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Goals for today—improve performance in all parts of life

- Understand background and theory of Total Leadership – how to achieve four-way wins – and apply to your situation
- Assess your satisfaction and performance in all four domains and alignment of your actions with your vision and values
- Discover new ways to manage and measure performance
- Design an experiment to improve performance measurably at work, at home, in the community and for your self
- Give/receive coaching on your assessments and action plan
- Set plans for implementation and coaching follow-up



What kind of leadership do we need now?



21st century business environment demands a new approach

- Changes in society
- Changes in the workforce
- Changes in technology and media
- Changes in organizations and the economy



A new kind of leadership

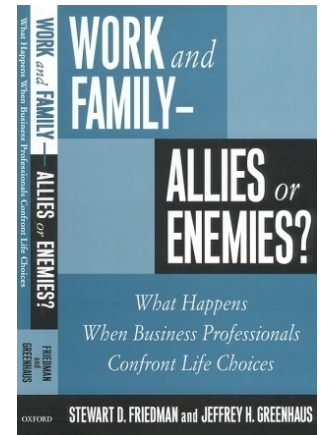
- Mobilize people towards a personal leadership vision
- Focus on results in all domains of life and harmony among them
- Influence at all levels and in all domains
- Demonstrate authenticity, integrity, creativity

Leadership in business isn't just about business. It's about life.



Work and Family—Allies or Enemies?

- Work and family *can* be allies
- Time is not the major problem
- Autonomy is essential for work-family integration
- We can have (much of) it all; it's especially tough for working mothers
- Women may be better adapted for the jobs of the future
- Kids are the unseen stakeholders at work



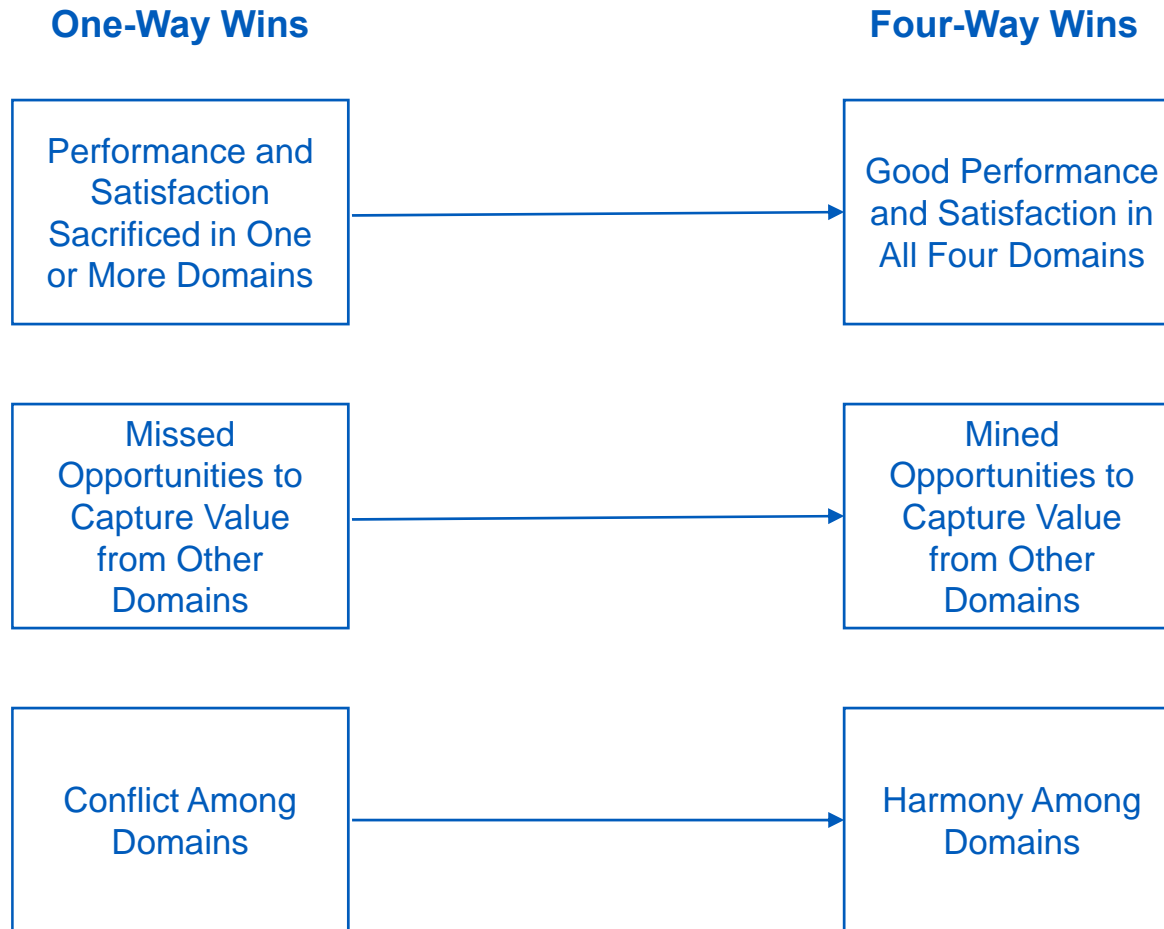
Other research sources

- *Work and Life: The End of the Zero-Sum Game*
- *The Happy Workaholic: A Role Model for Employees*



From one-way to four-way wins—purpose of Total Leadership

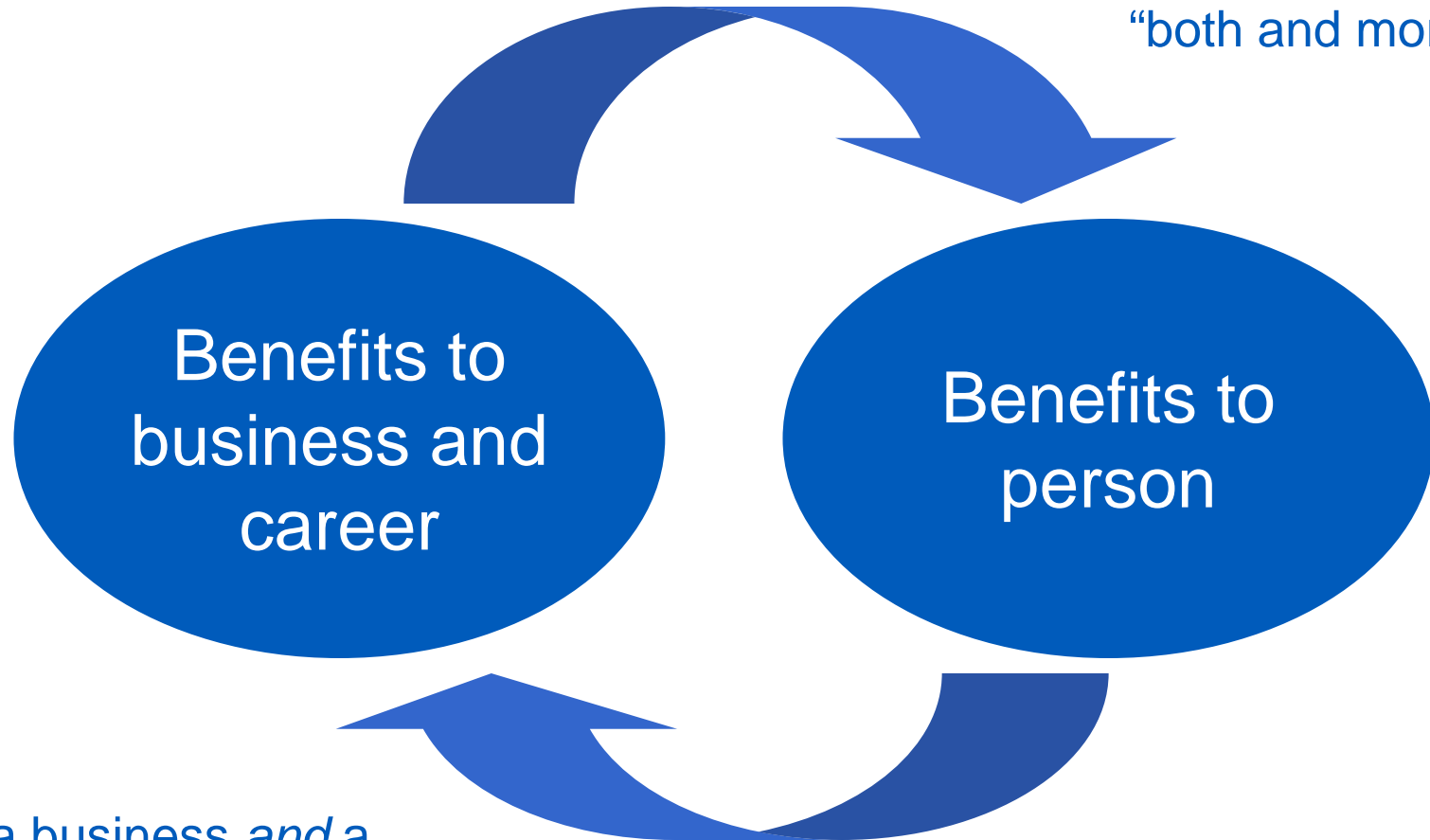
Improving performance by integrating work, home, community, and self.





Mutual gains for performance and satisfaction in all domains

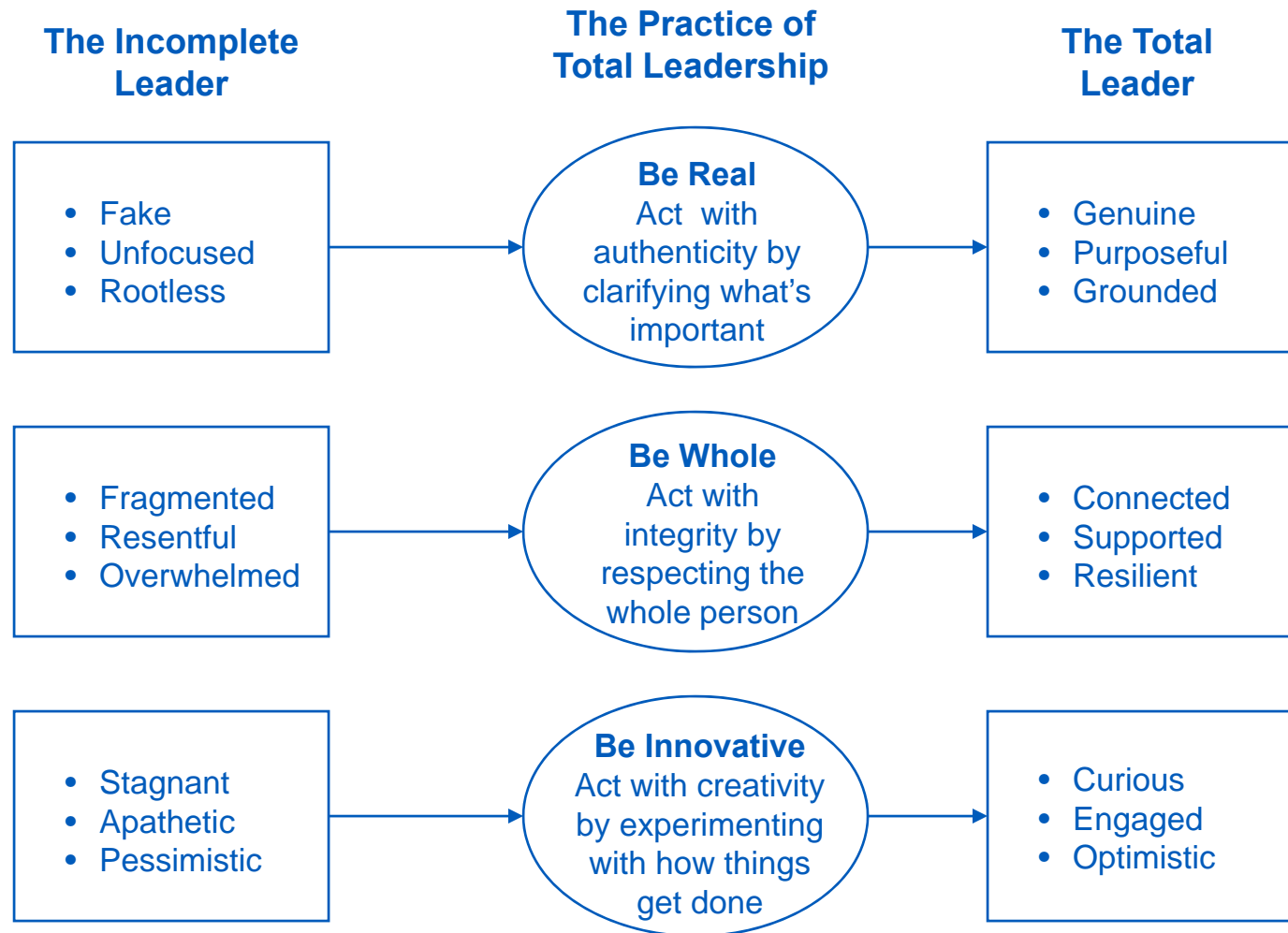
Not “either/or” but
“both and more”



Both a business *and* a
personal imperative.



The practice of Total Leadership





The Total Leadership program

A systematic, flexible approach for creating sustainable change to improve performance in all parts of life





BEGIN



Introduction

- Your goals for the Total Leadership program



BE REAL



Act with authenticity

- Where have you come from?
- Your leadership vision
- Your core values
- The four-way attention chart
- The four circles
- Domain satisfaction—the four-way happiness rating



BE WHOLE



Act with integrity

- Expectations stakeholders have of you
- Expectations you have of your stakeholders
- See your life as a system you can change
- Forms of communication
- Uncover underlying interests and new ways of meeting expectations
- Get inside their heads and hearts



BE INNOVATIVE



Act with creativity

- Identify possible four-way wins
- Choose the most promising
- Set your game plans
- Create scorecards—goals + metrics
- Get in the game!
Act, adjust, act, adjust...
- Serve *their* interests
- Identify the missing pieces in your network and cultivate it

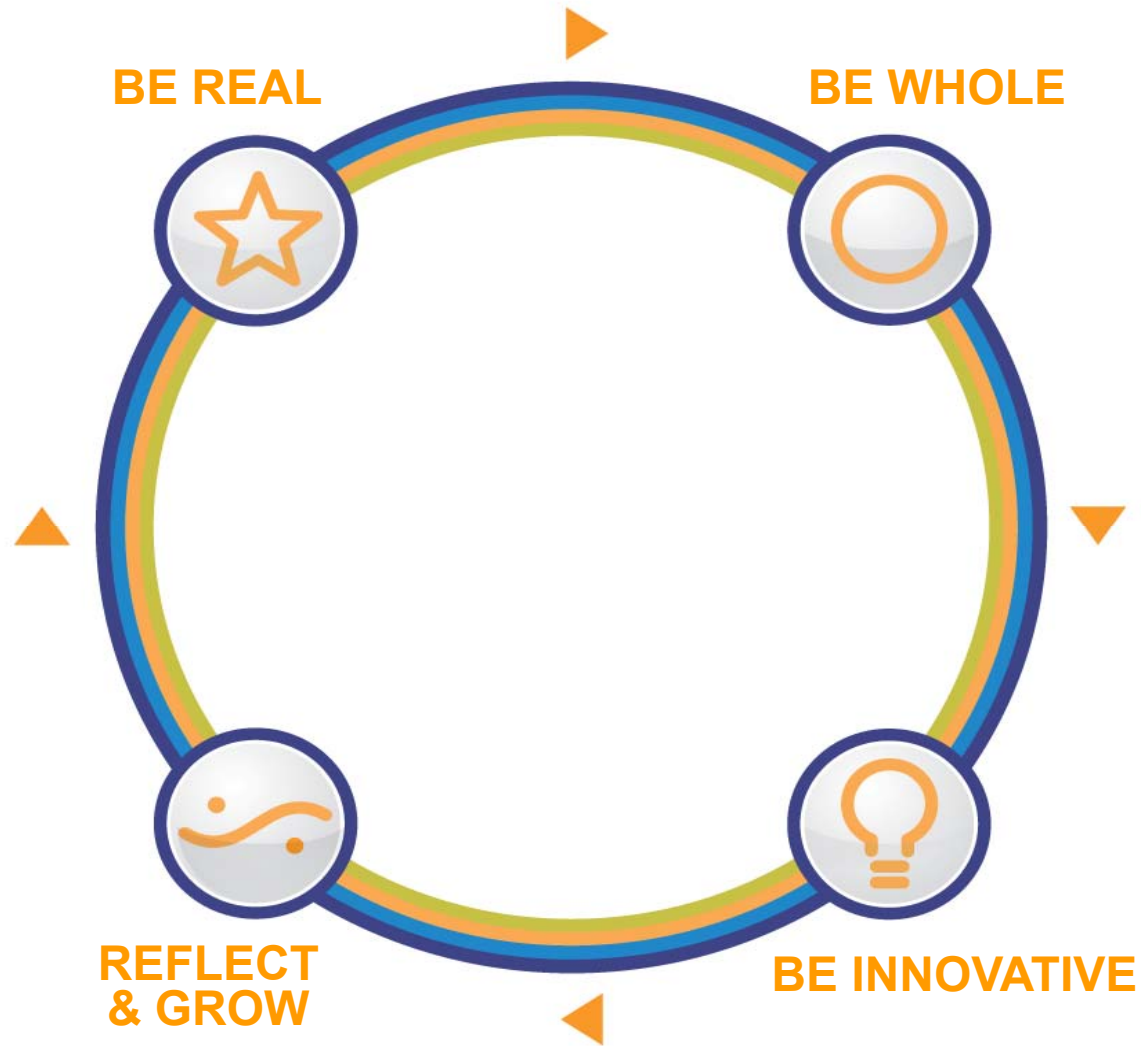


REFLECT & GROW



Conclusion

- Review your scorecards
- Review stakeholder expectations
- Review what's important
- Return to your baseline
- Distill your leadership lessons
- Your development as student and coach
- Tell your story





Demonstrated benefits of the Total Leadership approach



Business results

- Enhanced engagement and resilience
- Productivity gains and cost reductions
- Greater focus on results
- Greater commitment to organization
- Increased attraction/retention of talent
- Enhanced leadership skills
- Innovation with experiments
- Community building via coaching network
- More involvement in socially responsibility

Personal results

- Fewer conflict-ridden tradeoffs
- Greater sense of control
- Less stress
- More energy for work
- Satisfaction with personal growth
- Satisfaction with job/career
- Perform better as parents



Results: recent findings (N>300)

	Importance (%)		Attention (%)		Δ Satisfaction (%)	Δ Performance (%)
	Pre	Post	Pre	Post	Pre to Post	Pre to Post
Work / Career	34	32	56	44	21	8
Home / Family	34	34	23	28	27	14
Community / Society	12	14	7	11	31	11
Self: mind, body, spirit	20	20	14	17	39	22
	What's important doesn't change much over four months.		But focus of time and energy shifts from Work to other domains...		...as satisfaction increases in all domains, especially Self...	...and performance increases in all domains, too.



Results: average changes in skills



	Pre	Post	% Change	
1. Aligns actions with what's important by focusing on what matters most.	3.4	4.2	+24%	Real 21%
2. Cultivates awareness of true leadership priorities in all domains.	3.8	4.4	+16%	
3. Genuinely conveys a true leadership story – past, present, and future.	3.4	4.0	+18%	
4. Passionately articulates a clear leadership vision.	3.1	4.1	+35%	
5. Pursues accountability for meeting valued goals with metrics.	3.9	4.3	+11%	
6. Builds networks of trust by caring about and contributing to others.	3.8	4.3	+13%	Whole 16%
7. Communicates to clarify and negotiate expectations.	3.3	4.0	+22%	
8. Ethically influences others to generate support in all domains.	3.9	4.2	+8%	
9. Transfers assets and skills across domains.	3.7	4.3	+17%	
10. Manages boundaries and smooth transitions between domains.	3.2	3.8	+21%	
11. Questions assumptions about current methods	4.2	4.5	+7%	Innovative 12%
12. Encourages flexibility in means while focusing on results.	3.8	4.2	+10%	
13. Courageously embraces change.	4.0	4.5	+10%	
14. Fosters a learning environment through smart trial-and-error.	3.7	4.1	+13%	
15. Seeks cross-domain synergies in resolving conflict.	3.6	4.3	+19%	



Company ABC 2005 program participants –2007 reflections



Steve M. At Company ABC one of our biggest challenges is deciding how to spend our time and value our activity. Total Leadership helped me understand the expectations of key people in my life (stakeholders) and forced me to look honestly at my own decision-making, expectations and work life balance. The result was a significantly different set of personal and work decisions that created a much more integrated and satisfying life. I have shared the fundamentals of the Total Leadership with work colleagues, family, and friends both as a means to share my own life story and to encourage them to consider TL's value.

Mark C. The TL methodology creates awareness and much needed visibility to your immediate community. The awareness may seem like a very simple point and one that can be achieved quickly and easily. However, TL allows for a richer experience with lasting results. After a year, TL helped me to refine a more natural and comfortable leadership style with involvement and commitment from my community. Most of all, TL allows for greater satisfaction -- and celebration of accomplishments.

Alexis F. Total Leadership was an incredibly powerful experience for me. Going through the program provided me the opportunity to consider how I could be most effective, and where I could maximize the firm's return on investment in me. As a result, I made changes that I believe are a win-win-win for ABC, myself, and the firm. Somehow, I seem to have increased my impact in the business and with staff, while creating more balance outside of work. I could not have done this without the tools and techniques learned in Total Leadership.

Becky P. Total Leadership for me was one of those "AH, HA!" moments in my career. I was a new principal, struggling with how to balance the demands of my new position (when I was actually cognizant of what they were) with being a single parent, community participant and still find time for myself. I found the expectation mapping exercise to be the single most enlightening thing I have ever done. I have used that theory with my staff, with staff that I mentor, as advice for friends who are struggling, and even with clients, to ensure we are all understand each other (doesn't mean we always agree, but at least we know where we're coming from). This exercise is three fold. It entails thinking about what your personal expectations are, writing down what you THINK your stakeholder's expectations are, and then interviewing the stakeholders to see what their expectations actually are. It's such an opportunity to grow and realize where your blind spots are. Once you really know what the expectations are, they are so much easier to manage. And that's what really makes being a consultant fun and rewarding. Knowing what you can do, what they want and bringing it all together (delivering results that endure). There are many good readings in the class and just a whole lot of good things to think about. The closing exercise has been a tremendous boon to me. The Make the Connection Girl Scout mentoring partnership is now moving to it's 3rd year, serving 300 girls across the metro area and involving nearly 100 company staff. It's really broadened my network within the Firm and helped me to achieve the kind of impact that is so sought after in our culture. Thanks again, Stew, for teaching us that work and family are not mutually exclusive. You can have it all -- you just have to define what "All" really means to you.

Will N. I use the Total Leadership concept all of the time. I gave one of my junior staff members a crash course today on the four domains. I am using the construct. The passion is alive and well.



Be real: act with authenticity by clarifying what's important



Effective leaders define and articulate a vision that embraces the diverse values and lifestyles of all employees. Their everyday actions fit with not only their personal values but also with the core values of the business. Through continual observation and reflection they know their priorities, their strengths and weaknesses. They strive to increase commitment to shared goals through genuine dialogue with key stakeholders, telling their own story to the people about whom they care most, in all parts of life. They hold themselves and others accountable for pursuing valued goals.

Skills

- align actions with what's important by focusing on what matters most
- cultivate awareness of leadership priorities in all domains
- genuinely convey a true leadership story – past, present, and future
- passionately articulate a clear leadership vision
- pursue accountability for meeting valued goals with metrics



Be real: act with authenticity by clarifying what's important



What kind of leader
do I want to become?

What are my
core values,
beliefs, and
ideas about
leadership?





What will you be doing in
2020 and what impact
will you be having?



The power of a leadership vision? It inspires!

- Provides direction and guides action
- Offers stability in uncertainty by focusing attention and energy
- Gives sense of higher purpose, meaning
- Generates enthusiasm and commitment

A compelling image of an achievable future

- Rooted in past, focused on present and future
- Passionate, hopeful and inclusive
- Personally meaningful to your life as a whole





Coaching exchange on leader vision



- Tell 1-minute version of the story of your future
- Coaches listen, ask questions, give feedback
- Is it a compelling image of an achievable future?
- Does it have the power of a useful vision – is it inspiring?
- What might make it more inspiring?



The four-way view

Assess importance, focus, satisfaction and performance in each domain

	Importance	Focus	Satisfaction 1=not at all ...10=fully	Performance 1=poor ...10=excellent
Work / Career	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Home / Family	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Community / Society	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Self: Mind, Body, Spirit	%	%	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
Overall	100 %	100 %	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10



Coaching exchange on your four-way view

- Coach, ask these questions
 - What are the consequences of the choices you make about focus of time and energy at work, home, community, and self?
 - What are your challenges in creating greater harmony?
- Listen and give feedback
- Brainstorm ideas for how to better align what's important with everyday actions to improve satisfaction and performance in all domains



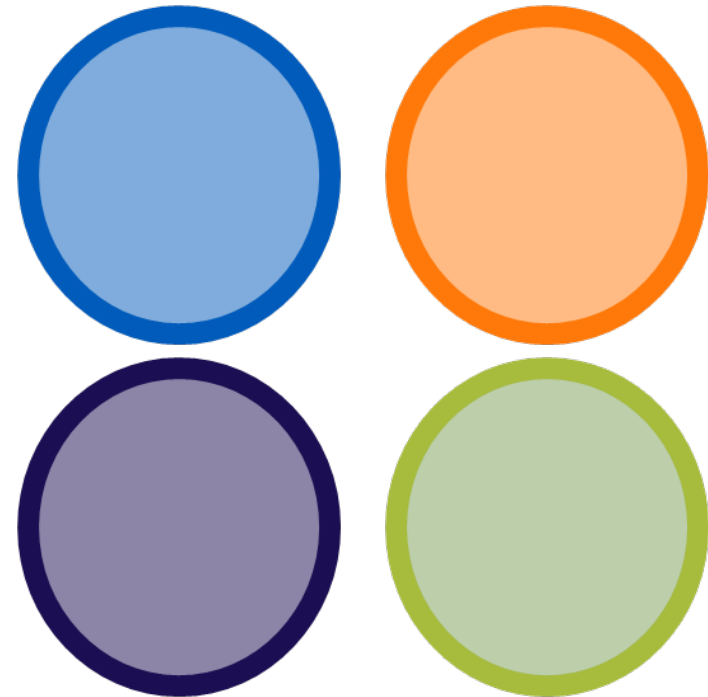
Four circles: Are your domains aligned?



- How can you create better alignment among your four domains?
- What would have to be done for you to have four overlapping circles?



Four circles: mental and physical domains not the same



Values among domains might be completely compatible...

...while they are **enacted** in separate places and times



Be whole: act with integrity by respecting the whole person



Leaders take responsibility for respecting the value of all aspects of their lives; at work, at home, in the community, and in themselves. They align the interests of different stakeholders in gaining support for collective goals as well as set, maintain, and respect the boundaries that enable value to be created at work and in other aspects of their lives. They invest in social capital to nurture networks and partnerships that provide the support needed for achieving results that matter.

Skills

- build networks of trust by caring about and contributing to others
- communicate to clarify and negotiate expectations
- ethically influence others to generate support in all domains
- transfer assets and skills across domains
- manage boundaries and smooth transitions between domains



Who are your key steak holders?





Stakeholder expectations 1: outside in view

Identify the most important people in your life, what they expect of you, and how well you are meeting their performance expectations.

Work	Home	Community	Self
			Spirituality
			Relaxation
			Physical health
			Emotional health





Stakeholder expectations 2: inside out view

Identify what you expect of them and how well they are doing in meeting your performance expectations.

Work	Home	Community



Insights from stakeholder expectations charts

- What are the main things my stakeholders want from me?
- How are these expectations compatible with each other?
- Where do they conflict?
- What are the main things you really want and need from your key stakeholders?
- How compatible are my expectations for them with what they expect of me?
- Do stakeholder performance expectations fit with my vision?
- **How can I improve performance in one domain—at the same time or indirectly—by improving performance in others?**



Conduct dialogues with your key stakeholders to build trust and gain support for taking steps toward your vision.





Goals for stakeholder dialogues: clarify expectations

- Verify your perceptions
 - Clarify further – ask questions
 - What do they need?
 - What do you need?
 - What can you do better?
 - Listen actively – restate in your own words
- See things from their perspective
 - Don't blame them
 - Be sensitive to their feelings and acknowledge them
 - Distinguish your fears from their intent
- Focus on performance and results that matter
- Mobilize support for your vision, values



Goals for stakeholder dialogues: change expectations

- Find synergies in compatible interests
- Probe for alignment with your vision, values, and ideas for innovation
- Distinguish positions from interests
 - Search for basic need underlying interests
 - Ask “why” and “why not?”
 - Recognize there might be multiple interests
 - Look forward not back
 - Be concrete – make a list
- Be open to possibilities, change in your expectations
- Explore how meet expectations to better fit the rest of your life



Be innovative: act with creativity by experimenting



Effective leaders continually re-think the means by which work gets done in ways that force a results-driven focus and provide maximum flexibility with choice in how, when, and where things get done. They have the requisite courage and openness to experiment with new work methods and communications tools to better meet performance expectations. They reduce reliance on traditional work methods, such as face time and co-location of resources, while using them more wisely to build trust when needed and, at the same time, taking advantage of the flexibility and control afforded by new media.

Skills

- question assumptions about current methods, esp. those requiring tradeoffs
- encourage flexibility in means while focusing on results
- courageously embrace change
- foster a learning environment through smart trial-and-error
- seek cross-domain synergies in resolving conflict



Types of Total Leadership experiments



1. Tracking and Reflecting

Keeping record of activity, thoughts, and feelings (and in some cases distributing it to friends, family) to assess progress on personal and professional goals, thereby increasing self-awareness and maintaining priorities which, in turn, serves to clarify what's important.

2. Planning and Organizing

Taking new actions designed to better use time and prepare and plan for the future by, for example, using a new technology or tool for organizing, creating “to do” lists that involve all life domains, or engaging in a new form of career or family planning.

3. Rejuvenating and Restoring

Attending to body, mind, and spirit so that the tasks of living and working are undertaken with renewed power, focus, and commitment. For many participants, a regular program of exercise becomes an important point of focus for their leadership experiments.



4. Appreciating and Caring

Having fun with people (e.g., by doing things that are typically outside of work with co-workers), caring for others, and appreciating relationships as a way of bonding at a basic human level to respect the whole person which, in turn, increases trust and, further, the capacity to experiment with new work methods.

5. Focusing and Concentrating

Trying to be physically and/or psychologically present when needed to pay attention to stakeholders who matter most. Sometimes this means saying “no” to opportunities or obligations. This type include attempts to better respect important people encountered in different life roles, and the need be accessible to attend to them and to important tasks/activities.

6. Revealing and Engaging

Sharing more of your self with others—and listening—they can better support both your values and the steps you want to take towards realizing your leadership vision. Leaders build and maintain connections to people who matter in all domains, and by enhancing communication about different aspects of life you demonstrate respect for the whole person.



Types of Total Leadership experiments



7. Time-shifting and Re-placing

Working remotely or during different hours to increase flexibility and thus better fit community, family, and self activities while increasing efficiencies. Because they require changes in work methods, these experiments include participants questioning traditional assumptions and trying new means for achieving valued goals.

8. Delegating and Developing

Re-allocating tasks in ways that increase trust, free up time, and develop skills in self and others. The aim is to be working smarter by reducing and/or eliminating low-priority activities.

9. Exploring and Venturing

Taking steps towards a starting new job, career, or other activity that better aligns your work, family, community and/or self domains with your core values and aspirations.



Goal: Innovative action to produce a four-way win

- Increase results, satisfaction of stakeholder expectations
- Mobilize support to achieve goals that matter
- Find new ways of creating mutual value among domains
- Enhance your authenticity, integrity, and creativity
- Be a better leader, have a richer life



Leading change with small wins

- A step in a direction you've chosen and a four-way win
- Adapt along the way to increase chances of success
- Break journey down into measurable goals
- Act on what's doable, under your control and realistic
- Small wins create visible signs of progress that build momentum, reduce resistance, and increase your confidence





Guidelines for your experiment

- Consider your organization and people that you work with
- Approach work as an integral part of life
- Experiment in all domains with where, when, or how you get things done
- Create metrics for short-term and long-term results in all domains
- Influence key stakeholders in all domains as needed
- What do you expect to learn from this experiment?



Game plan for your experiment

- Basic idea for your experiment
- How achieve better results by finding mutual value among domains
- Assistance, advice or additional information you will need
- Obstacles and assets
- How this is innovative, for you



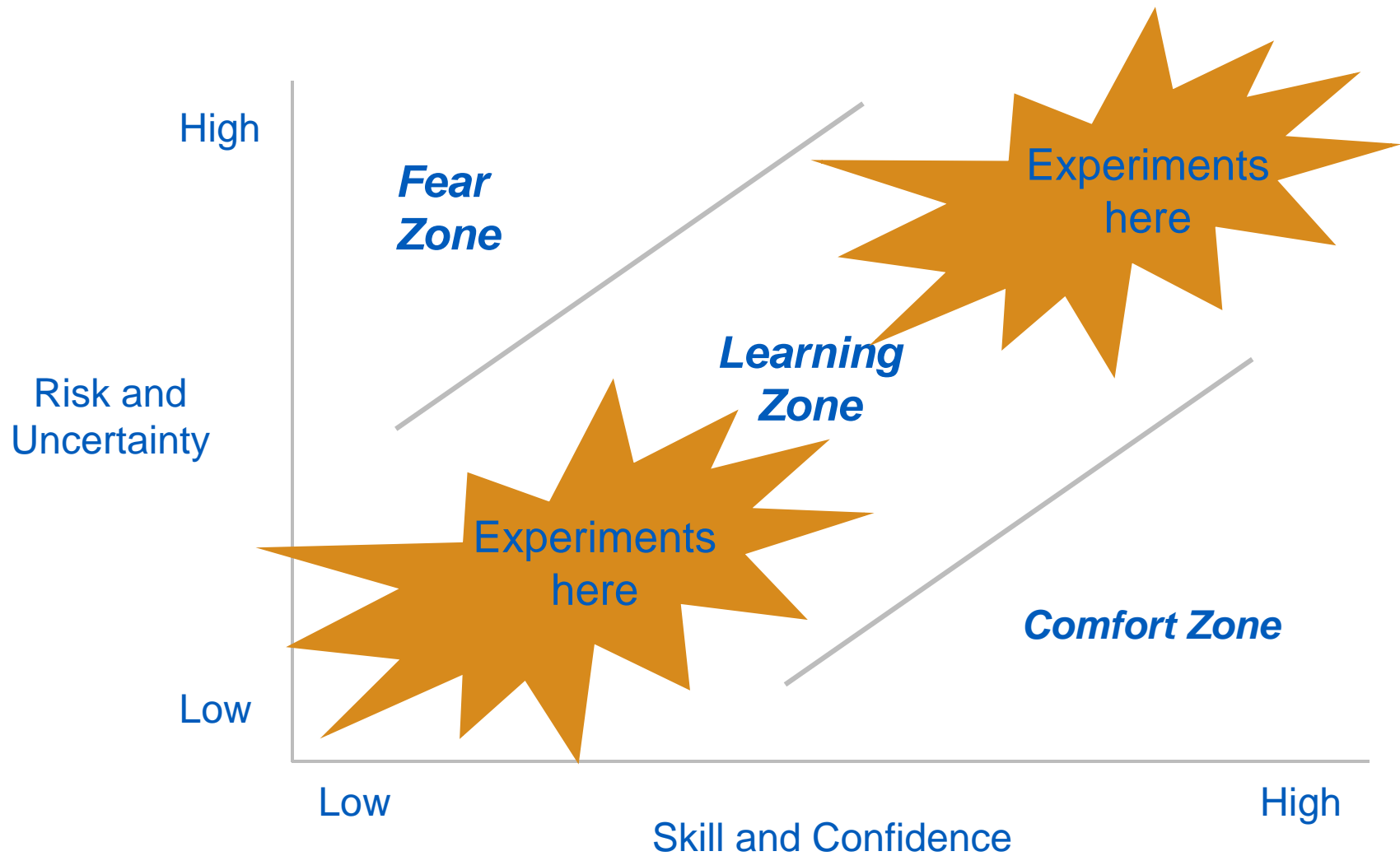
Scorecard for your experiment—goals and metrics



	Goal	Results Metrics	Action
	Intended impact in all domains	How you will know if goal is achieved	Steps to implement experiment
Work/Career			
Home/Family			
Community/ Society			
Self			



Is your experiment In the “learning zone”?





Coaching exchange on experiments

- Coach to do:
 - Be sure you understand goals and metrics for every domain
 - Is it going to produce a four-way win?
 - Are the action steps clear and doable?
 - Is it in your client's "learning zone"?
 - Give specific suggestions for strengthening the plan
 - Offer advice you have for increasing chances of success
- Plan for follow-up
 - At least one meeting in the next month, on your calendar now
 - How you will hold your client accountable for implementation



How will your experiments
result in your being a better
leader and having a richer life?



Next steps

- Hold two coaching sessions:
 - 1 with your coach
 - 1 with your client
- Write a brief note on your progress just prior to our next session
- Next session: report on your results and lessons learned



Be a better leader, have a richer life



- Leaders create sustainable change to improve performance in all parts of life
- Aim to score four-way wins
- Principles for action:
 - Be real: act with authenticity by clarifying what's important
 - Be whole: act with integrity by respecting the whole person
 - Be innovative: act with creativity by continually experimenting

