

Warren Bennis Leadership Excellence

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ESSENTIALS

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Essentials of leadership development, managerial effectiveness, and organizational productivity

Presented By



The Culture Of Company Culture

5 reasons it's essential to have a great company culture

Leadership Presence

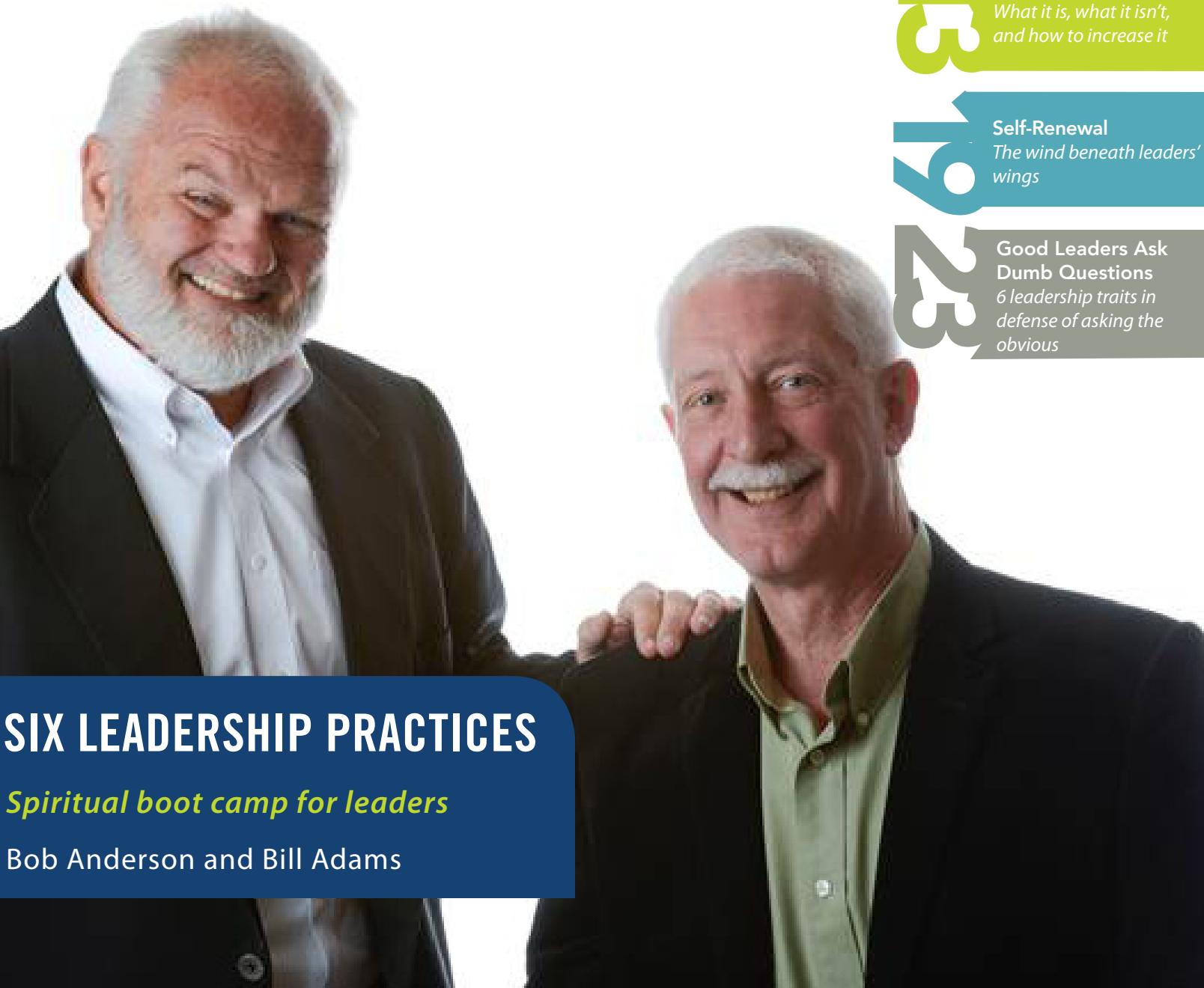
What it is, what it isn't, and how to increase it

Self-Renewal

The wind beneath leaders' wings

Good Leaders Ask Dumb Questions

6 leadership traits in defense of asking the obvious



SIX LEADERSHIP PRACTICES

Spiritual boot camp for leaders

Bob Anderson and Bill Adams



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Six Leadership Practices

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Courage is the willingness to be authentic, to speak and act in ways that express and embody our vision of greatness. **PG.05**

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If you need to perfect at something, practice is mandatory. Leadership is no different. Only if you continuously hone your skills as a leader, you can become a master. We have a great article that talks about vital leadership practices in this issue of Leadership Excellence.

Bob Anderson and Bill Adams' article ***Six Leadership Practices***, talks about six essential leadership practices that, if approached as ongoing disciplines, reliably mature the inner game and develop outer-game capabilities. According to them, these practices, taken together, are a *spiritual boot camp* for leaders. They are spiritual because they call forth the highest and best in us. They are a *boot camp* because they change and restructure us. They reliably transform Reactive leadership into Creative leadership and beyond. To know more, read the article.

As a leader (or a potential leader) you are constantly being evaluated on how well you display confidence, composure, credibility, connection, and charisma. Carol Kinsey Goman in her article ***Leadership Presence*** puts forth five simple strategies that can influence people's impression of you and instantly increase your leadership presence. According to her, leadership presence needs to be rooted

in your basic values – and the “homework” of knowing your strengths, weaknesses, talents and biases is crucial to aligning people's impression of you with your best authentic self. Read this interesting piece to know more.

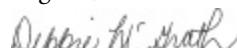
“In my work with thousands of leaders I consistently see three delegation mistakes that lead to countless hours of lost time, frazzled nerves, and frustrated leaders,” says author David Dye in his article ***Delegation, A Powerful Tool***. The good news is that when you address these mistakes, your people grow, your team gets more done, and you have more time for the work only you can do. So find out the 3 delegation mistakes to avoid and get going.

Market forecasts. Stock prices. News headlines. Reports from your team. As a leader, you're bombarded with data from the moment you wake up, your smartphone buzzing with emails and alerts. Can you ignore it? No way, as your job as a leader is to take all of this incoming data and use it to make smarter decisions. Authors John H. Johnson and Mike Gluck in their article, ***Don't Be Misled By Data***, talks about 4 ways you may be undermining your career or your company by misinterpreting data—and how you can start using data to your advantage as a leader.

Diversity and inclusion have definitely grown up over the past 20 years. Studies have shown that diversity management tops the list of priorities that businesses will have in the coming years. And, within the last 10 years, there has been an explosion of senior-level diversity officer roles in corporations, higher education, and law firms. With all of these resources being put toward increasing diversity, why have most organizations not achieved the change they seek? Read Natalie Holder's article ***Uncovering Unconscious Bias In The Workplace*** to know more.

Hope you got a sneak peek into this month's edition of Leadership Excellence Essentials. I haven't talked about the rest of the articles, so that you get a chance to explore and find out what's in store for you. I am sure, you will like it as always. Happy Reading!!

Regards,



Debbie McGrath
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Six Leadership Practices

Spiritual boot camp for leaders

By Bob Anderson and Bill Adams



Leadership is a set of practices. The notion of practice is simple: To master anything, you need to practice; to become more effective in our leadership, we must continually practice and improve both our outer game and inner game.

Here we describe six essential leadership practices that, if approached as ongoing disciplines, reliably mature the inner game and develop outer-game capabilities. These practices, taken together, are a *spiritual boot camp* for leaders. They are spiritual because they call forth the highest and best in us. They are a *boot camp* because they change and restructure us. They reliably transform Reactive leadership into Creative leadership and beyond.

The Six Practices are:

1. Discerning Purpose
2. Distilling Vision
3. Knowing Your Doubts and Fears
4. Engaging in Authentic, Courageous Dialogue
5. Developing Intuition, Opening to Inspiration
6. Thinking Systemically

In this article we describe one of these six essential leadership practices.

Practice 4: Engaging in Authentic, Courageous Dialogue

There is no safe way to be great. And there is no great way to be safe. Transformation requires courage. There is no way

around it. Reactive Mind orients on safety in whatever form that takes (Complying, Protecting, or Controlling). The practice of Authentic Courage directly confronts all our Play-Not-to-Lose strategies and, if practiced, reliably evolves Creative Mind.

The courage required in organizations is not the courage required on the battlefield. We do not risk life and death, although it may feel that way at times. Mostly, the courage required is the courage to tell the truth. Honest conversation happens in organizations, but mostly in the bathroom, not in the meeting room. In the meeting room we all agree that we are making great progress. In the bathroom we often hear a different story. When caution prevails, the truth is obscured. Collective effectiveness and intelligence rapidly erode. Performance suffers. We fall short of the vision we espouse. Change efforts come off the rails.

“

The courage required in organizations is not the courage required on the battlefield. We do not risk life and death, although it may feel that way at times. Mostly, the courage required is the courage to tell the truth.”

Since authentic, courageous conversation is the lifeblood of high performance, this dimension is top-dead-center on the Leadership Circle Profile 360 assessment (LCP). Authenticity in the LCP combines *Courage*, the willingness to bring up difficult issues and engage them in a great way, and *Integrity*, embodying our values by walking the talk. *Authenticity* is highly correlated to *Leadership Effectiveness* ($r = .80$), to *Purposeful Visionary* (.82) to *Teamwork* (.68) and to *Business Performance* (.50). It is one of the central defining capabilities of Creative leadership.

This Practice requires the previous three practices. Courage requires that we are committed to something bigger than our fears, something worth the risk (Discerned Purpose and Distilled Vision). It also requires that we know our fears and that we can separate real risk from the fear we make up when subject to our Reactive illusions.

Courage is the willingness to be authentic, to speak and act in ways that express and embody our vision of greatness. The whole culture of an organization is going on in every meeting: the levels of honesty or withholding, caution or courage, vision or compromise, integrity or manipulation, clarity or lack of clarity. They are all happening in every meeting. To change the culture is to change the moment. The vision lives or dies in moments of courage. We either opt for purpose and take the risk of saying what we really think and feel, or we opt for safety. In this choice we either advance the vision or hold it back. The power to create the culture we want lies in authenticity.

The *Promise of Leadership* cannot be fulfilled if leaders cannot tell the truth to one another. Most of our work with senior teams is long term. After a year of working with them, we often hear this feedback: “The difference that has made all the difference

is that we can now tell the truth to one another. A year ago, too many issues were un-discussable and caught in the politics of caution and ambition. Now we can readily cut through complex issues, and it is fun.”

Authentic, courageous conversation is necessary for high performance. Collective effectiveness lives or dies with the ability to speak honestly and with high integrity to each other. Collective Intelligence depends on it. This practice is a hallmark of Creative Mind and leadership and practicing it as a discipline evolves Creative Mind and leads to Integral Mind.

There is no safe way to be great and no short cuts to greatness. Boot camp is often required. These six practices, if implemented as ongoing disciplines, reliably evolve the mind of the leader from Reactive to Creative and beyond. These practices are interdependent. They each build on the others and depend on the others. Taken together, they transform consciousness. Transformed leaders then transform the organizations that they lead. If practiced regularly, these six practices do two things: 1) They transform consciousness from Reactive to Creative and from Creative to Integral; and, 2) they create high performance individually, collectively, and organizationally.

The first purpose of life is to be a person of vision—the essential act of all great leaders. As we do this, we come face-to-face with our need for wholeness and confront what limits us from offering our contribution. Thus, the second purpose of life is to overcome the obstacles that block us, many of which are within our own structure of beliefs. Our task in life is to keep a polar tension between a vision of the unique meaning that is striving for expression in our life and to remain honest about the un-integrated side of our self that is incapable of living out our vision. To combine these two purposes, to serve and to heal, is to be a leader. Engaging in these six practices with discipline, honesty, and authenticity as a committed student of oneself and one's circumstances moves us toward leadership and true empowerment, toward greatness, and toward organizations, nations, and a global community that reflect and fulfill our highest aspirations. This is the Promise of Leadership. **LE**



Bob Anderson is Chairman and Chief Development Officer and **Bill Adams** is CEO of Full Circle Group. They are coauthors of [Mastering Leadership](#) (Wiley).

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The Culture Of Company Culture

5 reasons it's essential to have a great company culture

By Amelia Wilcox

5 STEPS TO MAKING YOUR Company Culture Great

1 Assign An Owner
DESIGNATE ONE PERSON to focus on culture & be in charge of pushing everyone else in the right direction.

2 Make it Personal
CULTURE IS AN EXTENSION OF THE LEADERSHIP'S BELIEFS, so get leadership involved in communicating those values to the whole organization via team meetings or monthly newsletters.

3 Communicate Your Mission
FIND A WAY TO COMMUNICATE YOUR MISSION through personal actions and physical space. This can be as simple as painting your mission on the wall in the break room or including it at the bottom of email signatures.

A company's culture is an important aspect of a person's work life. One important question people ask in interviews is, "What's the company culture like?" The moment a potential employee walks into an office or work sight, they immediately start assessing the atmosphere, the people and how they might fit in.

Companies lose \$11 million annually to employee turnover. Money spent hiring and firing employees can be greatly decreased by implementing programs that improve wellness, provide training or learning experience, or flexible schedules. The happier the employee, the more likely they are to stick around for the long haul.

As a potential employer, it's important to understand how your current employees feel about the work climate and what they want. Take notes from the top five innovators in company culture including Google. What makes their company cultures unique? What can you do to make your company culture better? What is the big deal about company culture anyway?

Incorporate Massage, who created the infographic, provides companies with in office massage programs to help employees relax and take a break from the stresses of work and life. Check out their infographic to learn all about company cultures.

For the full version of the infographic, check <http://www.incorporatemassage.com/blog/the-culture-of-company-culture-infographic>. LE



Amelia Wilcox is the Founder and CEO at Incorporate Massage, a national onsite corporate massage company that's been bootstrapped from the ground up. Amelia received her massage therapy training at the Utah College of Massage Therapy, and then went on to study exercise physiology and nutrition at the University of Utah.

She is a member of the American Massage Therapy Association and she serves as a chairperson on the Utah Wellness Council. Recently named one of Utah's Forty Under 40 and awarded National Woman-Owned Small Business of the Year by SCORE in 2015, Amelia has exponentially grown her company from a local solo living-room operation to an emerging national brand providing work for over 200 massage therapists across the U.S. Amelia is a "mompreneur" who truly believes in providing flexible employment opportunities for parents and building a meaningful, successful business without sacrificing family.

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Enhancing Leadership And Executive Development

Latest trends & best practices

By Bonnie Hagemann and Prof Sattar



The Future Is Not What It Used To Be

There are two things we can say with certainty about the future: it will be different, and it will surprise. Now, more than ever, leaders have to navigate unfamiliar, challenging times, a quickening pace of change, increasing expectations, and a rising tide of rapidly-evolving conditions. This new and different environment is challenging leaders to find new ways to lead their organizations and achieve sustained success. And, because of

these circumstances, there is a thirst for leadership, yet leaders face a whirlwind environment laden with remarkable opportunities and daunting challenges through which to lead their people and organizations.

The rapidly evolving demands of the 21st century include everything from climate change to demography, shifting customer requirements and expectations, the rise of technology, globalization, new markets, and new attitudes to work. Leaders

must now operate in a way that inspires and engages people, while simultaneously addressing changing customer requirements and delivering results. Finally, all of this needs to be achieved with a sense of urgency, as the experienced leaders of the “Baby Boomer” generation continues to retire at pace.

These diverse and escalating demands on leaders are reflected in the latest Report ‘**2016 Trends in Executive Development: A Benchmark Report**’ published by Executive Development Associates (EDA) along with Pearson TalentLens and Performance Assessment Network (PAN).

The wide-ranging, in-depth assessment is based on survey results from 466 organizations worldwide, with contributions from presidents, senior vice presidents, chief learning officers, and heads of executive and leadership development.

Trends And Implications In Executive Development

Creating a Powerful, Engaging Vision: Still #1

Respondents highlighted the ability to create a vision, convey it to others, and to inspire and engage people around that vision as the single most important capability needed for the emerging generation of leaders. Executive and leadership development programs often focus on helping leaders develop or improve in these competencies. Their development programs usually require leaders to invest significant time and energy to develop and hone their skills. In addition, all of this new learning must take place while the leader is continuing to fulfil his/her job responsibilities, meet customer needs, and deliver results. The leaders who master these competencies typically produce better results on almost every measure of effectiveness: Financial, productivity, goal achievement, customer satisfaction, employee engagement, etc. The development is demanding: It's work, but its payoffs are significant.

Customers' Changing Requirements: An Increasing Influence on Executive Education

In this year's Trends survey, customers' changing requirements are increasingly influential in the way they are shaping executive development activities, moving up in significance from the 2014 Trends report from #4 to #2. Additionally, for the first time reflected in Trends data, executives plan to address customer focus as one of the top priorities in executive education. Noticeably, addressing customer needs and focusing on customers is top of mind for these executives. Given its appearance near the top of both the influence and “hot topics” rankings, executive development leaders are very likely to be searching for creative ways to ensure development efforts focus on meeting customers' changing requirements.

Preparedness for a VUCA World is an Emerging Priority...

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

In particular, leaders today must deal with:

Volatility in economic conditions, including a slowly recovering economy and looming interest rate increases, and changing customer requirements.

Uncertainty brought about by increasing globalization, as

well as regulatory and legislative changes.

Complexity driven by revolutionary technology changes impacting organizational products, and ongoing demand for increased innovation in a climate of rapid technological evolution.

Ambiguity brought about by the generational shift accompanied by Baby Boomer retirements and Next Gen Leaders rising to take more and more senior roles. All of these factors combine to create an extremely dynamic climate that puts pressure on leaders to excel.

...and Cognitive Readiness is Particularly Valuable

Chief among the new VUCA-related competencies that leaders need to develop is a high level of Cognitive Readiness (Morrison & Fletcher, 2002). While Critical Thinking has been a hot topic for the past six years, this is the first year that respondents also noted the importance of developing cognitive readiness in order to be able to effectively think critically.

Interestingly, organizations are prioritizing Cognitive Readiness as the #3 priority for 2016 executive development programs. This may reflect recognition of its importance for current and emerging leaders and a serious commitment to developing these capabilities, or it may simply reflect curiosity about the latest leadership development topic and a desire to avoid being left behind. Either way, two issues are clear: first, organizations will need to think creatively about the processes they employ to accelerate the development of Cognitive Readiness of High Potential Leaders. Second, organizations may want to explain why, in practice, Cognitive Readiness is so important, and define in much greater depth their expectations of leaders from both a behavioral and outcome perspective.

A Concerning Lack of Bench Strength Persists

From 2000-2014, lack of bench strength (meaning executives with the right mix of skills and experience) was in the top five of the most influential internal and external influences driving executive development. In 2016, lack of bench strength was rated as the #6 influencer on executive development, yet it was rated as the #13 “key priority” for executive development. As with vision, the situation with a lack of bench strength suggests that some issues are being recognized as major influences on business and leadership, but these issues are not being addressed at the same level.

Recommendations On What Can Be Done

Executives who participated in this study reported that the development activities for the next generation of leaders are most likely to include mentoring and developmental job assignments. Other development activities noted were assessment and feedback, executive coaching, and customized training programs developed by internal staff. All of these activities have strong developmental value as components of an overall executive leadership development strategy. However, as noted in the 2014 Trends report, they do not specifically focus on teaching leaders how to create a vision and engage others around it. Additionally, it is unlikely that these activities target the cognitive readiness skills needed for sustained success and effectiveness in a VUCA environment.

As previously advocated in the 2014 Trends report, several development approaches are effective for enabling high potential leaders to create a vision and engage others around it, when used



in combination. These approaches include: coaching and mentoring; training; tapping the vision of Gen Y; and changing the culture. These remain the recommended approaches today, and the challenges they will have to deal with in the future include recognizing the impact of VUCA and developing the Cognitive Readiness skillset needed to lead effectively in that environment.

Career Development for High Potential Leaders

A company's leadership pipeline is expected to deliver its "next generation" of leaders who are capable of leading now. The payoff is a supply of leadership talent that simultaneously achieves targets, strengthens and protects ethical reputation, and navigates transformational change in pursuit of a bright, competitive future (Bawany, 2014).

Because customers' changing requirements are so significant, and customer focus is a "hot topic" for executive development leaders, investing an appropriate amount of time, energy, and other resources to develop the capabilities of high potential leaders in these areas will be very important. Mentoring, feedback and coaching, and training programs are all potentially valuable ways to address this need. However, a more systemic approach involving proactive career management and development will provide real-world experience that will provide leaders with unparalleled first-hand development.

Training

Executive and leadership training programs may be strengthened, broadened and deepened to include inspiring and engaging others, as well as situational awareness, attentional control, and sense making. These capabilities can be addressed by incorporating specific activities and exercises designed to increase awareness of their impact and importance in familiar techniques, such as case studies. Additionally, opportunities for application and practice can be provided in experience-based leader development approaches such as action learning, where participants work to apply the concepts and skills to real business issues, and their colleagues and facilitators provide feedback based on behaviours they observed during their work together.

Action Learning and Structured Facilitation

Action learning provides an ideal setting for practicing new skills in a relatively "safe" situation. When faced with one's own failure to learn from experience or to handle ambiguity in a live interaction with colleagues, and feedback from colleagues makes it clear that it was noticed, leaders are more likely to identify and prioritize those needs for further development in these areas than if they are directed to work on it in a classroom setting. Integrating the customer perspective into these types of development activities reinforces the importance of customer focus and could be utilized to highlight the impact of anticipating and effectively responding to changing customer requirements.

Structured, facilitated reflection significantly also enhances participants' awareness of their own behaviours followed by providing feedback to their colleagues on what they have observed to further reinforce what the skills look like in "real life."

Mentoring and Coaching

The skills of creating a vision and engaging others around it can be powerfully developed through mentoring and coaching. The "hands-on" approach of mentoring can enable leaders to observe what someone who has mastered these important skills

does, and to solicit advice, input, and coaching on how to transfer what they have observed into their own work. It may be more challenging to find a mentor who has also highly developed Cognitive Readiness skills, so being mindful of the mentor's skillset will be a key to success.

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

We feel throughout the work that the tumultuous corporate landscape is influencing learning and development just as it is impacting every part of every company. No one is safe from change. We must all adapt to the changing reality and learning is a core component in the process.

Together we will continue to advance the state of the industry and help both leaders and their organizations to develop and succeed. **LE**

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Leadership Presence

What it is, what it isn't, and how to increase it

By Carol Kinsey Goman

Leadership presence, that illusive but “we know it when we see it” quality, is a blending of personal and interpersonal skills that when combined, send all the right signals. It’s how you show up, how you make others feel, and how effectively you communicate both verbally and non-verbally. It’s the “wow” factor that sets you up for the next promotion and gives your career that extra boost.

That’s what leadership presence is. Here is what it is not:

1. It is not an attribute that is automatically assigned to you because of your business results.
2. It is not necessarily reflective of your true qualities and potential.

Instead, it depends entirely on how other people in the workplace evaluate you. The first key to building leadership presence is to realize that it is all about impression management. As Suzy Monford, CEO Andronico's, says: “You need to show up each day the way you want to be perceived – which is simple to say, but difficult to accomplish unless you do your homework and really know yourself.”



I agree. Leadership presence needs to be rooted in your basic values – and the “homework” of knowing your strengths, weaknesses, talents and biases is crucial to aligning people’s impression of you with your best authentic self. But I am also aware that small attitudinal or behavioral changes can have an instant and powerful effect on how others perceive you.

As a leader (or a potential leader) you are constantly being evaluated on how well you display confidence, composure, credibility, connection, and charisma. Here are five simple strategies that can influence people’s impression of you and instantly increase your leadership presence:

1) Power up your confidence by priming your brain

Self-confidence is the personality trait most responsible for an individual being seen as having leadership presence. In [“The Confidence Effect: Every Woman’s Guide to the Attitude that Attracts Success,”](#) author Grace Killelea sees the lack of confidence in business women as a major obstacle to their career progression: “While men are prone to overestimate their abilities, all too often women sell themselves short and needlessly languish in marginalized careers. Realizing a high level of achievement requires women to speak out, take risks and assume leadership positions with perceptible self-assurance, but too many otherwise qualified women are not living up to their full potential. Aspiring women must become more inherently confident with the kind of authenticity that will get them noticed and take their careers to new heights.”

Confident people (male and female) attract followers by being self-motivated, assured, and willing to take risks. But even the most confident people may suffer a crisis of self-doubt, and that’s where having a personal strategy becomes crucial.

One key to displaying confidence is to change your physical posture by standing straight, holding your head up and pulling your shoulders back -- or even holding a “Superman” or “Wonder Woman” pose for two minutes to elevate your testosterone (the power hormone) level.

But another, equally effective strategy, is to prime your brain for higher confidence by recalling a time when you had power over another person or performed a task extremely well. Focus on what happened, how you felt, and what that experience was like. This doesn’t have to be a business-related event. It’s the emotional memory you are tapping into. Research shows that even thinking about a time when you felt physically attractive can increase your level of confidence.

2) Retain your composure with this mantra

On the popular U.S. television show Shark Tank, entrepreneurs pitch their companies/products/ideas to a panel of potential investors. One of those investors, Barbara Corcoran, describes how the contestants have to stand in front of the “sharks” for a full five minutes without saying a word as studio lighting is adjusted. Corcoran says, “When I watch someone who’s under tremendous pressure, that is a great test. Even before they open

their mouth I know who I'm out on. I just sort of come up with a reason 'why' that I can say on camera. But the truth is I know when I'm out fight away because the guy takes his hands out of his pockets, then he's shifting, he's no longer making eye contact, he's sweating bullets, his knees are jiggling. I mean is this a guy I'm going to give my money to?"

You may never be a contestant on Shark Tank, but in any job interview, sales presentation or important business conversation, your emotions (and subsequently your performance) can get high-jacked by high levels of stress.

John Sudol, author of "[Acting: Face to Face](#)," coaches actors on how to prepare for an audition, and he offers an interesting insight that applies equally well to business professionals: "One of the things that can throw you off a well-prepared game plan might surprise you. It's the snap judgments you make about what you read on the interviewer's face. In an audition, that automatic judgment can provoke a variety of unwanted feelings and thoughts, such as anxiety, self-doubt, and insecurity. If enough stress is produced it can trigger a limbic response and put you into a freeze-fight-or-flee state."

But when we view someone's face from a place of inner security, we know that what's on their face is about them, so I've adopted the mantra *What's on their face is not about me!* These words have saved me numerous of times when speaking in large rooms looking out and seeing facial billboards flashing judgment, criticism, boredom, doubt, suspicion. Most often, and ironically, those are the very same people who will approach me after the lecture to thank me for my work and their favorable experience in the audience that day!"

3) Gain credibility by saying the word 'because'

Credibility is all about how you communicate. It's about body language that's aligned with your verbal message and it's about being truthful, diplomatic, empathetic, succinct, and decisive. But certain words and phrases have almost magical powers to instantly increase your credibility. The word 'because' is one of them.

[A study at Harvard](#), asked people to break into a line of strangers waiting to make photocopies. When asked simply if they could use the photocopier ("Excuse me, I have 5 pages. May I use the machine?"), research subjects were successful 60% of the time. However, when a reason beginning with the word because was added ("May I use the photocopier because I'm in a rush"), the request gained instant credibility, and compliance skyrocketed to 94%.

What's more amazing, it didn't seem to matter what the given reason was ("May I use the photocopier because I need to make copies"), compliance remained at about the same level, 93%.

4) Connect more powerfully by changing your focus

Capital is defined as "accumulated wealth, especially as used to produce more wealth." Social capital is the wealth or benefit that exists because of your social relationships. I think of social capital as the value created by your connection to others. There is no more valuable commodity in today's business environment, and no more valuable use of your time than to build your professional network, within and external to your organization.

Gayle Hallgren-Rezac and Judy Thomson, networking masters and the co-authors of "[WORK THE POND! Use the Power of](#)

[Positive Networking to Leap Forward in Work and Life](#)" talk about ways to optimize any opportunity to network. They say it begins with a change in attitude: Networking is not about promoting yourself or getting new business. It's about creating or deepening professional relationships.

Try this at your next networking event: Enter each conversation with the goal of finding something that you can do for the other person. The minute you take the focus off promoting yourself and put it on assisting others, you dramatically improve your ability to connect.

5) Display your natural charisma by warming up your body language

It's well known that people won't always remember what you say, but they will never forget how you make them feel. I've found that when I speak with a successful executive, I get the feeling that he or she is wonderful – but when I speak with a charismatic leader, I'm made to feel that I am wonderful! My emotional reaction has a lot to do with the body language of the two types of leaders: The first embodies nonverbal cues of confidence and power (which accentuates their prestige and status), while the second radiates charisma through warm, inclusive, and open body language. You will have the most impact if you can send both sets of signals, remembering that studies show leaders with warm body language are perceived more positively and are more persuasive.

The body language of warmth includes positive eye contact, smiles (which we don't see enough of in the workplace) and open postures in which legs are uncrossed, and arms are held away from your body, with palms exposed or resting comfortably on the desk or conference table.

Mirroring is another nonverbal sign of genuine warmth and empathy. You may not realize it, but when you are dealing with people you like or agree with, you'll automatically begin to match their stance, arm positions and facial expressions. It's a way of signaling that you are connected and engaged.

When it comes to charismatic body language, facing people directly when they're talking is crucial. It shows that you are totally focused on them. Even a quarter turn away signals a lack of interest and makes the other person feel discounted. Of course, giving others your complete attention when they are speaking is one of the warmest signals you can send.

While there are many behavioral and attitudinal strategies that increase your leadership presence, these five simple tips are a good place to start. **LE**



Carol Kinsey Goman, Ph.D. is an international keynote speaker and leadership presence coach. She is the author of "[The Silent Language of Leaders: How Body Language Can Help - or Hurt - How You Lead](#)" Follow [@CGoman](#) Email Carol@CarolKinseyGoman.com Visit www.CarolKinseyGoman.com

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Excellence In Practice

A reflection on leadership

This short video features one of HR.com's industry experts and Leadership Advisory Board member **Dr. Glen B. Earl** (*Organizational Effectiveness Specialist at Parkland Hospital*) interviewing professional executive coach **Dr. Jude Olsen** (*on faculty for the University of Dallas & has recently served as head coach for Lockheed Martin Aeronautics*) who has shown exceptional innovation and leadership in her chosen field.

There are so many factors that go into effective Leadership. If you could give a young, aspiring leader one suggestion or idea that would help them to become an even better leader, what would that suggestion be? Ever came across such situation? This video gives you a real-world insight into different Leadership programs and the leaders themselves.



Video

An Interview with:



Glen B. Earl, Ph.D.
Organizational Effectiveness Specialist
Office of Talent Management
Parkland Health & Hospital System

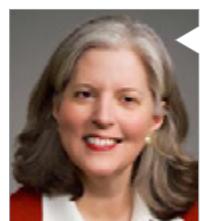
Dr. Jude Olson
Dr. Jude Olson, Executive Coach and Expert
on Appreciative Coaching





Dr. Glen B. Earl, PhD, PHR

Glen is the Organizational Effectiveness Specialist at Parkland Health Center in Dallas, Texas. The 18 years in this field lead him to develop a process consulting model that enables him to be successful in all types of organizations. Dr. Earl holds a Ph.D. in Organization Psychology from Alliant International University, located in Los Angeles, CA.



Dr. Jude Olson, PhD, ACC

Jude Olson is an accredited, professional coach providing leadership and transition coaching to individuals, teams and organizations—building on strengths for accelerated development. She is certified by the International Coaching Federation and assessments including Appreciative Coaching, Voices 360°, via EDGE™ and MBTI Step II

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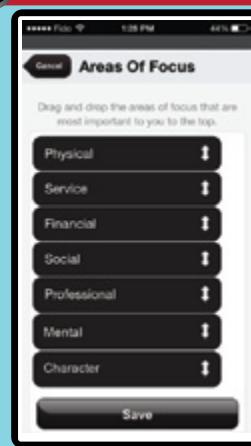
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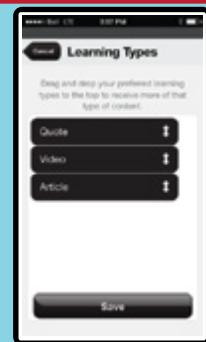
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1 Choose area of focus

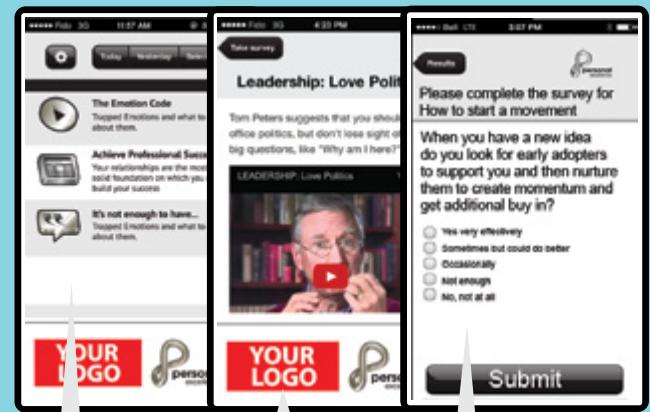


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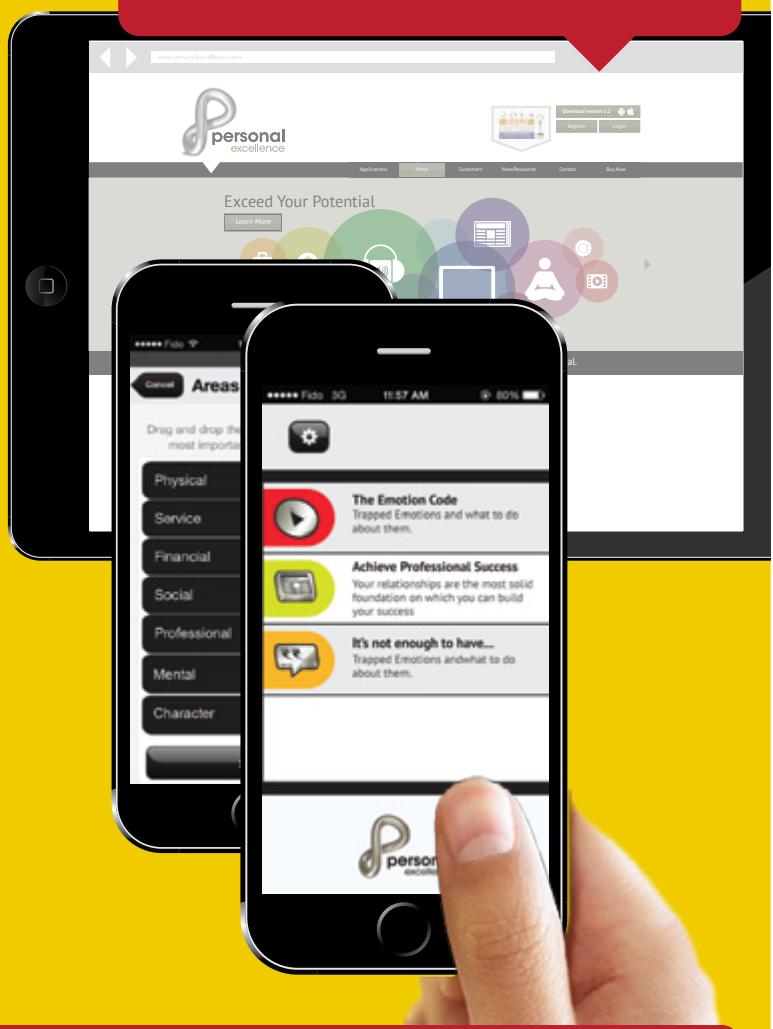
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Delegation, A Powerful Tool

3 delegation mistakes to avoid

By David Dye

What You Already Know

If you've been leading for any length of time, you know you should delegate. My earliest leadership memory is of delegating household chores to my younger brother and sisters when I was eleven.

Even then, I knew I should delegate...and you know it now. You know you should delegate because:

- You can't do it all yourself.
 - Other people have talents and abilities beyond yours.
 - When you share responsibility, it helps your people to grow.
- You know you should delegate, but it's a struggle. Why?
- They might not do it as well.
 - You have control issues.
 - You get frustrated when things aren't done right or well.

Three Delegation Mistakes Most Managers Make

In my work with thousands of leaders I consistently see three delegation mistakes that lead to countless hours of lost time, frazzled nerves, and frustrated leaders. If you make these mistakes, you're not alone: I have done them all more than once!

The good news is that when you address these mistakes, your people grow, your team gets more done, and you have more time for the work only you can do.

Mistake #1: Delegate process, not outcome

Effective leaders delegate the outcome. Here are a few examples:

- We need a new product prototype that meets these engineering specifications...
- The task is to come up with a solution to the problem where we do both x and y.
- Your team needs to be trained on the process so they can complete it accurately within ten minutes each month.

When you delegate, be clear about the outcome. What is it they are responsible to achieve? Don't delegate the process – that's micromanaging or training. If they've never learned how to do something, it's training. If it's training, call it that.

Delegate outcomes, not process.

Mistake #2: Don't Define Success

Effective leaders are clear about what success looks like.

“

One should aim not at being possible to understand,
but at being impossible to misunderstand.”

- Quintilian

Be clear about what a successful outcome looks like, feels like, smells like...what it does and when it is due.

Many leaders, especially the Type-A driven folks, delegate a task and mentally expect it to be completed “instantly if not sooner” but don't give their people an actually due date. Then they're frustrated that it's not done.

When you delegate, be clear about what success looks like, why the task is important, and when it needs to happen.

Mistake #3: No Accountability

This is the killer mistake – the one that makes so many leaders give up on delegation or to do it, but with ulcer-causing frustration.

Have you ever delegated a task...then three weeks after it was due you haven't heard a word and wonder what happened?

We've all been there. Now you're frustrated, upset with the employee, have to carve out more time to figure out what's happened, and everything is behind schedule.

You don't have time for that.

When you have to chase after assignments, the missing ingredient is accountability. Effective leaders build accountability into the assignment; they don't leave it to chance.

To build accountability into the assignment, schedule a mutual appointment where you will receive the assignment back from the other person. For example:

“This is due June 30. Let's meet for 15 minutes at 3:00 pm on June 30. The agenda for the meeting is for you to share the final product / findings / outcome and we'll discuss follow up and questions.”

Both of you schedule the meeting on your respective calendars. The principle is that when you delegate, there comes a scheduled time where the other person completes the assignment and returns it to you. That's built-in accountability.

If the project is a longer assignment, you might schedule a status update 1/3 of the way through where they are responsible to share their approach, early obstacles, and clarifications.

Don't leave accountability to chance. No matter how responsible your people might be, if you don't clearly define how the task or project will be returned to you, other work can get in the way. You might assign something else. They might face competing priorities from another leader.

Schedule a time on both of your calendars where you look each other in the eye...and your days of chasing missed deadlines are over.

Your Turn

Remember, delegation is a powerful tool to get more done and help your people grow – but only when you delegate outcomes, clearly define what success looks like, and mutually schedule the follow up.

How do effective leaders in your life delegate to you?

Be the leader you want your boss to be! **LE**



David Dye works with leaders who want to get results without losing their soul (or mind) in the process. He is an internationally recognized leadership speaker and award-winning author. His next book, *Winning Well: A Manager's Guide to Getting Results Without Losing Your Soul* will be available in Spring 2016.

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Self-Renewal

The wind beneath leaders' wings

By Joan Marques

We all start every new path in our life, whether professional or personal, full of zest and great intentions. We are filled with ideas and insights and feel eager to bring these to fruition. However, as time progresses, we cannot help but become more complacent and are faced with the challenge of becoming less dynamic in our actions. The daily routine can become so demanding that inertia may even enter our path. We lose the initial excitement that we felt, and even though some of us may be aware of this happening, it is not always easy to turn the tide and shake off the "sleepwalk" mode. It is, after all, easier to keep ourselves on autopilot and mechanically go through the motions of a heavy schedule than to shake ourselves into a wakeful mode again. Sometimes it takes a rigorous, and even painful, occurrence, such as being stalled, passed over, demoted, or even released from our current position, to reconnect us with our sense of wakefulness. In these cases we can speak of reactive self-renewal, because we don't choose the renewal experience ourselves, but get maneuvered into it. We are shaken up from our mental comfort zone, and realize that we need to do something.

Many leaders will also agree that failure is a familiar reactive way of being confronted with self-renewal. If we were involved in a project or relationship that went sour, we may engage in reflection and learn some valuable lessons, which lead to self-renewal.

In addition, we can also encounter unintended self-renewal. For instance, if we happen to come across people that challenge our current mindsets. This can have a very refreshing effect on our outlook, and even our near-future actions.

Yet, self-renewal doesn't have to be a reactive trend. Those of us who have held different leadership positions in multiple environments may recognize the critical need for nurturing some proactive means of self-renewal. Here are some suggestions:

- Read a captivating, life changing book, just like Ray Anderson, founder and former CEO of Interface Inc. did. In 1994, he read Paul Hawken's "The Ecology of Commerce", and adopted a completely new paradigm about doing business. As a result, he became known as America's greenest CEO in the years thereafter.

- Enroll in a horizon-expanding educational venture. In fact, every educational venture can fulfill that role if you just open yourself to it. A good example is Steve Jobs' enrollment in a calligraphy class when he was younger. At a later stage in his life, he applied this art to his Mac computers, and laid the foundation for all the beautiful fonts we use today on computers.

- Travel. Go to places where you meet people from different cultures and places. Network. It doesn't have to be international or even expensive, but just stepping out of the daily routine and into a different environment often opens our eyes and mind to possibilities and directions we may not have considered before.

- Put together a personal board of directors, consisting on people you trust and admire for their achievements. Once you have established this private team (even if the members don't

know they are part of a team), you can start bouncing your ideas and visions off on them. Such a board can help provide fresh, creative perspectives and ways to handle problems and approach opportunities.

Whether we do it proactively or reactively, self-renewal is important to help us obtain a fresh perspective on our life. Self-renewal infuses our internal passion to become and remain our best in the things we do.

It is important to realize, however, that our best, like everything else, changes over time. The same goes for our dreams. Because we are a different person all the time, and the situations we deal with change all the time as well, our best - and our dreams – evolve. This should not stop us from trying to excel as often and as long as we feel the need to do so. It is our daily reinvention at personal, professional, organizational and societal levels that determines our level of success today as well as tomorrow.

Keeping a sense of curiosity is important in self-renewal, because it will keep us awake, and help us discover new things. Most leaders are aware that they should reduce their fear of failure in order to get anything revolutionary done. They understand the importance of reaching out, and taking calculated risks, as they know that this is the best way to get confronted with opportunities for self-renewal. The worst we can do to our potential of self-renewal is to perform below our potential of performance.

Management Theorist Tom Peters feels that self-renewal is attainable for everyone, even though it may require a paradigm shift for some people. He stresses that we have to release our mentality of simply going with the flow and meekly following the status quo, and force ourselves to remain innovative, entrepreneurial in spirit, pursuing mastery, excelling in ambiguity, appreciate technology, surround ourselves with young people, laugh off our failures, and cultivate a passion for renewal. He adds that the key to self-renewal is attitude. I believe every leader concurs with that notion.

Self-renewal is perceived in different dimensions by different people. Some see it as an important regular practice, an process for ongoing personal growth, while others perceive it as something to do at critical times in order to determine what major changes need to be instigated in life. Yet, without exception, it is related to positive transformation and personal growth. **LE**



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Implementing Innovative Solutions

Addressing your team's resistance to change

By David Livermore

Adapted from *DRIVEN BY DIFFERENCE: How Great Companies Fuel Innovation Through Diversity* (AMACOM; hardcover; February 17, 2016) by David Livermore

The decision to adopt and implement an innovation is typically made by those higher in the hierarchy than the innovation's targeted users. This raises a barrier that is particularly relevant to implementing across cultures. The targeted users might not be convinced they really need the innovation, particularly in egalitarian cultures like Australia and Israel, or among Millennials, where resistance to management mandating a new change may be even more of an issue. Reluctance might be a result of skepticism, an unwillingness to change, or simply a sense that management doesn't really get it. But management often tells staff members that they need to adopt the innovation anyway.

Utilize the diverse ideas and perspectives to think about how the innovation can best be developed *and* implemented. Forecast what types of resistance may occur and highlight the diversity of input that was utilized for developing the innovation. Use your fusion team to come up with different implementation plans for different users.

Some personalities and cultures have a disposition toward viewing anything new suspiciously. This can be particularly true in certain professional cultures. Faculty are often socialized all throughout their academic careers to look for gaps and insufficiencies in existing research or in student work. As a result, many faculty members view new approaches suspiciously and look for inadequacies. Implementing innovations with individuals coming from this kind of perspective requires a much more thorough, rational process.

Some innovations may require individuals to make changes they don't want to make. Perhaps they have to start working more or less autonomously or have to coordinate more with others, things that may go against their preferred working style and cultural values. In one study, a group of doctors and nurses were asked to implement an innovative approach for working with people with diabetes. The approach was based upon the idea that patients have a level of expertise about their condition that most health care professionals don't have. Since the patients actually live with diabetes on a day-to-day basis, the innovation was built around equipping them to better diagnose and treat their own symptoms. The medical personnel bought into the idea conceptually, but when it came down to it, the approach went against the whole foundation of how they had been trained. They were the experts and they were paid to tell patients what to do. Their view was shaped from how they had been trained and it's what patients expect from their doctors. The innovation couldn't be successfully implemented because of the underlying, subconscious values and norms among the key implementers—the doctors, nurses, and patients.

Time Consumed

Even if an innovation is said to save people's time, it typically requires additional time and effort to make the switch. Effective implementation often requires training, troubleshooting, and an investment of time and support, which in turn initially reduces performance. Even the most beneficial innovation is likely to result in poorer team performance in the short run. And although managers and targeted users might know that an

innovation will eventually lead to better performance, many are reluctant to accept the lag in performance required to get there. Given the emphasis on speed and being the first to market, the time required to adopt a new innovation can be a threat for effective implementation, particularly for Westerners. The more that this is intentionally addressed in the implementation phase, the better. This is one of the ways the diverse team of which I'm part has really helped me. I'm very task-oriented and I put a high value on productivity. But over the last few years, I've better appreciated the immense strength that has come from attending too many of my colleagues' more thorough, process-oriented approach that takes more time but ends up leading to better solutions.

Procrastination

One of the biggest barriers to implementation is procrastination. And according to Piers Steel, a leading research on motivation, procrastination typically stems from one of three things: low expectancy, low value, or impulsiveness. Low expectancy is limited confidence in the success of a proposed innovation. Low value means you see little reward from implementing the idea. Impulsiveness refers to the distractions of other priorities and requests that keep you from moving an innovation from idea to implementation. A fusion team may benefit from taking time to discuss the way these three procrastination factors vary on your team. Have each person rate the level of value and expectancy she attributes to seeing this innovation launched. Also, identify which distractions are most prevalent for various members. In polychronic cultures where individuals are expected to attend to family members and authority figures at their beck and call, they may be faced with a different set of distractions than those who come from cultures where you're left alone to work unless there's a real emergency.

Working from a shared goal helps keep the vision alive throughout the slog of implementation. An understanding of how the procrastination factors play differently on your team provides a greater level of patience with each other while also keeping you focused on the shared outcome.

A paradox that confronts every innovation team is that growth creates complexity, and complexity threatens growth. Oliver Wendell Holmes, Jr., a former U.S. Supreme Court justice, famously said,

"I wouldn't give you a fig for simplicity on this side of complexity; I would give my right arm for simplicity on the far side of complexity." Diversity fuels a more complex ideation and design process that is essential for developing truly transformative solutions. But on the other side of that complexity, simplicity is needed for effective implementation. LE



David Livermore, PhD, has written ten books on global leadership and cultural intelligence including *Leading with Cultural Intelligence* and his newest release, *Driven by Difference*, which further addresses the practical ways to leverage diversity to fuel innovation. Livermore is president of the *Cultural Intelligence Center* in East Lansing, Michigan, a visiting scholar at Nanyang Business School in Singapore, and has worked with leaders in more than 100 countries.

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Don't Be Misled By Data

4 common mistakes that leaders make

By John H. Johnson and Mike Gluck

Market forecasts. Stock prices. News headlines. Reports from your team. As a leader, you're bombarded with data from the moment you wake up, your smartphone buzzing with emails and alerts.

And try as you might, you just can't ignore it.

Why? Because your job as a leader is to take all of this incoming data—one estimate puts it at 34 gigabytes a day—and use it to make smarter decisions. Whether you're in charge of training or technology, production or PR, your effectiveness as a leader depends largely on your ability to interpret and understand the data that's all around you.

The problem is, you're probably doing it wrong.

Here are just four of the ways you may be undermining your career or your company by misinterpreting data—and how you can start using data to your advantage as a leader:

1. You're relying on anecdotes to shape your strategic vision

Great leaders are often fantastic storytellers. Richard Branson, Susan Wojcicki or Elon Musk can have an audience on the edge of their seats simply by sharing their latest (and greatest) experiences. We see this in politics, too, as entire campaigns twist and turn on the power of a single story or image (exhibit A: the "[Dean scream](#)"). Anecdotes are effective tools for rallying the masses, communicating your plan and winning (or losing) elections. But don't conflate their power on the stage with their purpose in planning. An anecdote, statistically speaking, is just one data point. Anecdotes can fill in the gaps and serve as examples. But make sure you're looking at all of the data (not just the most memorable stories) when making decisions and setting your vision. Remember—the plural of anecdote, as they say, is not data.

2. You're using unreliable survey-driven data

Let's say your goal is to eliminate free snacks in the break room, so you send a company-wide email to pitch your plan and gather opinions. Half of your employees email back, all in favor of the money-saving idea. Time to ditch the chips? Not so fast. What you're seeing is a "convenience sample"; in other words, you're only looking at data from people who *chose* to answer. Maybe the folks who love free snacks decided not to reply to the email (after all, who wants to risk their job over a few granola bars?). Here, we can also see the potential pitfalls involving self-reported data. When someone provides data on their own behavior or preferences, there may not be safeguards in place to prevent misleading or flat-out wrong responses (like saying you don't want free snacks, when of course you really do). Self-reported data itself isn't necessarily the concern; the issue is that we may get the wrong answer to a question because self-reported data is subject to manipulation. Of course, with surveys it's also important to look closely at the sample—how was the data collected, how many data points do you have, and whether or not it truly represents the full population of people you're studying.

3. You're putting too much faith in potentially inaccurate forecasts.

How do you predict which new employees are going to be

superstars? Typically, making a prediction involves looking at the past data and creating a model in order to foresee the future. But if you only have a few dozen top performers in your company, for example, you may not have enough data to build an accurate model. In addition, any issues with your past data—from cherry-picking people for each group, to looking at averages without accounting for variation—could be reflected in your predictions. And don't forget about prediction error, which is a way of measuring the uncertainty that often exists when looking at the future. Imagine, for instance, trying to predict the best way to attract new college grads back in 2000. You probably would have focused on higher salaries and bonuses, right? Fast-forward a few years, and [Millennials have changed the game for HR with their focus on fulfillment and meaning in the workplace](#). Things change. Even as you strive for accuracy in your forecasting model, remember that predictions should typically reflect at least some level of uncertainty (assuming you don't have a crystal ball in your desk, of course).

4. You're conflating correlation with causation

Steve Jobs was notorious for [being, shall we say, unpleasant](#), from unleashing strings of profanities on unsuspecting people, to denying paternity of his own daughter. But he also oversaw an array of massively successful hits, from *Toy Story* at Pixar to the iMac, iPhone and iPad at Apple. Does this mean that if you follow Jobs' lead and start cursing out your staff then you'll be an effective leader? Not likely, because correlation doesn't equal causation. Whether you're evaluating employee performance, reviewing quarterly reports or determining the effectiveness of a new training program, it's important to understand that there are often omitted variables—factors that affect the results you're seeing, but may not be readily apparent. With Apple, for example, Jobs' vision and dedication to perfection (not to mention trends in personal computing and developments in new technology) likely played a large role in the company's success. Another example: just because all of your top salespeople are gregarious and outgoing doesn't necessarily mean that those are must-have qualities for the job. Take the time to understand what's truly driving the data.

The good news is, you don't have to be a statistician or econometrician in order to achieve leadership excellence. Simply being aware of the many ways in which data can mislead you—and knowing how to properly interpret the data—will, in our experience, put you far ahead of your peers. [LE](#)



John H. Johnson, PhD and Mike Gluck are the authors of [EVERYDATA](#): The Misinformation Hidden in the Little Data You Consume Every Day. Connect [Mike Gluck](#) Follow [@Everydata](#)

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Good Leaders Ask Dumb Questions

6 leadership traits in defense of asking the obvious

By Walt Grassl

Paul and Trudy work in a medium size company. Trudy was having lunch with Paul after a particularly grueling meeting.

"Paul, I can't believe what just happened in the budget meeting. None of the supervisors had the guts to point out an error the manager kept repeating. Everyone looked at each other, but no one spoke up. I wanted to say something but I was afraid if I was wrong, I would look stupid. As we were leaving, I asked Jim (her supervisor) privately if I was wrong and he said no, the manager was."

Paul said, "I believe good leaders ask dumb questions. It is not only OK, but one **must** question the obvious and call out the elephant in the room."

He went on to share a quote from his mentor, Sam, who said, "If you ask a question, you may look stupid for five minutes. But, if you don't ask, you stay stupid forever."

People may be afraid to ask dumb questions because of peer pressure. They may lack self-confidence. Whatever the cause, not asking dumb questions diminishes your value to your employer.

Here are six benefits of questioning the obvious:

Courage

Asking dumb questions allows you to develop courage. Courage is the ability to do something that scares you. Like facing most fears, the more we face them, the smaller they become.

Asking a dumb question is often a tough decision. Demonstrating the courage to ask also demonstrates decisiveness—an important trait for leaders.

Asking dumb questions indicates a lot about you. It indicates you are not intimidated by the situation. It indicates you add value as a participant in the meeting. It indicates you represent the silent majority in the audience. The silent majority who had the same question but lacked the courage to bring it up.

Openness

When you ask dumb questions, you acknowledge that you don't have all the answers. You show that you don't know everything. You are seen as more open to being questioned.

You don't appear to be superior. You are approachable, relatable and authentic.

Ask dumb questions to ensure you have all the facts, data and opinions you need to make higher percentage choices. You will be a trustworthy leader. You will instill confidence.

People are likely to use you as a sounding board. They know you will thoughtfully consider what they say. They know you will honestly question them and offer suggestions. Good leaders value those open and honest people.

Vision

When you have vision, you imagine what might be. Asking dumb questions can help determine creative, out-of-the-box solutions to problems. Your wild idea/question may be totally nuts, but may inspire someone else. They may see a solution not quite as whacky as yours. That solution solves the problem, saves money, and/or greatly improves performance.

Another part of vision is contingency planning. What is your plan B?

If your company is awaiting a widget from a notoriously dependable supplier, questioning their reliability may initially

seem to be a dumb question. But, the answer may be, "You're right, we should explore some contingency plans in case they are late. Thanks for reminding us."

Alignment

Many have left meetings comfortable with the decisions that were made, only to suddenly have those decisions change.

At the end of every meeting it may seem dumb to ask, "What have we agreed to?" You get agreement on what decisions were made, who is doing what, and by when. It may often seem dumb. But one day, answering that question will uncover misunderstandings. Clarifying misunderstandings take minutes, and it can save weeks of lost time and money.

Understanding

When a new process is being deployed, asking questions may be seen as dumb. It may be seen as a sign of resisting change or a questioning authority. But, blindly following a new direction can lead to problems. The organization may not get the intended results—not because the change was bad, but because the people implementing the change didn't understand why.

Avoiding asking the obvious can lead to companywide group-think. When members of the team blindly accept a new initiative or the direction of a project there can be a crippling lack of clarity and cohesion.

The path of least resistance often leads to peril. By stepping up and daring to ask the dumb questions you ensure that everyone is focused and on the same page.

Teaching Moments

Good leaders learn to delegate. Delegation requires follow-up. It also requires confidence that the right things are being done right. One way to be confident that things are being done right is to ask questions. If they know the answer and assume you are dumb for asking, so what. If the answer you get indicates that they aren't on track, you have an opportunity to correct the course of action.

You will learn whether they grasp the concept. You may be surprised to learn that what you meant is not what they understood. When that occurs, try to explain it another way.

That evening, Trudy thought about Paul's words. She remembered that she had seen others ask dumb questions and nothing bad happened. She remembered an instance when a dumb question turned out to be not so dumb, after all. She realized that she could handle feeling dumb for five minutes, if it meant speaking up. She felt she could maximize her value at work.

Her work life got a lot easier. She felt less stressed in meetings. She got relieved looks from her colleagues when she had the courage to ask the obvious. **LE**



Walt Grassl is a speaker, author, and performer. He hosts the radio show, "Stand Up and Speak Up," on the RockStar Worldwide network. Walt has performed standup comedy at the Hollywood Improv and the Flamingo in Las Vegas and is studying improv at the Groundlings School in Hollywood. Visit www.WaltGrassl.com Connect [Walt Grassl](https://www.linkedin.com/in/waltgrassl/) Follow [@WaltGrassl](https://twitter.com/WaltGrassl)

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Uncovering Unconscious Bias In The Workplace

Three crucial questions

By Natalie Holder

Diversity and inclusion have definitely grown up over the past 20 years. Studies have shown that diversity management tops the list of priorities that businesses will have in the coming years. And, within the last 10 years, there has been an explosion of senior-level diversity officer roles in corporations, higher education, and law firms. With all of these resources being put toward increasing diversity, why have most organizations not achieved the change they seek?

You might not have an answer because despite much societal advancement, there are reminders that people are treated unfairly because of their faith, how they look or how they sound.

Our silence might also be acknowledging that we do not know how to achieve the diversity we seek.

In the workplace, part of the issue is not knowing the difference between diversity and inclusion. Think of the high school lunch table as a metaphor for experiencing the distinction between the two.

Do you remember what your high school cafeteria looked like, sounded like, and what it smelled like? You probably had a group of friends that you ate lunch with every day. Imagine that one day, you asked a different group if you could sit with them and they enthusiastically made room for you. However, after a few minutes at this new table, you noticed that you were not a part of the conversation. People were making plans for the weekend without asking if you would like to join them. When you tried to tell a joke, everyone stared at you dismissively. People talked over you and cut you off mid-sentence. While you were invited to sit at the table, *you were not invited to engage at the table*. Many organizations do a great job of recruiting for the diversity they seek, but fail to create inclusive environments.

Engagement is a measurement of a person's inclusion in an organization and drives the overall quality of the human capital brought to the table.

Maslow's hierarchy of needs states that everyone has needs that must be met before they can reach a level of self-actualization. In the workplace, an employee's safety and psychological needs are most likely taken care of because their jobs provide the financial resources to clothe and feed themselves. However, the difficulty in most workplaces starts with the social needs.

When you have friends and positive relationships at work, it creates a sense of belonging. Next is your esteem needs. Everyone has a need to have their work recognized by senior leadership. If employees never hear that they are doing a good job, they may doubt their work and themselves.

Lastly, if all your other needs are met, you may reach the level of self-actualization at work. Self-actualization is the point where you take initiative and solve the critical problems in your organization. When your social and esteem needs are met, you have the space, room and security to think about new and different ways to contribute to your company's business goals. If one of

these rungs on the ladder to engagement are missing, however, it could financially impact the organization. For instance, employee turnover is one consequence of not having engagement. If your organization had 75,000 employees, and 50% were women and non-white but saw a 3.6% attrition rate with this population, it would cost the organization \$2.2 mil if it costs \$10K to replace an employee.

So how and why does exclusion still take place when there are direct benefits to inclusion? Often, without even realizing it, people engage in micro-inequities that are driven by their unconscious biases. Micro-inequities are the subtle gestures, comments, and interactions that make you feel included or excluded by another. It's feeling ignored when you're talking to someone and they glance at their watch when you make an important point. It's being left off of an email chain when you should have been included. Think of micro-inequities as the waves that threaten to erode your beautiful beach house that sits on wooden stilts. Over time, the waves deteriorate the wooden stilts, often in ways that are unseen by the eye.

While there are a number of ways to uncover exclusion and unconscious bias in an organization—and eventually eradicate it—the process may start with three questions:

Is there a team member who would view my feedback as negative if I give them any feedback at all?

Who on the team do I dislike working with?

And

Which person on the team makes me say, "I am having such a difficult time getting to know this person?"

Most likely the person or people who surface in your responses are feeling excluded from your work groups.

In a training session for a large government agency, there was a senior leader who admitted that while he was committed to diversity as a cause, he was not putting his actions into practice with certain individuals on his team. He courageously admitted that he created a self-fulfilling prophecy where his favorite employees were excelling and the others, whom he did not connect with and had ignored, were struggling. Invitations to his afternoon coffee excursions to Starbucks were only extended to the people on his team that he connected to and liked.

Even those with the best intentions have difficulty tying their words to their actions. Creating an inclusive culture takes shaking our unconscious minds awake and questioning our actions. **LE**



Natalie Holder is an employment lawyer, speaker, corporate trainer and author of *Exclusion: Strategies for Increasing Diversity in Recruitment, Retention, and Promotion*. As the co-founder of the New York State Bar Association's Labor & Employment's Diversity Fellowship she developed strategies to increase diversity and retention for various bar associations. In 2013, NYU honored her with the Martin Luther King, Jr. Humanitarian Award. Visit www.QuestDiversity.com Follow [@nvh315](https://twitter.com/nvh315)

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How To Get Your Coaching Program To Carnegie Hall

"Practice, practice, practice!"

By Randy Sabourin

There's an old joke that goes like this: a pedestrian in Manhattan stopped Jascha Heifetz, a famous and incredibly talented violinist and, in the mid-1950's, a household name.

"Excuse me," the pedestrian inquired. "Could you tell me how to get to Carnegie Hall?"

"Yes," said Heifetz. "Practice, practice, practice!"

I think everyone would agree with the premise that if you practice something you will get better at it. Seems simple enough, but there are a few challenges in the execution of practice that deserve more exploration. How you deliver practice makes all the difference to whether you remember what you've been taught and how you turn that knowledge into a skill. You can read a book about how to play the violin but it takes a lot of practice to perform at Carnegie Hall. The same is true for coaching. Delivering or understanding a coaching process is not a particularly difficult task, and can be achieved by eLearning, a traditional workshop, or even reading a book. However, actually becoming a coach is much more difficult, and practice is the tool of choice.

There has been significant research about how to practice more effectively. Cementing new learning in long-term memory requires a process known as consolidation, in which memory traces (the brain's representations of the new learning) are strengthened, given meaning, and connected to prior knowledge. This process unfolds over time, anywhere from hours to days to longer periods. Traditional repetitive practice relies on short-term memory. Permanent learning, however, requires time for practice and the other processes of consolidation. Therefore, spacing practice is more effective. The increased effort required to retrieve the learning after a little forgetting has the effect of retriggering consolidation, further strengthening memory.

Spacing and Interleaving practice is one of the keys to disrupting the typical "Forgetting Curve". Spacing practice from the original learning anywhere from 3 weeks to 6 months, ideally with 2 or 3 practice sessions during that time, is the most effective strategy. Interleaving practice combines many parts of the process in a practice session as opposed to focusing on mastering them independently. **Scenario-Based Practice** (roleplays or simulations) encourages interleaving as guided by a professional Roleplayer because the practice encompasses the entire process in a conversation.

Embedding **Elaboration** into Scenario-Based Practice will also increase the effectiveness of retrieving previously learned knowledge and converting it into skills. Elaboration is a process of utilizing learned content in new ways, finding additional meaning, and applying the process to new situations. Roleplayers will target a skill for elaboration practice by having the participant use a single skill to solve several situations in a roleplay. A great example of this is targeted practice of an Objection Handling process to resolve several objections during a coaching conversation. Professional Roleplayers recognize that

this often leads to the 'aha moment' for the participant in their practice. Elaboration is also tied to the Business Improvisation process and exercises a creative skill for added benefit.

Measurement and Reflection are also key ingredients to effective practice. During practice sessions Roleplayers are noting and comparing participant skills to the coaching process. This measurement, whether it is shared skill by skill with the participant or not, is critical to understand what skills participants are retaining or missing from the original learning event. The data becomes a way to measure the effectiveness of the original investment and, when multiple practice sessions are used, can be used to measure the growth of the participants, by skill, over the practice period. When each practice session is complete, the participant should discuss with the roleplayer and reflect on the skills measured and the intent for the next sessions.

The value of Scenario-Based Practice is based on the reality of the interaction. Coaching conversations can be unpredictable and stressful, especially for coaches who are new to the activity or who are trying to integrate new skills into their process. Adding a **Performance Under Pressure** element to the sessions helps the participants to experience the reality of the situation. When faced with pressure or the possibility of failure, participants will often fall back into old ways of solving problems or conducting the coaching conversation. Fear and consequences of failure during a coaching conversation will often drive participants back to old ways. This is a typical human response to failing while trying to create new habits.

Understanding a coaching process is not difficult for a new manager or leader, however converting that knowledge into a skill takes practice - deliberate, measured, thoughtful practice. We may not all make it to Carnegie Hall but we can use the same methods the greats have used to get there. **LE**



Randy Sabourin is the Co-President of e-roleplay Inc. (2012 – present) and Co-founder of Anderson Sabourin Consulting Inc (ASCI). He assists organizations sustain learning and development investments using a combination of scenario based practice and behavioral awareness. His focus is on how individuals and teams perform under pressure. Randy has worked with companies such as Aon Hewitt, BMO Harris, Bank of America, Unilever, Allstate, HP, AstraZeneca, Bristol-Myers Squibb, Dell, Manulife, and John Hancock.
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Who Is In Charge Of Culture?

A proven path to a better workplace

 By S. Chris Edmonds

Helping your team or company's culture evolve into a validating, consistently high performing and values-aligned work environment is a lot of work.

Culture change or, if you prefer, culture *refinement* is not something to be taken casually. It must be seen as vital work that needs time, energy, and intention to help craft consistent workplace inspiration.

So, who must lead your team or company's culture shift?

The player or players who are responsible for culture change are those who:

- Can create or modify the organization's incentives, policies, and procedures, and
- Have formal authority to guide the team, department, division, or company.

In short, the leaders of your team or company are in charge of your team or company's culture.

Leaders get the credit when they have crafted a safe, inspiring, and productive work environment. Leaders also (deservedly) get the blame when they have crafted a tense, fear-driven, "I win, you lose" work environment.

However your team or company's culture is operating today, it's "perfect," exactly as we'd expect it to be.



If leaders want that culture to evolve, they must take action to *clarify* their desired culture (defining it in behavioral terms), *model* their desired culture living it in every interaction, and *hold everyone on the team or in the company accountable* for living it in every interaction.

Here's the challenge: Most leaders have not *experienced* successful culture change. Even fewer have led a successful culture change.

Most team or company leaders simply don't know how to proactively manage their organization's culture.

That's what this book is designed to do – it educates leaders about a proven path for designing and aligning their desired culture.

The absence of demonstrated skills in managing a team or company's culture can tempt leaders to delegate the responsibility and authority for culture management to someone else in the organization.

Sometimes this temptation is driven by the absence of interest on a leader's part, so they delegate culture responsibility and authority (!).

Culture responsibility is often delegated to human resources or organization development or a similar function.

Delegation of culture responsibility almost always results in the complete failure of the culture change to gain traction. Why? Because only leaders of a team or company:

- Can create or modify the organization's incentives, policies, and procedures, and
- Have formal authority to guide the team, department, division, or company.

If leaders are serious about culture change, they must accept, even embrace, the responsibility for it. To effectively guide their team or company's culture refinement, leaders must follow the guidance of proven practitioners (like yours truly) so their desired culture comes to fruition. [LE](#)

Adapted from the award-winning bestseller, [The Culture Engine: A Framework for Driving Results, Inspiring Your Employees, and Transforming Your Workplace](#) by S. Chris Edmonds and available through Amazon.



S. Chris Edmonds is a sought-after speaker, author, and executive consultant who is the founder and CEO of [The Purposeful Culture Group](#). After a 15-year executive career leading high performing teams, Chris began his consulting company in 1990. He has also served as a senior consultant with The Ken Blanchard Companies since 1995. Chris is one of Inc. Magazine's 100 Great Leadership Speakers and was a featured presenter at SXSW 2015. Chris is the author of the [Amazon best seller The Culture Engine](#), the bestseller *Leading At A Higher Level* with Ken Blanchard, and five other books.

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