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ESSENTIALS

» 05. 2016

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Essentials of leadership
development,
managerial effectiveness,
and organizational
productivity

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The Standard of Global Leadership Development

INSPIRATIONAL LEADERSHIP

Interview with Maura Horn

MWH Global Inc.





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Warr/Bennis Leadership Excellence

The Standard of Global Leadership Development

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We had the honor of having some of the highly-regarded leadership scholars and experienced executives as keynote speakers at our Leadership event, LEAD 2016, recently. **Jim Kouzes**, one of the well-known figures in the leadership space, was one among them. His awe-inspiring speech and charisma inspired the audience to a great extent. According to him, the percentage of people who demonstrate no leadership abilities whatsoever is almost zero. Can you believe it? If you want to know more, listen to his talk. We have him on the cover page of our issue.

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

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

Coming to the articles in this edition, we have handpicked some interesting leadership topics which could help you in your leadership journey. Leaders who truly excel are those who transform results, performance and culture. What qualities makes a leader "transformational"? In numerous "Leadership Coaching" and "Transformational Leadership" workshops, these attributes have been identified as belonging to a transformational leader. If you are interested in knowing the traits, read Shawn M. Galloway's article *What Makes A Leader Transformational?*

Sandra Swanepoel's article *Managing People*

In Your Start-up talks about a few golden principles for people management in a small business. If your small business is to grow and prosper, you need to hire the right people and then manage them in a way that gets the best from them. Even if you are not a natural leader, managing people is a skill that you can learn and improve with practice and with the right advice.

Whether you're an established, worldwide brand or just starting to expand globally, recruiting and engaging a talented workforce can get tricky when you have employees in many different locations. It can be challenging to inspire employees while trying to attract new customers to solidify your market share. So what to do in order to create a culture that unites and inspires global employees? Read Laurie Colasanti's article *Building A Winning Culture* and you have the answer.

Talking about the importance of collaboration, Carol Kinsey Goma in her article *Inspire Your Team To Collaborate* puts forth seven actions that inspire collaboration.

In brief, this issue is all about leadership stories, achievements and leadership trends that will help you dream, think and get motivated. So, keep reading and do send us your feedback!



Regards,
Debbie McGrath
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Write to the Editor.

Editorial Purpose:

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

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You Are Already Leading

Just not frequently enough!

 By Jim Kouzes - LEAD 2016 Speaker



We had the honor of having one of the highly-regarded leadership scholars and experienced executives **Jim Kouzes**, as a keynote speaker at our Leadership event, LEAD 2016, recently. His awe-inspiring speech and charisma inspired the audience to a great extent. He explained his thought-provoking theories about why you should practice where you play in order to improve.

Are leaders born or made? One of the most typical questions heard in the leadership space takes a different turn when Jim says that almost all of us are leaders. He also modifies the question in a better way, “given who you are and what you have, can you lead better tomorrow than you are leading today? According to him, the percentage of people who demonstrate no leadership abilities whatsoever is almost zero. Can you believe it? However, he adds that you need to improve your leadership skills to be a better leader. Jim points out that we need to do 5 things to polish our leadership abilities. To know that, check out his inspiring speech below.

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

About Jim Kouzes



Jim Kouzes is Dean's Executive Fellow of Leadership, Leavey School of Business, at Santa Clara University, and also lectures on leadership around the world to corporations, governments, and nonprofits. In 2010, Jim received the Thought Leadership Award from the Instructional Systems Association, the most prestigious award given by the trade association of training and development industry providers. He was listed as one of HR Magazine's Most Influential International Thinkers for 2010 and 2011, named one of the 2010 and 2011 Top 100 Thought Leaders in Trustworthy Business Behavior by Trust Across America, and ranked by Leadership Excellence magazine as number sixteen on its list of the Top 100 Thought Leaders. In 2006, Jim was presented with the Golden Gavel, the highest honor awarded by Toastmasters International. He is coauthor of the bestselling and award-winning book, *The Leadership Challenge* and over 30 other leadership books and workbooks.

Follow [@Jim_Kouzes](#)

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FEATURE



Susan Templeton & Ujima Donalson



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Leadership Excellence Rank

Best Corporate University

Honing Leadership Skills

Our editorial team interviewed **Ujima Donalson** and **Susan Templeton** from **University of Washington** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

SLP provides a comprehensive education in the essential elements of leadership, in general and specific to the University of Washington. The curriculum is designed to position leaders for success within the University system and empower them to achieve exceptional performance from their staff. The content focuses on four aspects of management:

- **Self** (includes competency assessment, communication styles, emotional intelligence, and diversity)
- **People** (includes performance management, situational supervision, coaching, motivation, and employee development)
- **Teams** (includes group dynamics, conflict resolution, decision making, and human resources basics)
- **Organizations** (includes change management, organizational culture, and managing up)

Participants are encouraged to learn not just from the instructors and classroom materials but from each other through numerous group activities that prompt reflection and interaction and also serve to build rapport. In addition, each class concludes with participants creating an action plan for further developing their leadership skills.

Who do you impact with your program?

The Provost and Executive Vice President expect all UW supervisors to complete Level 1 of SLP; this includes supervisors who are new to the UW or have recently been promoted to a supervisory position. SLP provides fundamentals as well as mid-level concepts and frameworks targeted to a broad supervisory audience from all employment programs (labor unions, civil service, and exempt staff), all disciplines, and all areas of the University (medical centers, research programs, academic schools and colleges, and business operations and administrative areas).

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

This year has moreover reinforced the notion of perfect timing. When taken too soon, this training is not as effective because the concepts are too abstract for leaders still familiarizing themselves with their teams, responsibilities, and departments. When they have been in a leadership position for years, the training often comes too late; many have to struggle to learn the basics and also un-learn flawed approaches or techniques. Our job has been to ensure that we are getting students into the program at the right time to make the greatest impact.



We've also learned to be flexible in our approach and to shift content as appropriate. While our content is consistent, each class is unique and consequently our modality for disseminating information may shift. We've learned to give time and energy to where the class expresses the most need and enthusiasm.

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

We utilize several evaluations, including daily flash evaluations and a more in-depth evaluation at the end of each workshop, both of which collect feedback we use to adjust our program and content as appropriate. Other indicators are the high demand for the workshop (waiting list for every session) and SLP graduates becoming repeat customers of our fee-based classes, webinars, events, and consulting services, whether for themselves or for their staff members. In addition, we've also developed a culture of support and follow-up communication by instructors with SLP graduates. SLP alumni have a number of opportunities to participate in other offerings, special leadership events, and focus groups, and some even contribute to The Leading Edge, our quarterly leadership newsletter.

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

We want to ensure that we are presenting our leaders with foundational and cutting edge information that empowers them to excel

in all aspects of their role—as key decision-makers, strategists, and communicators; as managers of people and teams; and as stakeholders in the larger organization. To that end, we look forward to continuing to evolve the program in response to emerging leadership and management trends, the changing University environment, and the feedback we receive from participants.

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Ian Gover

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Leadership Excellence Rank

Best Executive Coaching

Personalizing Development Experiences

Our editorial team interviewed **Ian Gover, Co-Founder of Everwise**, at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

Everwise exists to help organizations develop their people, and to help professionals achieve their full career potential. Our talent development experience combines the transformative power of person-to-person learning with software and curated learning tools for a truly integrated program. So it really is a “high tech, high touch” experience where every stage of the process can be managed on our integrated platform, but experience managers are there to help participants identify and prioritize their goals and peers are available to help support them along the journey.

Everwise is easy to onboard, scales to an organization’s needs, and can be tied to corporate objectives and development goals.

Who do you impact with your program?

Everwise focuses primarily on helping individuals who work in either high-growth companies or multinationals to build the soft skills they need to excel and advance at each stage of their career.

The Everwise solution has the power and flexibility to address most talent development needs including key career transitions and organizational development. This includes:

- Ensuring new managers perform from the time they’re promoted
- Unlocking opportunities for women leaders
- Engaging and retaining high potentials
- Preparing emerging leaders for executive positions

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

We are constantly impressed with how organizations find different applications and use cases for our platform. So whether that’s a greater focus on advancing women in leadership, accelerating new managers or finding more innovative ways to support high potential talent within their organization, the way in which companies use Everwise speaks volumes to the power and flexibility of what we offer.

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

Every organization evaluates investment in their talent differently. One of the things that we see consistently across the board is that organizations using Everwise have multiple tiers of impact that they’re interested in tracking. This can mean everything from participation levels in the program to the program’s impact on business results.

At Everwise, we believe the key reasons for our own success are the high satisfaction levels among program participants:



- 96% match satisfaction between mentors and protégés
- 87% of protégés and 95% of mentors are likely to renew, at the end of their Everwise experience
- 94% of protégés and 95% of mentors are likely to recommend Everwise to their friends and coworkers

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

We look forward to continuing to grow with the companies we

partner with. We love a challenge and are constantly looking for opportunities to innovate and solve the most challenging problems in talent development.

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Nonprofit Leaders Exodus

How to stop it?

 By Libbie Landles-Cobb, Kirk Kramer & Katie Smith Milway



America's nonprofits suffer from a leadership exodus. Over the past two years, one in four top leaders resigned, and nearly as many plan to do so in the next two years. Such turnover makes succession planning difficult, at best, and helps to explain why it's the top organizational concern of nonprofit boards and CEOs. What most fail to see is a solution hidden in plain sight: the homegrown leader.

It's not a far-fetched notion. For-profit enterprises, for example, fill nearly 60 percent of their leadership roles with internal promotions. By contrast, the social sector fills only 30 percent of top leadership roles from within.

This gap results from a pervasive leadership development deficit in the nonprofits sector. Despite all the literature and talk about the need for nonprofits to develop their human capital, a new Bridgespan study found the sector's top leaders are frustrated by a lack of

professional growth opportunities and routinely leave in search of professional growth rather than stay put to move up. CEOs aren't immune to such frustration. They, too, opt to exit because their boards aren't supporting them with the help they need to develop as leaders.

Surprisingly, this nonprofit leadership exodus is *not* due to retirement. Only 6 percent of leaders retired in the past two years, according to new Bridgespan's report, "The Nonprofit Leadership Development Deficit." Instead, the major driver is turnover. Twelve percent of all nonprofit leaders voluntarily left for other organizations and another 7 percent were asked to leave. Meanwhile, the largest source of replacement talent came from other nonprofits, exacerbating a turnover treadmill at a time when the sector needs experienced, capable leaders more than ever.

This syndrome comes at a significant financial and productivity



cost to organizations, undermining their effectiveness and hampering their ability to make progress on their critical work to address social and economic inequities. And it is not set to change unless boards, management teams and funders change their ways.

Filling the Leadership Development Deficit

Obviously, some level of turnover at any organization is inevitable. In fact, it can be healthy, bringing in new ideas, experiences, and perspectives. However, undesired turnover comes at a high price. The transaction costs alone of finding a new employee, particularly at the senior level, can amount to half of his or her salary; concomitant costs to the organization in productivity and fundraising, as the board and senior team focus instead on recruiting and onboarding critical staff positions, can run even higher.

Not surprisingly, the majority of survey respondents (57 percent) attributed their retention challenges at least partially to compensation. However, half lay blame on their lack of career development opportunities. Fortunately, a low-cost solution hides in plain sight:

do-it-yourself leadership development. Bridgespan's research and experience indicate that most nonprofits—large and small—already possess the key elements to build and maintain the internal processes needed to nurture homegrown talent.

Success at talent development is less a question of cost than commitment. Leaders, boards, and funders must implement these four elements:

- Ensure managers are committed talent champions by linking talent development and mentoring to performance reviews;
- Identify development opportunities aligned to organizational and individual needs, and allocate them to the most promising rising stars;
- Create customized development plans that help staff members identify the skills they need to grow, opportunities to try them out, and mentors to guide them;
- Build in mechanisms to ensure both managers and their reports follow through on their development plans.

Strategies for Smaller Nonprofits

This strategy works equally well for organization of all sizes and can even help small nonprofits grow in size and impact.

For example, creating a culture of continuous improvement propelled education crowd funder DonorsChoose.org to triple its size from 25 to 75 employees in the past eight years. Cesar Bocanegra exemplifies what happens when employees are encouraged to expand and enhance their skills. His career path at DonorsChoose.org took him from VP for operations to COO in two years, and now includes oversight of human resources.

Bocanegra isn't the only success story to emerge from DonorsChoose.org's dedication to offering stretch opportunities, supportive coaching, and relevant training. Bocanegra cites the example of a colleague who came up with a novel idea: Give teachers a promo code to share with friends and family, and DonorsChoose.org would match any donation made using the code. Her idea effectively turned teachers into fundraisers -- but it also meant DonorsChoose.org would have to raise the matching funds. Senior managers provided coaching and pushed peer collaboration throughout the organization to implement the idea. The result: The promo code is now the No. 1 driver of new donors to DonorsChoose.org. Its creator gained new skills in community building, as well as a sense of a rewarding future at DonorsChoose.org.

An even more impressive affirmation of DonorsChoose.org's culture is that not a single member of its seven-person executive team has left the organization in eight years -- enabling them to gel as a team and lead the organization to greater levels of impact.

Small organizations by their nature provide fewer opportunities for promotions, but skills development can compensate for lack of upward trajectory. That's why Chuck Wingate, executive director of Bethesda Mission in Harrisburg, PA, always chooses a younger person to represent the organization at the annual association conference. "[I want] to send the message that we are committed to that person's future at our organization," he notes, adding, "They are almost always the youngest person at the conference. Why aren't other organizations giving similar opportunities to their staff?"

Another advantage of small organizations: With fewer people to handle a large number of responsibilities, stretch opportunities abound. While without support, staff members can feel as if they're tossed in the deep end, with coaching, the deep end can help them strengthen their skills and confidence.

Short-sighted leaders may fear that their leadership development investments will walk out the door to find greater responsibility and remuneration elsewhere. However, for-profit research regularly shows a virtuous circle between talent development and employee engagement and retention. As a bonus, an organization that develops and expands its employees' capabilities becomes a talent magnet because people see the potential for career growth.

Talent development is a powerful and cost-effective answer to the leadership development deficit that even small nonprofits can afford. More important, they can't afford to ignore it. As the executive director of a Maryland multiservice organization says, "If we want people for the long haul, we need to make development a priority." **LE**

This piece is based on an article that appeared in SSIR.org, [The Nonprofit Leadership Development Deficit](http://SSIR.org), October 22, 2015



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Katie Smith Milway heads Bridgespan's knowledge practice and co-authored Bridgespan's 2009 reporter "Finding Leaders for America's Nonprofits." Connect [Katie Smith Milway](#)

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The future of leadership starts with a belief that individual excellence and collective strength drive progress – that in fostering the potential of one, we can fuel the power of many, and that by transforming passion into purpose, we can help our customers, our communities, our world.





Maura Horn



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Inspirational Leadership

Our editorial team interviewed **Maura Horn** from **MWH Global Inc** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

This is leadership training, not management training. *Inspirational Leadership* is designed to ensure MWH is permeated with people who can lead the company into a vibrant future they help create, and that those around them will feel confident following them into this future.

The 50 people selected to participate in the program each year come to the corporate Learning and Meeting Center from around the world four times for three-and-a-half days. Pillars I to IV, and the pre-work required for each, immerse them in leadership topics, including the following, designed to develop them as corporate leaders:

- Resonance
- The PRES model—Being present; Reaching out; Expressiveness; Self-knowing
- Holding crucial conversations
- Critical thinking
- Importance and impact of using stories to convey messages, including repeated practice on refining their story
- The vital nature of renewal
- Overcoming resistance to change
- Producing positive change within MWH

Equally important, a personal leadership support network is developed through the informal yet rigorous course interactions. In addition to their everyday impact, the nine years of Inspirational Leadership graduates form a strong, deep team with critical leadership skills that MWH periodically uses to roll out important programs and help develop corporate strategy.

Who do you impact with your program?

Everyone in the company is impacted by this program if we're doing it right!

Those who are nominated to attend the program are leaders in our operations in Europe, Asia Pacific, North and South America, and the Middle East. They are selected by their President or operational executive for their demonstrated leadership, sphere of influence and number of direct reports, role in the organization, and other criteria.

This on-going program not only enhances current corporate performance, but heightens the organization's ability to meet its succession needs. While not a requirement, completion of Inspirational Leadership is given considerable weight in movement of leaders into more senior roles.

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

This program provides significant inspiration to me each time we present it. It constantly reinforces my perception of the excellence of the MWH staff and makes me excited to be working among such quality, good people.

Group dynamics are quite different each year. Different people and different corporate and societal foci impact the program. Certain concerns or interests will be raised in discussions based on these influences. Sometimes I can anticipate them and perhaps adjust the amount of time for a particular topic. Other times as I see a trend developing, I must decide whether it has the potential to overshadow the material and must be curtailed, or if it is so significant that it must be incorporated.

We continue to make tweaks to which pillar, and where within a pillar, material is presented. This is based upon the way it is received and how well the thread is pulled through the program.

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

The success of this program is significantly validated by reputation. Inspirational Leadership was originally designed by executive leadership to run for five years. Because of its success, in 2010 it was extended indefinitely.

We have looked at retention numbers, promotions, and other metrics, but have found them to be poor barometers of the impact of the program. Our former CEO described the impact of this program as "making our company more connected globally than anything else we've ever done."

At the conclusion of each pillar, a 2-page course feedback form is completed by participants. Ratings generally average 4.5 or better (with five being the highest mark).

In addition, there are several open-ended questions on the feedback form. While there certainly are some suggestions for improvement, most comments are highly complimentary.

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

Last year, a reunion program was developed, bringing together selected graduates from the nine previous years. They were asked to examine current corporate culture, and provided to executive leadership keen insights and well-developed strategies with metrics for the constant cultural evolution required to keep a company at the highest level of accomplishment and reputation.

Inspirational Leadership thrives because of its excellent reputation within the organization and the company's commitment to staff development, including that of senior leadership. As MWH's Core Values state, *"Our employees are our greatest assets and we will grow, inspire and protect them. We will invest in the development of our employees to maximize their potential."*

One of the objectives of the program has been to provide consistent messaging from one year to the next so that a common corporate language and culture is developed around leadership and inspiration. However, when feedback or interaction tell us that particular material or a certain topic is not effective or is no longer relevant, it is replaced. These selective but constant revisions contribute to the long-term success of the program.



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



Ted Higgins
VP of Talent Development at Fidelity Investments



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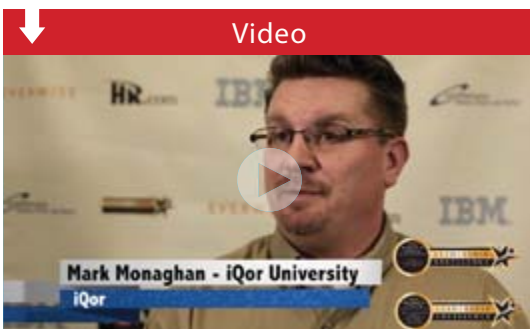
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Mark Monaghan



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1

Leadership Excellence Rank

Best Customer Service Leadership Program

4

Leadership Excellence Rank

Best Corporate University

6

Leadership Excellence Rank

Best First Time Manager Program

Building Skills, Improving Retention

Our editorial team interviewed **Mark Monaghan** from **iQor** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

Our program's goal is to provide all contact center managers with the knowledge, skills and ability to identify and manage the behaviors that drive program KPIs. It is imperative that our custom workshop and proprietary software platform not only teach and support the techniques that drive performance, but that they also provide an easy way to record "Qoaching" sessions through our development module so they can be utilized to reinforce and ensure program compliance and to measure proper usage.

Who do you impact with your program?

PeaQ Performance Qoaching (PPQ) and Employee Development and Qoaching Module (EDQ) were architected to meet the needs of our contact center supervisors and those they manage. While the EDQ can be used to track disciplinary issues, that is not its overall purpose - our workshop and software are designed to support the development of others so that everyone receives the constructive feedback needed to succeed. While not every facet of this program has been fully implemented, it has had an impact on thousands of contact center employees over the years. PPQ training and EDQ tracking help iQor ensure that we are providing an atmosphere that fosters employee growth in a constructive and uniformed manner, which can be a particular challenge for those in the BPO industry who support many clients.

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

Our industry has many challenges so it is critical that we continually prove the value of our management and leadership programs. We've expanded this program globally giving access to the EDQ to over 1,000 supervisors with several hundred more to go. We have received a lot of feedback and system-related questions that have allowed us to continue to modify and development our program.



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

Our main goal is to provide the management and leadership training that is needed to reduce attrition and improve retention while meeting and/or exceeding client performance expectations. We've also discovered a positive correlation between supervisor tenure and PPQ/EDQ course completion. If you don't provide management with the tools and skills they need and deserve in order to succeed, you only have yourself to blame if they fail.

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

As PPQ and EDQ become staples of our standard management training program globally, our culture will change. The performance system and operating procedures developed to manage the program will need to be continually updated and tweaked. Data analytics and

scorecard drivers will need to be presented in a way where the information is continually refined ensuring that the data received reinforces the desired results. We need to continue to coach and develop the trainers who facilitate the course and well as refine the support materials and delivery. We also have plans to develop more employee based PPQ/EDQ recognition programs – so we can identify our all-stars and recognize those who have embraced the program.

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Merle Ray



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Leadership Excellence Rank

9

Best Corporate University

Paving the Path for Great Leadership

Our editorial team interviewed **Merle Ray** from **Harris County Auditor's Office** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

To align the daily activities and behavior of the managers and leaders of the Harris County Auditor's Office with the mission and strategic objectives of the organization.

Who do you impact with your program?

All supervisors and above

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

The most important lesson learned from implementing our new leadership development platform, Auditor's University, is that the power of "Inspiring Leadership" cannot be overstated. As change becomes very difficult in organizations like ours going through transformation, especially leadership transformation, it's much easier for some leaders to fight or flight. But when you have senior leadership that is inspiring, genuine, emotionally intelligent, have superior interpersonal skills, and who exemplify the courage and sheer grit that it takes to move forward, that makes the difference. This is because employees do what they see their role models do, and in Leadership Development, you are the role model.

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

We measure the return on investment by the extent to which supervisors and above are able to apply the lessons taught in Auditor's University to affect greater performance in their people and in their business goals.

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

Auditor's University is still in its formative stages and courses are continuously being developed to meet the needs of the mission. It is quickly becoming the place where employees who are becoming leaders can see, hear, practice, and perform great leadership. We take the same quality time, tools, and techniques demonstrated in the classroom and put them to work for our daily business and business processes. And because we are placing measurable targets to the competencies being developed, we are seeing success. For the first time in the organization, leaders are being challenged for example to step out of the status quo, and lead. We are now seeing leaders who are not just technically competent accountants and auditors, but who are becoming more aware of the importance of their personal effectiveness, interpersonal skills, emotional intelligence, and judgment. This solidifies our County and its billions of dollars in assets; therefore, it preserves our taxpayers interests and well-being.

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What Makes A Leader Transformational?

Know the attributes

By Shawn M. Galloway



All leaders desire to get more effort from their people, effort resulting more from intrinsic desire and less from extrinsic prompting. Leaders who truly excel are those who transform results, performance and culture. What qualities makes a leader “transformational”? In numerous “Leadership Coaching” and “Transformational Leadership” workshops, the following attributes have been identified as belonging to a transformational leader.

“Always a better way” thinking – Regardless of what industry you are in, there are countless examples of actions that were once viewed

as acceptable, that today are viewed as unacceptable. Many leaders who know this realize the limitations of best-practice thinking and maintain more of a positive discontent or better-practice mindset. Rather than simply adopting a best practice and stopping there, they celebrate successes and realize there will always be a better way if, and only if, we keep looking.

Keeps the most important thing the most important thing – It is easy to get caught up in fire-fighting mode and to lose the efficiency goggles required to be proactively effective. Management guru Peter Drucker admonished, “There is nothing so useless as doing efficiently



that which should not be done at all.” Great leaders bring focus to the most important things and keep them front and center, rarely wavering until a better way is discovered, which is then always encouraged and appreciated.

Understands what motivates and influences – What motivates one person can demotivate another. Humans are complex, to say the least. Perceptions, communication, behaviors, and work environments are but a few of the vast influences on individuals. Understanding why people do what they do and what they value is important for leaders to know in order to nudge additional effort. No two people are alike. Leaders who get to know the people they are directly responsible for, create camaraderie and team-spirit, and generally outperform those who manage a group of individuals they haven’t taken the time to know.

What Makes a Leader Transformational

- “Always a better way” thinking
- Keeps the most important thing the most important thing
- Understands what motivates and influences
- Coaches for performance
- Understands strategy and has one
- Focuses on and measures what they want and monitors progress
- It’s personal and focus is on value not activities or numbers

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Coaches for performance – Improved results come from identifying and reinforcing the performance that most directly contributes to it. Evolving the focus from mandatory (what someone *has* to do that contributes to results) to discretionary (what someone *wants* to do that contributes to results) requires coaching. A model taught in leadership coaching workshops centers around a three-part approach: Focus, Feedback and Facilitate. You coach performance, not results. Thus, the focus must be on what someone does, their behaviors. The purpose of feedback is to encourage effective future performance, not to change the past. To facilitate is to make it easy for the performer to be successful by minimizing the obstacles and helping overcome the barriers to desired performance. Transformational leaders coach.

Understands strategy and has one – Strategy is a framework of choices a leader makes to determine how to capture and deliver value. Strategy is tradeoffs made in order to win. Regardless of the area of operational improvement focus, you can’t do everything. What will you not do this year? What data drives your decisions? Too many well-intending leaders see a problem and seek a program. Programmatic thinking is not strategic. Initiatives should support data-driven decisions that will prove the intervention adds sustainable value. What measurements will verify this?

Focuses on and measures what they want and monitors progress – Transformational leaders recognize they will never get what they want if they are only measuring what they don’t want. The absence of negative indicators is not the same as success. Visible progress towards a goal is known as one of the most effective motivators at work. Determining what success looks like (what performance would be observed if great results were obtained?) is necessary to ensure measurements are validating progress towards the ideal goal. It is easy to attain temporary improvements in results; sustainability is typically

the challenge. Measure what is desired and progress towards it, rather than measuring what is undesired and trying to distance away from it.



It’s personal and focus is on value not activities or numbers

– Individuals who clearly take a personal interest in the objective communicate differently than others. Great leaders are passionate about that which they are trying to transform. It is more than a business-necessity; it is an individual goal to these people. Because of this, they want to help others see value in the goals. They leverage what others are interested in or motivated by. These leaders rarely communicate facts and figures, and focus more on stories and pictures to break through to people. They treat people as the customers of their improvement-efforts, rather than targets of change or problems.

When assessing how to help your leaders improve their impact on any area of business performance, consider these elements and assess against how well your leaders: challenge status quo, keep the most important thing front and center, know their people, coach for improved performance, strategically think, measure the right things, track progress towards them, and focus on capturing and delivering real, sustainable value to their customers. Real leaders know it’s not about them; it’s about the great people they lead, and this is what makes them transformational. **LE**

**This article was originally published in Occupational Health & Safety magazine (August 2015)*



Shawn M. Galloway is the President of ProAct Safety and coauthor of several bestselling books, including STEPS to Safety Culture Excellence and Forecasting Tomorrow: The Future of Safety Excellence. He has helped hundreds of organizations within every major industry internationally achieve and sustain excellence in performance and culture. He is also the host of the highly acclaimed weekly podcast series Safety Culture Excellence.

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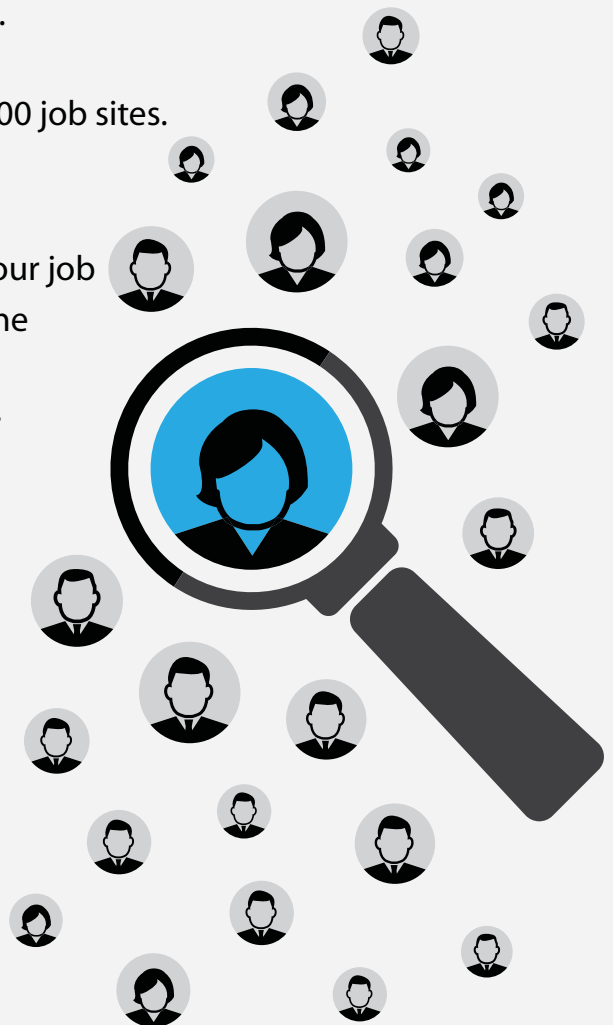
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Boost Your Workplace Culture

3 strategies

 By Janine Yancey and Steve Cadigan

You already know that culture is important. Otherwise, you wouldn't be actively sharing your mission, values, and code of conduct.

But, what's the best way to communicate your culture message and make sure people live up to the values? Which of your teams should be involved and how do they ensure your message is consistent across the organization so it resonates with everyone?

During Emtrain Top Onboarding Strategies webinar, we stressed the importance of creating one message about your culture, mission, and values. One message that you consistently share through all employment phases such as: recruiting, onboarding, team dynamics, and career development.

The challenge: your culture, values, and code of conduct are often created separately by different teams and they all seem to have a different message and style of delivering it.

Rather than hearing one strong message, employees end up hearing differing and inconsistent messages from leadership, talent, and legal – all emphasizing different components of the culture and values. These different messages water down the impact of hearing one message over and over again throughout your employees' life cycle.

Instead, we suggest having all three departments (Leadership, Talent, and Legal/Compliance) collaborate to create one unified and shared message that addresses the mission, the values and the code of conduct.

This way, employees hear your message as a steady drum beat from their initial recruiting to when they eventually depart the organization. When all three departments collaborate and create an integrated, holistic message it becomes THE culture message that everyone hears and remembers.

Here are three strategies to ensure you're empowering your culture message throughout the organization:

1. Collaborate with stakeholders to create a consistent message

To ensure everyone is hearing and understanding your culture message, get a cross-functional team together to collaborate and craft a single message.

Leadership will weigh in heavily on outlining the mission and values; legal/compliance will weigh in heavily about the code of conduct and ethical issues; the HR & talent team can help combine both perspectives so that it's a cohesive message that is authentic, human, and relatable.

After that, all departments can articulate the integrated message so it's top of mind for all employees.

2. Use HR & Talent to consistently deliver the message

Once you've crafted your integrated culture message, you need to identify the best department to deliver the message.

When identifying the right messenger, look for the team that works closest with the troops in the trenches and on a daily and weekly basis. The messenger also needs to be able to communicate in a very human, relatable way.

Given that criteria, the HR & Talent team is typically the best team to deliver the culture message. Yes, your leadership will articulate the message and legal/compliance will reiterate the message when advising on specific ethics/compliance issues, but neither your leadership nor legal are in the trenches on a daily basis. Your legal team just isn't

in a position to influence people in a human, relatable way on a consistent basis.

Ideally, HR & Talent should deliver the culture message regularly while teaching managers to echo, support, and model the message to their teams.

3. Your culture message starts at recruiting and never ends

Your opportunity to communicate your culture starts with the first contact and ends, well, never. Even after an employee leaves, they should have a clear understanding of what it means to embody your workplace culture.

Ideally, your first recruiter contact should weave in the culture message as a way to sell candidates on the organization. That message should be repeated and emphasized during new hire onboarding and should be echoed, supported, and modeled on a consistent basis by HR & Talent and line managers.

Your culture should be embodied at every level, and it's pointless, even harmful, to have a culture slide deck that people don't live out every day.

Employees at every level, especially managers, need to embody your culture and integrate it into the company language so it becomes part of the fabric of the organization.

Conclusion

Yes, your culture is important, but there's something even more important: how you create and deliver your culture message. That is your culture.

Collaborate with your stakeholders to create a unified message and strive to embody that message at every level of your organization.

The stronger and more consistent your message is, the tighter and more cohesive your workforce culture. When everyone is on the same page as to your shared mission, vision, and values, you'll get your workforce advancing your values to create a more ethical, productive, and collaborative workplace. **LE**



Janine Yancey is the founder and President of Emtrain, which provides online education through courses, videos and best practices in HR, compliance and people skills topics so workforces stay on the right track. Janine is a thought leader on improving workplace culture by strengthening employees' skill at navigating workplace issues so teams operate efficiently and productively. Janine has been published on The Next Web, Pando Daily, and UP Global. Connect [Janine Yancey](#) Follow [@jyancey](#)



Steve Cadigan is one of Silicon Valley's hottest properties when it comes to people, talent and culture. As Founder of Cadigan Talent Ventures LLC, a Silicon Valley-based talent strategies advisory firm, Steve helps organizations worldwide develop winning talent solutions. His specialties include assisting high growth companies with change management, acquisition integration, converting culture into a competitive advantage, leading and scaling in hyper-growth, assisting organizations through IPO transitions and providing actionable steps for retaining and attracting the very best technical talent to elevate business performance. Connect [Steve Cadigan](#) Follow [@scadigan](#)

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FEATURE



Travis Diem, Director Brand Hospitality



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2

Leadership Excellence Rank

Best Executive Coaching

4

Leadership Excellence Rank

Best Experienced Senior Leaders Program

Strengthening Executive Development

Our editorial team interviewed **Travis Diem, Director Brand Hospitality** from **Hilton Hotels & Resorts** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The program advances executive development over a period of 12 months with top performing Hilton general managers. Year over year our participants gain self-knowledge, insight, and long-term friendships that they leverage for a lifetime. As the GMs become more confident and skilled, they are able to better coach and develop their team members at their properties.

Who do you impact with your program?

Top performing General Managers who lead a team of 150 to 300 team members.

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

We have seen a remarkable impact during this year-long program. It expanded relationships and significantly improved business results. The program encourages and builds confidence at every level so that the participants become player/coaches and in turn empower their teams. The ripple effect of engaged leaders is contagious.

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

The ROI is measured by the improved business results, the positive impact on culture, and the retention of top performing General Managers. Also the brand loyalty to the Hilton, following this year of development, is remarkable. The Executive Roundtable has become a leadership program that Hilton GMs around the world aspire to attend. In addition, the alumni become mentors to the new classes.

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

The 2016 Hilton Executive Roundtable class is already launched and the alumni of the program will be actively mentoring the new class. Also graduates are provided a quarterly leadership development webinar to reinforce their continued growth as top performing GMs.

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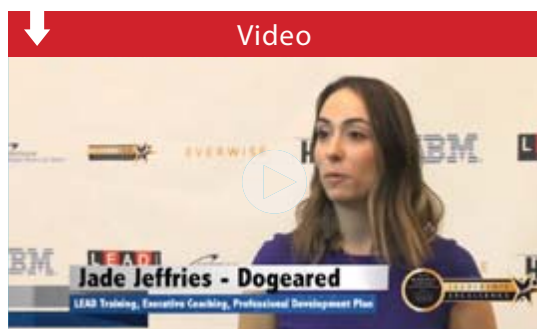
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Leadership Excellence Rank

3

Best Executive Coaching

Developing Communication Skills

*Our editorial team interviewed **Jade Jeffries** from **Dogeared** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.*

What is the overall objective of your program?

Developing individual and team communication, and project management skills for all levels at the company. We wanted to improve cross-departmental collaborations, innovation, and effectiveness.

Who do you impact with your program?

The initial program focused on Managers, Directors and our COO.

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

A lot of companies don't invest because of cost, we no longer see it as a cost, but an investment into our company's future, and our overall company performance.

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

Part of the success of the program was the 360 degree feedback. The feedback has been positive in practicing the skill sets that were taught during the program.

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

Our leaders love this program, they trust that it is effective. We plan to make it an organizational-wide initiative; to give everyone insight into communications skills and building productive relationships amongst team-members.

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Leadership And Knowledge

Connection between transformational leadership and knowledge cycle

 By Mostafa Sayyadi



 Lee and Kim's (2001) model to managing knowledge reflects a more strategic and practical perspective, as it is process oriented and most applicable in the context of leading organizations. In this model, organizational knowledge, firstly, is accumulated by creating new knowledge from organizational intellectual capital and acquiring knowledge from external environments. Secondly, knowledge is integrated internally to enhance the effectiveness and efficiencies in various systems and processes, as well as to be more responsive to market changes. Thirdly, the knowledge within organizations needs to be reconfigured to meet environmental changes and new challenges. In this process, knowledge is globally shared with other organizations in the environment.

In the process of knowledge accumulation, the exchange of knowledge with external business partners can develop innovative environments (Chiang & Hung, 2010; Wang & Wang, 2012) that in turn enable transformational leaders in intellectual stimulation aiming at creating a more innovative climate in companies. In addition, the process of knowledge transfer enhances the capabilities of transformational leaders to implement the inspirational motivation aspect which is directed at setting highly desired expectation to recognize possible opportunities in the business environments. The exchange of knowledge also positively contributes to transformational leaders to facilitate idealized influence developing a more effective vision incorporating more exact and comprehensive information about external



sources and environment. A climate inspiring knowledge creation itself can also positively impact on the empowerment of employees (Badah, 2012) that develops the capabilities of transformational leaders in the aspect of individualized consideration empowering human assets. On the other hand, transformational leaders enhance innovation and new idea generation, thereby embracing the aspect of intellectual stimulation. The empirical study by Sosik (1997) affirms this significant contribution, and portrays the critical role that transformational leaders play in developing new idea generation within companies. Further, idealized influence aspect is considered as an essential source in developing relationships. From this statement, it can be argued that transformational leadership can enhance knowledge acquisition and transference among business partners. Similarly, several researchers (such as Politis, 2002; Nemanich & Keller, 2007) have reported in the past that transformational leaders have widely facilitated the process of knowledge acquisition from external sources. However, although there are still gaps in terms of providing empirical support for establishing the impacts of knowledge accumulation on transformational leadership, it can be argued that a mutual relationship exists between this knowledge management process and transformational leadership aspects.

In addition it is apparent that both major activities of knowledge integration processes, including the evaluation of organizational knowledge and assessment of required changes can positively impact on the effectiveness of individualized consideration aspect through identifying employees' learning needs. Additionally, a systematic process of coordinating company-wide experts enables transformational leadership by propelling the dimension of intellectual stimulation aiming at developing a more innovative climate within organizations. Further, it can be seen that some qualities indicating a high-performing expert group (such as trust and reciprocity) are highly overlapped with Webb's (2007) definition about effective transformational leadership describing the capabilities of these leaders in creating trust and reciprocity within companies. Based on this view, it could be argued that an effective coordination of company-wide experts itself can provide a significant contribution to transformational leaders, thereby developing a climate that transformational leaders aim to create it. Conversely, transformational leadership improves knowledge integration through adopting the aspect of intellectual stimulation that facilitates knowledge sharing around the organization. This form of leadership also positively impacts on knowledge integration by applying the aspect of idealized influence, which enhances dynamic relationships among employees and departments within companies. Liu and Phillips (2011) explored this relationship, and argue that having a transformational leadership enhances knowledge sharing within companies. As a result, the synthesis of literature provides evidence regarding a mutual relationship between knowledge integration and transformational leadership.

It is evident that networking with external business partners propels the aspect of idealized influence, thereby providing directions for transformational leaders to develop a more effective vision incorporating various concerns and values of external business partners. Moreover, it is believed that networking with other companies contributes to the effectiveness of learning (Purvis, Sambamurthy & Zmud 2000), which in turn enables both transformational leadership aspects of idealized consideration by empowering human resource and intellectual stimulation through creating new knowledge and solutions.

Accordingly, the process of knowledge reconfiguration can play a crucial role in enhancing the effectiveness of transformational leadership aspects within companies. On the other side, transformational leaders are clearly those who improves networking with external sources by adopting the aspect of idealized influence that largely develops relationships. Further, these leaders can also inspire organizational members to networking with more successful companies by using the aspect of inspirational motivation setting highly desired expectations for employees. Therefore, this proposes a mutual relationship between knowledge reconfiguration and transformational leadership.

I would suggest to aspiring management and future business leaders that, based on a review of the literature on leadership and knowledge management, transformational leadership style and knowledge management cycle are two complementary players, which positively contribute to firm's performance and competitive advantage. **LE**

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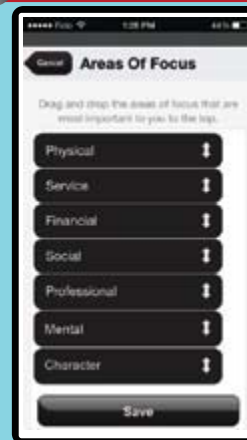
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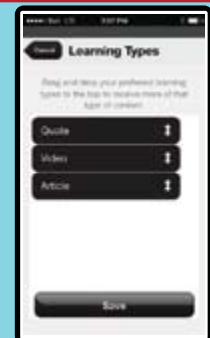
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1 Choose area of focus

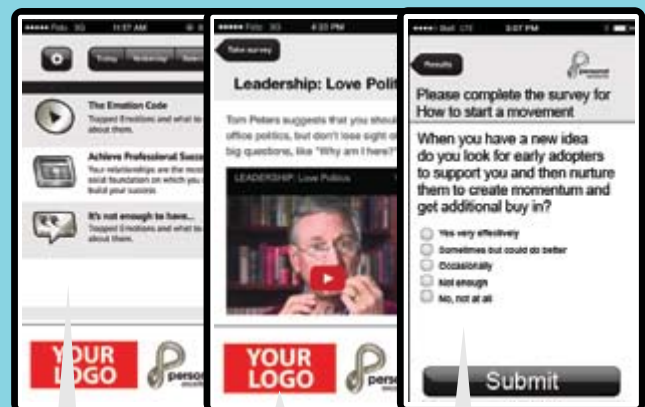


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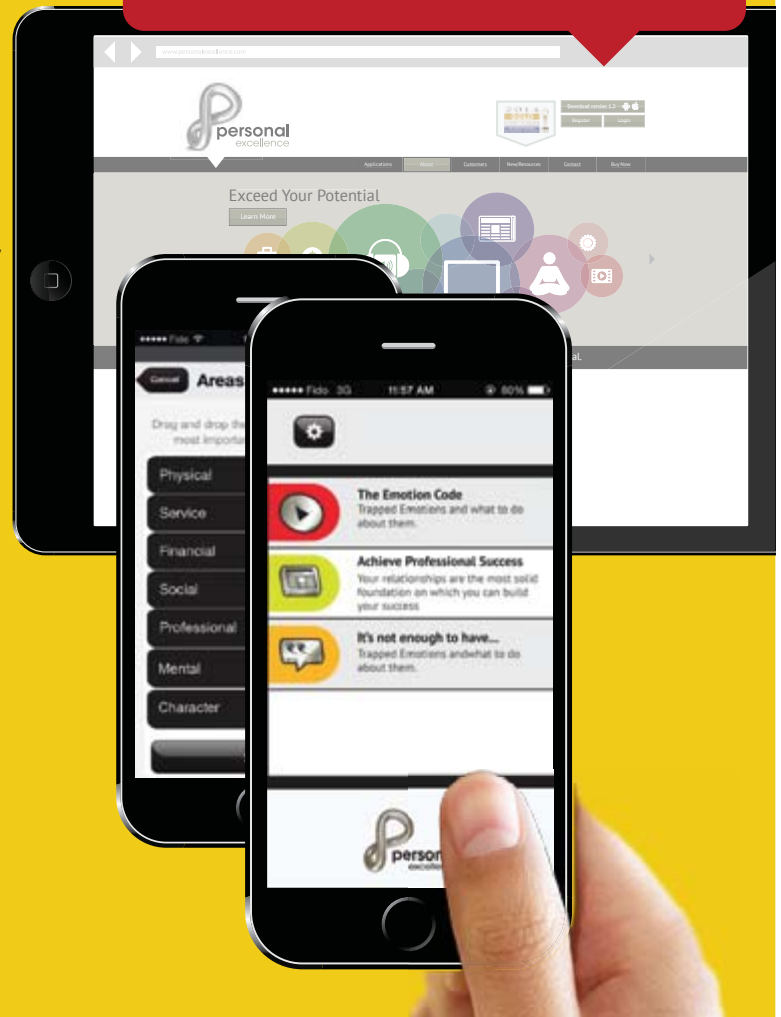
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» 2016 Leadership Excellence Awards

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Jack Zenger



Company Name: Zenger Folkman
Program Name: a) The Extraordinary Leader.
 b) The Extraordinary Coach
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Leadership Excellence Rank

2

Best Experienced/Senior Leaders Program

Leadership Excellence Rank

4

Best Executive Coaching

Effective Leadership Development and Coaching

Our editorial team interviewed **Jack Zenger** from **Zenger Folkman** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What are the overall objective of your programs?

a) The Extraordinary Leader is a comprehensive system of development designed to give leaders insight into their current strengths and behaviors that would benefit from improvement. It starts with an empirically derived 360 degree feedback process. It then provides a methodology for analyzing their personal data and creating a development plan to which they are committed. Developmental recommendations are given to participants that go beyond traditional, linear methods and provide "cross training" ideas on ways to enhance a strength. Sustainment tools bring continuity. At the completion of this programs, the participant has not only gained knowledge and self-awareness, but has also created a plan of how to implement this learning and produce maximum business results.

b) The Extraordinary Coach is a skill building program designed to help managers become effective coaches. Participants learn of the connection between coaching and business results. They acquire one simple but powerful conceptual model that can be used in various coaching conversations. They practice those skills until they become competent and confident.

Who do you impact with your program?

- a) From senior executives through the mid-managerial levels of the firm.
- b) Leaders at all levels, plus professional individual contributors.

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

a) Leaders benefit greatly from receiving 360 degree feedback, because it is more complete and honest than other methods. Creating a development plan spurs development. People can and do make changes when they have made their own plan.

b) Skill building programs produce rapid and observable behavior change. They can be applied immediately. Participants like the practical and palpable nature of what they have learned.



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

a) Our customers use a variety of methods to determine program success. A repeat 360 degree process gives objective measures of behavior change and therefore the success of the process. ROI measurements vary by industry or customer need, but among the most popular metrics are: employee retention, productivity measures, , profitability, and employee engagement. Our current customers have experienced:

- i. Increased company profits by 4.8x
- ii. Increased employee engagement by 70%.
- iii. Reduction of employee turnover by 50%

b) Success is measured by participant evaluations of their own behavior change or a specialized 360 degree feedback instrument that measures coaching behavior. ROI can be assessed through employee engagement scores, retention statistics and results from employee surveys.

What lies ahead for these two programs and how they will continue to succeed?

We continue to aggressively research the impact of both leadership development and coaching to businesses. These products are regularly updated to reflect our latest findings. New delivery methods, like LiveOnline will become increasingly important going forward to increase the reach of these programs. Mechanisms like this allow us to rapidly scale to the needs of our large global customers, and easily deliver training programs across multiple geographies.

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Carl Benscoter

1

Leadership Excellence Rank

Top Leadership Partner

5

Leadership Excellence Rank

Best Executive Coaching

9

Leadership Excellence Rank

Best Experienced/Senior Leaders Program

Leader to Leader

Our editorial team interviewed **Carl Benscoter** from **Full Circle Group** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.



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Program Name: Leader to Leader
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What is the overall objective of your program?

Based on our recent book, “Mastering Leadership”, the program’s objective is to drive a cohesive leadership framework to all levels of the organization that is intrinsically linked to the client’s business realities. We accomplish this in tandem with our clients by using ourselves, as the outside resource with jurisdiction, at Levels 1 – 4, and preparing our clients to work with the leaders at all the other levels using the same curriculum but tailored appropriately to each level.

The curriculum itself is composed of components that address both individual leader effectiveness and the effectiveness of the collective leadership. Examples of the components include assessments, benchmarking tools, an array of leadership development resources, and methods used for measurement and sustainability.

The program guides leaders through an exploration of their thought patterns and we help them challenge their own long-held assumptions and beliefs. This brings about a level of individual and collective transformation that delivers exponential impact.

Who do you impact with your program?

The audience is leaders at all levels. Our expertise resides in working with C-level, executive, and senior leaders. We bring the external credibility, business acumen and expertise, and proven experience working with top teams. We then train and certify the internal resources in the instruments and methods so that they can bring the consistent leadership models and the linkage to that specific client’s business issues to people throughout the organization.

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

From our research and field experience we know that there are four universal promises of leadership. An organizations success depends on its leaders fulfilling these promises.





1. Set the right direction and create meaningful work: From direction and meaning flow the organization's identity and brand. When the leadership team ties the company's direction to the work at hand in meaningful ways, every employee then has a clear line of sight into how their contribution makes a difference.

2. Engage all stakeholders and hold them accountable: Leaders are expected to earn trust and the commitment to perform by providing the *why* behind the *what* of work. Employees expect leaders will create a culture where people will thrive, strive to contribute, and are valued for their contribution.

3. Ensure that processes and systems facilitate focus and execution: Leaders promise to deliver results in the marketplace by successfully executing on key initiatives. Effective execution systems efficiently channel action into results.

4. Lead effectively: Leadership development must proceed at a pace consistent with what it takes to stay effective are relevant in today's complex, rapidly changing business environment. Leaders must commit themselves to becoming increasingly more competent, self-aware, and conscious.

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

Like all of our programs we define and benchmark the key performance indicators and measure them again at various points in the program. In addition to improvements seen in standard KPIs like growth, revenue, and employee satisfaction, we're able to tailor quantitative and qualitative measures to specific industries and unique clients for a more targeted assessment of how improving

leadership effectiveness has directly impacted a client organization. We contract with Dr. Lani Van Dusen at the Worldwide Institute for Research and Evaluation to study leadership's influence on organizational performance.

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

At our sister company, The Leadership Circle, we have a Community of over 2500 coaches and leadership consultants worldwide that are certified in our assessment instruments and a significant subset that use our unique development tools and methodologies. We continue to help them utilize these systems in more advanced ways to help them drive greater results with their clients.

Our Global Partners cover the world and we team with them to carry our message, models, and methodology consistently throughout the world.

For the executive levels with whom we work we have to be continually innovating and enhancing. Their worlds are moving at a greater pace than ever before and encompassing more complexity than ever. We will continue to listen to them and then innovate and evolve our framework. If we can do that successfully, we'll continue to help create an environment and a leadership culture where they can discover the solutions to their complex issues.

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Building A Winning Culture

Tips to create a culture that unites and inspires global employees

 By Laurie Colasanti

Whether you're an established, worldwide brand or just starting to expand globally, recruiting and engaging a talented workforce can get tricky when you have employees in many different locations. It can be challenging to inspire employees while trying to attract new customers to solidify your market share.

To increase your chances for success, use these human resource strategies to engage, unify and align your workforce around the globe: **Establish a "network mentality"**

Strive for a 'network mentality' where each employee feels equally accountable for service and performance. When team members collaborate and feel they play a part in designing and carrying out effective strategies, they're engaged to a point that helps fuel global growth and success.

At DHL Express, we manage a large number of employees every day, enough to fill the [Olympic Stadium](#) during the 2016 summer Olympics in Rio. This presents both challenges and opportunities.

One of the major HR challenges is fostering a common organizational culture that brings out the best in every employee across such a broad, diverse workforce, while also making sure every individual performs at their best. But it's worth the ongoing effort – a strong global culture helps us recruit and retain the best talent, and encourages employees to become brand ambassadors to their local communities.

Stay firm on standards but flexible on execution

Manage your global standards centrally to ensure that your quality standards meet important benchmarks. At the same time, provide your local team the flexibility to adapt to local practices and norms, while remaining true to the 'spirit of the law.' This will empower and motivate them to perform to the best of their abilities.

Invest in leadership and training

Investing in a training and development platform can help to create a unified company culture. At DHL Express, our Certified International Specialist (CIS) program trains our managers and global board to effectively facilitate the program worldwide. CIS not only remains our main source of training, but has helped to increase engagement in employee surveys by 16 percent over the last five years.

Cultivate future leaders

In most businesses, local teams bring unrivalled market knowledge and cultural insights. When you identify and promote your best specialists, you can expose them to different cultures and increase their expertise. Not only will they share what they learn with the local team, but this valuable experience ultimately shapes them for future leadership.

Review and reward

Rewarding employees or teams who achieve results, but do this only by exhibiting correct behaviors will go a long way to create a culture of respect and employee engagement. At DHL, we have a strong rewards and recognition culture which focuses on recognizing respectful behaviors, achieving results and great customer service.

See employee diversity as a resource

The different perspectives and cultural norms of a worldwide workforce can be a fantastic source for understanding the diverse needs of customers around the globe. When it comes to effective global HR, your employees are your biggest resource. Draw on their common strengths – that is, their professional values, priorities and expertise – while also embracing their differences.

Develop an open culture that encourages feedback so front-line employees, in even the most remote locations, will share their ideas and suggestions for process improvement. These strategies will help to engage a diverse international workforce, develop a winning culture that spans the globe and help you continue to attract world-class talent and new business, now and going forward. **LE**



Laurie Colasanti is Vice President, Human Resources for DHL Express Americas. During the span of her 24-year career, Laurie has led all aspects of Human Resources, including HR business partner, labor relations, training, organization development, and shared services functions in both division and corporate level roles. She is currently based at the DHL Corporate Office in Plantation and is part of the DHL Express Americas and U.S. Management Board.

Connect [Laurie Colasanti](#)

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Neena Newberry



Company Name: Sysco Corporation in collaboration with Newberry Executive Solutions, LLC

Program Name: WOW! Women On the Way to Peak Performance ProgramSM (WOW! ProgramSM)

Program Director at Sysco: Sandra Carson (VP, Enterprise Risk Management & Compliance) and Raina Avalon (Vice President Logistics)

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Visit: www.newberrysolutions.com



Leadership Excellence Rank

Best Executive Coaching

Helping High-Potential Women Soar Higher

Our editorial team interviewed **Neena Newberry, President, Newberry Executive Solutions, LLC** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The WOW! Women On the Way to Peak Performance ProgramSM (WOW! ProgramSM) was designed to help high-potential women achieve greater career success and to have a bigger impact on the business.

To do this effectively, we knew the program had to

- Strengthen leadership skills in areas that women often struggle with, and areas proven to drive high performance.
- Provide relevant content and tools that are easy to implement and that get results.
- Be delivered in a simple, structured, meaningful way.

The WOW! ProgramSM was a partnership between Newberry Executive Solutions and Sysco Corporation. I designed this program to make it easy for companies to implement, with a complete Facilitator Guide and train-the-trainer sessions. Two well-respected VPs at Sysco, Sandra Carson and Raina Avalon, facilitated the program.

The program includes six modules, each with 30 minutes of audio and exercises to prepare participants before attending the in-person meetings with the group. The content can be delivered over six or 12 months, but we chose six months.

1. Getting the "Right Work" Done
2. Avoiding Burnout
3. Building a Network of Advocates
4. Boosting Your Energy and Productivity
5. Tastefully Tooting Your Own Horn
6. Getting Unstuck & Moving Beyond Roadblocks

Whom do you impact with your program?

As our target audience, we focused on high-potential female directors and senior directors from a cross-section of Sysco Corporation. This is an impactful group, touching many employees in the organization. Sysco had already invested a lot in these talented women, wanted to see them continue to succeed, and knew they would have a big impact on developing the next generation of leaders.

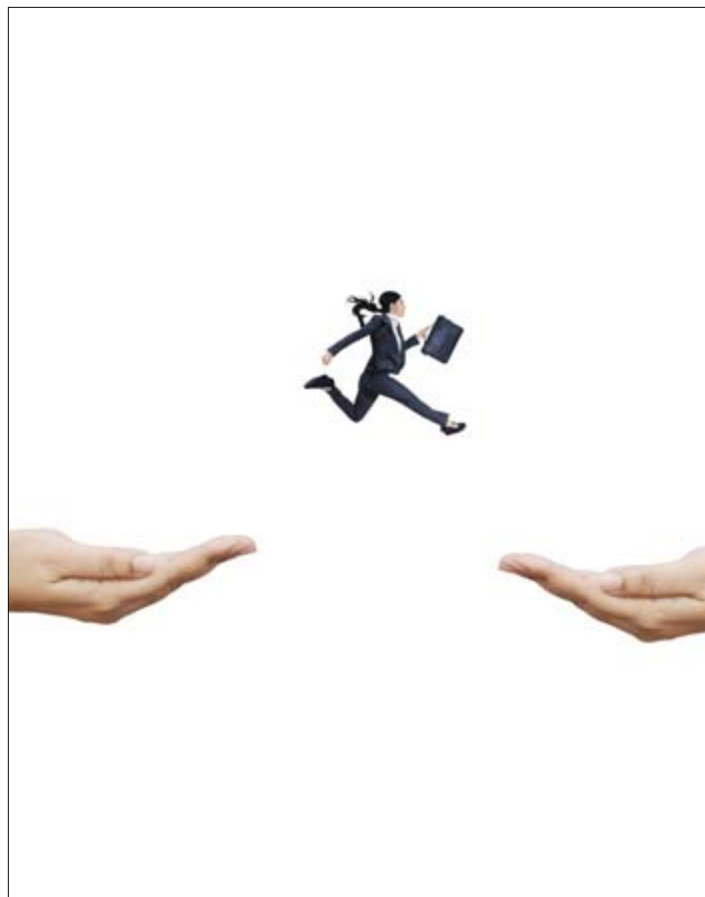
What are the lessons you've learned this year from facilitating your program?

As Sandra, Raina, and I discussed our experience and reviewed the feedback from participants, we had several takeaways:

- How important it is for women to have a safe place to have frank business and career conversations, and to help each other strategize.
- Having a cross-functional group helped participants make stronger connections and drive collaboration across the business in ways we didn't expect.
- Structured content and tools that build on each other are critical to making the most of the time and achieving the program outcomes. Sysco had implemented several unstructured programs in the past that didn't have the same level of success.
- There are simple opportunities in front of us each day to improve leadership effectiveness that most of us overlook.
- This type of an investment had a significant ripple effect on the organization, as participants paid it forward by proactively teaching what they were learning to their teams. This has been an unexpected, invaluable benefit.

This program created quite a buzz as people started hearing about it. We had a waiting list of people ready for when we started the next group.

We have two videos that share more about how we structured the program, and its business impact: <http://newberrycoaching.com/wow-program/>



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

Sysco's results are exciting. **Over 50% of participants have since been promoted**, crediting some of the shifts they made to lessons they learned through the WOW! ProgramSM. The women are more confident and better prepared for challenges in the company. Participants shared many examples of how a particular module had had a significant impact on how they approached a project or their daily work and, consequently, their business results. The women are paying it forward in ways we hadn't expected, expanding the reach and impact of the WOW! ProgramSM.

We asked respondents to provide feedback using a scale of High, Moderate or Low. As indicated by the percentage of respondents who rated the program High for each area below, the program got great results:

- 100% for greater self-awareness and insight.
- 100% for each of the following: relevance of the topics, the quality of the program content, relevance of the topics to women.
- 95% for the quality of the facilitation.
- 87% for facilitating development of action steps to support desired change.
- 86% for proving a strong peer support network.

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

Sysco Corporation has been through many changes over the past year, with a potential merger with US Foods. Now that a decision has been made to move forward as a separate entity, Sysco is revisiting its broader leadership development initiatives and its Diversity & Inclusion strategy. We are excited about the results we have achieved through the WOW! ProgramSM and are currently in the process of determining the best way to move forward.

This group has taken the skills they developed and shared them within each of their teams to continue the "learning momentum" this program has created. In addition, they have utilized these tools with others they are mentoring within the organization, driving even more benefit across the business.

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Sandra St Fleur



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Leadership Excellence Rank

Best Executive Coaching

13

Leadership Excellence Rank

Best Experienced/Senior Leaders Program

Building a Leadership Pipeline

Our editorial team interviewed **Sandra St Fleur, Director of Strategic Talent Management**, from **Massachusetts Institute of Technology** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

- Insure the successful stewardship of MIT's mission and values by building a pipeline of leaders who are ready to assume key strategic and operational roles across the Institute.

L2L does this by offering the L2L Fellows...

- Opportunities to think and act creatively.
- Agility to anticipate and manage change successfully
- Ways to leverage strong relationships across the Institute
- Build on or expand the Institute culture of valuing talent.

Who is the program designed for?

L2L is intended for MIT employees who are ready and willing to take on more complex issues across the Institute and who are committed to succeeding at this higher level.

Participants typically:

- Have experience leading people
- Are in a role at MIT that involves leading change
- Are open to feedback, reflection, and the hard work involved in changing from within
- Have the support and encouragement of leader(s) in their respective areas

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

- Whenever possible, integrate the leaders who supervise the L2L Fellows, which continues and strengthens their support for the L2L participant.
- Involve L2L alumni/ae in the applied learning portion of the program. This is critical to the success of the participants and to deepening the commitment of alumni/ae.
- Strategically update the program to keep it meaningful and relevant.

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

Improvements in knowledge, skills, or tangible outcomes have been cited by:

- 88% regarding key, current job responsibilities
- 57% regarding initiatives in enlarged job responsibilities



- 50% regarding initiatives well beyond their current jobs.

Most of the data are qualitative and come from the participants, their managers, their direct reports, as well as from those who teach in the program. When interviewed six months after completing the program, the L2L graduates state some common themes that have changed how they lead (and, for that matter, how they follow). These themes include:

- Understanding and honoring MIT's culture.
- Choosing priorities that serve to the Institute as a whole (not just their functional areas).
- Appreciating and actively seeking the diversity of perspectives across MIT.
- Using a myriad of tools and concepts from L2L to do the work MIT needs them to do.
- Building, maintaining, and repairing relationships.
- Taking significantly more initiative to implement change.

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

- Linking L2L to other leadership programs at MIT as part of a larger talent management and succession planning strategy.
- Adapting to the Institute's (as well as the market's) changing times and evolving needs.
- Creating additional opportunities for existing class and alumni/ae to deepen their leadership experience at MIT.
- Providing occasions for the alumni/ae community to deepen their affiliation and connection within their cohort and beyond.

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Inspire Your Team To Collaborate

7 actions that inspire collaboration

 By Carol Kinsey Goman

Some years ago, when I was speaking to a group of executives about change leadership, the topic of collaboration came up as a corporate initiative many in the audience were dealing with. On a whim I asked, “How many of you are totally comfortable sharing information with others in your organization?” I was astonished when out of an audience of about 200, only three hands went up. Clearly, if the people responsible for managing, creating, and promoting collaboration were uncomfortable doing it themselves, we were looking at a big problem -- a human problem. And that’s the element that always interests me, because understanding people is at the heart of all successful leadership strategies.



With collaboration, for example, there are two basic instincts that are automatically triggered under different circumstances: hoarding and sharing. The instinct to hoard can be traced back to early humans hoarding vital supplies, like food, out of fear of not having enough. The more food they put away, the safer they felt. In an evolutionary sense, those who hoarded food and other basic necessities, were better off, healthier, and produced more offspring.

This emotional attachment to our possessions has been hard-wired into our brains to help us survive. And, still today, whenever we feel threatened, fearful, distrustful or insecure, the “hoarding gene” kicks into high gear, urging us to hold on tightly to whatever we possess – including knowledge.

Some corporate policies unwittingly trigger knowledge hoarding. When an organization’s evaluation, promotion and compensation systems are based on relative numbers and individual achievements, it reinforces the perception is that sharing knowledge reduces the chance of personal success.

Some managers undermine collaboration by their own hoarding behavior -- withholding information from their team or doling it out on a “needs to know” basis. And some bosses ask for their staffs’ input, when what they really want is a “rubber stamp” for decisions already made.

On the other hand . . . humans are also a learning, teaching, knowledge-sharing species. This too has been hard-wired in us. Experiments at Notre Dame support the notion that cooperation helped our ancient ancestors survive. Computer simulations add to real world evidence that teamwork in early humans was critical.

There are leaders at all levels of an organization who create a collaborative environment within their work group or team by nurturing the conditions under which people naturally want to share and support one another. These successful individuals realize that people are inspired to collaborate when they are part of something that has meaning, when they feel safe, and when they are valued as contributors.

Here are seven actions that inspire collaboration:

1. Take the time and effort necessary to make people feel secure and appreciated. Co-create “rules of engagement” that outline the ways in which your team members agree to treat one another.
2. Let your team know why this project is important (you’d be surprised to know how often this is not done) and then set clear expectations for group outcomes and individual roles.
3. Build trust by displaying trustworthiness – be consistent, candid, open, vulnerable, and supportive.
4. Tell stories to build community, create a shared identity, and help people learn from successes and failures.
5. Respect and encourage diversity – of background, of experience, of opinion, of thinking.
6. Provide opportunities for team members to interact with one another and with other parts of the organization in order to develop relationships that are the bedrock of collaboration.
7. Watch your body language. Collaborative leaders don’t just say they want everyone’s input, they send nonverbal signals of inclusion – giving people their full attention, listening carefully, and making positive eye contact.

Collaboration is also intrinsically inspiring because it has an emotional payoff. People like being part of a winning team, and as one collaborative leader told me: “There is a phenomenal sense of accomplishment in achieving as a group what could never have been achieved as individuals.” **LE**



Carol Kinsey Goman, Ph.D. is an international speaker on “The Power of Collaborative Leadership.” She is the author of “[The Silent Language of Leaders: How Body Language Can Help - or Hurt - How You Lead](#)”
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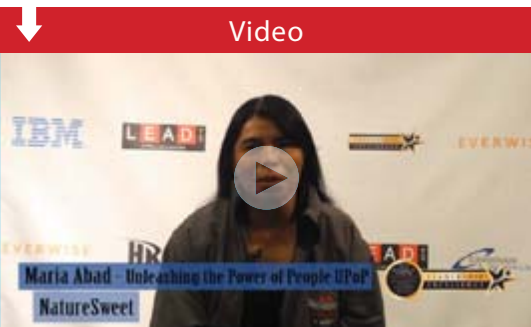
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Gabriela Carmona



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Program Name: Unleashing the Power of People
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2

Leadership Excellence Rank

Best Customer Service Leadership Program

Being The Difference

Our editorial team interviewed **Gabriela Carmona** from **NatureSweet** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

To ensure that each one of our 7,000 associates know that they are the difference and have infinite possibilities.

Who do you impact with your program?

Everyone in the organization.

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

We need to continue evolving as the business needs continue to change.

It's hard to make everybody to understand the meaning of being the difference as opposed of making the difference.

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

We measure success of the program by asking associates if they are "happy and proud"

The most powerful way to be successful is our organizational culture, so we believe that crafting our culture through a recognition and reward program is good business.

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

Powerful Encounters – We meet annually with all of our 7,000 associates to listen to them. We have evolved from asking our associates what tools they need to become three times more productive to inviting them to be accountable and own their own destiny through Powerful Encounters and U PoP Sessions with keynote speakers such as Adriana Macias and Stephen M.R. Covey.

- NatureSweet Way – Our customer solutions team reinvents itself to become best in class in customer service.
- Powerful Brand Immersion - We have begun an intensive program with our sales and marketing teams so we can share NatureSweet's story with the world. It begins with NatureSweet's purpose, product, service, category management, merchandizing, message, and promotions.
- Speeding Up Readiness (SpUR 2.0) is NatureSweet's succession planning which ensures we prepare our leaders for the next challenge.
- G&G – Growing Talent is an intensive training which enables our emerging talent to participate in this program to prepare them for leadership and management roles as growers, manufacturing managers. This year expanding to other areas in the organization such as human capital, finance and accounting, and planning. Emerging leaders are assigned a mentor to prepare them for leadership roles within the organization. The program is 9 months long and includes leadership development training as well as hands on training.
- Self-Liberated teams - We continue self-liberated teams and verification processes for our associates.

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Do You Have The Right Implementation Team?

Five key ingredients for a winning team

 By Marco Mancesti



So, you've got a great idea, the funding is in the bag, and your business model has been well crafted. Success is guaranteed, right? Wrong! According to research by serial entrepreneur Bill Gross, which he discussed in a recent TED talk, the two most important factors for success for start-ups are "timing" and "team."

Similarly, in their book *How Google Works*, three senior executives at the company – Eric Schmidt, Jonathan Rosenberg and Alan Eagle – note that venture capitalists "will always follow the maxim of investing in the team, not the plan."

Indeed, the previous mantra of "set the goal, plan and implement" is increasingly being replaced by a context-centric framework better adapted to a world characterized by more volatility, uncertainty, complexity and ambiguity. And in this world, human insight is needed more than ever (see my previous article: [Is VUCA the end of strategy and leadership?](#)).

"PIKES": The five key ingredients for teams to achieve implementation success

It's not just start-ups launching their first products on the market which face "critical moments." Every company has them. More and more multinationals or entire industries have to transform their organizations from top to bottom following digital disruption.

But thankfully, what makes teams successful at start-ups can also be applied to large firms. Over the last 20 years, I have had the opportunity to directly hire and/or follow the performance of several hundred key employees working on strategic initiatives. I have observed that when things go wrong, in most cases it is related to one or several

of the following dimensions, which I refer to as the PIKES model.

PIKES stands for Purpose, Integration, Knowledge, Ecosystem, and Self. Although we look at each dimension separately below, the whole is greater than the sum of its parts. This is particularly essential for task forces or teams in charge of key implementations.

Purpose: The first dimension relates to an individual's sense of purpose. It refers to the genuine and profound personal motivation of each team member to make the project a success. Motivation is different for each individual, but it has to be there, otherwise the risk of people dropping out when the team faces its first serious crisis is very high.

Integration: The second dimension addresses the degree of integration between team members, which is really about team maturity. In other words, the team should have a deep understanding of which tangible and intangible elements contribute to its cohesion – values, behaviors, and written and unwritten rules, such as reliability for example. The concept of integration is central when hiring new team members. If the leader and the people interviewing don't understand it fully, they will not be able to put together a high-performing team.

Knowledge: This covers the mastery of key technical competencies required for the job or the specific initiative. It also includes soft skills. In addition, knowledge is about each person's ability to bring novelty to the table. Beyond the obvious need for innovation, a team that does not have the potential for creativity runs the risk of lacking imagination when it comes to resolving complex problems.



» Do You Have The Right Implementation Team?

Ecosystem: The fourth dimension relates to each individual's capacity to understand the dynamics of the broader environment (e.g. the company and, more generally, the area of business) in such a way that the team can navigate and interact efficiently even during stormy weather. From an outcome perspective, we are looking, for example, for the ability to mobilize resources across the organization and beyond, and to obtain support from key stakeholders.

Self: The fifth and final dimension is probably the least discussed in project management, but it is vital especially during the critical moments mentioned above. It addresses each team member's ability to be in control of his or her own emotions. Uncontained stress has the potential to derail all the other dimensions. It is therefore crucial that strategic teams have stress management as a core competency and are fully aware of where weaknesses lie in order to be able to anticipate stress-related challenges. From a management standpoint, having the right team means first selecting it and then, importantly, nurturing it.

Below are some risk factors as well as recommendations on how to pick the right people and nurture existing team members.

Dimension and risk factor	Suggestions
Purpose <i>The risk is having colleagues who only joins because "it will look good on their CV," and then leaves as soon as the heat is on.</i>	When recruiting: Use various angles to try to uncover the "real" personal purpose. Challenge the storyline of the CV, and obtain referees' input. Nurturing: Encourage the team to share personal agendas and use every occasion to tangibly help their realization, obviously provided there is alignment with the collective goal.
Integration <i>The risk is that team members collaborate in a suboptimal way or, even worse, might "help" colleagues fail – either actively or by omission.</i>	When recruiting: Engage the whole team and then truly listen to all feedback. This builds collective responsibility and augments the ability to spot toxic candidates, which are the worst nightmare in any organization. Nurturing: Watch the signals when the team experiences difficult moments, especially the "I wasn't aware" type of excuses, as they can be symptoms of deeper issues. Observe how information flows.
Knowledge and Innovation <i>The risk is having a colleague who "just" executes orders or is not recognized by key stakeholders as competent in his or her field.</i>	When recruiting: Involve the technical experts who can actually judge the level of competence. Don't be afraid of apparently unrelated skills – they can turn out to be useful for innovating. Nurturing: Constantly look for gaps, measure the team's credibility (even informally) and provide ad hoc training and development.
Ecosystem <i>The risk is having a team member who systematically generates "antibodies" when interacting with the wider community or higher management</i>	When recruiting: Look for a proven background in similar environments. Prior experience drastically reduces risk in this area. Nurturing: Keep analyzing and adapting to both the ecosystem and the broader business context; keep training team members on soft skills.
Self <i>The risk is having a colleague who "short circuits" whenever stress increases, and damages previous efforts and future perceptions.</i>	When recruiting: Look at the candidate's self-awareness. For example, if the person is not able to explain what triggers his or her own stress, and doesn't have personal tricks to control it, then risk rises. Nurturing: The way to mastery is like sports training. Psychological preparation is key, as is being put repeatedly in situation. Management simulations can also greatly help.

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So far we have looked at PIKES from a team manager's perspective, and as such each of the elements can be reinforced through appropriate incentives. However, PIKES is even more useful when it is applied to your own personal development journey. Think of it this way: Purpose is about coherence between our aspirations and what we actually do, integration about the way each of us is able to interact in team settings, knowledge, about continuous competency building, ecosystem refers to our business insight and managing self is really about our emotions. As a consequence, the common denominator between a managerial approach to PIKES and applying the concept to you is that both require conscious life-long learning. Therefore leaders should look for team members who have evolution in their DNA

“

PIKES stands for Purpose, Integration, Knowledge, Ecosystem, and Self. Although we look at each dimension separately below, the whole is greater than the sum of its parts. This is particularly essential for task forces or teams in charge of key implementations.”

Last but not least, teams are like mirrors; they reflect the ability of top management to translate their vision into reality. So the pressure is on to choose the right people and then nurture them. The buzz phrase “people are our most important asset” really does say it all!

Back to the original question: Do you have the right implementation team? **LE**



Marco Mancesti is R&D Director at IMD and an alumnus of the [HPL](#), [AHPL](#), [OWP](#) and [OLA](#) programs. Connect [Marco Mancesti](#) Visit <https://www.imd.org/>

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Chad Hall



Company Name: Regional Steel Products, Inc.
Program Name: Quality Control Program
Program Director: Chad Hall
Call: (361) 578-5277
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Leadership Excellence Rank

Best Customer Service Leadership Program

For a Better Customer Experience

Our editorial team interviewed **Chad Hall, General Manager, Regional Steel Products, Inc.** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The overall objective of our Quality Control Program is to improve customer service and satisfaction by eliminating loading errors and ensuring accurate shipments to our customers.

Who do you impact with your program?

Our ultimate target is our customer base. We want to be able to grow and sustain our current market share by being a company that our customers can trust to fulfill their needs in an accurate and timely basis.

Our internal target audience is our warehouse, fleet, and sales teams. Our company will ship over 3.5 million pounds of steel and average over 1,000 individual customer deliveries per month. Our delivery schedules are set according to market where we may deliver in a territory on Mondays and Wednesdays but not any other day that week. If an error is made on Wednesday, we may not be able to get that error corrected until Monday of the following week which will put our customers behind on project deadlines. Since our delivery schedules are set, we would have to hire an external carrier to fix any non-conformance issues at our cost.

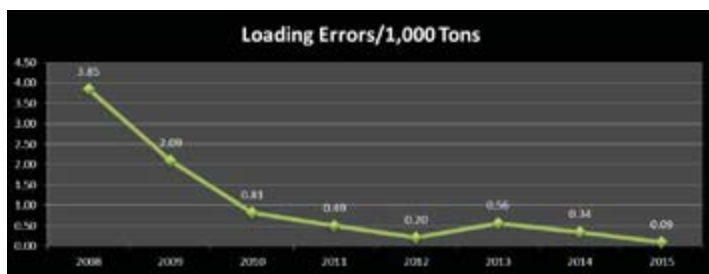
In 2008 when we began our Quality Control Program, Regional Steel Products, Inc. was shipping material at an average error rate of 84 loading errors/year, with an average cost of \$650 to correct each incident. Our yearly average error rate was 7 loading errors/month, or 3.85 errors/1,000 tons.

Due to our collaborative approach, our loading errors per year have improved dramatically from 84 loading errors/year to just 1 total in 2015.

Our average error rate of 7 errors per month has improved to an average of just 0.13 loading errors/month and our 3.85 error rate/1,000 tons has improved to a near non-existent 0.09 loading errors/1,000 tons. Our employees have proudly accomplished a 98.80% decrease in loading errors since 2008.



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



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A key point is that the money we have saved by becoming more efficient is put back into quarterly bonuses for employees for meeting quality control thresholds!



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

The first and most important lesson is that 'anything is possible'! When we began our program, it was widely accepting as an industry fact/course-of-business that there would always be many loading mistakes and we would just have to pay to fix them.

The first month we began discussions with employees to improve the leadership and accountability in their departments we had 15 loading errors. I asked for 13 the next month and that was considered to be "impossible". We threw in a new bonus program attached to the quality control to incentivize employees and also tied it to a pay-for-performance. Every month we made the impossible possible, we met with employees again and continued bumping down the threshold. Today, employees have taken complete ownership of the program and insist on 1 loading error per month or less. Last year they shattered that mark by only have 1 error for the entire year!

The second lesson is 'collaboration trumps uncertainty and doubt'. I made a habit to continually ask employees what they thought we could do and kept encouraging them to set their own limits. Employees are in control of setting their own standards and we celebrate every accomplishment and they have been involved as the decision makers every step of the way.

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

Since we have an established estimate of \$650 cost per incident, it is easy to calculate that if we are averaging 7 errors per month, we have saved our company nearly \$55,000 per year in lost cost! We also measure by customer satisfaction and the trust they have that we can deliver on our promises.

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

Our program continues to provide impressive results that exceed expectations. It has also greatly boosted morale and teamwork. Our employees are rewarded financially and at an awards ceremony at the end of the year for categories such as "Operational Excellence Award", "Saves Leader Award" and many more.

Our program will continue to improve and succeed because our managers and employees have had 100% participation in the development of the program. This has led them to "own" the program and to take great pride in their results.

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**Debashis Chakraverty &
P.A. Asit Kanta Khuntia**



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Program Name: Ji Haan Samarth & Samvad

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Leadership Excellence Rank

Best 3rd Party Channel Partner Customer Service Program

A Unique and Differentiated Customer Experience

*Our editorial team interviewed **Mr Debashis Chakraverty** and **Mr P.A. Asit Kanta Khuntia** from **Hindustan Petroleum Corporation Limited** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.*

What is the overall objective of your program?

In India, LPG is widely used as a cooking fuel. It is supplied to the kitchens of the customers thru the distributors appointed by us. These distributors appoint their own delivery men to supply LPG cylinders to the kitchens of the customers. Also, they have staffs in their showrooms who handle customer grievances. “Ji Haan Samarth” program has been designed to traverse the course of a day in the life of an LPG Deliveryman and aims to equip them with the requisite skills, knowledge and attitude to perform their job and to succeed in their various roles. “Samvad” program aims to sensitize the customer service cell staff of LPG Distributors on various types of customers and equip them with skills to handle grievances in an effective manner. The ultimate objective of both programs is to give HP GAS customers a unique and differentiated customer experience.

Who do you impact with your program?

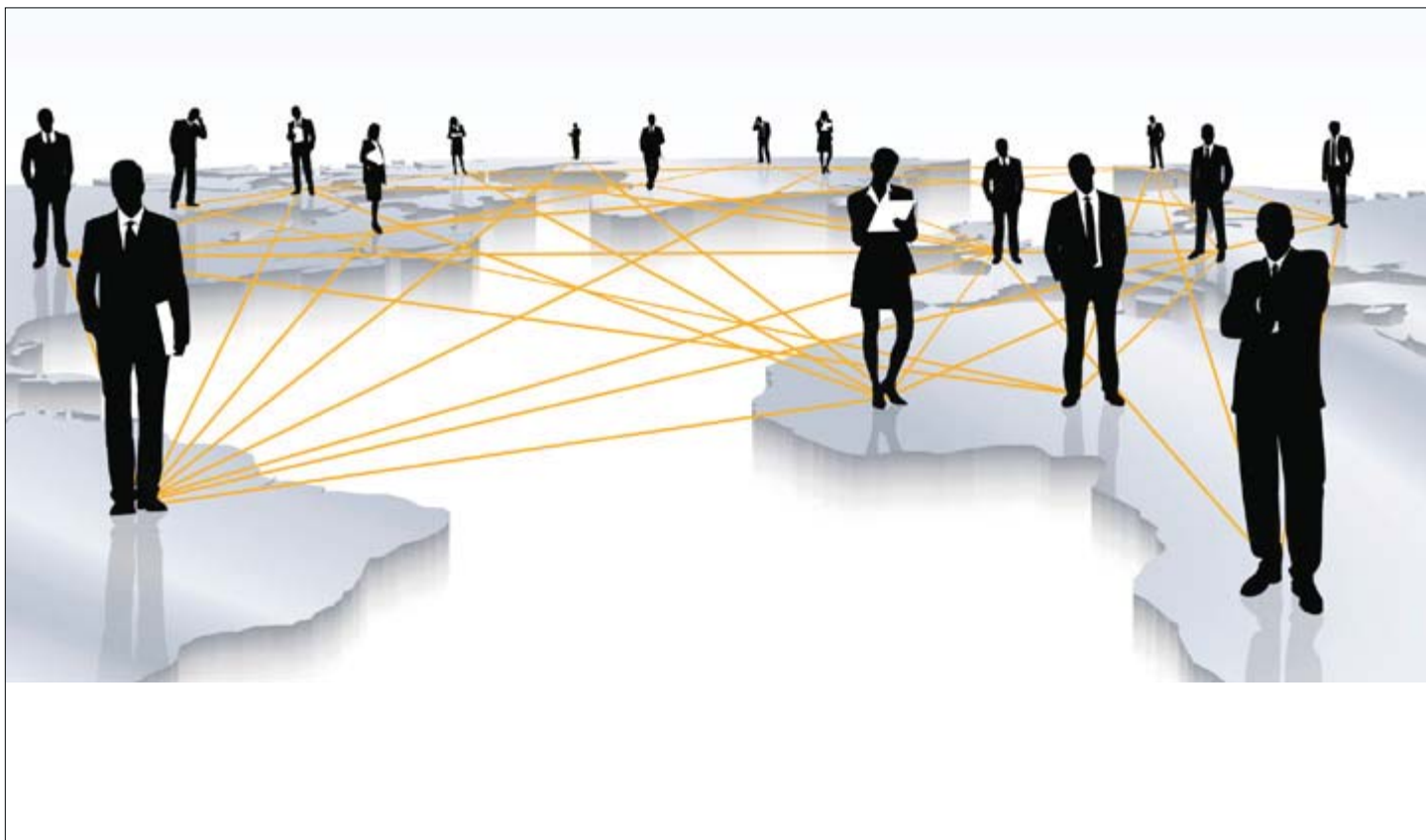
Our extended workforce, the contract labour working as LPG delivery men for LPG Distributors’ and the customer support executives working at the Distributors’ show room.

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

A more confident delivery man deals in a more effective way with the customers. We need to differentiate our services. Most of the delivery men and customer service staff still face basic challenges concerning their salaries. The training program has a lot of videos, but as per the recent feedback, we feel that more of role play based participation is required to enable them to learn in a more efficient way. The impact of the program is certainly assessed, however we need to put metrics in place to determine ROI in numbers.

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

By conducting 872 ‘Ji Haan Samarth’ Programs covering almost 27,000 Delivery men, their challenges and difficulties have been addressed during the training sessions. They feel more equipped in terms of handling the grievances of irate customers. Some of the customers have given a very positive feedback and shared their good



experiences in our “Complaints and Suggestions book” available at the distributors’ showroom. Such valuable feedback have been collected and captured in on-line module. Further, almost 13,000 Customer Service Cell Staffs of Distributors got trained and their feedback has been recorded and carried forward while adopting new technical system improvements and on-line initiatives like Distributor Consumer Management System, Aadhar Card No. Updation for Direct Benefit Transfer of LPG Subsidy, HP any time (on-line booking system) etc.

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

We have been continuously updating the design of the program basis feedback from the participants, changes in technology and the varying needs of the customers. The current times are extremely challenging and competitive and this program helps the deliveryman to have an edge over services of other organizations.

Our reputation from “making the product available” has been changed to “gives good services and products”. We are further aiming to become the most preferred brand for the customers. And the success of this program will turn this aim or our dream into a reality.



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Managing People In Your Start-up

5 rules to follow

 By Sandra Swanepoel

If your small business is to grow and prosper, you need to hire the right people and then manage them in a way that gets the best from them. Even if you are not a natural leader, managing people is a skill that you can learn and improve with practice and with the right advice.

Here are a few golden principles for people management in a small business.

1. Learn to delegate

The first and sometimes hardest people management lesson for a small business owner to learn is to delegate work to the team. It can be difficult to let go if you're hiring employees for the first time after doing everything yourself. As tempting as it might be to hold onto as many responsibilities as you can and to micro-manage when you do delegate, it's important to share the load.

Start out with repetitive tasks that drain your time and add little value to the business - for example, admin tasks. Monitor how employees are doing, be there to support them, and invest the necessary resources in training them. Most people are eager to learn, so if they're properly motivated they can save you a lot of time.

2. Understand the basics of labour law

Entrepreneurs often lack patience with paperwork and compliance, but it's essential to understand labour law if you want to run a harmonious and productive workplace. With our progressive labour laws, you can't dismiss people without following the proper processes.

Keep accurate records if you hold a disciplinary hearing so that you can defend yourself in case the employee wants to challenge your decision at the Commission for Conciliation, Mediation and Arbitration (CCMA).

Also, be sure to document the rules of your workplace, the requirements of the job, and your policies so that employees know what is expected of them. Speak to an expert if you aren't familiar with the complexities of the legal framework.

3. Treat people with professionalism and consistency rather than familiarity

Owners of small businesses often fall into the trap of treating staff members as friends or family. This can make matters more difficult for you if you need to correct a staff member's errant behavior or say no when they ask for a favor. Be friendly but professional; don't allow the lines between friend and manager to become blurred.

4. Communicate clearly

A good manager is a good communicator, so be straightforward with your staff members. Make sure your employees know what their tasks are, how these need to be done, and what their deadlines are. Give them regular feedback - positive and corrective - to help them improve. And be honest with them about how the business is doing and your strategies for the future. A transparent management style helps to keep staff members motivated.

5. Be fair and consistent

Like most human beings, you probably have your biases and like some members of your team more than others. It is important, however, that you treat everyone according to the same consistent set of principles. Be alert to your own preferences and how they manifest when you interact with the team.

Nothing is worse for staff motivation than seeing the boss give one or two members of the team preferential treatment simply because he or she likes them more. **LE**



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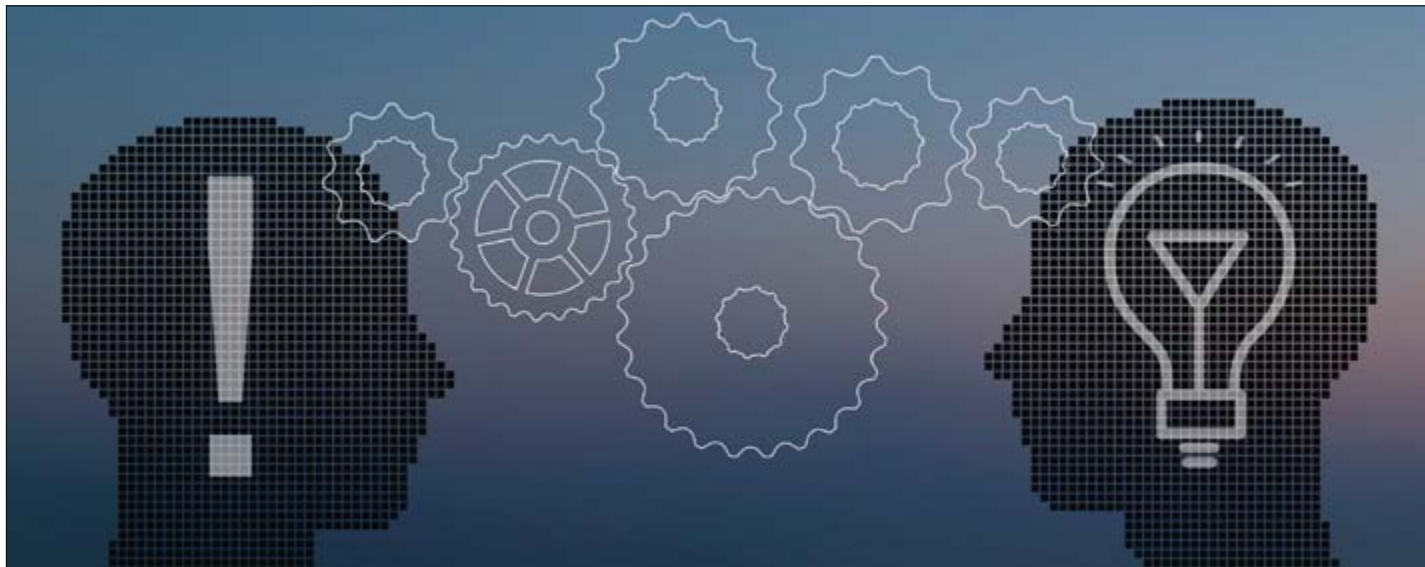
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Purpose-driven Politics

Using purpose and politics to cultivate internal leadership

 By Kim Bohr



The composition of today's workforce has changed. As companies continue to diversify with a mix of generations converging, there is a need for knowledge transfer from established professionals to the newer generations, particularly the millennials who have been in the workforce for only a handful of years. Unfortunately, their stereotyped reputation of entitlement and high turnover [rates](#) make organizations hesitant to invest heavily in them.

The millennial generation is the future leadership of organizations and yet with data like this, where do organizations begin if they desire to drive change? One place to start is with an aligned effort within the leadership of an organization and the millennial workforce coming together to support each other's needs.

As leaders within an organization, it is our responsibility to set the tone of the culture and to create an environment that can leverage everyone's strengths to thrive. In doing so, it needs to be representative of what motivates all the different generations within an organization today. Authenticity, transparency and honoring the different perspectives that make our organization flourish are the foundational elements to a successful culture.

Leaders who make themselves available and have institutional knowledge of the organization are seen as "human" and approachable where ideas and concerns can be shared openly. The idea of "office politics" begins to shift from a negative connotation to one that is positive by supporting a purpose-driven culture for their employees. With this type of leadership – humility and the ability to ask for help, organizing open meetings for questions and problem-solving – employees of all levels and from all teams, can see their value and purpose.

Another consideration is effectively leveraging office politics to encourage career longevity where both the employee and employer work together to create opportunities for growth. Sometimes a career path may not be as clear and that is when curiosity and communication are so important.

Historically, we've seen many examples of notable CEO's who have demonstrated the ability to start at the ground floor, put in their time, and grow to leading incredible global organizations. Think of Jack Welch who joined GE as a junior engineer in 1960 who later became the CEO and a global thought leader on leadership principles. Or Ray Conner the vice chairman, president and CEO of commercial airplanes for Boeing who joined the company in 1977 as a mechanic on the 727 program.

The consistent thread in these and many other examples is that these dedicated individuals entered into roles that were fairly entry-level, and they committed to learning everything they could about the business, moving throughout various functional areas to better understand the operations. They also cared about the feelings of employees who held the positions that they too held.

Fostering an environment on standards of purpose and humility encourages employees to invest themselves in the long run and work to make the company "their own." This longevity is beneficial to both the employee and employer creating history and a track record that can be recognized and built upon. For the employer, trust and a persistent identity encourages companies to reward these employees by investing in them for the long-term goals of the organization. **LE**



Kim Bohr is the EVP of Operations at Fierce, Inc. He is a senior-level executive with 10+ years in progressive global organizations. She specializes in collaborating, developing and launching growth strategies based on data-driven and tactical reasoning that deliver results. As head of operations at Fierce, Kim creates and implements strategies for sales, marketing, and customer service. Kim drives worldwide growth through client partnerships and balances competing priorities to ensure expectations are exceeded.

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Strategy

The weapon to win the marketplace wars

 By Todd Ordal

Strategy is the most significant differentiator in success. When done well, it produces competitive advantages that generate greater profitability. That's one reason why the importance of strategy cannot be overstated. Not surprisingly, CEOs bear the responsibility for developing and maintaining strategic initiatives for the companies they lead. Savvy leaders know what strategy is, why it's important, and how to establish and implement it in order to win marketplace wars.

Vision Check

Vision is the prerequisite for strategy. Vision describes the organizational destination; strategy is the roadmap to arrive there. Vision should be a clear, compelling picture of the future around which the organization is aligned. For example, Google wants to "...organize the world's information and make it universally accessible and useful." In addition to vision statements, many companies also have mission statements to define their businesses and value statements to describe how they conduct business. But without a vision statement that answers the question, "Where are we going?" neither mission nor value statements are very helpful in the strategic thinking process. Only after a strong and articulate vision is generated can strategy be developed to address the "how" to get there.

Of course, having a vision is only helpful if it is definitive and clearly communicated throughout the ranks. Here again, this is a mandate that falls squarely on the shoulders of organizational leaders. Whether they set the strategy themselves or inherited it from the previous leader, CEOs are challenged to make sure the vision and strategy are in alignment and used to motivate, instruct and incent the workforce.

If no clear vision exists, or it has become outdated or out of sync with the current market dynamics, wise CEOs will engage their management teams in conversation to recreate the vision by asking questions such as, "If you had a magic wand and could dictate the future of our business in a compelling way that provides tremendous value to our customers, what would you do?" Alternatively, for CEOs who choose to cultivate the vision independently, then they can seek feedback from others and modify it accordingly. With either option, getting buy-in from key stakeholders is essential to produce the desired behavior and outcomes needed to achieve the vision. Remember, commitment is far more valuable than mere compliance. When co-workers feel they have a voice, they're more likely to align themselves to the vision.

What strategy is and isn't

Many executives errantly believe that execution *is* strategy. While they can't articulate a consistent, cohesive definition of strategy, they insist they "know it when they see it." But strategy is distinct and definable: if vision is *where* the company is going, strategy is *what* the company does to arrive there. Execution of the strategy is vital, but without well-defined, articulated steps, execution is little more than aimless activity.

The global management consulting firm McKinsey & Company defines strategy as an aligned set of actions that allow a firm to successfully compete in its environment. A.G. Lafley, former CEO of Procter and Gamble, suggests that strategy answers two questions: (1) *Where will we play?* And (2) *How will we win?* Note that both

definitions are action-oriented and require decision. Strategic thinking forces a leader to say "yes" to one thing and "no" to many others. Furthermore, strategy is not planning. To execute strategy requires planning, but the two are not synonymous.

Understand the obstacles

Strategy development is important for a variety of reasons, but the most compelling is that it brings alignment within the team, which results in progress. Industrious people abhor a vacuum. Consequently, when strategy is lacking, they are likely to make their own assumptions about which path to take. The result is people who pull the company in multiple directions, which in turn wastes both time and money. With a clearly defined and articulated strategy, the team works together in a single direction with a unified purpose. This reality is the aim of every effective leader.

While strategy is of vital importance to the organization, many CEOs run from the topic, falsely believing it will present more challenges than they're equipped to meet. That's due to four fundamental problems leaders struggle with when attempting to craft strategy. They are:

1. *Strategy is messy.* There is no single, right strategy, and it's not a straight-line process. Most leaders prefer the most direct path to a solution—a great trait! However, crafting strategy requires exploring multiple trails before finding the best path to the desired destination.
2. *Strategy development requires a process.* There are many processes available to develop strategy, Michael Porter's "5 Forces Model", the Discipline of Market Leaders model by Treacy and Wiersema, Blue Ocean Strategy from Kim and Mauborgne, and the "Driving Force" model from Tregoe and Zimmerman to name a few. Having a process is what facilitates the strategy development. Select one and work the process.
3. *Strategy requires a backbone.* Leaders are required to make educated guesses about the future in the face of many unknowns. Adhering to the chosen strategic path is both imperative and difficult when so much uncertainty exists. Once a strategy is chosen, the CEO must be the lead advocate, salesperson, and—when required—traffic cop in matters pertaining to strategy.
4. *Strategy takes adjustments.* Staying on the chosen path is a leadership mandate. Yet that path will occasionally require minor (and sometimes major) course corrections to navigate unanticipated obstacles. Vigilance coupled with flexibility ensures the strategy is effective in achieving the ultimate goal.

When leaders are unwilling to face the daunting challenges of strategy development, the company may accidentally experience success and growth in small battles, but they will never win the war. Developing a strategy to guide the business toward its vision is a difficult but important task that shouldn't be avoided or ignored. When the organization is equipped with a clear strategic roadmap, the odds of winning in the marketplace increase dramatically.

The strategic roadmap

Recognizing the necessity of having a well-designed, clear strategy, leaders must be willing to dig into the difficult task of developing it. A simple but effective method of strategy development identifies key





business components such as products, services, relationships, and distribution. These are the areas in which the organization competes. Each is ranked according to their strategic importance. By evaluating the strength of those components, and how differentiated they are from those of the competitors, a path to success often becomes more clear. Observe the strategy of major competitors and calibrate which components can best be exploited for advantage against theirs. By realizing which components can be leveraged for competition—and which cannot—leaders can plot an effective strategy for their organizations. Navigate the process using these three steps:

1. *Evaluate.* Identify the business components, and rank them according to their strategic importance. Then assess how well-differentiated those strengths are as compared to competitors. Be brutally honest. Demand proof of the assessments from staff or other stakeholders. Armed with that information, evaluate whether the strategy needs to be re-crafted or is sufficient.

2. *Innovate.* Identify areas in which innovation could take the organization from a competitive position to one of distinction or marketplace breakthrough. More often than not, however, becoming truly unique won't be possible in more than one of the key business components. In fact, trying to do so may be ill-advised. Yet, a focus on innovation and an eye for the future is the single most powerful component companies have when developing a strategic advantage.

3. *Reinvigorate.* Charting a new course usually brings about change and its partner: stress. Team members readily perceive the coming battles in this war. A leader needs to inspire the troops before heading into battle and continue to encourage them throughout the campaign. The mantra, "communicate, communicate, communicate" reminds

leaders to articulate the vision and the strategy they have for getting there. When repeated clearly and often, an excited workforce will reinvigorate the business and support necessary innovations.

While there's no "one-size-fits-all" approach to developing strategy, these tasks comprise the foundation of any such effort. By assessing the strengths and strategic importance of business components, seeing which battle to fight is readily evident. Taking the time to evaluate the best path, innovate to capitalize on strengths, and then reinvigorate the troops will poise the organization for success on the battlefield.

Achieving victory

Many leaders shrink from the challenging task of developing a clear strategy for their organization despite recognizing its vital role in success. Knowing what strategy is and using a process to develop it removes a large portion of the ambiguity that stands in the way of crafting a winning strategy. Whether the staff is large or small, it's incumbent upon the leader to cast the vision that ensures employees' efforts move the organization toward a common goal. By not only sharing that vision, but also delineating the path to achieve it, all parties are poised for sustained success. **LE**



Todd Ordal is a Boulder-based Certified Management Consultant and Certified Professional Coach. Prior to founding Applied Strategy, he served as a CEO in multiple industries. In his coaching and consulting practice, Todd helps leaders profit more and lead better. Visit www.toddordal.com Connect [Todd Ordal](https://www.linkedin.com/in/toddordal) Follow [@toddordal](https://twitter.com/toddordal)

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