



# L&MB

LEADERSHIP & MANAGEMENT BOOKS

MAGAZINE

## Do you hear them Roar?

Liz Nickles, author *Brand Storm*

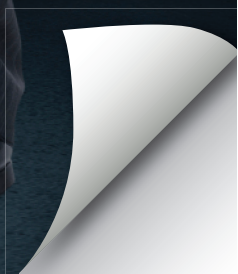
## Do You Welcome and Embrace Conflict?

Rita B. Allen, author  
*Personal Branding and Marketing Yourself*

### Book reviews on:

Coaching, Change Management,  
Communication, Teams

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# WARD VANDORPE

Managing Director L&MB

ward@thebookreviewcompany.com



Dear reader,

In this magazine we have best book selections and reviews on Coaching, Communication, Change Management and Teams.

Liz Nickels, author *Brand Storm* is talking about Brandzilla's and Trump as a perfect exemple. William Cohen, author *'The Practical Drucker'*, tells you what it takes, according to Drucker, to become a top ranked consultant.

Rita B. Allen, author *Personal Branding and Marketing Yourself*, is asking if you welcome and embrace conflict. Bruce Tulgan, author *Bridging the Soft Skills Gap*, on one of the many Management Challenges: When you need an employee to go "the extra mile".

Finally, in this quarter's column, Sy Ogulnick, author *Leadership*, is building a bridge to better communication. Enjoy this issue and the latest great books on Leadership & Management!

Yours in good reading.

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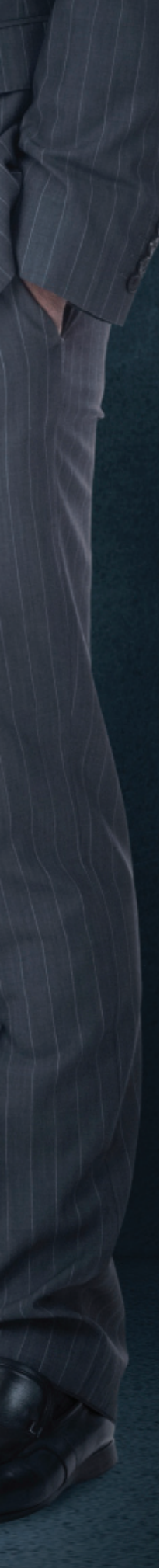


# DO YOU HEAR THEM ROAR?

Liz Nickles, author *Brandstorm*







Do you hear them ROAR?

Brandzilla leaders, once rarified creatures, are not so stealthily taking over. Thanks to the Brandzilla Effect, without a brand, your garden-variety leader is not even going to make it to the mezzanine. Making the quarter and generating profit is just the ticket to get you to the security checkpoint of the Brandzilla Building, where more is more.

Branding today has gathered strength and become a tsunami, sweeping us away in an irreversible, irresistible tide. The supercharging factor that has changed the landscape is technology—the web, cellphone, iPad, Twitter, Instagram, Snapchat—and their impact on global media. To provide some perspective, more than four times the total number of inhabitants of France at the time of Marie Antoinette viewed Lady Gaga's first two videos online. It wasn't long before Fortune 500 companies were calling on pop stars' digital strategists to give them some insight, and the wheel turned into cyberspace. There have always been Brandzilla leaders. Now, they like fires that have been attached to an oil refinery.

If you were growing a Brandzilla leader in a petri dish, the first two ingredients in the formula would be the two D's-- Digital + DNA. Leadership used to start with nurture—if someone was set on the right path, went to the right schools, knew the right people, was trained in the right skills, if the resume looked good and the references were in order, toss in management by objectives or some level of leadership training. But, at least so far, there is no business school curriculum at HBS or LBS, or human resources training program on how to become

a Brandzilla leader. Such a program would probably be ineffective, regardless. College or university training is not a determining factor. Like Minerva from the head of Zeus, Brandzilla leaders don't necessarily learn by crawling-walking-running. Even as youths, they are mini-Brandzillas. Brandzilla leaders are usually very consistent. Roll back the clock, and you will find the same platform, witness the same style—possibly less polished, with a smaller audience-- but there nonetheless. These leaders may emerge early—like Mark Zuckerberg—or later in life, like Churchill, who failed the entrance test for the Royal Military College at Sandhurst three times before finally passing and being allowed in the school. Churchill also made dozens of mistakes and managed to lose his seat in the House of Commons before getting on the track to Brandzilladom.

Traditionally, leadership styles have been driven by the leader's relationship to others in his or her environment. A leader's style may be, say, authoritarian (any dictator), inspirational (any Pope), team-oriented (any sports captain)—etc., etc. Not so Brandzilla leadership, which is directed inward, not outward. As a management consultant, I have written hundreds of handbooks, addresses, memos, annual reports, speeches and presentations for C-level leaders who are communicating their philosophy—their brand-- to their stakeholders and constituents. But a true Brandzilla leader has no need for Power Point; they don't just live their brand, they are their brand, walking and talking and just plain being. If you are a Brandzilla leader, the Q & A is probably redundant. A Brandzilla leader doesn't hide behind the brand; he or she is the brand. If it's not obvious who you are and what you stand for and you have to whip out the paint-by-numbers portrait, you're not



a Brandzilla leader. This kind of leadership doesn't coddle, mentor, or tiptoe. It STOMPS, and it leaves a big footprint. Go T-rex or go home. Will you break some china? Unavoidably. But even scorched earth regrows.

Take the Republican primary debates in the U.S. Presidential election. A lineup of candidates spilled out millions of words describing their positions from podiums. One, Donald Trump, gave short answers of minimal content. While the pundits were slicing and dicing the messages, they were working with words—which, in this case, were largely irrelevant, Trump, however, was a Brandzilla. His platform was him, and, in the primary stage, he exercised minimal verbiage that actually explained very little and offended very many. He won. This was a game of Rock-Paper-Scissors. A non-brand will always lose to a brand, and a brand will always lose to a Brandzilla.

Tangle with a Brandzilla leader at your peril. They have been known to impale competitors and opposition in every sector—financial (Jamie Dimon); art (Gagosian); music (Beyonce); technology (Steve Jobs); science (Stephen Hawking); theater (Lin-Manuel Miranda). They can be controversial (Vladimir Putin). They can be young (Justin Trudeau). They don't have a template because they are the beginning of the new next.

Qualitative aspects of Brandzilla leadership can be ephemeral, but they do not simply boil down to personality attributes or psychographic segmentation. Visual brand elements are key, and often define the line between a mere personal brand and a Brandzilla leader. A key component of the

toolbox, for instance, is not Six Sigma but the silhouette. With digital delivery putting images out at the speed of light, as in war, identifying the leader among the minions at a glance is key. Beauty is not necessary, but an iconic shape is. Think of Godzilla, rising from the waves with that scary visage, even if his arms are not proportionate. When you have a shadow like his, you don't have to speak. Now think of Donald Trump's hair—a joke to some, iconic to all. And Hillary Clinton's uniform. Is it a skirt, pants, suit—or all of the above? In fact, it's a walking Rorschach blot—interpret as you see fit. Clinton has mastered the Unique yet Universal Garment. No other women—yet all women—dress like this. The shape would be identifiable even if the woman was not inside it. The same could be said for Queen Elizabeth's working wardrobe -- Interchangeable outfits of the same silhouette, right down to the structured handbag, in a rotation of jewel tones and bright pastels. Her Majesty is of noble but unremarkable appearance, yet she long ago stopped needing a crown on her head to be physically identifiable. Neither of these female Brandzilla leaders are about fashion, yet their looks are unmistakable. The Man in the Grey Flannel suit could never be a Brandzilla leader. Look down—there he is, mired in the wetlands of middle management. Dress accordingly.

Every environment is not hospitable to Brandzilla leadership, however. In the business world, for instance, individuality is often sacrificed to the corporate entity, and the individual is expected to not just be the company ambassador, but to embody the organization, like a walking, breathing vessel. Unless a company is a sole proprietorship, group





a true Brandzilla leader has no need for Power Point; they don't just live their brand, they are their brand, walking and talking and just plain being.

decision-making and management by committee usually creates a dynamic that does not foster or encourage Brandzilla leadership style. Yet its impact is undeniable. As a result, corporate Brandzilla leaders are usually airlifted in from the outside and rarely homegrown. However, there is one very fertile field. As entrepreneurial leaders increasingly emerge, bracketed by Baby Boomers who are being pushed out of or retiring from the corporate universe and Generation Y who are disdaining it, more Brandzilla leaders will erupt.

This sets the scene for ever more “Clash of the Titans” scenarios-- management by Marvel, the people who brought you Spiderman and The Hulk. As with Clinton and Trump, we will see seismic firethrowing and volcanic eruptions. This is why, in the US elections, accusations flew about candidates not “acting presidential.” But forget the white gloves; when the Gods fight on Olympus, the plates of the earth quake. There will be blood.

There will also be a new wave of iconery. Louis XIV was the glittering Brandzilla leader of his time— actually, of all times—who elevated his status beyond mere king to celestial twin of the sun. Le Roi de Soleil, The Sun King, he called himself. (If you're going to anthropomorphize a sidekick, you can't do much better than the sun—the source of all light and energy and ergo life on earth.) Louis cleverly cemented his stature as a double Brandzilla -- monarch by birth, soleil by association. Subjects were led to feel they were in the presence of the Sun God himself, and Louis did everything in his power—which was substantial—to perpetrate this brand—including, but not limited to, playing the role of the sun in costume in stage dramas, and

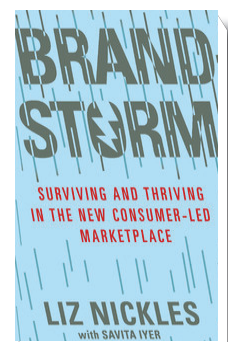
having his surroundings, which happened to be Versailles, oriented according to the axis of the sun.

So what, you say. That was centuries past, a quaint if effective monarchist exercise in ego. Who does that now? True, Donald Trump plastered his name on a bunch of buildings and ran rampant on reality TV. But isn't he a black swan?

Maybe. But let's drop into the Facebook campus Menlo Park, California, where we may at any given day find Mark Zuckerberg sitting at an ordinary desk -- on an axis exactly in the middle of the office, surrounded by orbiting staff and signs and embellishments throughout the premises not of the sun, but of the Facebook thumbs-up “like” icon and the ubiquitous appropriation of the word “HACK.” Louis XIV has gone all digital. What's next?

Somebody's got to dial up the magic and bring us a unicorn.

READ MORE



# HOW TO MANAGE THE MILLENNIALS

Bruce Tulgan

- ▶ Jossey-Bass
- ▶ 208 pages
- ▶ January 2016

Adapt your management methods to harness Millennial potential

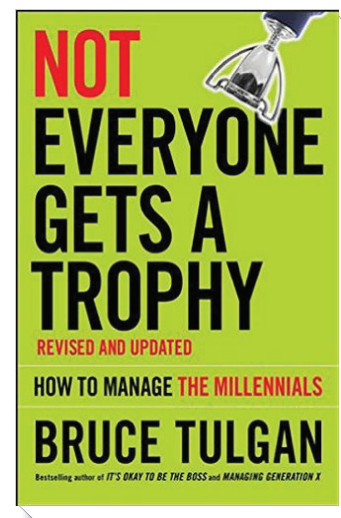
Not Everyone Gets a Trophy: How to Manage the Millennials provides employers with a workable game plan for turning Millennials into the stellar workforce they have the potential to be. The culmination of over two decades of research, this book provides employers with a practical framework for engaging, developing, and retaining the new generation of employees. This new revised and updated edition expands the discussion to include the new 'second-wave' Millennials, those Tulgan refers to as 'Generation Z,' and explores the ways in which these methods and tactics are becoming increasingly critical in the face of the profoundly changing global workforce.

Baby Boomers are aging out and the newest generation is flowing in. Savvy employers are proactively harnessing the talent and potential these younger workers bring to the table. This book shows how to become a savvy employer and . . .



Bruce Tulgan is internationally recognized as the leading expert on young people in the workplace and one of the leading experts on leadership and management. Bruce is a best-selling author, an adviser to business leaders all over the world, and a sought-after keynote speaker and management trainer.

Since 1995, Bruce has worked with tens of thousands of leaders and managers in hundreds of organizations ranging from Aetna to Wal-Mart; from the Army to the YMCA. In recent years, Bruce was named by Management Today as one of the few contemporary figures to stand out as a "management guru" and he was named to the 2009 Thinkers 50 rising star list. On August 13, 2009, Bruce was honored to accept Toastmasters International's most prestigious honor, the Golden Gavel. This honor is annually presented to a single person who represents excellence in the fields of communication and leadership. Past winners have included Stephen Covey, Zig Ziglar, Deepak Chopra, Tony Robbins, Ken Blanchard, Tom Peters, Art Linkletter, Dr. Joyce Brothers, and Walter Cronkite.



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## TARGET AUDIENCE

FROM SENIOR MARKETER TO CEO  
BUSINESS TARGET B2C, B2B

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RELEVANT FOR ALL OVER THE WORLD  
ORIGIN EXAMPLES US

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INSPIRING & PRACTICAL (EXAMPLES)  
FUN AND ENTERTAINING TO READ



# SAY LESS, ASK MORE & CHANGE THE WAY YOU LEAD FOREVER

Michael Bungay Stanier

- ▶ Box of Crayons Press
- ▶ 248 pages
- ▶ February 2016

In Michael Bungay Stanier's *The Coaching Habit*, coaching becomes a regular, informal part of your day so managers and their teams can work less hard and have more impact.

Drawing on years of experience training more than 10,000 busy managers from around the globe in practical, everyday coaching skills, Bungay Stanier reveals how to unlock your peoples' potential. He unpacks seven essential coaching questions to demonstrate how – by saying less and asking more – you can develop coaching methods that produce great results.

Get straight to the point in any conversation with *The Kickstart Question*

Stay on track during any interaction with *The Awe Question*  
Save hours of time for yourself with *The Lazy Question*, and hours of time for others with *The Strategic Question*

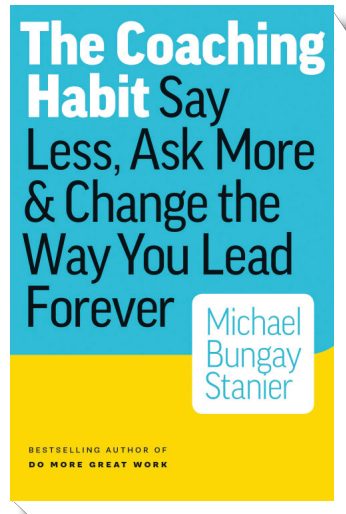
Get to the heart of any interpersonal or external challenge with *The Focus Question* and *The Foundation Question*  
Finally ensure others find your coaching as beneficial as you do with *The Learning Question*

A fresh innovative take on the traditional how-to manual, the book combines insider information with research based in neuroscience and behavioural economics, together with interactive training tools to turn practical advice into practiced habits. Witty and conversational, *The Coaching Habit* takes your work – and your workplace – from good to great.



Michael Bungay Stanier is the founder and Principal of Box of Crayons ([www.boxofcrayons.biz](http://www.boxofcrayons.biz)), a company that works with organizations and teams around the world to help them do less Good Work and more Great Work.

Box of Crayons' clients range from AstraZeneca to Xerox and are based in North America, Europe and Australia. They have particular expertise with blue chip organizations in the professional service, pharmaceutical and consumer goods market sectors. Box of Crayons' premier product is the Coaching for Great Work program which gives managers and leaders practical coaching skills that stick. It is delivered by a global cadre of program leaders. As a consultant and facilitator, Michael regularly works with groups ranging from four to two hundred.



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- ▶ INSPIRATIONAL LEADERSHIP
- ▶ MOTIVATION

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FROM JUNIOR MANAGER TO CEO  
APPLICABLE FOR CONSUMER GOODS, SERVICES  
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# WHAT DOES IT TAKE TO BECOME A TOP RANKED CONSULTANT \*

William A. Cohen, author *Bridging The Soft Skills Gap*





**Expertise comes from your education, your experience, and the personal skills you have developed. But it may be in any one of a variety of areas, and it may develop in a variety of ways, some of them quite unusual and unexpected.**

Peter Drucker is known as the “Father of Modern Management.” He considered himself a “social ecologist.” Still I don’t think there is a question in anyone’s mind that Drucker built a highly unusual, but well known and top rated consulting practice. His consulting services were in demand and he received requests for extensive work almost every week. All this without advertising. He frequently rejected potential business either because he felt his services weren’t really necessary, could be better done by someone else, or he was just too busy to undertake the job. I don’t think that he ever was in a situation where it was financially necessary to accept work, or that he felt it necessary to agree to an engagement from a sales point of view. The value in understanding Drucker’s achievements in the building of his consulting practice is not just of general interest. Understanding this can enable almost anyone to adapt his ideas to their own consulting practices, to make use of a consultant’s services, or to adapt Drucker’s advice in running organizations and accomplishing tasks.

#### **What Makes an Outstanding Consultant?**

Being simply a consultant and being an outstanding consultant are two different things. After observing Drucker over more than thirty years as well as speaking with many highly respected consultants around the country, I identified seven areas that make the difference for any consultant. They are adapted from my book *How to Make it Big as a Consultant* (AMACOM, 4th ed., 2009). Drucker practiced every single one of these seven areas. I know because I learned much of it from him.

#### **The Ability to Interact With All Participants in an Engagement**

Here it’s not so much what you say, but how you say it. Doctors with much medical knowledge, but poor bedside manners often find that their patients prefer to go to doctors with much less experience or ability. Therefore, developing a pleasant “bedside manner” while maintaining your integrity so that your clients and others have confidence in what you say and do can be as important as your technical knowledge. Drucker deemed courteous treatment of others, especially clients, essential and though he might respectfully disagree with them, and even chose to turn down work, he always showed them courtesy.

#### **The Ability to Diagnose Problems Correctly**

To stay with the doctor analogy, we know that a doctor has access to all sorts of medicines to help cure a patient. But if the physician makes an incorrect diagnosis, the medicine he prescribes may:

- Not help the patient and in the consulting context, be a waste of time, money, and resources
- Make the patient worse. Drucker emphasized the Hippocrates injunction to physicians in management: “above all, do no harm”

Your ability to diagnose the problem correctly in a consulting situation is extremely important. Otherwise your actions may



hurt the organization rather than helping it. Prescribing the right medicine, that is, giving the correct advice, is one of the most significant criteria of an outstanding consultant and I have myself seen consultants get carried away with the use of their own sophisticated methodologies such that they forgot about the central issue they were supposed to investigate and solve or resolve. As a result they got their clients and themselves in trouble by failing to prescribe the correct cure although they displayed their expertise wonderfully.

#### **The Ability to Find Solutions That Work**

Of course, having diagnosed a problem, you are expected to recommend the proper actions to correct the situation. Perhaps Drucker's most innovative strategy was to ask his clients questions of a type which led to their uncovering potential solutions themselves. This unique methodology in itself set Drucker apart from other consultants who emphasized their own, mostly quantitative analytical, methods.

#### **Having the Necessary Technical Expertise and Knowledge**

Perhaps you expected this would be the most important skill for a good consultant, and it is true that technical expertise in any field is important.

Expertise comes from your education, your experience, and the personal skills you have developed. But it may be in any one of a variety of areas, and it may develop in a variety of ways, some of

them quite unusual and unexpected.

G. Gordon Liddy, known primarily for his association with the Watergate break-in, commanded a hefty six-figure income as a security consultant . . . right after he got out of prison. This has little to do with his going to prison of course, except maybe for the publicity surrounding the Watergate break-in. Still, I know of a few overly ambitious consultants that would probably be willing to accept a couple years in jail if it meant emerging with the ability to pull down a six-figure dollar income. But my point is that even a somewhat shady background doesn't preclude a consultant's ability to earn top fees and use his perception of technical expertise and knowledge.

Drucker had never been in prison, and of course had as stellar background. Still, he claimed that he brought not so much his knowledge and experience to solving problems as his ignorance, confirming that it was the

methodology he used for solving problems that was of primary importance.

Not that this methodology was necessarily so highly sophisticated rather, that it was to be window-dressing for the results desired.

#### **Have Good Communication Skills and More**

Charles Garvin, from the well-known Boston Consulting Group



(BCG), did extensive consulting in the area of business strategy beginning in the early 1960s. With thirty years' experience, Garvin identified three major attributes that every good consultant needs. It may surprise you, but he found that the number one attribute was superior communication abilities. Analytical skills was second, and the ability to work under pressure, third. To emphasize this last point, a good friend of mine was once a principle at McKinsey and Company, the largest and probably the most prestigious consulting firm in the world. He described working late at nights and on weekends, and flying around the country to see clients so often that on one occasion the pressure was too much. On the way to the airport, he absolutely broke down and cried. This was to such an extent that he had to pull over to the side of the road and get control of himself before proceeding. That doesn't sound like much fun!

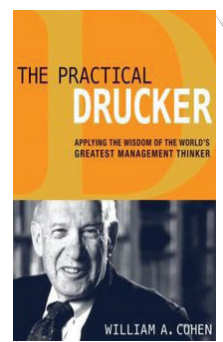
#### **Have Strong Marketing and Selling Ability**

Regardless of the technical area you are interested in, whether it is a functional area in business or something entirely different, you must learn to be a good marketer and a good salesperson. The two are not the same. Marketing is at a higher strategic level while selling is tactical. Marketing has more to do with having the right product or service to sell to the right market, whereas selling has to do with persuading others to purchase something that you already have. Not only do consultants sell an intangible product, they also must sell themselves. Drucker said that if marketing were done perfectly, selling would be unnecessary. If course, marketing is never perfect.

#### **Having Managerial Skill**

Last, but not the least in importance, is the ability to manage an organization or a practice and to manage projects to their successful completion. An outstanding consultant must also be a good manager. As with other skills, the ability to manage can be acquired. But having them is far from automatic. This is one huge reason that Drucker emphasized education. He believed that theory was fine. But he added that nothing got done until you translated theory into hard work. At the California Institute of Advanced Management, we built an entire system around this in something that we call "IATEP™" this stands for Immediately Applied Theory for Enhanced Performance. A brief description is that as Confucius said the may get something out of seeing or hearing, but until you actually apply what you see and hear, you do not really understand it. And if you don't really understand something, it going to be difficult or near impossible to incorporate the theory into practice.

**READ MORE**





# HOW TO SOURCE AND MANAGE OUTSIDE EXPERTS

Norm Smallwood, Jon Younger

- ▶ Harvard Business Review Press
- ▶ 240 pages
- ▶ February 2016

Campbell Soup Company and PepsiCo seek advice from anthropologists to understand customer tastes and preferences. Google and Intel engage experts in social science and biomechanics to assess how people think about and use technology.

Companies are gaining advantage through a new capability—strategic use of external experts—made possible by technology and the globalization of talent. Leaders everywhere recognize that “lean,” “agile,” and “fast” strategies require new ways to access and leverage—without owning—key talent to fill critical gaps. As managers seek nontraditional sources of strategic talent and experiment with fast, flexible ways of engaging these experts, they need a new roadmap.

This book delivers that roadmap. It tells you how to assess, choose, attract, develop, support, and retain your external talent. Authored by thought leaders and bestselling authors in leadership and talent management who teach and consult globally, Agile Talent reveals how companies such as Apple, Uber, Airbnb, Google, IBM, and Bain Capital organize and manage new forms of talent in innovative ways. Supported by survey data and packed with tools and templates for applying these ideas, this book is the ultimate guide for winning the next war for talent.



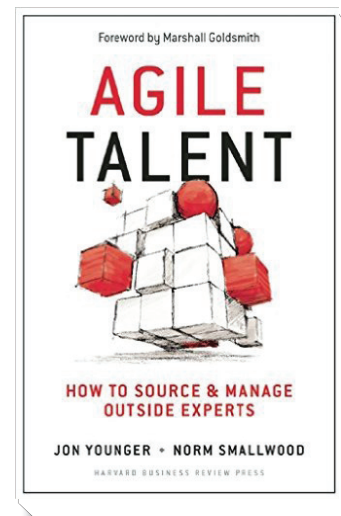
RBL Group with Dave Ulrich.

Norm Smallwood is a recognized authority in developing businesses and their leaders to deliver results and increase value. His current work focuses on building distinctive and integrated organization, leadership, and people capabilities that measurably impact market value. In 2000, Norm co-founded The RBL Group with Dave Ulrich.



Jon Younger is a founding partner of the Agile Talent Collaborative and partner emeritus of the RBL Group. While with RBL, he built and led the firm's Strategic HR Management practice, and was a director of the RBL Institute. As a partner of the Agile Talent Collaborative, he writes, speaks and consults on talent management in the on-demand economy, coaches senior executives, and teaches change leadership, HR transformation and strategic talent management at the executive level.

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- ▶ SKILLS

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BUSINESS TARGET B2C, B2B

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RELEVANT FOR ASIA, EUROPE, US  
ORIGIN EXAMPLES ASIA, EUROPE, US

## CONTENT & STYLE

INSPIRING & PRACTICAL (EXAMPLES)  
SERIOUS AND HEAVY

# LESSONS OF LEADERSHIP AND CORPORATE REINVENTION

John Mattone, Nick Vaidya

- ▶ Wiley
- ▶ 272 pages
- ▶ January 2016

Throughout today's rapidly changing business world, top CEOs face two primary challenges: solving the leadership gap and creating a sustainable corporate culture. International leadership coach John Mattone and CEO magazine editor-in-chief Nick Vaidya unlock the keys to leadership development and cultural transformation through intimate interviews with fourteen CEOs from top organizations, including Deloitte, Graybar, Genpact, The North Face, HP Financial, Virtusa, Bigcommerce, American Marketing Association, Almansoori Specialized Engineering, Oman LNG, and Claro.

Culture was long thought to be merely a 'soft' resource in the corporate equation. However, more and more business leaders are beginning to recognize the necessity of culture when it comes to creating and sustaining long-term growth and change. What is the key to creating a strong business culture? Leadership. The best cultures start with CEOs who set the tone for the rest of the company, guiding others through the often difficult process of corporate transformation.

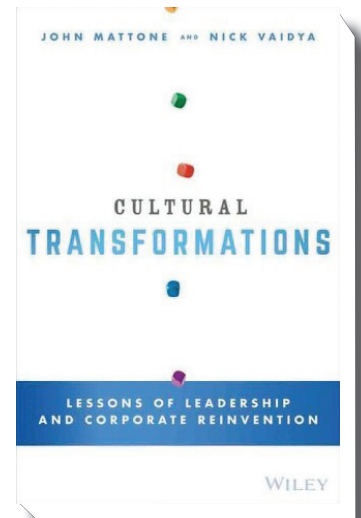
Imagine having unfiltered access to some of today's most successful business leaders. Through 14 intimate "fireside chats," John brings his extensive coaching experience to bear, plumbing the depths of their experience and highlighting the most important aspects of their leadership style.



John Mattone is a powerfully engaging, internationally-acclaimed keynote speaker and top-ranked executive coach. Since 2015, the research organization, Globalgurus.org, has ranked John Mattone as one of the world's top leadership authorities and speakers.



Nick Vaidya is the Editor-in-Chief of The CEO magazine, which disseminates cutting-edge growth strategies for CEOs and entrepreneurs through interviews with top business leaders and in-depth research into best practices across a broad array of industries. He is also a serial entrepreneur, and has managed a multi-billion dollar product line profitability for Dell besides being on The Chairman's Strategy Team. His work is influenced by his doctoral research in empiricism, a wide variety of business roles, and study of the ancient wisdom of the Vedanta.



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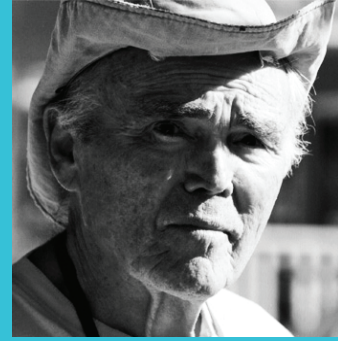
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# COLUMN SY OGULNICK

Author *Leadership*



## BUILDING A BRIDGE TO BETTER COMMUNICATION

All humans have expectations and a few have no problem making them fully known to those important to them. Most people, on the other hand, do have trouble making their expectations known, in particular to those most significant to them. But even those few that have little or no difficulty expressing their expectations to others may err in that what they say and do so that honest dialogue is perceived as impossible. In fact, too often, what is conveyed by those in power is “my way or the highway.”

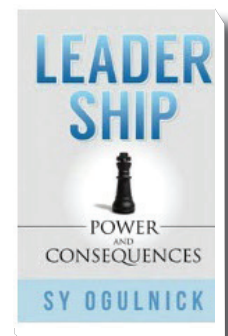
The problem is complex and troublesome whether expectations are delivered directly or withheld as long as what is expected is not open to dialogue, and ideally, Genuine Dialogue between people. (Genuine dialogue is only possible between equals that feel respected. Respect is essential to feeling equal and is also felt, not simply heard.)

Those that possess the power to influence, whether parents over their children, friends, co-workers, teachers, boss/employees and any in relationships where hierarchy for any reason exists are bound to have expectations as long as they are leaders. So whether outwardly recognized (stated) or invisible (felt) expectations do have considerable impact on the state of the relationships they are in.

By bringing our expectations to the table; laying them out as clearly as possible so that dialogue (again, as genuine as possible) takes place and conveying to the other(s) an understanding that negotiation is what needs to take place, not acquiescing and false agreement.

It is a matter of history that humans have great difficulty in learning from their history so we repeat endlessly using the same old, same old answers to problems that repeat themselves. Reading what our historians write is interesting, but obviously does not do the best job in getting us to resolve many of our current problems. To live in a supportive, nurturing, accepting way with each other is what humanity has sought for thousands of years. Is dealing with our “expectations” a contributing answer? More to follow.

READ MORE



# GET GOOD AT THINGS FAST TO STAY READY FOR THE FUTURE

Erika Andersen

- ▶ Bibliomotion
- ▶ 240 pages
- ▶ March 2016

We are operating in a world defined by constant connection, rapid change, and abundant choices. News that once took months, even years, to spread now reaches across the globe in seconds. Advances in medicine, technology and science are toppling boundaries every day. And decisions about where and how to work and live are nearly endless.

As new knowledge and the possibilities that arise from that knowledge propel us forward, leadership readiness expert and renowned author Erika Andersen suggests that success in today's world requires the ability to acquire new knowledge and skills quickly and continuously—in spite of our mixed feelings about being a novice.

In her latest book, *Be Bad First*, Erika explores how we can become masters of mastery; proficient in the kind of high-payoff learning that's needed today. With assessments and exercises at the close of every chapter, she encourages us to embrace being bad on the way to being great—to be novices over and over again as we seek to learn and acquire the new skills that will allow us to thrive in this fast-changing world.



Erika is the founding partner of Proteus, a coaching, consulting and training firm that focuses on leader readiness. She and her colleagues at Proteus support leaders at all levels to get ready and stay ready to meet whatever the future might bring.

Erika advises leading executives in companies like NBCUniversal, Tory Burch, GE, Madison Square Garden, HULU and Viacom, focusing with them on organizational visioning and strategy, team development, and their own management and leadership evolution.

She also shares her insights about leading people, staying ready for the future, and creating successful businesses through her books and speaking engagements, and via social media. Erika is one of the most popular leadership bloggers at Forbes.com, and is the author of *Leading So People Will Follow*, *Being Strategic*, and *Growing Great Employees*, and the author and host of the *Proteus Leader Show*, a regular podcast that offers quick, practical support for leaders and managers.

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## BE BAD FIRST



Get Good at Things **FAST**  
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Erika Andersen

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# IT'S ALL ABOUT THE IDEA

Tom Tuke-Hastings

- ▶ British Business School
- ▶ 128 pages
- ▶ February 2016

Do you need more creativity in your company, but don't know how to start? It's All About The Idea is the simple and effective way to make this happen.

With 52 chapters, an exercise for every week of the year, it makes creativity attainable for everyone from accountants to zoo managers. With straightforward, understandable chapters, backed up by downloadable work sheets, it is easy to start and keep track of how you are doing. Learn how to brainstorm, how to free your inner dreams and embrace the word No. By breaking this down into easy one-a-week activities, Tuke-Hastings makes creativity simple and something that we can all aspire to. It is achievable, so no excuses...



Tom Tuke-Hastings is a natural entrepreneur, with a creative streak a mile wide. Tom has created and built various companies, from a food .com and writing cookery books, via a shirt company, food marketing consultancy, turnaround of a high end manufacturing company and starting a new men's gifts luxury brand,

Tom has used his creativity and drive to succeed to create businesses from scratch and to build them. His current business: All about the Idea (part of Instinctif Partners) is a great example of his ability to constantly come up with creative ideas. He has tempered his entrepreneurial flare with world best business education at the Harvard Business School, where he attended their flagship AMP program. He enjoys: cooking, skiing, rugby, design and elephant polo. This is his fourth published book.



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# DO YOU WELCOME AND EMBRACE CONFLICT?

Rita B. Allen, author *Personal Branding and Marketing Yourself*

How often do you and a colleague, client or other acquaintance disagree? Maybe a better question is how many times in one day do you have a different outlook or opinion than someone else? It is a very common occurrence for all of us and will be as we go through career and life. This is the definition of conflict and it occurs daily in organizations between colleagues, teams, staff, vendors, customers, leaders, managers, and in all aspects of our lives.

Conflict is inevitable and healthy in order for progress to occur. It is also a critical factor when managing change during many life stages of an organization. Yet it is one of the most difficult challenges we all continue to face. The more important reflection to consider is how we react to and deal with differing viewpoints. We want to embrace conflict as unavoidable and normal, see it as a positive that is needed to move forward and grow. The problem is, more often we tend to dread conflict and even see it as an obstacle. On the contrary, we want to welcome different perspectives and see the richness in having that diversity to make better, informed decisions.

Managing conflict effectively is a strategic imperative that

must be recognized by all organizations. Embracing conflict as a positive necessity, changing our mindset, enabling us to understand the costs associated with conflict along with their impact will empower organizations to lead successfully.

How do we manage conflict in an objective and skilled manner? Understanding our own conflict management style as well as others' can empower us to effectively manage conflict. In order to do this, we must engage tools and techniques to build our competencies in four basic areas: 1) Self Awareness 2) Emotional Intelligence 3) Communications Skills and 4) Conflict Management.

We have a choice when it comes to dealing with conflict. There are different ways to manage conflict depending on the situation and dynamics involved. However, we all tend to have our preferred way(s) of handling conflict and typically may use a one-size-fits-all approach rather than shifting our approach according to the situation. By educating ourselves on these different approaches, we can be better equipped to manage conflict effectively and actually welcome conflict. How do we do this? There are five conflict management styles – avoiding,



accommodating, compromising, collaborating and competing. If we understand these styles, we can start to recognize our own style as well as others' styles which heightens our awareness and can result in effective communications.

The Thomas-Kilmann CONFLICT MODE Instrument (TKI), developed by Ralph Kilmann, is a highly effective tool to help us understand these five conflict management modes and develop the skill of determining which one is most appropriate for the given situation. By doing so, we learn how to choose to gain a greater sense of control and steer conflicts in different directions by choosing different modes. All five conflict modes have two basic aspects, a level of assertiveness and cooperativeness. Before reacting out of habit, we can learn to pause, assess each situation and select the appropriate conflict mode for that scenario. For example:

Avoiding can be appropriate when tensions are high or the issue is unimportant and best left alone.

Competing can be appropriate when an unpopular decision must be made or quick action is needed.

Accommodating can be appropriate when someone is developing performance or when you are working towards creating goodwill.

Compromising can be appropriate when you are dealing with an issue of moderate importance to both parties and you need to reach a resolution with equal power and strong commitment. Last, but not least, collaborating can be appropriate when it is highly important to merge perspectives and integrate solutions for a viable outcome for all involved.

These include a couple of examples of appropriate situations for each mode, however, there are others as well. The Thomas-Kilmann Instrument provides several resources that further explain each mode along with a questionnaire to assess which modes are your preferred ones. When you understand your own behaviors and can start to recognize others' styles, you are more positioned to manage scenarios towards successful and desired outcomes. First, it's important to determine the level

of importance of issues. I like to suggest we could even use a continuum of 0-5 to help us do so, with 5 representing high level of importance. If something is unimportant to us yet highly important to others, that should be taken into account as we assess each mode to determine ideal approach. What if it's a high level of importance to both parties or moderate to one and low to another. Again, it's important to first make these distinctions to best understand the needs and desires of each person.

Another key factor covered by Thomas-Kilmann in using these modes is our ability to develop the skills required to do so effectively. For example: to collaborate effectively, we have to possess strong listening skills and empathy among other skill-sets; to compromise well, we must be able to know how to assess value and have good negotiating skills for starters; and so on. In order to be executed well, we must work on developing the right skills that allow us to use each mode effectively.

Start embracing and welcoming conflict as inevitable and healthy. See it as a necessity for growth and progress by pushing out of your own comfort zone and seeking out other perspectives. Remember, you have choices in dealing with conflict which gives you a greater sense of control and level of empowerment. Step back to think about each situation with objectivity and practice using the right mode for the right situation.

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THE "THREE P's" MARKETING TECHNIQUE  
AS A GUIDE TO CAREER EMPOWERMENT

Rita Balian Allen

# HOW THE COMPANY YOU KEEP DRIVES LEADERSHIP, GROWTH, AND SUCCESS

Leo Bottary, Leon Shapiro

- ▶ Bibliomotion
- ▶ 240 pages
- ▶ March 2016

Many CEOs report feeling “lonely at the top.” Not only do they need to make tough decisions about their organizations day in and day out, but often they do so in a vacuum—without input, or even much pushback, from others.

In *THE POWER OF PEERS: How the Company You Keep Drives Leadership, Growth, & Success* (Bibliomotion, Inc.; hardcover; March 22, 2016) authors Leon Shapiro & Leo Bottary introduce “peer advantage” a concept that transcends peer influence. By harnessing the power of peers, CEOs and senior leaders of small to midsize organizations come together to gain fresh perspectives, solve problems, focus on opportunities and possibilities, and make decisions that accelerate the growth of their businesses.

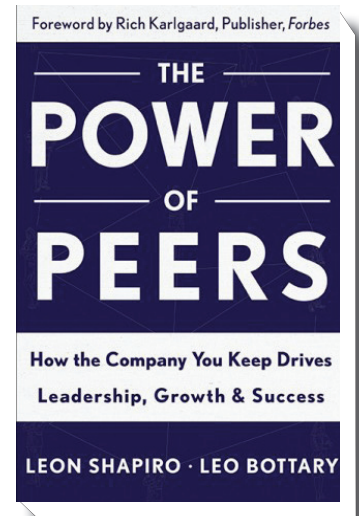
Leo Bottary is Vice President, Peer Advantage for Vistage Worldwide, where he directs a thought leadership initiative on the power of peer influence for business leaders. Leo also serves as an adjunct professor for Seton Hall University’s Master of Arts in Strategic Communication & Leadership program (MASCL), where he leads online learning teams. In April 2015, he was named adjunct teacher of the year for Seton Hall’s College of Communication and the Arts.



Leon Shapiro served as the CEO of Vistage Worldwide (2013-2016), the world’s leading peer advisory membership organization for CEOs, business owners, and their key executives. He is a member of the Vistage Board of Directors and also a Director at The Advisory Board Company (NASDAQ: ABCO)



Between 2007 and 2011, Leon served as Senior Vice President, Strategy and Operations, at Warner Music Group. From 2005 to 2006, he served as Group President of The NPD Group, Inc., a global provider of consumer and retail information, where he led all of their entertainment and technology related businesses.



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# HOW DIVERSE TEAM CREATE BREAKTHROUGH IDEAS AND MAKE SMARTER DECISIONS

Juliet Bourke

- ▶ Australian Institute of Company Directors
- ▶ 180 pages
- ▶ March 2016

What can boards and executive teams do to innovate? How can they be more certain that significant risks have been identified? How do diverse teams create breakthrough ideas and make smarter decisions?

Which Two Heads Are Better Than One? provides the answers.

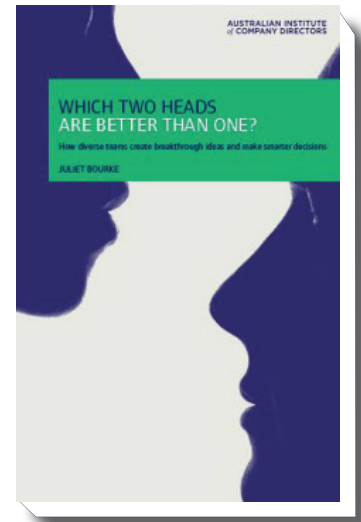
Drawing on rigorous academic and applied research, Juliet Bourke challenges mainstream assumptions about diversity of thinking, and provides practical ideas to help ensure teams see scenarios broadly, discuss options thoroughly and mitigate social, informational and attentional biases effectively.

This book is a must-read for any leader looking to increase their ability to create genuinely diverse thinking groups, engage in more productive conversations and make wiser judgements.



Juliet Bourke is a partner in Human Capital at Deloitte. With a unique background in law, psychology and business, she leads Deloitte Australia's Diversity and Inclusion practice, and co-leads the Leadership practice. She lives between the worlds of academic research and consulting

engagements, and brings the best of both to her thinking and practical advice. She is a prolific writer, a regular speaker at international conferences and advisor to executives and boards.



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# MANAGEMENT CHALLENGE: WHEN YOU NEED AN EMPLOYEE TO GO “THE EXTRA MILE”

Bruce Tulgan, author *Bridging The Soft Skills Gap*

If “productivity” is about speed and “quality” is about slowing down to think, then how shall we define “going the extra mile”?

Managers ask me, “What about the employee who does just enough work and does it just well enough and nothing else? How do you motivate that person to go the extra mile?”

This is usually not the “bare minimum” employee, but at least a notch up. The manager wonders of this person, “Why not try just a little bit harder? Why not do just a little bit more?” Instead, the manager should explain this “extra mile” expectation to the employee in question, in concrete terms, as a regular part of their ongoing one-on-one dialogue. Often managers balk at that advice: “That misses the whole point! I shouldn’t have to tell him.”

I ask, “Should your employee be reading your mind?”

Managers often say, “I want this employee to meet fully the

formal expectations and even exceed them. And then—on his own initiative—to see what else he can do to help, and then—on his own initiative—do it!” To which I always say, “So why not just explain to them, frequently and enthusiastically, that ‘going the extra mile’ is the expectation?”

I was having this very conversation with a restaurant manager in one of my seminars (I’ll call him “Res”). Res kept insisting, “That’s just setting the bar higher. So now the real expectation is the old expectation plus going the extra mile.” My response: That’s exactly right! Let’s face it. When you complain that your direct reports are not going above and beyond expectations, you are obviously trying to raise the bar. So raise it! Spell out that higher expectation as clearly as possible.

The reason this is not an entirely satisfying response is that when managers like Res complain that their employees don’t “go the extra mile,” they are really saying they want employees to think of it on their own ‘initiative.’ Why is that so important?



Res offered this example: “Take a busboy. He’s setting tables, pouring water, delivering plates, clearing plates all night long. . . One busboy walks by the salad bar and there’s a crouton out of place, he cleans it up on his way to the kitchen without ever breaking his stride. Another guy walks past the salad bar over and over again and never notices it’s a total mess. Those are just two different kinds of people. How can you teach someone to care?” I’ve come to realize that this whole “extra mile” thing has deeper implications for some managers. Some managers are trying to get at some constellation of character issues— work ethic, motivation, commitment, energy, or effort. I say: Don’t go there. Why bother?

You probably can’t teach someone to care and it wouldn’t be appropriate in your management relationship anyway. But you can require that the busboys stop and check the salad bar once every fifteen minutes or so. Some will do it much more diligently than others. In your one-on-ones with the more diligent busboy, provide recognition and reinforcement and rewards if you possibly can. And in your one-on-ones with the less diligent busboy, spell it out again: “Once every fifteen minutes, walk through the salad bar and clean up anything that is out of place. Are you with me? Are you sure? Let’s write it down and create a checklist for the next shift.” Then follow-up in your next one-on-one until that busboy is a salad-bar cleaning superstar or else a former employee.

I asked Res, “Are you sure you want that busboy taking initiative all the time? What if, for instance, the busboy thought a nice way to ‘go the extra mile’ was to give customers back massages while they dine? Or if he decided it would be nice to give customers free sodas?” For an employee to truly demonstrate ‘initiative,’ it would have to be completely self-starting action. In that sense, employees would be taking ‘initiative’ only when they are doing things that were precisely not expected of them. Surely, sometimes those would be wonderful unexpected things, but sometimes they would likely prove to be not such great initiatives after all. Take a step back, do you really want to teach employees to ‘take initiative’ by getting them to focus on doing things that are precisely not expected?

Here’s what Res and I worked out: An “extra-mile-list” for busboys. What would be all the ways that a busboy, doing his job as best he can, could take those extra moments in between his other tasks and add some real value by doing something above and beyond? The list mostly included “area patrols” – like the salad bar. But there were other items on the list too. And Res made an “extra-mile-list” for waiters, kitchen staff, and greeters. He rolled it out to the team and they ran with it. Res worked with every team to develop an “extra mile” list. Then Res and his assistant managers started including “extra-mile-ism” in their regular coaching. They made it fun and attached prizes and

rewards for “excessive extra-mile-ism.” Within just a few weeks, Res sent me an email saying, “Everyone is caught up in ‘extra-mile-ism’ – trying to outdo each other. We are climbing over each other to do more. It’s a big win.”

Instead of wishing for employees to meet a bunch of unspoken expectations, let people know exactly what it would look like for them to “go the extra mile” in their particular roles.

Start talking about going the “extra mile” in your regular one-on-one dialogues:

**1. Make an “extra mile” list for yourself.** What would it look like for you to go the extra mile in your role? After you do your job very well, very fast, all day long. In those extra moments. What are some extra ways you can add value? This will give you a bit of perspective.

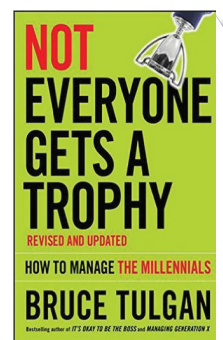
**2. Ask every one of your direct reports to make an “extra mile” list for himself.**

**3. Review each employee’s “extra mile” list. Perhaps talking through it together** you will both learn a few things. Sometimes managers are surprised to find that items on the employee’s “extra mile” list would have been on the manager’s list of basic performance expectations. Together create a working “extra mile” list for that employee. Remember, this is always a moving target.

**4. Encourage employees to “keep score” for themselves on how often they complete items on the “extra mile” list.** Take note of those who do and those who don’t score a lot of “extra mile points.” For those who do, provide recognition, reinforcement, and rewards whenever you can. For those who don’t, ask once in a while, “Why not?”

By making the opportunity to ‘go the extra mile’ concrete, you give a lot more people the chance to excel in ways they might not have ever come up with on their own. They might not ever have realized it was something they could do or should do, or that you actually expected them to do. Now you are telling them, “These are concrete opportunities to excel. Go get ‘em!”

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