN FARRINGTON ABOUT DEVELOPING LEADERSHIP QUALITIES IN SALES MANAGERS

I then ran Cambridge's first cocktail bar for a couple of years, before helping two of my regulars to set up a software company. That's how I got into IT - completely by accident. So I worked with them for three years and got to know the IT industry. Then I got poached and went to work as a corporate account manager. Within six months, I took over as sales manager, then became general manager, sales and marketing director, and then CEO.

That all happened pretty quickly, but it was a very exciting time to be in IT. I worked in corporate life for another 10 years with IBM, Wang, Bank of Tokyo and Andersen Consulting

In 1992, I formed my own consultancy and I was extremely fortunate to pick up some very large accounts extremely quickly ... France Telecom, Autodesk, Cisco, etc. During the next 12 years, I personally trained more than 100,000 frontline salespeople and their managers. This first consultancy was always meant to be a 10-year project, and I sold it in 2004.

What's your leadership philosophy?

You can buy someone's physical presence, but you cannot buy loyalty, enthusiasm or devotion. These you must earn. Successful organizations have leaders who focus on the future, rather than cling to the past. Leaders bring out the best in people. They spend time developing people into leaders.

I also believe that whatever got you where you are today will not be sufficient to keep you there. A rapidly-changing environment is the regular background against which organizations must develop.

Change is continuous and will become more rapid as we move forward over time. Leaders must be capable of reacting to those changes and be prepared to take advantage of them, and yet stay within the overall framework and agreed-upon strategy.

What are the biggest/most important leadership lessons you've learned so far in your career?

Here are just a few that I have worked hard to adopt:

- Cultivate a sense of compassion and responsibility for others. As a leader, you have a bigger impact on the lives of those under you than you can imagine.
- Once a career decision has been made, commit to stick it out through the tough learning period.
- Play your part in creating an upbeat environment - a positive and vibrant workplace is important to productivity.
- Broaden your cultural and social horizons beyond your normal experiences. Learning to see life from different perspectives will give you greater flexibility when it comes to problem-solving at work.
- We live in a rapidly-changing world, so be willing to venture in new directions to seize new opportunities and learn new skills.
- Find ways in which to turn setbacks and failures to your advantage. This represents a good time to step forward on your own.
- Be bold in vision and careful in planning. Dare to try something new, but be meticulous with your proposal so that your ideas have a good chance of succeeding.



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- Learn from your mistakes – yours and those made by others. Sometimes, the best teachers are the worst bosses.
- Never insist on achieving a goal or objective at any cost. It must be achieved at a reasonable expense without undue hardship on your staff.
- Don't be drawn into public disputes with rivals; it's better to engage in respectful competition. Remember, you may need their cooperation someday. (Due to my crusading spirit and refusal to lower my standards of what is fair and right, this is the one that I have had the most difficulty with!)

Why is it important that companies help their sales managers become strong leaders?

Leadership was once about hard skills, such as planning, finance and business analysis. When command and control ruled the corporate world, the leaders were heroic rationalists who moved people around like pawns and fought like stags. When they spoke, the company employees jumped.

Now, if the gurus and experts are right, leadership is increasingly concerned with soft skills – teamwork, communication and motivation. The trouble is that for many executives, the soft skills remain the hardest to understand, let alone master. After all, hard skills have traditionally been the ones that enabled you to climb to the top of the corporate ladder.

The entire career system, in some organizations, is based on using hard functional skills to progress. But when executives reach the top of the organization, many different skills are required. Corporate leaders may find that, although they can do the financial analysis and the strategic planning, they are poor at communicating ideas to employees or colleagues, or have little insight into how to motivate people. The modern Chief Executive requires an array of skills.

Some suggest that we expect too much of leaders. Indeed, “renaissance” men and women are rare. Leadership, in a modern organization, is highly complex; and it is increasingly difficult (and sometimes impossible) to find all the necessary traits in a single person. Among the most crucial skills is the ability to capture your audience; you will be competing with lots of other people for their attention.

Leaders of the future will also have to be emotionally efficient. They will promote variation rather than promoting people in their own likeness. They will encourage experimentation and enable people to learn from failure. They will build and develop people.

What unique qualities should a sales manager possess to be a great leader?

No one has all the skills of management or leadership to the same degree any more than they have the personality traits to the same degree. However, it is much easier to learn or acquire skills than it is to develop new personality traits. I believe that there are five basic skills, and the degree to which any individual cultivates those skills may well determine the degree of their success.

Cooperation: No one ever got very far completely by his or her own efforts. It has been said that none of us have ever accomplished anything without the help or the results of someone else's work. No one walks alone through life. Enlisting the help of the right people at the right time is what we call the ability to enlist cooperation.



JONATHAN FARRINGTON ABOUT DEVELOPING LEADERSHIP QUALITIES IN SALES MANAGERS

Organizing and Planning: An effective leader must be an organizer. They must have the ability to see and grasp the whole picture, separate it into its component parts, and determine what has to be done and in what sequence.

Standards of Conduct and Performance: No measure can be made without some basis from which to start and some sort of yardstick. One of the leader's greatest opportunities to lead others to high levels of performance is in the standards they set for themselves and how well their personal performance squares with them. They must lead by example, as well as by inspiration. A person who sets high standards of performance and conduct for themselves, and sets an example of enthusiastic performance, will be much more able to inspire others to outstanding performance. This means work and a strict adherence to the code of ethics and the rules of conduct required by your associates.

Decisions: A good leader does not avoid decisions. A procrastinating attitude toward decision-making has ruined more than one otherwise promising career. A good leader makes decisions whenever needed and at the time they are required. They weigh up the implications of their decisions after having carefully examined a number of alternative solutions.

Developing Your People: Most effective leaders try to make shrewd judgments of character. This does not mean that they are (or pretend to be) "psychologists." However, just because an individual seems to be a "nice guy" or personally obnoxious to the leader, they do not allow their personal likes and dislikes or their emotions to interfere with sound judgment. Every able leader teaches their associates to learn and to grow. Their proudest moment is when one of their people achieves success!

How has sales changed since you started your career? How do you think it will evolve in coming years?

When I think about the future of professional selling, it is clear that sales has come a long way. Even a cursory glance over my shoulder confirms that sales over the past 60 years has evolved through five generations. These are the "5 Cs of Selling."

"Cronyism" was the first era of selling, prevalent in the industrial boom following World War II. The salesperson was essentially your buddy – that is, someone whom you got to know well and liked.

We then moved on to "Commodity Selling." This second era of selling took hold from the 1950s until the mid-1960s where salespeople basically sold on price. Again, there was little product differentiation, which resulted in discounting and price wars.

"Content Selling" – The third era of selling was the first to involve a strategic differentiation of one product from another. Starting in the 1960s through to the mid-1970s, professional marketers, with the help of advertising agencies, were now able to create brand awareness and customer knowledge as to why one product was superior to another. The goal was to educate buyers on the "features and benefits" of a specific product, and thereby increase sales by generating excitement in purchasing the superior features and benefits. This is where I came in.



JONATHAN FARRINGTON ABOUT DEVELOPING LEADERSHIP QUALITIES IN SALES MANAGERS

Although this era marked the start of a more “professional approach to selling,” it was product-centric. The features and benefits approach did not take into account the unique and differing needs of customers. Customers were becoming even more sophisticated and competition was heating up; and as a result, customers demanded solutions that were customized to their needs. The focus of the sales moved from the product to the customer, and “Consultative Selling” – or customer need-based selling – was born. Over the past 30 years, consultative selling has been very much in vogue.

“Collaborative Selling.” I see this as the era of collaborative selling. Customers are advancing in the sale before they engage with salespeople. Salespeople must bring greater expertise and resources to customers to add to what they already have researched for themselves. The emphasis is alignment of the sales process with the customer’s buying cycle. Today, the goal is for salespeople and customers to advance in the buying journey together. Collaborative selling occurs not only between buyers and sellers, but also partners.

As I think about the future of selling, I see the era of collaboration continuing and extending. In collaborative selling, both buyer and seller become customers to each other. This approach has three primary goals for both organizations:

Minimize short-term risk

Maximize long-term gain

Create value by partnering with each other

But of course, we know that the evolution that is happening in selling will not stop at the fifth era. Technology will drive the change and impact buyers and sellers in ways we can only dream about.

What we all can be sure of is that change will continue at a rapid pace. As I see it, the next era – the sixth era – is an era of Commoditization. Don’t confuse this with the second era, “Commodity Selling,” although there are some startling similarities.

There is an air of inevitability that at some point in the not too distant future, many of the tasks now routinely handled by “salespeople” will become automated – in fact, it is already happening.

Commoditization virtually eliminates seller-buyer human interaction, and as of now, it is a B2C “phenomenon.” It is, of course, due largely to consumers’ new affection for online shopping via the Internet, and sales organizations desire to capitalize on the breadth of audiences they can reach and the lower costs of sales and delivery.

However, it would be foolhardy to not anticipate that, as buyers become increasingly self-educated about our products, companies and our market sector, the sales role in many industries will undoubtedly become diminished. The role of sales is shifting to a consulting model that brings expertise in the areas of business, industry, company, stakeholder and capabilities.

While the role of the order-taker salesperson will eventually go the way of the Internet, for the complex sale for the foreseeable future, the role of the salesperson is secure.



JONATHAN FARRINGTON ABOUT DEVELOPING LEADERSHIP QUALITIES IN SALES MANAGERS

There will always be a place for the professional business consultant – the “Top 5 percent Player.” These people consult more than sell, as they assist their clients in making sound buying decisions.

Perhaps the way to look at the future of selling is to compile a team consisting of a sales and marketing professor, a technology professor from MIT, maybe someone from ; history has shown writers like Ray Bradbury have been truly prophetic!



CHAPTER 13 UNDERSTANDING THE DIFFERENCES BETWEEN EMPLOYEE ENGAGEMENT AND CULTURE

Employee engagement and company culture are related, but they aren't the same thing. Unfortunately, many organizations lump engagement and company culture together and prevent themselves from deriving the full benefit of understanding and optimizing each.

Employees engaged in their work thrive in companies where organizational culture is highly valued.

Companies that lack a strong, vibrant culture may still have employees who like and are engaged in their work. Bigger issues like distrust or misalignment of goals can simmer underneath an engaged workforce (though they're unlikely to remain engaged with work for long).

On the other hand, organizations with energetic, inspiring cultures almost can't help but have engaged employees. In fact, culture is a strong predictor of engagement and is the foundation of operational success. That's why defining your organization's path to the future must involve evaluation of both corporate culture and employee engagement.

Corporate Culture

Corporate culture isn't as easy to get your arms around as employee engagement. It can be viewed as consisting of five fundamental building blocks:

- Capability culture – that ensures everyone is equipped to excel
- Commitment culture – that motivates people to commit to doing their best
- Alignment culture – which defines what the organization must do to fulfill its mission
- Individual performance culture – which includes leaders who “walk the talk”
- Team performance culture – which eschews silos and encourages involvement and collaboration

Organizational culture is the foundation upon which excellence is built. It equips team members to excel and to adapt, since change is inevitable in the business world today. When these five building blocks are strong, you set the stage for excellent employee engagement that lasts.

Employee Engagement

Employee engagement is reflected in statements like “I love what I do,” and “My manager provides me with the resources I need to do a great job.” Engagement is more granular and individual than organizational culture, and it makes a tremendous difference in organizational success. Have you ever interacted with a business filled with employees who just didn't care? It's frustrating and bewildering, and if you later read about that company shuttering, you probably aren't surprised. Leaders simply cannot ignore the extent to which employees are engaged with their work. Yet only looking at employee engagement is insufficient.

They're Measured Differently

Just as you measure temperature and length differently, you measure employee engagement and company culture differently.



UNDERSTANDING THE DIFFERENCES BETWEEN EMPLOYEE ENGAGEMENT AND CULTURE

Employee engagement is fairly straightforward to measure, through employee surveys, or through one-on-one conversations and observation of people going about their work. Measuring organizational culture, however, is difficult to distill down to a step-by-step process, because culture is such a large and multifaceted concept. That doesn't mean you can't measure corporate culture: you can. In fact, you must if you want to maintain strong levels of employee engagement and orient your company toward sustained, long-term success.

Why and How to Measure Culture

It's important to look at each of the five building blocks of culture in turn, and it's important to be completely honest in your evaluation:

- Do we equip our people with the tools, skills, and attitudes they need for excellence?
- Do our leaders demonstrate commitment and a strong sense of purpose?
- Are goals aligned throughout our organization so we all know what we're working toward?
- Do leaders practice what they preach, listen to feedback, and mentor new or young employees?
- Do we know how to encourage positive teamwork that actually gets things done?

Just as any personal self-improvement endeavor begins with taking an honest look at your existing situation, improving your company culture requires looking honestly at what that culture is like today – not what you wish it was. As a result, you learn what your operational strengths are, where there's room for improvement, and which aspects of organizational culture are ripe for change. It makes planning your organization's future into a process of mapping out, not just wishful thinking.

Ultimately, your company values whatever brings about the results you strive for. Silos, distrust between departments, and disenchanting employees certainly don't signify operational excellence or success. Understand and measure employee engagement, but additionally understand and measure company culture, by examining all the building blocks of organizational culture and honestly evaluating where you stand. A healthy culture along with engaged employees is the winning combination for maximizing operational success and making your organization a great one to work for. If you're ready to understand your company culture better and move it forward for maximum operational success I encourage you to contact us to learn more about our proprietary culture assessment, "The 5 Cultures of Culture Assessment" (5CCA) and our "Cultural Transformation Readiness Assessment-40" (CTRA-40) and/or check on my speaking availability and contact me.



CHAPTER 14 BUILDING A CORPORATE CULTURE OF LEADERSHIP

Cultural transformation in a business setting can be profound and powerful. It can also be challenging as workers grapple with changing roles and expectations.

Effective workplace transformation requires a deep commitment from staff, starting at the top of the organization. Without that commitment, the efforts to change how work is done and how employees interact will only go so far.

Progressive organizations are increasingly turning to executive coaching to provide leaders with the tools they need, and the introspective insights that good coaching provides.

Coaching allows leaders the chance to gain deeper insights into their management style. Leadership coaching is a confidential, one-on-one process whereby leaders address issues related to their work. The main objective of coaching is to provide employees with the tools of self-discovery needed to become more effective in the workplace.

Coaching uses the power of inquiry to help the coached executive clearly define for herself what she wants and needs to work on. Using pointed questions and observations, a leadership coach helps the executive discover, mostly on her own, what changes need to happen in her approach. Over time, the coach can hear how the executive uses the tools gained via coaching sessions, change course as needed, and help the leader mastery a new set of skills.

Leaders seek coaching for a range of reasons: succession planning, improving interpersonal and communication skills, developing talented staff members, maintaining work-life balance, improving presentation skills, addressing conflict and learning conflict management skills, improving “managing up,” and gaining self-confidence, to name a few.

The effects are palpable. Over time, and often before leaders realize it themselves, others begin to see the changes. Work stressors are lessened. Internal conflicts are resolved. Efficiency increases.

Imagine the power that an organization can gain by doing collective leadership coaching. Using coaching effectively within an organization, whether it’s among peer leaders, at different management levels of a department or division, or both, has compounding effects.

Teams that are coached together are readier to tackle larger, complex issues.

When teams are coached together, they begin to develop a shared understanding. They see in others the hard work they themselves are doing to improve. They can recognize, and most importantly acknowledge, the gains their colleagues are making.

There are begins to become a common vocabulary among similarly coached bands of leaders. They understand the tools such as DISC, Myers-Briggs and 360 assessment tools (in fact, often teams take them and discuss the results together).

It becomes more possible to address more complex issues such as strategic planning, vision and mission statements, customer identification, succession, and organizational change. Why, because when the inevitable disagreements arise in those areas, the team can fall back on their coaching for perspective and help, knowing colleagues are doing the same.



BUILDING A CORPORATE CULTURE OF LEADERSHIP

For leadership coaching to be used as a tool for cultural transformation requires many leaps of faith. Participants need to trust the process, know that there is hard work to be done, and that they and their colleagues will be changing. Workers in an area who are not getting coaching should be informed about the work being done and what the desired outcomes are.

Transforming workplace culture is deep and profound work. Coaching teams of leaders through these changes will help them and the organization grow.



CHAPTER 15 MARSHALL GOLDSMITH ABOUT LEADING THROUGH CULTURAL CHANGE



Marshall Goldsmith

Executive Coach

In the world of executive coaching, Marshall Goldsmith is considered the best of the best.

At the recent Thinkers50 gala in London, he was recognized as the world's No. 1 leadership thinker, No. 1 executive coach and No. 5 most-influential business thinker. His most recent book, *Triggers*, is a No. 1 New York Times and Wall Street Journal best seller and was an Amazon business book of the year.

His knowledge of leadership and abilities as an educator have been lauded by publications including the Harvard Business Review, Fast Company, Inc., BusinessWeek and the Economist.

Goldsmith has a Ph.D. from UCLA's Anderson School of Management where he was the Distinguished Alumnus of the Year and he teaches executive education at Dartmouth's Tuck School of Business.

Through his career, he's worked with more than 150 major CEOs and their managing teams – one of the few executive advisors to have reached that benchmark.

With the release of John's new book, *Cultural Transformations*, and Marshall's gracious endorsement (he had this to say about the book: "Saturated with insights and findings on organizational leadership that you can apply immediately!") we wanted to check in with a seasoned leader in cultural change. Goldsmith offered a few minutes of time recently to talk leadership. Here's what he had to say:

What's your leadership philosophy?

"Leadership is working with others to ensure objectives are met," he says.

Great leaders are more concerned about the growth of their employees and the organization rather than their own development.

There are three things that need to happen in order for leaders to improve, Goldsmith says.

They must have the courage to get feedback and to look in the mirror and ask whether their behavior aligns with what they're teaching; they must have the ability to improve and they must have the discipline to followup and do the hard work to make the changes.



MARSHALL GOLDSMITH ABOUT LEADING THROUGH CULTURAL CHANGE

Why is a vibrant culture so important to the success of a business?

Culture is important because employee engagement is a function of whether they feel they can live their own values at work, Goldsmith says.

“When people feel their work isn’t consistent with their values they don’t work as hard,” he says.

What are the key ingredients to a vibrant corporate culture?

“I would say one key ingredient is leadership from the top,” Goldsmith says.

Leaders to to make sure they are great role models and that they embody the company culture day to day. If they don’t do this, leaders will have a difficult time establishing credibility.

What should leaders be doing to not only create a more engaged corporate culture, but also sustain it?

From the perspective of the organization and the leader, Goldsmith says they should get feedback on how their perceived and the feedback should be aligned with the organizations culture. They need to answer the question, “does leadership behavior align with culture?” and talk openly about what they learned from the feedback to develop positive change.

“When leaders do this they tend to be more effective,” Goldsmith says.

And employees should take responsibility as well. Each day employees should challenge themselves to say, “Did I do my best to set my goals? Did I do my best to achieve my goals? Did I do my best to stay fully engaged?”

“When the leaders focus on improvement, there’s increased engagement,” Goldsmith says. And when employees do it, there’s positive change as well.

What are the biggest challenges to transforming a corporate culture?

The challenges are in translating the broader concept of culture to day-to-day practice, Goldsmith says.

It can’t be just some broad theoretical statement about what the organization wants to be; people must understand wha the culture is and what it means to them.

What are the biggest missteps leaders take when attempting cultural change?

“I think some leaders are not willing to stand behind what they teach,” Goldsmith says.

When leaders become too focused on the numbers it sends the wrong message. It’s very important that the top management is willing to step up and deal with employees whose behaviors are inconsistent with the culture – even if that person’s numbers are good.



MARSHALL GOLDSMITH ABOUT LEADING THROUGH CULTURAL CHANGE

What business leaders do you think have been especially adept at managing cultural transformation? What can we learn from them?

Goldsmith had two picks.

Alan Mulally who led the transformation of the Ford Motor Company. At the start of his tenure shares for Ford were trading at a \$1; by the time he left they were \$18.

Goldsmith says, that Mulally began by establishing clear guidelines for leadership behavior and then made sure that leaders adhered to those guidelines by sending observers to meetings to watch their behavior.

Next, Goldsmith cited Frances Hesselbein who transformed the Girl Scouts of America. Hesselbein realized that success in the past did not guarantee success in the future. She established clear new behaviors and stepped up to make sure they actually happened.



CONCLUSION & CALL TO ACTION

The reality is that most business transformation efforts fail. Evidence from global companies undergoing transformations from 2003 through 2015 shows that up to 75 percent fell short of their targets. Only 25 percent were able to capture short-term and long-term performance gains compared with their sector average.

Why is transformation so difficult? In our extensive research across a wide variety of industries, we've found that the two key macro levers that make or break transformation efforts are culture and leadership. When we talk about transforming culture, we mean shifting the key values and principles that define corporate cultures into ones that embrace rather than resist change. By leadership, we mean finding and developing the right leaders at all levels of the organization who are able to embody and instill these cultural values so they can successfully guide their employees, teams, and organizations through the transformation process. We've found that mastering these two macro levers ultimately determines the success of any transformation effort.

It is with this foundation that I state the following: just like all my readers, I know you're committed to becoming the best leader and person you can be. My life's mission is to help leaders, future leaders, and organizations become stronger, more vibrant and effective. But the truth is, most people and organizations struggle with these pursuits. This is the reason I wanted to write *Lessons of Leadership, Culture & Culture: Become a Better Leader, Build a Vibrant Culture, Achieve Breakthrough Results*. My vision is to write a 5-Volume Series, with this eBook serving as Volume One.

I hope you enjoyed reading this eBook! My greatest hope, however, is that you will re-read the chapters again and again, reflect on what you have learned, and start to take positive action to become the best leader and person you can be so you can bring greater abundance to your family, organization, your life and the world.

If you need help along the way, we are here for you! Just write or call us!

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