WHY YOU SHOULD REACH OUT AND TOUCH SOMEONE

A simple, yet powerful act.

Carol Kinsey Goman

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Why You Should Reach Out and Touch Someone

A simple, yet powerful act.

If you found a coin, would you give it to a person who approached you and said it was theirs? **PG.10**

This edition of Leadership Excellence issue is being driven by the endless parade of leadership ideas and some real-world examples of classic epitomes. Our boundless fascination for leadership excellence has inspired many of our authors to come up with the various aspects and approaches of leadership mostly from their own experience and understanding. In today's world, the analysis of leadership abilities of an average employee shows how contrasting it is from the organization's expectations. You can agree or disagree!

The trend of merely looking at the paper and hiring an employee is changing. And the trend of accepting a job offer just for money is also long gone. This issue of Leadership excellence offers profound understanding on how one can analyze and understand an employee while hiring and vice versa. Our expert author Carol Kinsey Goman in her article *Why You Should Reach Out and Touch Someone,* has beautifully narrated how emotions are contagious! According to Carol, a touch, as a simple gesture of acknowledgement, can actually crack the business deal you were longing for!

The fine line between servant leadership vs. conventional leadership is clearly described by Steve Blue in his article *"4 Secrets for Superstar Leadership".* According to Steve, the superstar leaders' every move and decision speaks volumes. These leaders first desire to serve, grow and nurture new talents and leads from the front.

Author Morag Barrett says being a control freak can come with the cost of losing many other things in life. In his article "Are you a Control freak?" Morag explains how can one transform from trying to control every aspect of your life to letting go off things and accepting the wave of changes. Chris Musselwhite in his article *Understanding Leadership Styles* talks about how an impulsive decision can affect your team adversely. He talks about 4 important tips for leaders and the importance of leading your team effectively.

In today's hectic and fast changing world, leaders can no longer sit in their comfort zone, reminds Pete Alcide, the President and COO of Lee Hecht Harrison in his article *Mobilizing Leadership.* He believes fostering a culture of development among your core leadership is the most certain route to enhancing your competitiveness.

Also, Please don't forget to reserve your dates to attend the Global Leadership Excellence Forum on *April 9th - 11th, 2014 at the Vail Cascades Resort, Vail, Colorado*. For more details on applying, see page 14.

This issue of Leadership Excellence can assist you to understand various aspects of simple leadership principles and can help you adapt and practice them in your daily life. For those wishing to be excellent leaders or are at least inspired to be one, this issue has a whole lot on the menu to offer. We hope you enjoy this month's issue of Leadership Excellence and look forward to hear from you!

Regards,
Debbie McGrath
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Seven Leadership Strategies that Improve Engagement

And keep the employees happy!

By Mina Brown

Engagement and retention has increasingly become the top challenge among almost all large organizations. Studies consistently show that positive or negative engagement factors directly affect employee retention and have far-reaching impacts on productivity, morale, quality, customer satisfaction, and ultimately, profits and sustainability. Most organizations understand the importance of engaging and keeping key employees, and they make serious efforts in these areas. Often, however, these efforts fall short, and the most valuable employees walk (or run) out the door.

There is no magic potion or silver bullet to ensure employee loyalty, but here are seven crucial leadership strategies that will radically improve employee engagement and increase the stickiness factors for the "A" players.

1. Cultivate High Trust

We expect a lot from our managers. In order for an organization to remain competitive, a good manager must create an atmosphere of teamwork and performance. Hopefully we've all experienced at least one of these managers during our careers—the person you look back on and say, "Wow, that person *really* had a way of inspiring me and those around me, in both good times and bad."

In order to create this kind of energy and commitment, a manager must be socially and emotionally intelligent, proactively anticipate the needs of the team, lead from the front, and know what it takes to motivate and inspire. All great managers—bar none—share one thing in common. They cultivate trust. It is this trust, when all is said and done, that serves as the backbone of a cohesive team.

According to Stephen M. R. Covey's insightful book, *The Speed of Trust*, the two critical components of trust are character and competence. It takes both to deserve high trust. He writes:

> " Character includes your integrity, your motive, your intent with people. Competence includes your capabilities, your skills, your results, your track record. And both are vital."

Leadership coaching can help managers understand their personal trust and credibility scores, develop a game plan to improve their trust "index," and create an environment that contributes to higher levels of employee commitment.

2. Model Core Values

For the past several years, the business world has been pretty topsy-turvy. From the headline-generating scandals of big corporations like Enron to the collapse and tentative rebuilding of the global economy, today's organizations—and their leaders—face more challenges than ever.

How are your leaders responding to these challenges? If they are running around putting out fires rather than preventing fires in the first place, employees are probably feeling frustrated, unmotivated,

and tired. Engagement and retention suffer.

Strong core values provide a reliable framework to help employees make decisions and take actions in challenging times, when the answers are far from easy. The best leaders walk their talk and practice what they preach. They act with passion, integrity, and courage. These leaders instill confidence and trust in their employees.

> ## *Seven Leadership Strategies that Improve Engagement*
>
> *1. Cultivate High Trust*
>
> *2. Model Core Values*
>
> *3. Encourage Debate and Risk Taking*
>
> *4. Listen, Really Listen*
>
> *5. Leverage Strengths—Mitigate Weaknesses*

Leadership coaching can help managers clarify their core values, communicate them, and ensure alignment with the organization's values.

3. Encourage Debate and Risk Taking

A study done by Leadership IQ showed that *entrepreneurial cultures*—those that promote risk-taking, creativity, and intelligence—have the highest employee engagement. Yet, in the same study only 19% of respondents said their organizational cultures were entrepreneurial.

The best employees want to be in organizational cultures where their opinions matter, where debate is accepted, where they are encouraged to take risks and learn from mistakes, and where there is a constant sense of adventure and growth. And managers and leaders are directly responsible for the development of this kind of environment.

Obviously there are penalties for making mistakes which can result in leaders holding a tight rein on employee decision making and creativity. Too little freedom suffocates good employees but too much freedom can spell trouble, big trouble. The balance is tricky. With the help of a professional coach, leaders can strengthen their ability to delegate authority and learn how to create entrepreneurial cultures in which debate and risk taking is encouraged and embraced.

4. Listen, Really Listen

We often hear that good communication practices foster the type of positive environments needed to keep the best employees. But what we don't hear enough about is how important being a good listener is to being a good communicator. The best communicators know when to keep their lips zipped and their ears open.

In today's hard-charging corporate cultures, listening is too often overlooked, underestimated, and underdeveloped. For successful leaders who are always racing against the clock, it's powerfully tempting to share opinions and advice freely when asked (and sometimes even when not asked). This impulse, however, robs others of the thinking process required to come up with their own opinions or solutions. Often professional coaches are uniquely skilled to help executives learn how to:

- Invite and show appreciation for feedback.
- Become adept at asking questions.
- Remain insulated (and grateful) for negative feedback.
- Listen for much more than just words.

When leaders open their eyes and ears and listen, really listen, the information that employees share provides valuable direction to those in power—information that can result in a happier, more productive, and overall better workplace.

5. Leverage Strengths—Mitigate Weaknesses

Most motivated, high-performing employees will look past the 95% they are doing well and zero in on the 5% that needs improvement. Of course, this isn't all bad. It's what keeps us competitive and thriving in a fast moving world.

> ❝ **Only 20% of employees use their strengths every day.**❝

In recent years, there has been an important awakening and even celebration of unique talents and strengths. Gallup researchers Marcus Buckingham and Donald O. Clifton concluded that the most effective way to motivate employees is to build on their strengths rather than correct their weaknesses. They discovered that only 20% of two million employees interviewed were using their strengths every day.

Working from strengths is what will get you ahead. Focusing only on improving weaknesses will usually leave you with "better" weaknesses—but weaknesses nonetheless.

Ideally, individual leaders with the support of an executive coach can leverage their strengths while mitigating their weaknesses—an approach that can be replicated throughout their organizations. The keys are:

- Becoming best-in-class at their strengths.
- Carefully choosing roles that leverage and support strengths.
- Learning how to compensate for weaknesses.

6. Be Savvy about Organizational Nuances

The word "politics" really isn't a dirty word even though a lot of people feel it is. The reality is that company politics exist, and the best leaders learn how to manage successfully within the system of quid pro quo rather than hold themselves apart with disdain. They understand and accept the massive impact of interpersonal relationships on the allocation of resources, strategies, business processes, interdependent goals, performance, and outcomes.

Leaders who know how to manage and exploit company politics will gain credibility among employees and peers. In addition, the way a leader navigates company politics can significantly impact their organization's success. Employees who feel that their leader "has their backs" will feel that their goals are more attainable, resulting in improved motivation, performance, engagement, and retention. Top employees are attracted to the "winning teams."

The best employees also know that a well-connected leader is a better bet for personal recognition, rewards, and future career opportunities. When promotions and bonuses are on the line, the politically savvy leader will be more successful in lobbying for their employees' benefits. Plus, their voices may hold more sway in succession planning meetings.

Even today, some leaders try to avoid "politics" and assume that if they simply work hard and achieve positive results, they will be rewarded and recognized accordingly. This is just naïve and potentially dangerous. To ignore the subtle but crucial dimension of organizational nuance, such leaders are risking their personal effectiveness and the success of their entire team. An executive coach can help leaders reframe their attitude about and approach to company politics, so that they can more effectively ensure the success of their team or department.

7. Imagine the Future

Good leaders must be able to imagine the future and then communicate it cogently to employees. When leaders can clearly articulate the organization's long-term vision and link employees' work to the attainment of that vision, their employees are more motivated to contribute. Let's be honest. We all want to believe that what we do matters. Executive coaching can help leaders delve into the future and imagine the possibilities.

> ❝ **By not having 'the answer', executive coaches stimulate creativity and allow leaders to shape their own vision for the company.**❞

It Starts—and Ends—with Leadership

While it may be true that some people are "natural leaders," great leaders can be cultivated and molded from the essential raw ingredients of *emotional intelligence* and *desire*. Even if leadership basics could be taught in a classroom, the most impactful development tool for dynamic environments is professional coaching. Yes, training programs, compensation, and recognition can be useful in securing employee motivation and loyalty. Most people do not stay or leave companies because of these factors.

Organizations that really care about their employees, invest in developing great leaders. Leadership coaching uniquely helps leaders develop the credibility, values, risk tolerance, listening skills, strengths, political savvy, and vision they need to ensure that employees are engaged, productive, happy and loyal workers. **S&P**

Mina Brown, **MBA, NLPC, Board Certified Coach** has been an executive coach, leadership consultant, and entrepreneur for over sixteen years. As a former senior operations executive and CFO, she brings together a successful leadership track record and hands-on business experience plus unusual intuition, deep compassion, and unflinching candor.
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Positive Reinforcement

The best way to change any work behavior.

By Aubrey Daniels

Ability to positively manage change is widely recognized as essential to success, both personally and professionally. At work, this may involve how you acclimatize to new leadership, or adhere to new policies, or achieve new goals and meet new deadlines. The new year may have brought new pressures to modify behaviors to effect positive change.

So, while managing individual change seems within your control, why do most people still struggle with change? And what if the change that is needed is within your corporate culture? How do you as a manager or leader contribute to achieving sustained positive change that leads to others being engaged and giving their best every day?

The answer lies in understanding the science of behavior. While you may think it requires a degree, it doesn't. But to achieve and sustain meaningful change, you must understand how what you say and do affects the behavior of others.

While most people think they know about behavior, most do not from a scientific perspective. What they know is from neighbors, family and friends or from popular books and bloggers. Knowledge of behavior from these sources is superficial at best and wrong at worst.

The average parent and business person hardly knows how to separate what is scientifically valid from what is just one person's experience. "Here's what worked for me" is probably the most-followed advice people receive about raising children to running a business and, more often than not, it isn't the best advice.

Let's start with the basics of the science. Without getting technical, **telling** doesn't change behavior, yet it is by far the most common way people attempt to change the behavior of others. People seem to think if they can just tell others in the right way to change what they are doing, that is all that is necessary. Since there is more to changing behavior than telling, the inevitable outcome of telling is that we get *louder*, *longer* and *meaner*. We say things like: "This is the last time I am going to tell you." "Why do I have to tell you three times before you pay me any attention?" "If I have to tell you again, you will be sorry!"

The closest thing to a law of behavior, as gravity is a law of physics, is "Behavior is a function of its consequences." When telling is highly related to consequences that are immediate and certain, telling is effective; when not, it is a waste of breath. It is important to know that threatening a consequence is not a behavioral consequence. It is just another way of telling. Training is mostly telling. You can't increase engagement with training. You can't change a culture by telling. It is not that telling is wrong; it is just that there is an over-reliance on telling as the solution, not as part of it. We plead, cajole, threaten and get emotional, but how often do we follow through? Rarely. Without consequences there will be no lasting change.

At work, consequences come from many places – the physical environment, the people, the policies and processes of work. However, consequences shape behavior only when they follow behavior. When productive behavior is followed by a consequence that is valued by the performer (R+), more productive behavior follows. When nonproductive behavior is followed by a consequence that is valued by the performer, more nonproductive behavior follows. While this seems so basic that it is hardly worth mentioning, it is very common in business. Most bonus plans reward the good and poor performer alike. When corporate benefits are enjoyed by everyone, you can be sure that the poor performers are increasing their poor performance.

Another important factor is that we plan future rather than immediate consequences. We tell people: "Meet this goal, and you will be rewarded." "Work hard, and we'll discuss that promotion during your performance review." What we know about human behavior is that people respond better to smaller, frequent, immediate consequences than to larger, future, uncertain consequences.

This brings us to the culture change issue. Culture is described as the typical way we do things as a group. The group may be as small as a third shift work team or as large as all of Walmart. A culture is built one behavior at a time. A successful culture can only be built on positive reinforcement. While I write about that often, it is mostly misunderstood. It is the kind of thing I see with youth league sports, where everyone gets a trophy. They think they are using positive reinforcement, but they are not. There is more to it than the majority of the population understands. I have written six books on the subject. The problem is that when positive reinforcement is done wrong, it is almost worse than not doing it at all. If you are using positive reinforcement correctly, you have no need to change the culture. If you have a culture based on positive reinforcement, you don't have an issue of sustaining it, as people continue to engage in behavior that produces meaningful personal consequences. Blue Cross of Alabama has used positive reinforcement to sustain its positive culture for more than 33 years.

If you don't have a positive reinforcement culture and want to move to one, you do it by positively reinforcing productive behavior. People are fully engaged in any activity that produces meaningful consequences. For me, there is a big difference between a "positive culture" and a *positive reinforcement-based culture*. The goal at work is not to be positive but to increase valuable behavior through the use of positive consequences. There is a big difference between the two.

Any change is easy if you understand behavior from a scientific perspective. It is clear that the best way to change any work behavior is through knowledgeable use of positive reinforcement. Changing culture and engagement level and sustaining these improvements all yield to positive reinforcement. People seek positive reinforcement. It's in the genes. Do it correctly, and there will be no resistance. Do it incorrectly at your peril. Resolve to learn and apply the science of behavior (behavior analysis) in your work and your life. You, and all you meet, will be glad you did. **LE**

Aubrey Daniels, Ph.D. is the founder of workplace consulting firm Aubrey Daniels International. He is a thought leader and internationally recognized expert on management, leadership, safety and workplace issues, is considered an authority on human behavior in the workplace.
Visit **www.aubreydaniels.com**

Why You Should Reach Out and Touch Someone

A simple, yet powerful act.

By Carol Kinsey Goman

If you found a coin, would you give it to a person who approached you and said it was theirs? Would it make any difference if the person approaching you touched your arm when they made their request?

Well, for most people, the answers are no . . . and yes! Only 23 per cent of the unsuspecting subjects set up in this experiment by researchers at the University of Minnesota admitted they had found the money when asked. But, if the researcher touched the elbow of the subject when inquiring about the coin, the percentage of those admitting possession rose to 68 per cent—and they often looked embarrassed, with explanations like "I was just looking around to see who lost the money."

We are programmed to feel closer to someone who's touched us. The person who touches also feels more connected. It's a powerful force and even momentary touching can create a human bond. A touch on the forearm that lasts a mere 1/40th of a second can make the receiver not only feel better but also see the giver as being kinder and warmer. The person who's been touched also perceives the environment as being friendlier.

The right kind of touch at the right time can even make you money. Research by the Cornell University School of Hotel Administration concludes that being touched by servers increase the tips that customers leave. At two informal restaurants, waitresses had assigned to them customers who were randomly divided into three categories. Some customers were not touched at all, others were touched once on the shoulder for about one and a half seconds, and the rest were touched twice on the palm of the hand for about half a second each. All touches were casually

given as the waitress returned change to their customers at the end of the meal. In all cases, eye contact was avoided.

The results at both restaurants were significant. Customers who weren't touched left an average tip of 12%. Tips increased to 14% from those who were touched on the shoulder, and to 17% from those touched twice on the hand.

But it isn't only in restaurants that customers respond favorably to touch. In many commercial settings, casually touching customers has been shown to increase the time they spend in a store, the amounts they purchase, and the favorable evaluation of their shopping experience in that store. It was observed that supermarket customers who had been touched were more likely to taste and purchase food samples than non-touched customers. Touch has also been found to increase the number of people who volunteered to score papers and sign petitions.

And, after reviewing broadcasts of games from the 2008-09 season, researchers at the University of California, Berkeley, concluded that good teams tend to be much more hands-on than bad ones. In the study, which was titled "Tactile Communication, Cooperation and Performance: An Ethological Study of the NBA," it was found that teams whose players touched the most often (slaps, hugs, taps or bumps) were more cooperative, played better and won more games.

It's a different story in the workplace -- at least for some cultures. In Anglo Saxon cultures (especially the United States, Australia, and the United Kingdom) touching work colleagues is far less common than in some other parts of the world. Marc, my colleague in London said, "Brits hardly ever touch business colleagues. Sometimes they might tap the table with a pen close to the person they are connecting with, but bodily contact is avoided." Jenifer, a professional communicator from Sydney told me, "Australians would flinch or stiffen at a touch from a business colleague. Most male executives would be concerned about legal implications of touching a female in the workplace." Sounds familiar?

Contrast that with an experience I had several years ago when I was booked to speak at a conference in Venezuela. The meeting planner, whom I knew solely through email correspondence and telephone conversations, met me at the Caracas airport. He greeted me with a soft lingering handshake, and then a hug and a kiss on the cheek. As we walked toward the waiting car and driver, he put his hand on my shoulder. He sat close to me in the back seat of the car, and, as we discussed the upcoming program, he often touched my arm or hand.
If you had been there, how would you have evaluated all that contact?

The "right" answer, of course, varies depending on which cultural standards you use when judging, and what those standards reflect about touching and being touched.

The cultural differences in touch frequency showed up in a study where conversations in outdoor cafes (in Florida, London and San Juan, Puerto Rico) were observed and the number of times people gave or received casual touches was counted. A total of 189 touches per hour were recorded in San Juan, and two per hour in Florida and in London during that same hour? None.

If touch in the workplace is rare, that doesn't mean it isn't powerful: Bill is the head of Marketing for a telecommunica-

tions company – and a natural "toucher." As such, he utilizes an interesting and effective communication technique. When he speaks, he touches the listener (most always on the forearm) to add emphasis to key parts of his statements. Touching ensures that, for a moment, he has someone's full attention. Because touch is used most often when we believe strongly in something (a liar will rarely touch the one he is talking to), Bill's touching also subconsciously enhances his credibility.

I thought of him when I was coaching Suzanne. Suzanne was the leader of an Information Technology department – a brilliant "techie", struggling to develop better interpersonal communication skills. After watching Suzanne in one-on-one conversations with various business managers (and seeing the dismissive way most of the managers treated her) I was wondering how to help her command their attention. And then I saw it. In one conversation, Suzanne was so intent on what she saying that she leaned forward and touched her colleague's arm. And what a difference that single touch made. The manager looked up at Suzanne as if seeing her for the first time. And, more importantly, he began to really listen to what she was saying.

Of course I'm not advocating groping or other inappropriate physical contact -- and some people simply don't like being touched in any way. But it does seem to me that in our sensitivity to political correctness, we may have lost a potent way to connect with others. Sometimes the simple act of touching to show support, encouragement, agreement, sympathy, interest or gratitude adds the personal warmth to our business communication that is otherwise lacking. **LE**

Carol Kinsey Goman, Ph.D. is a body language coach who helps politicians, business executives, and sales teams align their verbal and nonverbal messages for greater impact and professional success. She's a popular international speaker at corporate, government, and association events. Call 510-526-1727 Visit **www.CKG.com** Email **CGoman@CKG.com**

Resilience at Workplace

Helps persevere through challenges.

By Casey Mulqueen

It is quite clear that organizations today are operating in a turbulent and ever-changing environment. To maintain a competitive edge and oftentimes just to survive, companies need to continually transform themselves through new technologies as well as strategic and structural changes. However, these changes often come at the expense of employees' comfort and psyche. From our research, we have uncovered a key competency for managing the rapidly evolving workplace: resilience.

Those who have a resilient mindset have developed a fundamental way of thinking that allows them to persevere through challenges. They adapt to stressors and change in a way that not only allows them to bounce back, but to grow from the experience. In other words, they bounce forward by finding opportunities in adversity. In our research, we've found that resilient people share several characteristics: They believe they control their own future, they see the world in a positive but realistic way, they maintain a sense of calm and focus in the face of stress, they have a strong social support network, and they face stress rather than withdraw from it.

There is mounting evidence linking resilience to a host of critical workplace outcomes. Resilient people are more likely to perform better, remain committed to their organizations, attain work-life balance, and effectively manage change with less psychological distress. What's more, various scholars and business leaders insist that resilience is a key distinguishing feature between those who make a difference with their ideas and those who don't, those who succeed and those who fail.

So what prevents us from being more resilient? Humans have

deeply ingrained cognitive biases that hold us back from being as resilient as we could be. For instance, we suffer from a negativity bias, meaning we tend to see the glass as half empty. Negative information is processed more quickly and has a stronger, more long-lasting impact on us compared to positive or neutral information. For example, researchers have found that people have stronger activity in the cerebral cortex in response to negative images (such as a hospital patient) compared to positive (a pie) or neutral images (a plate). They also more quickly identify sad or angry faces compared to happy faces. This negativity bias is even evident in our language – of the 558 emotion words in the dictionary, 62% of them are negative and only 38% of them are positive. And, of the most common emotion words that people use, 70% of them are negative.

This negativity bias has an evolutionary basis- it was crucial to the survival of our prehistoric ancestors. Cavemen were not concerned with falling in love or picking flowers – they had bigger problems. They had to be intensely vigilant for dangers such as attacks from predators, accidents, and other natural disasters. A constant vigilance towards threats was crucial for survival, because it mobilized us for activity; therefore, it perpetuated over time and was programmed into our brains. In modern times physical threats are less common - threats are more psychological in nature - threats to self-esteem, sense of control, and so on. However, they still trigger this acute negative emotional response and this ancient part of the brain still exerts control over us. So, when our boss calls us into the office, we immediately imagine the worst, or when a client calls to discuss some figures on a proposal, we often experience a surge of fear that we've messed up. And it is enormously challenging to think strategically when our stress response kicks in, pumping a sense of anxiety and urgency into our system. The negativity bias works against us in modern times because it means we see threats where none exist, we are overwhelmed by challenges, and we have difficulty identifying opportunities in difficulties.

So are we all doomed to fail, thanks to our prehistoric ancestors? The answer is no. Research shows that resilience is not a fixed personality trait; it can be developed. While the emotional region of the brain operates automatically, generating negativity and fight-or-flight instincts, the more logical part of our brain, the prefrontal cortex, can be used to calm our emotional brain and prevent the negativity bias from controlling our perceptions of events. Certain activities are particularly effective at building resilience, even on a neurological level, by altering prefrontal cortex activity and strengthening neural pathways between the prefrontal cortex and the emotional centers of the brain.

One such strategy stems from cognitive behavioral therapy. This technique involves becoming aware of automatic negative ways that we interpret the world and challenging these to cultivate a mindset that is much more realistic and adept at coping with challenges. For example, one common, automatic way of interpreting events is by "catastrophizing;" that is, imagining the worst possible outcome and exaggerating the likelihood that this outcome will happen. Those who catastrophize are likely to say to themselves things like, "If this project doesn't go well, I will never be able to move up in the company" or "If I don't make this sale, I'll be the laughing stock of the office." This automatic

way of filtering information sucks our enthusiasm, drains us of energy, and leaves us with fewer resources to manage challenges. Once we can identify and name these thought patterns, however, we confront them in a logical way and generate more positive emotional responses to difficulties.

Another way of developing resilience is through goal-setting. Goal-setting focuses our attention and helps us persist through challenges. Research continually shows that ambitious and specific goals are powerful drivers of behavior. However, to be effective, goals should focus not only on the end result, such as running a marathon, but on specific activities for achieving that end result – run 30 miles each week and lift weights three times per week. Outcome goals, without the sense of direction in terms of how to attain them, just produce stress and burnout. Leaders play a critical role in developing their employees' resiliency. Harland, Harrison, Jones, and Reiter-Palmon (2004) found that the degree to which leaders displayed confidence, articulated a compelling vision, and individually valued employees lead to subordinate resilience.

Leaders can also enhance resilience among their employees by embedding autonomy into their employees' work, providing ample training and development opportunities, and modeling the behavior they wish to see in their subordinates, and demanding excellence in a way that fosters a positive mood.

> **"**
> **It's been found that leaders who elicit the highest performance from their employees make their subordinates laugh three times as often as mid-performing leaders."**

Change is constant; it's how we respond to change that really differentiates us. Especially now, as employees come out of this economic downturn, some with weakened resiliency due to the variety of prolonged stressors they've experienced, it is imperative that organizational leaders devote more time to fostering resilience in their employees. **LE**

Dr. Casey Mulqueen is the Director of research and product development for The TRACOM Group.
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Understanding Leadership Styles

Four important tips for leaders.

By Chris Musselwhite

Alice makes very quick decisions. Last year, she handled a crisis situation in her company so successfully that she was promoted to team leader. As leader, she always thinks ahead and in team meetings her conclusions come quickly. Often, she has to reverse decisions when more information is revealed. Team members know that some of these impulsive decisions are not going to work and have learned to come to her afterwards with alternative perspectives or ideas. This process involves time and energy on everyone's part. Alice could resolve many of these situations by asking more questions before jumping to resolution. While her style works well in a crisis situation, it does not encourage learning or buy-in from implementers.

Carlos has been successful due to his creative and out-of-the-box thinking. His ability to see beyond the obvious has advanced his career. He is now leading his division. Carlos values divergent opinions and likes to engage all of his direct reports when solving a problem. After considerable discussion and when the problem is close to resolution, Carlos often jumps in with a completely new angle. This behavior often blows up the session and leads the group in a new direction. The team now has to spend hours they don't have talking through an alternative that no one thinks is necessary or adds any value. Rather than seek out his opinions, his peers often try to by-pass Carlos on most discussions.

Chris is a data person. He was very successful in the research and development efforts for his organization's newest hit product. He was so successful that he was promoted to corporate director of product quality. He brings solid data and logical analysis to every situation. An external watch group is voicing concerns about the long-term environmental and social impact of a core product. Some of Chris's employees are concerned over these allegations. The evidence is anecdotal but potentially emotionally powerful. Chris sees no validity in their arguments. He is dismissing the concerns as unfounded and frivolous.

All three of the cases are examples of leadership style. Merriam-Webster defines style as a distinctive way of behaving or conducting oneself – an approach, manner or technique. For Alice, Carlos and Chris, their leadership styles are essential to their success and have led to greater leadership responsibilities.

At the same time, they are also experiencing challenges in leading others. Their styles reflect their preferences – the way they think when they are not thinking about how they think. Why does this matter? Because the way we think determines our behavior.

Where do leadership styles come from? The honest answer is probably some nature, some nurture. Leadership style and preference have been tied to Jungian archetypes as interpreted by the Myers-Briggs Type Indicator as well as other models for understanding and interpreting behavior. Some will argue that style is personality based – hardwired. Others argue that behaviors are learned – a product of our experience. We do more of what works. Either way, these leadership styles reflect our mental models of the world around us. Our mental models dictate how we see, interpret and respond to situations.

These mental models enable us to respond quickly and efficiently. They can also result in responses that are inappropriate, misguided and disastrous. Our style via our mental models is the source of many of our leadership behaviors – effective and ineffective. Style is not inherently good or bad. A style that is effective in one situation may prove problematic in another. This is why people who have been promoted to leadership positions based on their track record can soon find themselves in a calamitous nosedive, and be clueless. Our tendency under stress is to do more of what has worked in the past, not reflect on the most appropriate behavior for the current situation. Reflecting, practicing and perfecting new behavior is not an efficient process and does not come easily, especially under duress.

So how do we become aware of, understand and manage leadership styles? Here are four suggestions:

1. Know your preferences: Self-awareness via feedback is critical for recognizing and understanding preferences. This type of self-awareness does not occur in a vacuum. It requires outside input in the form of assessment data, honest conversations and explanatory models. Research from Discovery Learning on change style preferences indicates that the further your preference is from the norm or average, the more likely you will view your style differently than those around you. This means, for example, that the more pronounced or unique your style of dealing with changes, the less likely you are to accurately understand your own preference. Rather than using feedback for insight, leaders often wait for a failure that forces them to stop, reflect and adjust.

Alice needs to learn that her need for quick decisions is useful and valued in a crisis; however, in day-to-day situations she can bring inefficiency to the decision process and a lower level of commitment for the implementers of her decisions.

2. Know the situation: Usually people are promoted to leadership positions based on past success. The last position was probably less strategic, more targeted and less complex. Understanding the fit between the situation and your leadership style is critical. A one-size (or style) mentality is one of your greatest enemies. Doing more of what worked in the past rather than understanding the fit between your style and a novel situation is a key reason for derailment.

As an individual contributor, Carloss out-of-the-box thinking was an asset. As the leader of a team with multi-faceted responsibilities, Carloss behavior results in wasted time and frustration. He needs team members who do their homework and bring reasoned solutions to the table. He needs to realize that his divergent thinking, while sometimes useful, can be an irritant, and even disempowering, when used inappropriately.

3. Know the people you lead: Just like us, our colleagues also have style preferences. These differences can often explain much of the conflict in our teams, workplaces and social settings. Understanding ourselves comes first, but attempting to see a situation through the eyes of our co-workers is a close second. When someone has a mental model that is different from our own, we tend to think of it in terms of right vs. wrong rather than a potentially useful difference. This leads to conflict rather than synergy.

Chris' ability to digest and explain data provides a great advantage to the organization. When Chris relies on data and logical persuasion to deal with a person who is motivated by moral and/or ethical concerns, he can appear insensitive, out of touch and even raise concerns of a cover-up. Relying on data to influence people not driven by logic will not change opinions and will make him appear insensitive.

4. Know the shadow side: Styles are not about right and wrong. Any style can be used at the appropriate time and be used effectively. Styles can also be used ineffectively and even harmfully. This negative or shadow behavior is often triggered by stress. If you have a preference for change that is orderly, structured and well-planned, you might become rigid and bureaucratic under the stress of chaotic change. A person who effectively, clearly and directly states his/her opinions, under stress may come across as a bully. The problem is not the style but the use of the style. Be aware of your tendencies in stressful situations.

In upcoming articles we will go deeper and explore leadership style from three unique perspectives – preferred styles for making decisions, managing change and influencing others. Research identifies these as three of the most critical competency areas for effective global leaders. **LE**

Chris Musselwhite is the President and CEO of Discovery Learning. As the company's head product designer, he manages the research and development processes and is always coming up with new ideas to ensure Discovery Learning's products remain innovative and effective in a changing world.
Visit **www.discoverylearning.com**
Email **cmusselwhite@discoverylearning.com**

Leadership Development Program

Three key success factors.

By Christina McNally

Want to improve organizational performance? Focus on leadership development.

An organization's ability to get new products to market, provide effective and efficient services to the public, or secure the nation's borders and financial markets is predicated on talent. More importantly, organizational success hinges on investments in leadership. A study by research firm Bersin & Associates found that organizations with a strategic approach to leadership development were 73%+ more effective at improving employee retention and 84% more effective at improving the quality of their leadership succession pipeline.

Organizations that make a targeted investment in developing their leaders have been shown to out-perform their competitors. The top ten companies in the HayGroup's Global Top 20 Best Companies for Leadership boasted a combined 16.9% increase in stock price in 2013. Additionally, the top three companies yielded an amazing 26.5% increase in stock price over the same period. For non-profit or government organizations, leadership excellence can be measured by employee engagement, a key factor in organizational performance. For example, in the 2013 Best Places to Work in the Federal Government Rankings published by The Partnership for Public Service, the agencies boasting the top three overall index scores were the same organizations topping the "Effective Leadership" category.

To achieve similar tangible and clearly defined results from your leadership development programs, there are three key success factors: 1) have senior leader to champion the effort, 2) implement a multi-modal learning and development program, and 3) align leadership development with your talent management strategy.

1. *Engage Senior Leader Support and Commitment for the Effort*

Engaging senior leaders may be the single most important component of a leadership development program. First, leadership programs require a budget, and senior leaders typically control the purse strings. Thus, it follows that senior leadership backing paves the way for an organization to make the monetary investment into such a program. One way for you to develop this support is to show how the leadership development program will help achieve organizational goals. Additionally, benchmarking and research demonstrating how other programs have increased organizational performance provide a compelling story tied to strategic business goals. Senior leaders will support efforts that demonstrably achieve results.
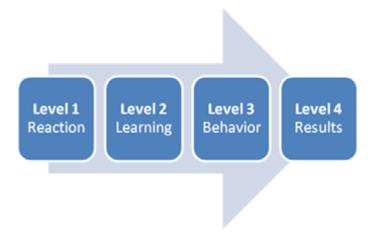
Second, initial and continued involvement from leadership will help promote adoption of the program across the organization. Using senior leaders as change champions is crucial, especially for organizations implementing large-scale leadership programs for the first time. Their engagement will demonstrate the organization's commitment to the effort and will be a model for other leaders. More so, participation in the programs by the most senior leaders will engender organizational commitment far above what communication alone will do. In instituting a cultural change, actions speak louder than words.

One organization we work with recently implemented formal leadership development programs. The first program they rolled out was targeted to executives. The Director of the organization communicated his commitment to the program early and often and attended the first offering of the program with his senior leadership team. Following his example, all other executives completed the program in six months. In a recent measure of employee engagement conducted by an impartial third party, this organization saw its senior leadership scores rise more than 8 points over the previous year. Now, as the organization implements the leadership development program for non-executive supervisors and managers, participants willingly sign up en masse without needing to make the program a "required training."

2. *Implement Multi-Modal Learning*

Leadership programs that combine classroom, individual, experiential, and peer learning opportunities achieve maximum benefit versus those that provide in-person training only. Tie every learning opportunity to a validated leadership competency model and implement the program consistently across the organization.

Classroom training is the most common form of leadership development. However, other learning modalities both reinforce concepts taught in the classroom and allow participants a mechanism to practice applying the learning to real leadership dilemmas. For example, adding an action learning component or a peer consulting group approach, like the one implemented in the Harvard Kennedy School's Executive Education Program, encourages participants to identify significant challenges and apply a specific methodology to determine actionable solutions.

| Level 1 Reaction | Level 2 Learning | Level 3 Behavior | Level 4 Results |

Leadership coaching continues to gain popularity as a demonstrated benefit to both the leader and the organization. A 2009 International Coaching Federation study found that 86% of participants who had tracked the organization's coaching

return on investment (ROI) at least made their investment back as a result, and the median organization ROI from coaching was around seven times the initial investment. One way to maximize the use of coaching as part of a leadership program is to implement it following a leadership assessment, such as a 360º feedback assessment. In this model, the coach debriefs the assessment results and then works with the participant to develop targeted goals for the coaching engagement. These goals typically align with the organization's leadership competencies, individual performance goals, and organizational strategic goals and may involve of the participant's supervisor to promote accountability and goal support.

Like all leadership efforts, evaluation of the learning and development components will allow for the continual refinement and improvement of the program. Using a structured evaluation model, such as the [Kirkpatrick Model,](#) allows you to assess the impact of your efforts on a number of levels. Typical programs focus their evaluation activities primarily in the Kirkpatrick Level 1, gathering immediate reactions and impressions of the learning activities. Developing specific measures to gather Level 3 and Level 4 data will demonstrate behavior change associated with the developmental opportunities, showing if the desired outcomes were actually achieved.

3. *Align Leadership Development with the Organization's Talent Management Strategy*

To see measurable results, a leadership development program cannot be a stand-alone learning and development program. The organization's leadership strategy should link to all areas of talent management such as hiring, performance management, and rewards. One effective way to ensure all areas of talent management support the leadership goals is to create a leadership development framework.

A leadership framework connects organization performance, leadership strategy, and talent management with the results of those efforts to continually evaluate success. Implementing this type of framework involves senior leadership commitment and an effective partnership with HR. Talent management activities such as hiring, performance management, learning and development, and rewards and recognition should all be tied to the leadership competencies and contains specific metrics to evaluate the extent to which they help achieve organizational goals. This type of framework will also allow for the evolution of leadership development efforts as evaluation activities, such as surveys and other instruments, clearly measure performance and results across time.

Once the framework is established, examine each area to ensure programs promote the leadership strategy and work together to reinforce the desired outcomes.

In 2007, following the continuous decline of employee engagement scores, the leader of a small inspector general's office for a Cabinet-level department identified and acknowledged that their primary challenge stemmed from their leadership and organizational culture. While formal leadership development activities (e.g., 360º feedback assessments, executive coaching, and leadership training) were central to improving the scores, the organization also placed focus on other areas of human capital, including performance management. As a result of these consistent efforts over several years, the agency's leadership ratings on an annual employee engagement survey increased more than 32% and its overall employee satisfaction increased by 25%.

Notably, this last example highlights the power of combining the three key success factors. First, the organization had a strong champion in its most senior leader. His engagement in the process and commitment to improvement drove buy-in from across the organization to make the necessary and potentially painful changes. Second, leadership development occurred in a variety of ways that included group and individual learning, feedback, and practice. Finally, the organization recognized that to truly change, all areas of talent management must be aligned with the leadership strategy and organizational goals. While the survey scores for the organization improved dramatically, the most compelling testament to this work is in its performance data: in 2012, for every dollar appropriated by Congress to the department, the IG's office returned more than $23 in fines and restitution.

Implemented together, these strategies –engaging senior leader champions, implementing multi-modal learning and development programs, and tying leadership development to talent management strategies - have the power to transform an organization's leadership and, therefore, performance. In a world where performance data is increasingly valuable to decision-makers, grounding program design in practical examples of how these concepts have worked in other organizations and how you can measure success is paramount. Defining your own targeted measures of success from program initiation will guarantee that your leaders and your organization realize a continual return on the critical investment in leadership development. **LE**

Christina McNally is a Senior Consultant with Federal Management Partners (FMP) and has supported leadership development across the government. Visit **www.fmpconsulting.com**

Transformational Leadership

Know the key competencies required.

By Doug Williamson

We are living in a world of change like never before. The forces of change are coming at us wave after wave with increasing fury and in totally unpredictable ways. Some leaders are simply overwhelmed by what they face. Others are stunned by fear and some are still unsure as to what to do. In each and every case, leaders are facing the need to transform rather than tweak and yet very few are equipped for the task at hand.

Making sense of the world in which we live, decoding it and then shaping it in ways an organization and its people can better understand and willingly accept is the first challenge of the transformational leader.

This challenge is about:

- Helping people connect the dots.
- Allowing people, at all levels, to get past the noise, chaos and distraction and to arrive at a simpler, cleaner and less cluttered understanding of the situation.
- Opportunity identification, opportunity management and opportunity maximization.
- Taking advantage of the opportunities that present themselves in the midst of chaos, confusion and discord.

There are two transformational leadership competencies required to successfully navigate the future.

The first is Contextual Intelligence or CQ. This is the ability to sense subtle shifts in the environment, to become aware of those changes before anyone else and to predict their likely implications going forward. It is the ability to put things into crystal clear perspective and then accurately frame the picture so others can understand it. Naturally, there is then the need to communicate the picture in a way that others can grasp and comfortably relate to.

The crafting of a transformational message by the leader is surely more art than science. We know an appeal to emotion is critical to having people accept the need for change and make the necessary adjustments to their previously held mental models. The leader needs to not only have an intuitive sense of the changing environment and what it portends but must project absolute confidence in the new direction.

Contextual Intelligence is the highly sensitive radar system a transformational leader needs to constantly scan the environment, looking for the signals emanating from the future which suggest the new direction. CQ is what the great leaders have always seized upon to drive their businesses forward. It is the ability to connect disparate elements and combine them into a vivid picture of a future state.

The second transformational leadership competency is Strategic Intelligence or SQ. It encompasses a trio of transformational leadership capabilities.

- First, is a deep and clear insight into the core issues. The intuitive, penetrating understanding of what is actually driving the need for change and how it presents new opportunities for those who are open to them.
- Second, is sharp, prophetic foresight as to how things will actually play out. This is the kind of expertise of the chess master, a soothsaying ability that allows the leader to predict the likely path change will take and the obstacles along the way.
- Third, is a hyper alert and carefully honed peripheral vision ability. In fact, peripheral vision is perhaps the single most important of the three in terms of usefulness in the current and future marketplaces. It is essentially what will help a leader avoid the risk of being sideswiped by a random event or being bypassed in the fast lane. It is the ability to manage what George Day and Paul Schoemaker have called the "vigilance gap."

Together, contextual intelligence and strategic intelligence effectively turn away from the practices of the past. They discard the slow, safe, linear, incremental strategic planning process that many companies still practice. They replace it with a new, modern emphasis on the much more important, up front and intellectually demanding strategic thinking and cognitive processing capabilities. **LE**

Doug Williamson is CEO of The Beacon Group and author of the book Straight Talk on Leadership. He specializes in organizational and leadership transformation, working with senior executives, their teams and their organizations around the world.
Visit **www.dougwilliamson.ca**
Twitter@bluntleader

Moral Leadership and the Robinsons

Their life AFTER baseball.

By Chris Hamstra

As crystals of ice and snow from a rough winter begin to melt, the sights and sounds of Spring slowly emerge. Warmer temperatures and longer days focus attention towards the sparkle of baseball diamonds and another Major League season. Former owner Bill Veeck once said that the true harbinger of spring is not the blooming of crocuses or the swallows returning to Capistrano but the "sound of a bat on a baseball." On April 15th, 1947 Jackie Robinson broke baseball's color barrier on his way to a ten-year Hall of Fame career with the Brooklyn Dodgers. While Jackie's leadership on the diamond is well documented through articles, books, and a recent movie, comparatively little has been noted about his leadership life AFTER baseball. In continued partnership with his wife, the lives of Jackie and Rachel Robinson are wonderful examples of moral leadership and should be examined by leaders today.

What is Moral Leadership?

Moral leadership is centered on shared values and is academically classified within the larger umbrella of ethical leadership. A 2001 study suggest moral leaders "have a positive, lasting effect or influence on others and/or the world." Those thinking about and practicing moral leadership must focus on the influence with followers, but also the impact on communities and organizations. Moral leadership shifts the conversation to the wants, needs, aspirations, and values of both the leader and the followers. This impact is found through relationships, through the use of voice, and through building a legacy that can be found in the lives of Jackie and Rachel Robinson.

Moral Leadership Through Relationship

Moral leadership rests on relational interaction. The leader-follower dynamic is formed through mutual needs, aspirations, and values. In their lives after baseball, Jackie and Rachel Robinson purposefully engaged and forged relationships with others. Jackie notes that three important people in his life were Branch Rickey (Baseball), Bill Black (Business), and Nelson Rockefeller (Politics). Jackie and Rachel were important figures in each of these areas. During the Civil Rights marches of the 1960's, Jackie and Rachel marched with Martin Luther King, Jr. and were early fundraisers for the NAACP so that attention

was focused on this vital topic.

Jackie notes in his autobiography that he personally sat and talked with Richard Nixon, John F. Kennedy, and others in politics. On a national scale Jackie interacted through his syndicated newspaper column with the prominent figures and topics of the day.

Interaction is a key component of moral leadership. Leaders are able to express their views but the added value is the ability to listen and understand different perspectives. As a leader how do you interact with those around you? Do you conduct a 'town hall' style meeting to interact with those outside of the corner office bubble? How about sitting down and interacting with those outside of your business to get their impression on your work and your influence?

It is important to note that while Jackie was frequently mentioned, he was not alone. Jackie and Rachel together took steps in these areas. In his auto-biography penned shortly before his death in 1972, Jackie comments that "we [Jackie and Rachel] can honestly say that each of us has stood at the center of the other's existence; that we have honored and loved each other" (p. 269). While the Robinsons served as leaders in multiple areas, as moral leaders they also recognized the importance of learning from and partnering with others to be more effective.

Moral Leadership Through Voice

Most articles about leadership mention the importance of communication. The Robinsons exhibit moral leadership because of their ability to *speak out* and *call out.* The Robinsons consistently took a stand and spoke out on the important issues of the day, but they also called out and encouraged the best in others whose voice may have been silenced. This understanding fits well with the Robinson's quote that "A life is not important, except in its impact on the lives of others."

Creating and Sustaining Voice - 'Voice' is a loaded word and has the ability to release human potential. Voice has a literal meaning in which tone, pattern, style, etc. all convey a message to another person. But 'Voice' also contains the qualities and feelings of the speaker which can provide insight and perspective on their worldview. The Robinsons encouraged others to call out and use their voices. Rampersad (1997) points out multiple stories in which Jackie and Rachel supported and led fundraisers for the NAACP and used their voices during the Civil Rights movement. It is in these times that the Robinsons used their influence and ability to connect with others so that the voices of those silenced could be heard.

Using Voice - It is interesting to note that the first contract with the Brooklyn Dodgers Jackie had a clause that specifically stated he would not retaliate against the hateful and de-humanizing threats he faced every day. Jackie's voice was quieted during his time in baseball. After baseball the Robinsons used their voices to speak out on civil rights, inequality, and lack of educational opportunities. Rachel played an important role in her fields of health and education. She has earned degrees in several fields and also holds honorary degrees from several institutions. Rachel graduated from UCLA and has served as a nurse, nursing professor, and Director of Nursing. Not only professionally but personally Rachel has exhibited moral leadership. Bauman comments that "She is the living record of the triumph of a few

people over the forces of oppression aligned against them." Her leadership has also been acknowledged with honorary degrees from multiple higher education institutions and her work with the Jackie Robinson Foundation.

Moral Leadership Through Their Legacy

Jackie and Rachel Robinson exhibited moral leadership after baseball through the witness of their work in business, in politics, and education. While Jackie passed away in 1972, the impact and legacy of his life is remembered because of Rachel's work. Within Major League Baseball (MLB) Rachel was pivotal in marking the remembrance each year of 'Jackie Robinson Day' and the league-wide retirement of Jackie's number. Rachel recently worked with those involved in the movie '42' which profiled the life of Jackie. Articles from *Sports Illustrated* (Kennedy, 2013) and the *New York Daily News* (2013) mention Rachel's involvement in the making of this movie so that the legacy continues. Jackie once famously said "I'm not concerned with your liking or disliking me. All I ask is that you respect me as a human being." The Robinsons continue to provide influence in the ongoing work of the Jackie Robinson Foundation.

*Having Influence –*Leaders seek to make an impact through the influence inherent in the leadership process. Values are applied every day in leadership and are an important consideration. Leadership expert Peter Northouse comments that "To make a change in other people carries with it an enormous ethical burden and responsibility." The Jackie Robinson Foundation was founded to provide ongoing influence and leadership. Founded soon after Jackie's death in 1973 the organization seeks higher education opportunities among underserved populations around the United States. The foundation provides 4-year scholarships to individuals wishing to pursue opportunities at colleges and universities. As of this writing the Jackie Robinson Foundation has 87 students at different institutions around the country.
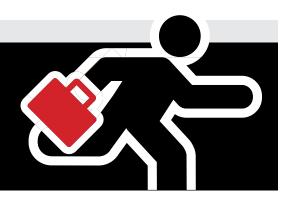
Life and Influence of the Robinsons

Baseball continues to be an important part of the national fabric in the United States. The lives of Jackie and Rachel Robinson AFTER baseball are an important learning tool for future leaders. Moral leadership rests on the idea that leadership is a value driven activity and the moral leadership is best seen and understood when looking at and examining the lives of others. It is through examining the lives of Jackie and Rachel Robinson that a clearer understanding of moral leadership can be discovered. Jackie and Rachel Robinson influenced others, interacted with others, and used their voice so that others could speak out during their lives. There is much more to moral leadership than telling others what to do. What steps will you take today? **LE**

Chris Hamstra is an Assistant Professor of Communication in the College of Arts and Sciences. His work focuses on the role of communication in human resource development and how storytelling and appropriate humor in the workplace may improve overall employee satisfaction and development.
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Change Leadership

The 5 Must-Do's for CEOs about to hire a change agent.

By Ephraim Schachter

WHAT TO EXPECT:

Whether in response to Board pressure, regulatory changes or missed performance targets, there are times as CEO when you go to the outside. In one case I observed, the Board pressured the CEO to bolster one business line's systems and processes to attract outside partnership opportunities. The CEO was explicit in communicating the Board's mandate to his incoming hire, but near silent with the affected business line head and his lieutenants. When the change agent invited this team to collaboratively formulate the process improvements' design and implementation, they smiled, nodded and then proceeded to passively resist and marginalize her. Determined to deliver on her own performance objectives, she dug in. A power struggle ensued and she was predetermined to lose.

Sometimes, your direct reports appreciate the call for change, but resist it when they suspect it's their ox up for the goring. In a different organization, the CEO brought in a new COO to, among other things, streamline financial reporting systems across operating units. When the veteran CFO challenged the upstart COO at every turn, the rest of the executive team closed ranks to bar the "meddling." While today it was Finance under attack, tomorrow it might be their bailiwick.

Neither the CEOs anticipated the challenges nor created the conditions for the change agent to get traction. Moreover, each allowed the new hire to founder like an organ transplant getting rejected by the host body. The initiatives failed and the CEOs were damaged.

WHAT TO DO:

Make no mistake: you are not only the CEO, but also the "CCE," the Chief Change Evangelist. Change leadership is YOUR responsibility. If the change agent is the organ transplant, then you are the immunosuppressive drug conditioning your team to integrate the foreign body until it's indistinguishable from the host. Follow these steps.

1. Gauge Your Team's Change Elasticity

Honestly assess how the team handles disruption. How did you fare on the last big change? Make sure you have a bead on just what contributed to its success or failure. Was it more a function of systems and process or people and culture? What must you and the team do better this time?

If the team didn't mobilize for the last change challenge, don't underestimate their resistance this time. All the more so, they may be emboldened by the successful stiff-arm. Inertia has a natural edge in its passive-aggressive battle with innovation. Recognize this before you double down.

2. Define the Role

Make sure the top of the house is in agreement about the change you're seeking. Is the job easily describable and does each of you describe it the same way? Are you consistent on why it's imperative and urgent? Prevent a situation where your team members – key organizational leaders – define the underlying rationale for the prospective role differently. There's little room for ambiguity here.

Boundary confusion can kill a change agent's chances of getting traction. Make sure that the prospective role is explicitly spelled out. First, be certain that the role is value added to the existing structure. Next, articulate the goals and performance targets against which the change agent will be measured. Finally, establish clear lines of authority and decision rights for all work.

3. Invite Your Team to Co-own the Change

Over-communicate the substantive details of the change mandate to all direct reports with whom the change agent will need to work. Be clear about points of shared ownership for the change. Build it into their performance targets for the year. This can't be a mere suggestion; rather, it needs to be hard-wired. In one Healthcare company, a new CFO was hired to professionalize the Finance department. This CFO was accountable for formulating and launching department-wide initiatives, but he lacked the authority to direct several groups of finance workers, who actually reported up through some of his exec team peers. Rather than align with their new CFO colleague, several peers allowed their finance pros to resist the new initiatives, all the while bad-mouthing him and mocking his efforts.

Coopt them from the get-go. Engage these directs in this new hire's recruitment activities. If they are on the hook for shared results they ought to have a say in the hire. Moreover, it will get them invested in proving that the hiring decision was a good one. Doing both will go a long way to produce early endorsement of both the process and the person.

4. Update Your Team's "Software" and "Reboot"

With the new hire on board, uncertainty can increase political jostling to unproductive levels. The "Forming -> Storming -> Norming -> Performing" curve re-triggers with every new challenge to the pecking order. To intervene, jump-start the team as if you, too, were new to your role. Reset expectations of the entire team around its new and existing strategic and operational goals. Facilitate negotiations around positional roles and their decision rights. Guide your team to adopt or reaffirm existing interactional protocols. It's time to reboot.

5. Anticipate Your Ambivalence and Embrace Your Role as *Chief Change Evangelist*

Recognize that despite fully grasping the imperative for new blood, you will likely still feel conflicted about it. Your first impulse when the change agent arrives might be to comfort and "protect" your team. This isn't unusual. After all, they've served you loyally and might even be your friends. You might sense that "siding" with the newcomer will be perceived as a betrayal and could trigger abandonment by these high performers. Resist these natural yet counterproductive feelings. You can't afford to be sending mixed messages.

Be deliberate to create the conditions for your change agent to get traction. When the transplant thrives, the entire body gets stronger. **LE**

Ephraim Schachter is President of Schachter Consulting LLC. He is a NYC-based executive coach and consultant. He h¹s helped top-performing companies drive change for over 15years.
Call 616-554-529
Visit **www.schachterconsulting.com**
Email **ephraim@schachterconsulting.com**

Creating a Knowledge Sharing Culture

Important lessons for organizations today.

By Jeff Hanan and Jeff Stemke

Today, 10,000 Baby Boomers reached retirement age in the U.S.

On average, they have 35 years of experience each. Tomorrow, it happens again, and the day after, until 2030. That means that every day several hundred thousand years of experience just left the workforce.

Given the influx of younger workers who increasingly job hop, not only are companies losing seasoned veterans but they may not be building a stable core to replace them.

I've seen different variations of the above perfect storm warning and, while provocative, I've not heard of many organizations making a serious effort to do something about it. And that makes me wonder. Are they seeing this "talent cliff" issue as HR fluff, something not really requiring a serious response? Is it that they are unsure about how to approach this in a manageable, practical way? Are they unwilling to spend the money (time, people, support)? Or are they distracted with all the other issues confronting organizations today that this "potential issue" gets pushed to the "not urgent" side of the prioritization grid. Our experience suggests a combination of all these issues exists at various levels in many organizations.

Given that employee knowledge, skills and experience represent an organization's competitive advantage, it seems like knowledge sharing across organizational stakeholders would be critical to innovation, continuous improvement, and profitable business growth. Yet knowledge sharing is often viewed and implemented with ineffective informal structures, systems and processes.

Generating the desired business value from knowledge capture, transfer and retention takes a more structured approach. There are many practical and proven methods to accomplish this. Many companies are finding that one of the most effective ways is through formal networks of people working on common practices or disciplines.

Peter Senge, author of <u>The Fifth Discipline</u>, believes value is created by teams and networks of people learning through social networks.

Jeff Stemke, now a Patina Professional at Patina Solutions, previously helped Chevron create structured, well-organized knowledge sharing networks that provide numerous tangible examples of the value of such methods. Some of these networks started as project teams that created knowledge sharing and sustaining networks as part of their deployment process. These networks were chartered to:

• Provide rapid connection of people with questions to people with relevant knowledge and expertise
• Enable and accelerate efficient sharing and adoption of promising practices and new technologies
• Reduce the likelihood for repetition of mistakes
• Provide a link to internal and external information sources such as databases, previous studies and benchmarking data
• Enhance the culture of knowledge sharing and retention within Chevron

A significant process tool in the network concept was a rapid knowledge sharing method of time-sensitive lessons,learned, which ultimately saved the company millions.

Here's a specific example that Jeff shared. "One of our business units (BU) received an incident report from a partner operating an oil field. While completing a well, a service contractor was preparing a perforating gun, which is used to shoot holes in the well casing to allow for gas production. An electrical problem caused the gun to fire prematurely, resulting in significant damage to the well. Immediately, three people in the BU entered the report into both the Drilling and Completions and the Formation Evaluation email networks. Several hundred operating and technical staff received the report, including two well logging specialists. Aware that the same type of job was planned at another location, the logging specialists contacted an employee at that unit who stopped the perforating operation and did not reschedule the work until his team could address all issues. It took just four days between the incident and the report being used half a world away and potentially saved $30 million."

As Jeff shared other similar examples of how Chevron effectively deployed knowledge sharing networks to achieve operational excellence outcomes, it resonated with me that this company successfully brought together people, process and technology components in a holistic manner. And, just as important, Chevron smartly focused on evolving its culture, to assure the beliefs and behaviors of its workforce were aligned with this approach.

These are important lessons for organizations today to apply in their knowledge sharing and transformation efforts.

Unfortunately, as experience walks out the door for good every day, organizations are likely to struggle in transforming their operations to achieve and sustain success. Some common challenges regularly experienced by organizations include:

- No sense of urgency (one of John Kotter's favorites). This is the same as lack of a burning platform tied to business impact
- Ineffective or absent management sponsorship and support
- Lack of funding
- Organizational culture non-conducive to knowledge sharing
- Poor communication and information-sharing discipline
- Locations/distances between groups
- Lack of technology support/resources
- Absence of incentives
- Personal job security

In an article for the Association for Manufacturing Excellence on Knowledge Networks and Organizational Excellence (reference), Jeff discussed critical success factors of his network approach at Chevron. These factors appear to address a number of the challenges discussed earlier. They include:

- Clarity on a strategic business goal, and the expected business value to be derived from effective sharing
- Management sponsorship and support (management initially identified the need for the networks and continues to champion them)
- Funding for time spent by the network moderator and core team experts was justified since these networks supported a strategic business goal and often had specific, long-range deliverables
- Network members were selected by their local management with an expectation to make participation a part of their job
- The networks adapted readily available and inexpensive corporate web tools to facilitate collaboration and sharing

So how can your organization effectively capture, share and smartly use knowledge across various segments of your workforce? A logical first step is to identify the critical knowledge your company needs to support its business. Specific instances where knowledge,transfer or lack thereof, impaired achieving results or spent money wastefully are potent arguments to build leadership engagement. Most organizations, unfortunately, have a list of these examples. For each example, it's useful to assess the current and desired states of knowledge sharing and reuse, considering structures, processes, systems, people skills and culture. The gap analysis forms the basis of your plan to create a knowledge sharing culture. **LE**

Jeff Hanan, is National Practice Director of Leadership & Organizational Development of Patina Solutions, (INC. 500 list of the fastest growing companies), co-author of *The New Compleat Facilitator.* Call 414.520.6701
Visit **www.patinasolutions.com**
Email **jeffhanan@patinasolutions.com**
Jeff Stemke, a Patina Solutions Professional, specializes in practical and proven ways to transfer knowledge and develop talent.
Email **jstemke@gmail.com**

Cultivate the Five Attributes of Effective Leaders

Developing organizational leadership capabilities.

By Jerry Cahn

IBM's study, Capitalizing on Complexity: Insights from the Global Chief Executive Officer Study, is part of a bi-annual series of interviews with 1500 senior leaders to get their perspective on the most pressing challenges to which they must respond in today's competitive and economic environment. The need for innovation, often number one, dropped a notch in this study, as the leaders focus on a new issue: complexity. Almost 80% anticipated greater complexity ahead. This includes disruptions as well as new opportunities made available through increasingly interconnected economics, enterprises, societies and governments. Significantly, over 50% reported that they feel ill-prepared for today's more complex environment!

To help today's leaders and the Next Generation of leaders to handle the issues, we recently delivered a webinar at HR.com's Conference on "*Developing Organizational Leadership Capabilities*" on the attributes leaders will need. Here, we'll summarize the presentation.

Challenges:

The 21st century offers new challenges that leaders must be able to meet. These include:

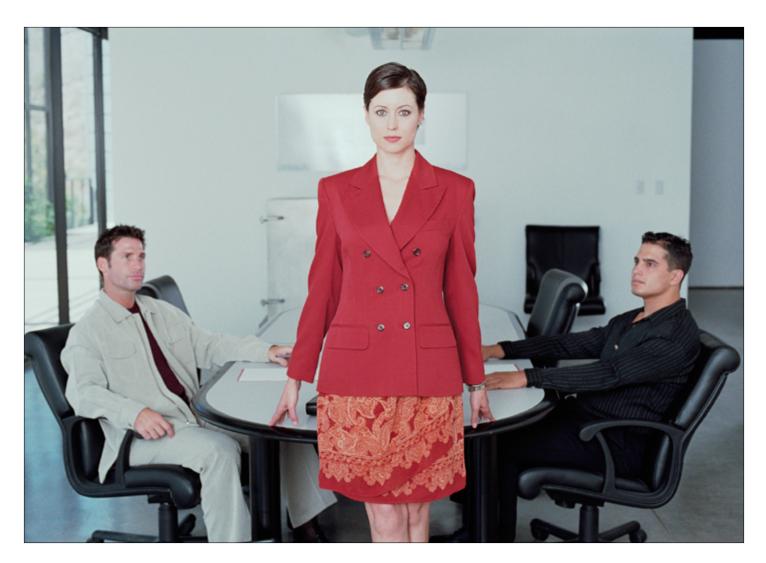- A "flat" world in which transnational approaches are helping companies grow. As Vijay Govindarajan and Chris Trimble show in Reverse Innovation: Create Far From Home, Win Everywhere the developed world no longer is the center for innovation which leads to outsourcing of production elsewhere; today people everywhere can be the innovators of products, services and processes.
- A significantly more diverse workforce. Today's workers come from a larger number of geographic, demographic and societal cultures than ever before. They pose challenges in forging teams, collaborating and aligning themselves to meet strategic objectives.
- A virtual workforce requires new organizational models to achieve the strategy. In 1961, President Kennedy challenged the USA to send a man to the moon and return him safely by the end of the century. As Leonard Sayles and Margaret Chandler showed in Managing Large Systems, a new organizational model was created (e.g., matrix management with temporary project teams) to enable the goal achievement in July, 1969. Today, we are witnessing the growth of a new organizational model: "network management". By recruiting people committed to the vision and mission, and then controlling communications by network members, terrorist organizations, like Al-Qaeda, are achieving their goals regardless of location.
- Virtually instant communications create pressures for speedier decision-making. In a world where all the facts cannot be had at all times, leaders need to build structures to facilitate the best possible decision-making with what's available. They also can enable greater collaboration for partners, regardless of where they are located.
- Innovation no longer is the domain of a selected few in R&D. Harnessing the creative energy of all potential stakeholders, including employees, customers and strategic partners is critical in developing innovative solutions to process, service and product challenges.

Attributes:

To be effective, NextGen leaders need to cultivate these five attributes:

- **Authenticity** – Leaders inspire the team to pursue the vision and mission by demonstrating integrity, trust and courage. They need to show personal commitment to the leadership theme they currently are championing for the organization, e.g., customer centric, talent management, design elegance, globalization, etc. Think of the authentic leader presence of Steve Jobs and Oprah Winfrey.

- **Articulation** – Always be communicating. In an increasingly complex world, the need to address key facts and emotions, content and style, becomes most important. Given differences in people's communication styles (e.g., Neuro Linquistic Programming and Myers-Briggs) as well as impact differences by media (e.g., email, face-to-face and Twitter), leaders must articulate clearly and frequently what the audience needs to build trust and spur action.

- **Alignment** – The leader sets the example by creating and demonstrating a strong culture that aligns people to key value, behaviors and strategic priorities. The importance of this attribute increases the more diverse and distributed the global workforce.

- **Accountability** – "What gets measured gets done." Demonstrate the standards to which you're accountable and the processes used to meet them. Empower others to hold themselves and their co-workers accountable by adopting appropriate systems (e.g., Execute Toto Win

and Vistage Inside), and celebrate the accomplishments!

- **Agility** – With shifting priorities based on changing conditions affecting supply, production, distribution, investments, etc., leaders need to have the courage to face the new realities and take new actions. As Kenneth Chenault, CEO of American Express notes "In a crisis, you can't manage by a manual; you have to manage by values and beliefs."

Develop Your NextGen Leaders.

Identify your NextGen Leaders early and fast-track them. Engage them in "deliberate practice" through LD programs (e.g., Vistage Inside). Cultivate their decision-making capabilities and ability to tackle the challenges of complexity. Remember, first you must cultivate these attributes for yourself! **LE**

Jerry Cahn Ph.D., J.D., is Chairman of the Presentation Excellence Group through which he helps companies adopt **ETW** and **Vistage Inside**. Visit **www.presentationexcellencegroup.com**

Doing More with Less

Team Management Systems (TMS) Field Report 2012.

By Julie Pigdon

In September and October, 2012, Team Management Systems (TMS) hosted four complimentary forums for the OD community Australia wide.

The purpose of these forums was to facilitate a TMS community of practice and to collect techniques and tips on how organizations can do more with less in the current, tough economic times.

Many insightful leadership tips were generated from the forum discussions.

The salient tips most commonly agreed upon, across all forums nationally, were:

1. Being more innovative

Innovation was seen as critical to allow organisations to do more with less and remain competitive. It is a sound strategy to lower costs, increase quality, respond better and retain customers.

So how does one achieve this? To facilitate an atmosphere where creativity can flourish, leaders need to establish the following ground rules.

- See the whole picture – surround yourself with a diverse team
- Know your clients
- Sell your vision of innovation to all stakeholders
- Establish open communication channels, based on trust and respect
- Encourage innovation by creating challenges at work
- See mistakes as learning opportunities
- Question the rationale for everything – challenge premises (often helps by showing issues to a child)
- Establish efficient processes to capture, analyse and develop ideas
- Lead by example – model flexible, agile and continuous learning behaviour

From here the Team Management Profile (TMP) is an excellent tool to support your endeavours. Our Types of Work Wheel is often used as a process review or project review aid, ensuring that you have covered off on all the types of work you need to be successful. This works well for establishing processes to capture ideas, as well as ensuring projects on innovation are successful.

2. Communicating more effectively

Good communication skills were seen as pivotal, if leaders are to inspire and motivate others. Recognising that people are different and that different communication processes are necessary with different people was also a key message.

Often behaviour at work is viewed as personal; *that person didn't respond to my email quickly because they don't like me or that person was late for our meeting because they don't care.* These misinterpretations and misunderstandings at work often escalate into conflict, which can be avoided if you start by looking at work preferences. Once understood, work preferences demonstrate that behaviour is often simply a result of individual predilections and not a reaction to the behaviour of others.

3. Working on strengths

Working on strengths resonated with our forum attendees at all levels –organisation, team and individual. It's all about identifying potential, developing this potential and harnessing its power.

Valid psychometrics and 360 degree feedback tools help you play to your strengths by providing objective data for you to benchmark, analyze, measure and monitor performance improvement over time. It is these metrics which will help you calculate your return on investment and continue to adapt your strategic direction over time.

Specifically, the Team Management Profile can again assist by analyzing your strengths and developmental areas. For each type of work, ask yourself the following questions

1. How critical this area is for my organisation/team/job (prioritise types of work)?
2. How good am I at this type of work? Do I need to outsource/delegate/up-skill?
3. How much time/resources/money am I currently expending on this type of work?
4. How much time/resources/money do I need to invest to ensure optimal ROI?
5. How can I address the gap between 3 &4?
6. How can I sustain high performance in the area over time?

4. Not forgetting your people

More and more company profits are critically reliant on people working well together.

A 2012 Report by The Boston Consulting Group based on a survey of more than 4,200 HR and non-HR managers in more than 100 countries across a broad range of industries, found that companies highly skilled in core HR practices experience enjoy up to 3.5 times the revenue growth and as much as 2.1 times the profit margins of less capable companies. In three pivotal areas—leadership development, talent management, and performance management and rewards—the high-performing companies differentiated themselves dramatically. In each one, these companies engaged in more activities and provided more options, did so more often, and were generally more effective. Many others researchers have received similar conclusions. The 2012 Global Workforce Study of Towers Watson reports that, when employee engagement starts to decline, companies become vulnerable, not only to a measurable drop in productivity, but also to poorer customer service and greater rates of absenteeism and turnover.

To compete sustainably in the 21st century, organisations need to focus on

- ✓ Training
- ✓ Performance management
- ✓ Communication and
- ✓ Visible leadership.

So don't forget your people! Recruit them effectively, develop them well, reward them accordingly and keep them.

In brief, doing more with less involves commitment and sustained effort from all levels of the organization.

TMS will continue to contribute to best practice in OD through ongoing research, the provision of valid and reliable, work focused psychometrics and exemplary customer service.

Not forgetting your people

It is often said that our people are our greatest asset. But how much of this is simply rhetoric? Which companies actually practice what they preach?

Well, it seems that those that do are laughing all the way to the bank. An extensive 2008 study in *Personnel Today* found that businesses with good HR enjoyed higher profit margins and productivity than those without. The study concluded that if an organisation increased its investment in HR by just 10%, it would boost gross profits by approximately $3000 per employee per year. **LE**

Julie Pigdon is the Business Development Manager at Team Management Systems and is specialised in Best Practice HR advice and delivery. Visit **www.tmsoz.com**

Are you a Control Freak?

Learning to let go and delegate.

By Morag Barrett

2013 was my year of learning to let go. I will admit that it was tough, I was successful some of the time, like a mother hen most of the time, gritting my teeth and trying not to take over things a lot of the time. I am, to all intents and purposes a control freak. Strike that… a recovering control freak.

What was I learning to let go of?

I have had a serious dose of life lessons at home and at work. At work I decided to move from "entrepreneur" to "employer" and hired a team. My company went from one employee (me) and a team of associates that I directed, to four employees and team that I was both part of and leading. I had to learn that the "Skye Way" aka "Morag's Way" was not the only way.

Sometimes hindsight showed that "Morag's Way" was the way and would be the way going forward. At other times hindsight showed me that a new way was in fact a better way! We are using technology in a way that I hadn't done before. We have clients I have never met, leaders we are partnering with because of the efforts of the team. I can now share the responsibility of growing the business and the benefits that come with success. Twelve months in and I know that I will never return to being a "solopreneur", however that realization hasn't come without occasional bouts of heartburn and angst!

At home, my sons are now taller than me and continuing to forge their own way in the world. Their desire for indepen-

dence and not looking to me for guidance is noticeable and something I am proud of (most of the time). This was most ably demonstrated during a winter skiing holiday (their first time on the slopes) when two of my three sons (15 & 12 at the time) wanted to ride the gondola and ski down from the top of the mountain unaccompanied after just two days of lessons. I could feel the heart palpitations and internal dilemma - they can walk through a city alone, have flown cross the U.S. unaccompanied, so why not let them ski down a mountain alone – all this as imagery of broken bones and everything that could go wrong flashed through my mind. I let them go, and they made it down safely and loving skiing even more now.

Learning to let go seems to be something that we all struggle with at different times whether we are parents, leaders or new managers. The risk is, when we micromanage, when we don't allow for others to take the reins, we run the risk of stifling creativity, innovation and stamping out the independence and courage that allows a team (or teenager) to thrive. And worse? We run the risk of being labeled a "control freak" - not a reputation that many of us aspire to, but may have anyway.

How do you know if you might be a control freak?

Think for a moment, have you ever been heard to say (or found yourself thinking) the following:

"It's quicker if I do it myself."

"I'm simply role modeling how to do it so they know what to do next time."

"I can't let this project fail, it's business critical. I need to be involved to protect my team."

"I am not telling them how to do it, just what they need to do. That way it will be done right first time."

"It's mundane stuff, I don't want to delegate small things otherwise my team will think I am dumping on them."

The reasons (excuses) for not delegating are many. I have client organizations where the CEO (in a 10,000 employee company) has to approve every requisition for a new hire. In another, one senior leader approves all new laptop purchases. While these two leaders are well intentioned, and maybe there was good reason why this process started, those reasons doesn't apply today. All that happens is that they slow down decisions, gum up the works and everything grinds to a halt waiting for "approval from the exec". The inability to let go affects organizations and teams of all sizes - from the start up to the Fortune 100 organization, from the new manager to the most experienced senior executive.

The final unintended consequence is that these senior leaders are the role models that others emulate. When control is tightly maintained at the top of the company, then leaders throughout the organization exhibit similar tendencies in their areas of focus. It's a cascade effect that helps no one.

How do you learn to let go?

As with any engrained habit, this will require time and practice. Here are some tips to help you get underway:

• Ask yourself "Do I really need to be involved in this?" if the answer is "I'm not sure" or "I don't think so" then back off!

• Assess the risk. Letting go doesn't mean that you have to step back completely, what is at risk if this project does fail? Discuss with him your concerns and the potential warning signs to avert potential disasters.

• Assess the individual. When delegating work, take into account the experience and skills of the person to whom you are delegating. Has she made mistakes in the past? How can you build her confidence and your trust in her ability to deliver?

• Set clear expectations. Let him know when to escalate and involve you. Which decisions he can make and which he needs to refer to you.

• Involve your team. Let others know that you are trying to let go and get out of the weeds. Ask the team to tell you if you are getting in too deep and can let go.

Don't allow the illusion of being in control prevent you from doing the most important task you have as a leader and manager - developing those that report to you. Build a team that can work independently and interdependently, where trust is explicit and clear communication and accountability is understood by all. Otherwise, you will find yourself with a line of employees at your desk, dependent on you and your input, which will stifle the team's ability to grow. Don't be a control freak, learn to let go. **LE**

Morag Barrett is founder of SkyeTeam, an international HR consulting company, and author of Cultivate: The Power of Winning Relationships. Visit **www.MoragBarrett.com** Email **Morag@SkyeTeam.com**

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4 Secrets for Superstar Leadership

Garden Variety vs. Superstar Leaders.

By Steve Blue

Today's leaders come in all varieties—some are visionary, others are transformational, and still others are inspirational. While these are all admirable and coveted qualities, a truly extraordinary leader aspires to Superstar Leadership.

Garden Variety vs. Superstar Leaders

Superstar leaders do, think, and say things much differently than garden variety leaders who head up most companies today. Rather than just running an organization and finding any way out when problems and challenges arise, the Superstar Leader focuses on inspiring the organization and finding the *right* way out of any issues that arise. Superstar Leaders make changes they *should*, while other leaders do it because they *must*. Even then, not all garden variety leaders make the necessary changes

or execute needed modifications effectively.

Superstar Leadership extends far beyond the job description. This caliber of leadership involves inspiration, imagination, and expectations of excellence at every level of the organization. Everyone can see what exists, but there are not many leaders who can actually envision and foresee what cannot be seen but is in the realm of possibility—both opportunities and threats. Rather than focusing on the "low hanging fruit," the Superstar Leader continues to raise the bar higher and picks the whole tree when opportunity presents.

Luckily, it is possible to change from a garden variety leader into Superstar Leader. Knowing and implementing just four secrets can make a difference in leadership style—a difference

that has an organization-wide impact

Secret #1: Be a LEADER 1ST

The first person you need to lead is actually yourself before you lead anyone else. It means becoming everything you want your team to be in terms of their attitudes, behaviors, motivations and actions. Although it sounds pretty easy to do – after all, you should be able to do everything your team can do and even better – but there are so many garden variety leaders out there that could not lead people out of the simplest places or situations. This is because they do not have the same qualities that they are expecting from everyone else.

The fact is that leadership – and more specifically, Superstar Leadership – is just not for everyone. There are many aspects of being a Super Leader that are not glamorous and are definitely challenging. Ask yourself if you could handle the job description of a Super Leader:

- Loneliness and isolation
- Monday morning quarterbacks
- Not always popular
- Often misunderstood and considered wrong
- Take the blame when things are wrong and give the credit to the team when things are right

Being a leader first also involves being the type of leader that people want to follow. These include hope doctors, faith peddlers, and dream dealers. All of these types of leaders involve some type of emotional connection where people see a leader who wants to do more than the ordinary. They want a leader who is charismatic, brave, caring and authentic. They lift the spirits of the organization and get them to believe in something bigger than themselves. If a leader believes, anything is possible and gets excited about the opportunities they envision, everyone else will feel that and be motivated to make it a reality.

Secret #2: The Ten Million Dollar Employee

Probably the toughest job is to even try to lead people who do not want to be lead. It is definitely impossible for the garden variety leader, especially when faced with toxic employees. You know what I mean by a toxic employee: the restaurant hostess that is rude to you when you ask for a table. The front desk clerk who could care less if you ever come back to that hotel-and it shows. Toxic employees destroy businesses-and they could be destroying yours.

However, a Superstar Leader approaches employees differently. That is because a Superstar Leader builds Superstar Teams. There is no toxicity because no bad behaviors or attitudes are allowed. The Superstar Leader watches, listens, corrects and guides the team to make sure nothing bad creeps in and destroys what was designed for good. And the Superstar leader "hires glacially and fires in a nanosecond". Toxic employees are not tolerated.

The Superstar Leader takes care of the team, helping them to grow in their professional and personal development, allowing them to thrive with enhanced responsibility, and giving them the tools they need to succeed. Clear and consistent communication and interaction also serve as a way to quickly address any problems or bad attitudes.

Secret #3: The MUSKATEER FACTOR

While a Super Leader can do a lot in convincing others that they want to be led and develop a team of all-stars, it is not enough without invoking this third secret. Even with a Superstar Team, there may be times where it feels like everyone is not playing on the same team. Not everyone will be on the same page.

For example, imagine, if pilots on the same plane, each thought they were landing on different runways. Or, think about a team of surgeons who each thought they were doing a different operation. Clearly, the results in both situations would be disastrous. Nobody wins if the team loses because they were not on the same page.

When this happens, it is up to the Superstar Leader to make sure that those who are a few pages behind catch up and those a few pages ahead get back to the rest of the team. A Superstar Leader can sense when the team has left the same page and help to make things right again by putting the team first as well as providing clear goals and outcomes. When a Superstar Leader provides a common vision that the team can get behind, they become an uncommon – and even extraordinary – team that delivers success.

Secret #4: PARADYMING

The fourth secret is to change the paradigm and shifting what is possible. A Superstar Leader develops a mission possible team where everyone is helped to imagine the reality they want to have for the organization. The Superstar Leader uses their vision, creativity, and understanding to drive what I call the "Possibilitize Factor." That means deciding that anything can be possible so that the team can make it happen.

There have been situations where a team is losing big at half time and they have come from behind to not only win, but they also win big. The Superstar leader does not let fear or uncertainty stop the possible from happening. Instead, they guide the team forward toward the goal and inspire them to overcome all the odds to reach success.

Now that the 4 secrets of Superstar Leadership have been revealed, it is time to put them to good use and catapult *your* leadership effort. **LE**

Steve Blue With more than three decades of management, executive, consulting and speaking experience in markets all over the world, Miller Ingenuity CEO Steve Blue (**www.StevenLBlue.com**) is a globally regarded business growth authority who has transformed companies into industry giants and enthralled audiences with his dynamic keynotes.
Twitter **steve@MillerIngenuity**

Mobilizing Leadership

Preparing for the Future.

By Pete Alcide

Business is more competitive than ever. Unpredictable markets, new technologies and shifting demographics are placing organizations under new pressures. Increasingly, leaders are being forced to exit their comfort zones, develop new competencies and take on greater challenges. New leaders must show initiative and quickly take charge of situations for which their training and experience may not have entirely prepared them.

The Current Situation

Leaders need to have the confidence to make decisions and act when time for analysis is short and the information available may be imperfect. With organizations typically facing significant attrition in their leadership ranks, the next generation looks to lead differently and bring a new agility and dynamism to the role of leader. Specialized skills will be less important than the ability to mobilize into new roles (sometimes in quick succession), assimilate diverse sources of information and drive quick, decisive action. To prepare this new generation of leaders, companies must be ready to invest in their development.

Why It Matters

Developing a new style of collaborative leadership builds a more responsive and competitive organization better and will be able to mobilize and seize opportunity and achieve its business goals. The risks of doing nothing and relying on existing leadership modes are suggested by recent research. When asked, 31% CEOs reported that they were unable to innovate effectively during the past 12 months because of talent constraints. Twenty-nine percent said that talent constraints prevented them from pursuing market opportunity and 24% disclosed that such constraints forced them to cancel or delay a key strategic initiative.* Companies able to accelerate the development of a new kind of leader with the agility to support quickly changing organizational needs and priorities will enjoy a clear competitive advantage.

What to Do About It

What can leaders and organizations do to thrive in an era of more fluid demands on leadership—when leadership roles may change and then quickly change again? The first step is to recognize that traditional modes of development in which high potentials are identified and carefully nurtured with training and experience to prepare them for a particular role or roles aren't responsive enough. There simply isn't time. Gaps keep opening and needs keep changing. The challenge is precisely this: organizations need to prepare leaders to assume positions that may not now exist and that may not be foreseeable.

The second step is to recognize that leadership development can't be considered a non-core organizational function assigned solely to HR. Leadership development has to become an essential embedded part of the organization's culture at all levels and in all departments. Development needs to be top of mind in almost every conversation. Organizations already travelling down this path are making development a key issue in every leader's performance review. Leaders are being expected to spend a percentage of their time developing their immediate reports.

The third step is to recognize that the creation of a culture of development is a responsibility shared by both individual leaders and the organization as a whole. Individuals must show initiative and take responsibility for their own growth. Once goals are identified and a plan created, they need to seek out relevant training and opportunities to gain experience, and pursue assignments that will broaden their capabilities and prepare them for next roles, whatever they may be.

Individuals must also show initiative in developing their immediate reports and even their peers. Helping employees establish development goals and create assignments in alignment with those learning objectives and providing them with coaching, mentoring and timely feedback are central to today's leadership functions. In a development culture, peers support peers through traditional and social channels by sharing thoughts and learning on projects. Successful organizations create a culture that expects leaders to develop themselves and others at all levels of the organization as a key part of their responsibilities.

The role of the organization begins with senior leadership making development an organization-wide priority. This means communicating the development imperative clearly and consistently while creating the processes, tools and resources to bring a development culture into being. Leaders at all levels must be given license to take the initiative and drive development for themselves and others. This license needs to include a certain tolerance for failure—there is no learning without mistakes. Since leaders want to be recognized and rewarded for their development efforts, sharing successes is important. Lastly, leaders ought to be provided with coaching and mentoring, technology, and in-class and on-line learning to support their on-going desire for improvement.

In a competitive business environment, a leadership responsible for its own development, willing to embrace changes and able to act quickly even when confronted by uncertainty or an unfamiliar challenge is a company's greatest strength. Fostering a culture of development among your core leadership is the most certain route to enhancing your competitiveness and realizing future business opportunities. **LE**

Peter Alcide is the President and Chief Operating Officer at Lee Hecht Harrison. He joined LHH in 1994 and leads the company's global team. He holds an MBA from Pace University.
Visit **www.LHH.com**
Email **talent.mobility@lhh.com**

A New Direction for HR Leaders

Creating a learning culture.

By Stephen J. Gill

HR (and L&D professionals) must shift from being the locus of employee learning to creators of a learning culture. The pace of change, instant access to information and relentless competition mean that employees have to learn how to learn much faster and more effectively than in the past. Organizations can't rely on a single department nor can they rely on scheduled events to continuously prepare employees. They need to create a culture in which every aspect of the workplace supports continuous individual, team, and whole-organization learning. In this kind of culture, learning happens in the conversations that employees have with their supervisors and co-worker,.nIn these conversations, employees discuss about team development and effectiveness, and in whole organization experiences of problem solving and planning. Learning occurs from the feedback and reflection around the organization's successes and failures. Learning permeates every aspect of organizational life. When people need to learn a new skill, acquire new knowledge, or improve their abilities in some area, classroom training (in-person or online) is not thought of as the first and only course of action.

So, how do you know if you have a learning culture? Dharmesh Shah, Founder and CTO at HubSpot, writes, "The true nature of your company – and its culture – is determined by how you instinctively react." Taking a cue from Shah, here are some espoused values (not necessarily values-in-use) of companies and instinctive, but reasonable, reactions of managers. The first reaction in each case indicates absence of a learning culture and the second indicates presence of a learning culture. Both reactions are reasonable, but one is indicative of a learning culture and the other is not.

The espoused value says, "We want all employees to develop their skills and abilities."

An executive assistant asks her boss for permission to attend a series of workshops on financial management being offered by the company. She explains that this would help her understand the company better, be more helpful to the department, and strengthen her career portfolio. Is the executive's first reaction to say, "I appreciate your ambition, but I need you here right now. We can look at arranging something in the future. And, besides, I don't have the budget for that." Or, is the executive's first reaction to say, "I appreciate your ambition. That would be useful knowledge for you to have. Thanks for bringing this request to my attention. Let's talk about how we can make that happen."

The espoused value says, "We share information and have open and honest lines of communication."

The R&D department of a company produces several prototypes of an exciting new product that has the potential to become a blockbuster

for the company. Manufacturing helps with the prototype but does not think it's ready for production. The Marketing Department is telling potential customers about the new product and the Sales Department is taking orders and promising delivery. Is the CEO's first reaction to say, "We have to fast-track this product with Manufacturing so that we can fill orders and keep customers happy." Or, is the CEO's first reaction to say, "Let's get all of the departments heads together and find out what each of them needs to know from each other in order to make a successful launch of the new product." Both reactions are reasonable, but one is indicative of a learning culture and the other is not.

The espoused value says, "We strive for creativity and innovation."

An employee has an idea for a new mobile app that seems very promising and early feedback from customers was that it is something they would want. However, after a couple of months, the employee recommends abandoning the project because the app couldn't have the intended functionality without being overly complicated and too expensive for customers. Is the first reaction of the employee's boss to say, "What a waste; two months lost. How am I going to explain this to management?" Or, is the first reaction of the employee's boss to say, "Good effort. What did you learn from trying to build the app? What did you learn about developing new products, about collaboration, and about yourself? Is there anything we could have done to help you achieve your goal?" Both reactions are reasonable, but one is indicative of a learning culture and the other is not.

The espoused value says, "We encourage feedback and accountability."

The leadership team of the company spends three days in an annual meeting developing a strategic plan for the following year. At the end of the first quarter, a manager asks the VP for Planning why they haven't used the plan to measure their progress and take stock of what they need to do to achieve their goals. Is the VP's first reaction to say, "It's been a busy quarter and, besides, the main reason we have that meeting each year is to get the leadership team together. The plan is out of date as soon as it is done." Or, is the VP's first reaction to say, "That's a good point. I'm going to recommend that we get the leadership team back together and talk about what we can learn about ourselves and the company from a comparison of what we said we would do to what's been accomplished." Both reactions are reasonable, but one is indicative of a learning culture and the other is not.

The espoused value says, "We support continuous improvement."

A new salesperson is attending a class in relationship selling at a local college. He goes to his sales manager and asks how he could apply what he is learning to their department's sales strategy. Is the Sales Manager's first reaction to say, "I doubt we can use what you're learning in this sales organization. The way we've always done sales here is by the numbers. You make a certain number of cold calls. A percentage of those turn into presentations and a percentage of those presentations turn into sales. We don't have time for anything else." Or, is the Sales Manager's first reaction to say, "Tell me about what you are learning in the class. How do you think it could help our sales organization? Let's come up with a plan for how you could experiment with that approach and then we can determine if it's a good fit with our goals." Both reactions are reasonable, but one is indicative of a learning culture and the other is not.

It's easy to list the values to which a company aspires on a conference-room poster, but it's the values-in-use that indicate the true nature of

culture. If the organization has a learning culture, managers will seize every opportunity to facilitate learning.

Another aspect of creating a learning culture is developing leaders. HR and the CLO need to encourage leaders to support a learning culture by:

1. **Building trust** – Employees need to believe that they can rely on leaders to keep their word, do the right thing, and not do anything that is intentionally harmful to the organization. Employees need to see this in what leaders do day-to-day.

2. **Encouraging risk-taking** - If employees are going to create new products and businesses as well as meet the challenges of mature companies, they must continue to try things that could fail and then they must learn from failures and successes.

3. **Communicating** – Important information needs to be communicated among leaders, between management and employees, and among departments. Everyone, throughout the organization, needs to receive information about the direction and performance of the organization and how their own performance is contributing to success.

4. **Engaging stakeholders** – The organization needs the buy-in and active support of key stakeholders. They need to be engaged and kept engaged. They determine what needs to be learned and ensure that learning is applied.

5. **Allowing for feedback and reflection** – The organization needs a routine of feedback from evaluative inquiry (surveys, interviews, focus groups, etc.) and reflection (e.g., team discussions about the implications of the findings) in which stakeholders talk about the significance of the data for learning and performance improvement.

6. **Supporting social learning** – This is creating opportunities for people to share information with each other and talk about what they have learned, how they intend to apply that learning, and how the team can support them in doing so.

In addition to these leadership behaviors, managers are also critical to creating a learning culture as they develop a "learning alliance" with their direct reports. Managers are in the best position to help employees determine what needs to be learned and how best to learn it, whether that is formal or informal, in-person or online, leader-centered or learner-centered. HR and the CLO need to help managers facilitate employee learning.

HR and HRD professionals are essential to individual, team, and organizational learning. But it is not in delivering formal instruction. It is in creating a learning culture by developing leaders who support that culture and helping managers facilitate the continuous learning of employees throughout the organization. Not only is this role transformation a necessity in these fast-changing times, it is also a more efficient and less costly way for HR and HRD professionals to have a positive impact on the success of the whole organization. **LE**

Stephen J. Gill , Ph.D., is an independent consultant with over 25 years of experience in organizational effectiveness. He works with a wide variety of business, non -profit, and government organizations analyzing their learning needs and evaluating the effectiveness of their performance improvement programs.
Visit www.stephenjgill.com
Email sjgill@stephenjgill.com

The 5A's Framework

The Changing World of Human Resources

Why Human Resources (HR) is still Relevant.

By Tracey C. Hall

I recently responded to an article posted on a social media website written by a prominent "performance" consultant that went viral. The article leads with the author's suggestion that HR departments should disappear and that HR professionals may think they are strategic partners, but in reality the profession is filled with administrative "paper pushers" who don't understand performance or how to drive it. The article continues to deride the entire discipline of an evolving segment of the workforce without paying homage to how HR has truly changed. After reading the article and many postings, I could not understand how the author dismissed the correlation of the Human Resources profession as a viable factor in driving corporate and organizational performance.

Let's face it; there are many companies that understand the value of Human Resources and from year to year. We see their published best practices and successes due to great collaboration with their human resource teams. These are companies typically listed in articles highlighted as "the best companies to work for" yearly publications. You know, the companies where we all secretly want to work but realize it would take an act of God for a position to open due to low turnover and happy, happy HR departments.

In a world of undergraduate and graduate programs leaning toward Organizational Behavior and Leadership Development as key areas of study, many HR professionals have studied human behavior, loyalty and how to increase motivation in employees that establishes credibility in getting the best value from talent, many companies still struggle with defining the function for its respective cultural needs and leadership specific transformation to excellence. But, for the majority of companies with underutilized HR functions they seem to ignore these skillsets and fail to include their HR professionals as key business partners helping to drive success to the company's bottom-line. HR professionals have spent the latter part of the last 30 years changing the image of the discipline. From the label "personnel administrators" to a "business partner ideology", the emphasis of driving performance has changed. Sourcing, recruiting, on-boarding, employee satisfaction and ongoing development of staff should now be the priority of the HR function, not personnel files and using the correct form. So how do today's HR professionals stand up and be counted as relevant? As stated in a recent response to the article referenced earlier, "Companies succeed today by working in alignment, not in silos". Finance, IT and Sales are valued for what is considered hard line results, but are generally not the best at managing HR issues. Good strategic relationships are formed when HR has a seat at the table with leadership. As HR professionals, we get there by having the support of leadership that recognizes the value we bring to the table. More importantly, we create our brand by showing up to the table with a diagnosis using valuable metrics, case studies and new employee enhanced performance programs to challenge what ails our respective company's workforce and bringing a cure through solutions.

Leadership understands data. Don't be afraid to roll up the sleeves and produce it. After all, that's what our operations business partners are doing in management meetings. Our business partners bring their value to the table every day, and so can we. We are all subject matter experts.

This is where innovative strategies are born. We forecast how to improve our metrics quarterly, annually, 3 years out. We share our plan collaboratively, our successes and improved areas and in the process, we create our own credibility. We become our own brand.

If you are in a HR leadership role, spending your days getting caught up in the operational minutia (pushing paper) of the department and not looking at yourself or your team as valuable assets to your overall strategy, you have just proved what some of the critics believe, you are no longer relevant. And as the technology continues to improve, you may find yourself being replaced by a call center or an automated record retention solution that integrates with HRIS.

HR functions are built to change to meet the needs and challenges of the workplace. I'm not saying the early beginnings of HR as "Personnel" is not important anymore. We are still needed to enforce compliance, the unglamorous side of HR; employment law, benefits administration and appropriate polices and procedures will never disappear. These are the areas of HR that the field was born into 70 years ago as the world changed its focus on fair and equitable treatment for all workers. Compliance still remains the brain of the HR function but the "heart" of the HR function lies within strategic partnerships.

One thing the writer of that article mentioned that I completely agreed; the need to change the name of "Human Resources". I'd like us to be referred to as

> " **Helping People Become Effective while Improving Performance While Maintaining Relevance"**

Ok, maybe that's too long, but you get the drift! **LE**

Tracey C. Hall is working as a People Strategy Partner at Balance Brilliance. With 17 years in HR leadership, Tracey is a Strategy Partner and Writer helping organizations balance their best asset, people. Email **tracey@balancebrilliance.org**

Leadership Quality

Integrity is the essence of leadership success.

By Wally Hauck

There is a scene in the movie the "Cinderella Man" which always inspires me. James J. Braddock is a boxer during the depression and he and his family are living in very tough times. They're out of money. They're out of food. He damaged his hand in a fight and was forced to search for work on the docks of New York until it healed. The lights are about to be shut off. The family is hungry.

He comes home after a long day looking for some kind of work to find his son in trouble. Apparently, knowing the family was out of food, his son stole a large sausage from the butcher earlier in the day. His mom, James' wife, has been waiting for James to return to deal with the situation.

James asks his son where he got the sausage. He admits his act of theft. James walks him down the street to the butcher and tells him to give the sausage back, admit his mistake, and apologize. The act of committing to integrity even in the face of the most difficult of circumstances is what inspired me. This is one reason why I believe integrity comes first in the list of leadership qualities. Integrity is the most important characteristic

for a leader and it is the foundation of all the others.

When you read the hundreds of leadership articles I have, you will begin to see a pattern of key skills that describe qualities of effective leaders. These include (not in any particular order), confidence, vision, effective communication, attitude, courage, inspiration, decision making, empathy, sense of humor, emotional intelligence, honesty etc. In my opinion, none of these come close to the importance of integrity. Furthermore, each of these characteristics relies on integrity to be fully effective.

The Essence of Success

R. Buckminster Fuller once said, *"Integrity is the essence of everything successful…and…If humanity does not opt for integrity, we are through completely. It is absolutely touch and go. Each one of us could make the difference."* Here is where leaders must start their growth. They must begin by committing to behaving with integrity. Otherwise, we attract failure and/or destruction. Integrity is the foundation for success and for leadership.

If you build a house, the foundation is the essence of longevity. Any weakness of lack of alignment will show up later with

cracks, leaks, and/or even collapse. Building a solid foundation for leadership must begin with integrity. Ask yourself this question, "Which comes first Integrity or emotional intelligence? Vision or integrity? Inspiration or integrity? Effective communication or Integrity? Integrity or honesty?" I believe integrity drives all of these qualities.

> " In looking for people to hire, look for three qualities: integrity, intelligence, and energy. And, if they don't have the first one the other two will kill you."
> Warren Buffet, CEO Berkshire Hathaway

How to Begin

So how do we operationalize integrity so that we can begin to build our leadership skills? We must start with observable behavior in order to know if we have the solid foundation. Start with basics. Here are three statements that describe the behavior to get us started and keep us busy the rest of our lives. The ideas are simple. The follow through is challenging and takes a life time to master.

Three simple statements which are not easy

The first statement is, *"Make only agreements you intend to keep."* This means we must think about our commitments and promises to be sure we can keep them before we say "yes." Otherwise, we must say *"no! I can't do that."* The Bible asks the question, who should you trust, the person who tells you what you want to hear and then fails to deliver? Or, do we trust the person who tells you "no" right upfront? The answer is obvious. It's the courageous person who is willing to say no until they are confident in their ability to fulfill the promise.

An agreement (or promise and/or commitment) is defined as a task which is specific measurable and time sensitive and where you believe you can deliver the desired result. For example, coming to work on-time is an agreement. If work starts at 8:30 am, you need to arrive no later than 8:30 am. You know how to get to work and you know when to leave the house and you know about (on average) how much time it will take. Therefore, you can make this agreement. Right? I know what you're thinking. Sometimes "stuff" happens. Sometimes that "stuff "messes up your method for arriving on-time. How can we protect our integrity when the "stuff" prevents us from keeping our agreements? This brings us to statement #2.

The second statement reinforces the first. It states, *"Communicate immediately when you can't keep your agreement to those who need to know."* If we can't come to work on-time due to weather, traffic, or other unforeseen circumstance, we must let people know immediately. Communicating the result of a miscalculation, mistake, and/or inability to predict an unpredictable event protects us. It is a demonstration of integrity as long as it does not become a trend or a habit.

The third statement supports the first two and builds a process by which we can manage our integrity in any and all events which can impact our performance. *"Admit when a mistake is made and take action to correct it and prevent it from occurring again."* If our choices show a pattern of broken agreements we must stop and ask, *"How can this be stopped?"* Unless we are willing to break the pattern of dysfunction we convert from a leader into a victim of our circumstances. A victim is one who is injured and has little or no power for change. Committing to this last statement prevents us from falling victim. It lifts us up from injury to possibility.

Video
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Introduction

These three statements begin to define integrity. They are simple to understand but they are challenging (not easy) to live. Making and keeping agreements is the minimum we can do to be a model of leadership. It is the minimum we can do to live with integrity. It is a foundation. We must build upon it. We must create and communicate a vision, inspire others, and communicate effectively, etc. But without these three statements we have no foundation for integrity. Without this integrity we have no leadership. **LE**

Wally Hauck, PhD, has a cure for the "deadly disease" known as the typical performance appraisal and is the President of Optimum Leadership, Inc.
Visit **www.wallyhauck.com**
Email **wally@wallyhauck.com**

Book | Stop the Leadership Malpractice: How to Replace the Typical Performance Appraisal

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